

INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

## **IARU Presidents' Meeting 2016**

University of Oxford

25 – 26 April 2016



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## IARU Presidents' Meeting – Agenda

### University of Oxford, 24 – 26 April 2016

#### Sunday, 24 April

##### IARU Presidents' Panel, an initiative of IARU Alumni Directors

15:00 *IARU Presidents meet in the hotel lobby with Professor Ngaire Woods<sup>1</sup>, moderator of the Presidents Panel.*

15:45 *Pick up from hotel, walk to Sheldonian Theatre*

16:00 **Welcome from Oxford's Vice Chancellor Professor Louise Richardson and Induction of University of Cape Town into IARU**

16:15 **Presidents Panel: "Challenge for the Future - What Makes a Great University in the 21st Century?"**

*Moderator:* Prof. Ngaire Woods, Dean of the Blavatnik School of Government and Professor of Global Economic Governance, University of Oxford

Prof. Woods will engage Presidents in a discussion of what's ahead for their institutions and for the higher education sector, focused on how universities should respond to the evolving and growing demands they face from governments, alumni and donors, and students. Discussion and questions from the audience.

17:45 *Walk to Weston Library*

18:00 **Networking Reception with IARU Alumni** (at Weston Library)

18:45 *Gather at the entrance of the Weston Library to walk to Balliol College.*

19:15 **Welcome Dinner at Balliol College**  
*(IARU Presidents' Meeting delegates only)*

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<sup>1</sup> Her first name is pronounced "Nye-ree"; it rhymes with "fiery"

**Monday, 25 April**

08:15 *Pick-up from hotel, walk to Pembroke College*

08:30 **Opening**

**Welcome Address** Prof. Louise Richardson, Vice-Chancellor, University of Oxford

08:35 **Session 1: Presidents' Regional Round-up**

Regional-Round ups are discussions on global, regional and national trends affecting higher education, including focus on internal priorities development in the respective partners' institutions and any other matters of interest to IARU. (Around the table)

10:30 *Refreshment break*

11:00 **Session 2: Continuing and Distance Education**

Many leading universities enroll thousands of “non-traditional” students, who may be returning to education later in life, studying part-time or at a distance, and/or seeking to gain specific skills rather than a full degree.

**Presentations by:**

*Prof. Angus Hawkins, Acting Director, Department for Continuing Education, Oxford.*

The mission of “ContEd” at Oxford is to make the university’s scholarship open to wider audiences. The Department enrolls more than 14,000 students annually on a range of short courses, both in-person and distance, and longer courses leading to University awards such as degrees and diplomas.

*Mr. Keith Zimmerman, University Secretary, The Open University, UK.*

The Open University (OU) is one of the world’s largest universities, with more than 180,000 students, most of whom are engaged in the OU’s “supported open learning” style of distance education.

Presentations followed by questions and discussion.

12:15 *Photo session*

12:30 *Lunch (Pembroke College, Presidents dine in a separate room)*

13:30 **Session 3: IARU Chairperson 2017 – 2018**

13:35 **Session 4: IARU Sustainability Activities**

**4.1 Campus Sustainability: How Do You Make a Campus ‘Green’?**

*Prof. Pradeep Chhibber, University of California, Berkeley*

Presentation and screening of the video created for the 10th anniversary of IARU.

**4.2 Updated IARU Presidents' Statement on Sustainability (UCPH)**

Discussion and approval of the Statement on Sustainability.

### **4.3 Sustainability in Universities' Financial Management**

*Ms. Sandra Robertson, Chief Investment Officer & Chief Executive Officer, OU Endowment Management, University of Oxford*

*Ms. Antonia Coad, Head of Internal Relations and External Affairs, Endowment Management, University of Oxford*

Several IARU institutions were challenged by their students to take “green” measures also in the financial management of the universities. Students demanded for “divestment” and/or “positive investment”, calling in fact for a more socially and environmentally aware allocation of financial resources. Are universities in a position to address these requests?

Presentation followed by open discussion.

## **14:35 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*

*Ms. Trudy Coe, Head of Equality & Diversity at the University of Oxford*

The IARU group “Women and Men” identified the need to define “success” of gender related measures at IARU Universities. Presidents are invited to have a brief discussion on their and IARU’s understanding.

Questions from the group:

- Do we call it a success if the female share in various academic positions is going up?
- To which degree should it go up?
- Is it a success to reserve financial resources for gender issues?
- How big would successful budgets have to be?

Facilitated discussion.

### **5.2 IARU Joint Online Course**

*Prof. Kiichi Fujiwara, Special Assistant to the President, Professor at the Graduate Schools of Law and Politics*

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 University of Tokyo.

Updates about the development of the 1<sup>st</sup> IARU joint course.

## **15:30 Refreshment break**

16:00 **Session 6: Key Updates on other IARU Institutional Joint Working Initiatives**

**6.1 Alumni Associations Network (ANU)**

**6.2 Global Transformation in IARU Member Strategies (ETH Zurich)**

**6.3 International Student Teaching & Support (ANU)**

**6.4 Librarians' Contact Group (UCPH)**

**6.5 Research Administrators' Network (UCPH)**

**6.6 Technology Transfer Group (PKU)**

**Session 7: New Proposals (tbc)**

17:00 *End of meeting day 1*

18:00 *Evensong at Christ Church Cathedral (Optional) Duration: approx. 50 min*

18:45 *Pick up from hotel, walk to dinner venue*

19:00 **Drinks Reception** at Divinity School

19:30 **Formal Dinner** at Divinity School

**Tuesday, 26 April**

08:45 *Pick-up from hotel*

09:00 **Session 8: Academic Freedom**

Academic freedom is a fundamental attribute of leading universities, encompassing crucial and current issues such as government censorship of critical ideas, freedom to choose areas of research, institutional managerial autonomy, responses to terrorism/radicalisation, and free expression vs. creating "safe spaces" on campus.

**Presentation by**

*Mr. Nick Hillman, Director of the Higher Education Policy Institute.*

HEPI is the UK's only independent think tank devoted to higher education policy.

Presentation and discussion with Nick Hillman, followed by IARU internal discussion.

10:30 *Refreshment break*

11:00 **Session 9: Updates from IARU Research Collaboration and Global Education Initiatives**

**9.1 Ageing Longevity and Health - Graduate Student Conference (UTokyo)**

**9.2 Global Summer Program (IARU Secretariat)**

**9.3 Novo Nordisk International Talent Program (UCPH)**

**Session 10: IARU Business Matters** (IARU Secretariat)

**10.1 Update on IARU Membership**

**10.2 Financial Report**

**10.3 Presidents' Meeting 2017 and 2018**

**10.4 Wrap-up**

12:00 *End of meeting, lunch*

13:20 *Walk to hotel*

*or*

**Visit to the Bodleian Libraries and Oxford Historical Colleges** (optional) *Return to hotel at approximately 16:15*



## Participants

### Australian National University

Professor Brian P. SCHMIDT - *Vice-Chancellor and President*

Professor Margaret HARDING – *Deputy Vice-Chancellor*

Professor Shirley LEITCH – *Pro Vice-Chancellor (International and Outreach)*

### ETH Zurich

Professor Dr. Lino GUZZELLA – *President*

Dr. Jürg BRUNNSCHWEILER – *Director Global Institutional Affairs, ETH Global*

### National University of Singapore

Professor Tan CHORH CHUAN – *President*

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

### Peking University

Professor LIN Jianhua – *President*

Professor LI Chenjian – *Vice-Provost and Associate Dean of School of Life Science*

Professor CHEN Dongmin – *Director, Office of Science and Technology Development*

Professor ZHENG Xiaoying – *Director, Institute of Population Research*

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

Dr. XIA Hongwei – *Director, Office of International Relations*

Dr. ZHENG Ruqing – *Deputy Director, Office of International Relations*

Ms. LI Yun – *Chief, Division for Education Abroad Programs, Office of International Relations*

### University of California, Berkeley

Dr. Nicholas DIRKS – *Chancellor*

Professor Pradeep CHHIBBER – *Director, Institute of International Studies*

Ms. Rexille UY – *Program Manager, Institute of International Studies*

### University of Cambridge

Professor Leszek BORYSIEWICZ – *Vice-Chancellor*

Professor Eilis FERRAN – *Pro-Vice-Chancellor for Institutional and International Relations*

Dr. Toby WILKINSON – *Director of International Strategy Office, International Strategy Office*

### University of Cape Town

Dr. Max PRICE – *Vice-Chancellor*

Dr. Marilet SIENAERT – *Executive Director Research*

Dr. Russell ALLY – *Executive Director: Development & Alumni Department*

### University of Copenhagen

Professor Ralf HEMMINGSEN – *President, Chairman of IARU*

Professor Thomas BJØRNHOLM – *Prorector for Research and Innovation*

Dr. Lykke FRIIS – *Prorector for Education*

Ms. Tina BERGLØV KJÆR – *Senior Adviser*

### University of Oxford (Host)

Professor Louise RICHARDSON – *Vice-Chancellor*

Mr. Loren GRIFFITH – *Director of International Strategy*

**The University of Tokyo**

Dr. Makoto GONOKAMI – *President*

Professor Kiichi FUJIWARA – *Special Assistant to the President, Professor, Graduate Schools of Law and Politics*

Mr. Tatsuya KUWAHARA – *Manager, International Planning Group, International Affairs Dept.*

Mr. Hiroyuki FURUYA – *Administrative Staff, Assistant to the President, Office of the President*

Ms. Yuko OHKUMA – *Administrative staff, International Planning Group, International Affairs Dept*

**Yale University**

Professor Peter SALOVEY – *President*

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

**IARU Secretariat**

Mr. Steen ULRICH – *IARU Secretariat*

Ms. Michela GAIFAMI – *IARU Secretariat*













## Session 2: Continuing and Distance Education

Many leading universities enroll thousands of “non-traditional” students, who may be returning to education later in life, studying part-time or at a distance, and/or seeking to gain specific skills rather than a full degree.

The mission of “ContEd” at Oxford is to make the university’s scholarship open to wider audiences. The Department enrolls more than 14,000 students annually on a range of short courses, both in-person and distance, and longer courses leading to University awards such as degrees and diplomas.

The Open University (OU) is one of the world’s largest universities, with more than 180,000 students, most of whom are engaged in the OU’s “supported open learning” style of distance education.

### Speakers



**Professor Angus HAWKINS**

*Acting Director, Department for Continuing Education, University of Oxford*

Professor Angus Hawkins’ academic interests focus on British political culture during the 19th and 20th centuries. This includes views of the constitution, party systems, electoral behaviour and the changing language of political debate in parliament, the constituencies and ‘popular’ campaigns. The period is one of rich and fascinating developments in all these aspects of political culture, which are closely associated with the broader religious, intellectual, social and economic dynamics of the age. Hawkins’ forthcoming book *'Habits of Heart and Mind': Victorian Political Culture* discusses British political culture from the late-18th to the early-20th century and how it sits within public values shaping the understanding of community, the past and morality. Hawkins’ recent publications include the two-volume biography of the 14th Earl of Derby entitled *The Forgotten Prime Minister* (Oxford, 2007-8).



**Mr. Keith ZIMMERMAN**

*University Secretary, The Open University, UK*

The University Secretary is responsible for the effective governance of the University and for ensuring that the Professional Services are effectively and efficiently managed to meet University objectives. This entails membership of the Vice-Chancellor’s Executive, acting as secretary of Council and Senate, overseeing the work of the OU in the devolved nations of the UK, and the management of units responsible for: strategic and resource planning, student and associate lecturer support services, academic policy and quality assurance processes, and central administrative services including Finance, Estates, Human Resources, and Information Technology.

Prior to his appointment as University Secretary in 2015, Keith held the post of Director, Students at The Open University and prior to joining the OU in 2013 he held senior positions leading student and academic services at the universities of Oxford and Exeter.

Born, raised and educated in the US, he has a BA in Political Science from Kenyon College.







## **Session 3: IARU Chairperson and Secretariat 2017–2018**

### **Current Chairperson and Secretariat**

At the Presidents' Meeting in April 2014, Prof. Ralf Hemmingsen, Rector of the University of Copenhagen was elected as IARU Chair 2015–2016. President Hemmingsen took over as Chair on 1 January 2015. He will relinquish this position with his retirement on 31 December 2016.

The term of office of the IARU Chair is 2 years and is renewable.

The IARU Secretariat is based at the Chair's institution. To guarantee continuity, the transfer of the secretariat follows with a certain delay of a "shadowing period" during which the outgoing secretariat gradually involves the incoming secretariat in the daily work of the Alliance.

The Secretariat at the University of Copenhagen will agree the details of the hand-over process with the new Secretariat. The final hand-over will take place after the Presidents' Meeting 2017 and before the start of the Global Summer Program 2017.

### **IARU Chairs**

2015 – 2016 Professor Ralf Hemmingsen, University of Copenhagen

2013 – 2014 Professor Ralph Eichler, ETH Zurich

2009 – 2012 Professor Tan Chorh Chuan, National University of Singapore

2005 – 2008 Professor Ian Chubb, Australian National University







## 4.1 Campus Sustainability: How Do You Make a Campus “Green”?

### Background

IARU was founded in January 2006 at the signing of the Memorandum of Understanding in Singapore. Today, the partners can proudly look back and acknowledge a successful history of trustful collaboration.

To celebrate this success and kick-start another decade of great collaboration within IARU, the Secretariat launched a call for ideas open to all IARU partners. 15 creative proposals for celebrating and collaborating activities were submitted and put to the votes of the Senior Officers. 4 proposals were shortlisted and discussed at the Senior Officer meeting in Copenhagen, when they were invited to decide on a single “flagship” celebration activity.

Senior Officers recognized the continued efforts and successful achievements of the sustainability initiative and decided to acknowledge these by selecting the proposal *Campus Sustainability: How Do You Make a Campus “Green”?* as IARU 10th anniversary flagship project. The idea showcases green initiatives on IARU campuses in film segments that are combined into a comprehensive video.

## 4.2 Updated IARU Presidents' Statement on Sustainability

The SCI steering group has requested that the IARU leadership consider updating the letter from the presidents that is on the IARU website. The SCI steering group with YALE as the lead developed draft text that was circulated to all IARU SCI group members for review. The refined draft was then distributed to the IARU lead contacts for comment, and these have been incorporated in the presented version below.

### IARU Statement on Sustainability

The International Alliance of Research Universities (IARU), comprising 11 universities from five continents, is committed to providing leadership on sustainability that will enhance our campuses and the respective communities of our institutions as well as encourage engagement by others at an international level. We are convinced that there is a moral imperative to take action on climate change and sustainable development. There is also an unparalleled opportunity for our institutions to illuminate pathways for transition to a more sustainable future.

In 2015 world leaders agreed to both the 17 Sustainable Development Goals and to the new climate change accord in Paris at COP 21. These milestones in our history give cause for reflection on the role of universities, and in particular how the 11 IARU institutions might contribute to the pressing global priorities of our time. Universities measure success in terms of teaching, research, impact, and service, rather than financial or political gains. As such, we are uniquely suited to support, test, and enhance work that is done by governments, the private sector, and the United Nations. By virtue of being a small network with a long history and aligned sustainability priorities, our alliance has the capacity to offer high-caliber contributions to the global dialogue on sustainability.

In the ten years since the alliance formed, our institutions have made real headway: We have each made progress on our greenhouse gas reduction commitments, our curricular offerings related to sustainable development have grown significantly, and our campuses are becoming living laboratories for sustainability. As an alliance, we benefit from the shared knowledge and joint efforts and we are committed to enabling universities worldwide benefit from this. With collective support from our leadership, faculty, staff, and students, we have developed a robust dialogue that considers the connections of operations with teaching and research, and the financial and social implications of sustainability.

IARU as an alliance is committed to leadership academically and operationally. We will ensure that our universities prosper and thrive in a way that is not just sustainable, but also promises to enhance the resilience of our communities and the world. We will continue to explore sustainability solutions in distinct cultural contexts and inside and outside of the classroom. We recognize that our efforts may not always lead to success, but testing the boundaries and taking intellectual risks is a critical role that universities can play, as each venture will involve opportunities to learn and grow. We will continue to offer guidance and opportunities to non-IARU institutions on this shared journey toward a resilient and healthy future.

Our aim for the next ten years is to move beyond best practices to transformative change. This will be a rich and iterative journey that will engage students, faculty, staff, community members, alumni, peer institutions, and partners. And finally, as higher education institutions the most critical outcome we can offer in this context is a fresh generation of change-leaders.

### 4.3 Sustainability in Universities' Financial Management

Several IARU institutions were challenged by their students to take “green” measures also in the financial management of the universities. Students demanded for “divestment” and/or “positive investment”, calling in fact for a more socially and environmentally aware allocation of financial resources. Are universities in a position to address these requests?

#### Speakers



**Ms. Sandra ROBERTSON**

*Chief Investment Officer and Chief Executive Officer, OUem, University of Oxford*

Sandra is Chief Investment Officer, Chief Executive Officer and sits on the Board of OU Endowment Management (OUem). OUem manages £2.4bn of charitable endowments on behalf of 27 investors from the collegiate University of Oxford. As Chief Investment Officer, Sandra has discretion for all investment decisions. As Chief Executive Officer, she is responsible for overall strategy of the business and ensuring the success of the company.

Prior to joining OUem at its inception in September 2007, Sandra spent 14 years at the Wellcome Trust, most recently as Co-Head of Portfolio Management, sitting on its investment committee from 1997-2007. Sandra is a graduate of Napier College, Edinburgh (BA Hons), a Trustee of The Queen's Trust and a member of the TIFF Advisory Board in the US.



**Ms. Antonia COAD**

*Head of Investor Relations and External Affairs, OUem, University of Oxford*

Antonia is responsible for managing all aspects of reporting to OU Endowment Management's (OUem) 27 collegiate investors and the information available to their stakeholders. Antonia also ensures OUem has a consistent approach to its Governance Policy across the portfolio. This outlines how OUem incorporates a wide range of risks into all investment decisions, including environmental and social.

Antonia joined OUem in January 2014 having previously worked at financial communications agencies, including College Hill and Bell Pottinger, where she specifically focused on financial services businesses. She is a graduate of the University of Oxford (Worcester College).

#### 4. 4 Report: Activities of the Sustainable Campus Initiative (SCI)

<b>Lead</b>	University of Copenhagen
<b>Reporting</b>	<i>Tomas Refslund Poulsen (UCPH)</i> <i>Melissa Goodall (YALE)</i> <i>Dominik Breem (ETH Zurich)</i> <i>Joanna Chamberlain (Cambridge University)</i>
<b>Executive summary</b>	<p>The IARU Sustainable Campus Initiative group has over the last year been building on the past 3 years considerable joint achievements demonstrating leadership on the global university sustainability agenda. The IARU Green Guide for Universities has continuously achieved considerable international attention and has in 2015 been translated to Japanese by Tokyo University.</p> <p>Highlights of IARU sustainability achievements are presented in the IARU 10 year anniversary film.</p> <p>The IARU institutions have made real headway on individual and joint efforts on university sustainability. The Presidents Statement on sustainability from 2009 has been reviewed and revised proposal has been developed via a considerable hearing process within the IARU institutions and is presented for approval. The IARU presidents Statement will frame joint IARU efforts on sustainability for the years to come.</p> <p>The IARU Global Universities Climate Forum with YALE as the lead held a very successful event in Paris in relation to the COP21 and has now entered the virtual stage. +130 students from around the world is currently engaged sustainability projects on their own campuses and beyond and will over 2016 share progress, experienced and challenges via an online platform.</p> <p>A stronger collaboration with International Sustainable Campus Initiative (ISCN) has been established leading to mutual benefits and holds the potential for further joint efforts. The IARU SCI group will present IARU activities and best practice on international student engagement at the ISCN conference in Siena, June 2016. Here possibilities for further collaboration and joint activities between IARU SCI and ISCN will be explored.</p> <p>The Annual Sustainable Campus Initiative meeting will be held in Siena prior to the ISCN meeting. The annual meeting will be a cornerstone in development in IARU SCI program and activities for next two years.</p>
<b>Items for decision</b>	Approval of IARU Statement for Sustainability
<b>Funding request</b>	No requests for funding, as funding for current projects and activities has been approved at PM 2015.
<b>Funding to date</b>	<ul style="list-style-type: none"> <li>▪ Up to 10,000 per meeting      Sustainability Meetings 2016, 2017 and 2018</li> <li>▪ Up to 15,000                      10<sup>th</sup> anniversary videos (1,000 each partner, plus 5,000 reserve)</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Up to 20,000 IARU Global University Climate Forum (Dec. 2015)</li> <li>▪ 3,240 (January 2015) Green Guide for Universities</li> <li>▪ 3,983 (January 2015) Sustainability Meeting</li> <li>▪ 15,000 (October 2014) Publication IARU Green Paper</li> <li>▪ 25,000 (October 2014) Making Univ's Sustainable Conference</li> <li>▪ 15,000 (October 2014) Sustainability Science Congress</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>▪ 16,500 (March 2009) Copenhagen related activities</li> <li>▪ 14,000 (October 2008) Sustainability Meeting</li> <li>▪ ---</li> <li>▪ <i>up to 10,000 (PM 12)</i> <i>Benchmarking study (unspent)</i></li> <li>▪ <i>up to 15,000 (PM 11)</i> <i>Website write-up (unspent)</i></li> </ul>
<p><b>Outcomes of previous meetings</b></p>	<p><b>Senior Officers' Meeting, October 2015</b></p> <p><i>Celebrating 10 Years of IARU</i></p> <p>Senior Officers recognised the continued efforts and successful achievements of the sustainability initiative and decided to acknowledge these by selecting proposal #1 as IARU 10<sup>th</sup> anniversary flagship project. After discussion, the following elements have been added to the concept presented by UC Berkeley:</p> <ul style="list-style-type: none"> <li>• Each IARU partner will create a product, all products will be available on the IARU website. UC Berkeley will present the partners' production at the 2016 Presidents' Meeting in the form they consider most suitable.</li> <li>• UC Berkeley (Prof. Pradeep Chhibber and Rexille Uy) will coordinate the project in agreement with the IARU Sustainable Campus Initiative, and assisted by the IARU Secretariat.</li> <li>• Senior Officers are responsible to ensure that all IARU partners will be able to deliver. IARU Sustainability officers at each campus will be responsible for delivering the product.</li> <li>• UC Berkeley is in charge of drafting the guidance material with the IARU Sustainable Campus Initiative, indicating the requirements of the products, the timeline and the key message.</li> <li>• University of Cape Town is exempted as new member of the Alliance.</li> <li>• Senior Officer asked UC Berkeley to finalize the concept including the above elements and circulate it for comments.</li> </ul>

Senior Officers agreed to grant 1,000 USD to each partner for video production and to reserve up to 5,000 USD for UC Berkeley for coordination and editing of the final video, the latter amount will be transferred upon need.

IARU Chair Ralf Hemmingsen thanked all partners for their creative and innovative contribution to the call for ideas and encouraged partners who have submitted new proposals in this framework to further develop their concepts and propose them for consideration at future meetings.

### **7.1 Sustainable Campus Initiative (SCI)**

Prof. Thomas Bjørnholm (UCPH) gave an overview of the successful cooperation within the IARU Sustainable Campus Network and highlighted the importance of internal support for ensuring continuous results.

The next SCI meeting is proposed to be held back-to-back to the ISCN meeting, in Siena (Italy), funding for the annual meeting has been secured at the 2015 Presidents' meeting. The SCI should inform the Secretariat on which partner will be in charge of organizing the meeting.

The group proposed to update the Presidents' Statement on Sustainability published in February 2009. Senior Officers mandated the SCI to update the Presidents' Statement and submit it to the 2016 Presidents' Meeting.

### **7.2 Global University Climate Forum**

Yale Sustainability Office is coordinating the organization of the Global University Climate Forum. The forum is run in cooperation with the International Sustainable Campus Network and Sorbonne Universités, IARU sponsors with 10,000 USD contribution. Selected teams of students from around the world including IARU students will meet at a workshop to exchange on ways to promote and implement greening measures on campus. The workshop will take place in Paris on 5 December 2015, during the COP21. Over 150 students are expected from more than 30 countries.

The Chair and Senior Officers congratulated the Sustainability group for the continuous great work and visibility that these initiatives bring to IARU.

### **Presidents' Meeting, March 2015**

The Sustainable Campus group has been very productive over the last year, contributing significantly to IARU's external visibility. In 2014, the Green Guide for Universities was published at the successful *Making Universities Sustainable Conference* in Copenhagen. 120 international university sustainability professionals and administrative employees attended the conference.

Further, the group prepared a CO<sub>2</sub> Emission Report outlining the development of the individual institutions' greenhouse gas emissions. Senior Officers had criticized that, due to different reporting metrics, the data cannot be used for comparisons. In response, the group proposed to

engage an academic working group to develop internationally compatible metrics. Presidents agreed not to task researchers from top-down with such a project.

The Sustainability Fellowship Exchange Program continues to be a great asset of the group. The individual campus sustainability progress reports of 2014 will be ready by May to be published on the IARU website.

The group plans to organize the one-day student workshop *IARU Global University Climate Forum (IARU-GF)* during the UN Climate Change Conference (COP21) on 30 November to 11 December 2015 in Paris. Presidents approved the funding of USD 15,000, to be covered by reallocation of the unspent money from the website write-up which was completed by ANU using internal resources.

The Campus Sustainability Officers asked for funding for the next three workshops in 2016, 2017 and 2018 (USD 15,000 per meeting). Presidents agreed to provide the funding for the workshops, but limited the funding to a maximum of USD 10,000 per meeting. Experience has shown that meeting cost of the IARU institutional joint working groups usually do not exceed USD 10,000. More funding can be granted in justified cases (e.g. meeting with a large number of participants).

Presidents approved the request to reallocate USD 3,500 from the budget of the CO<sub>2</sub> Emission Report (formerly "Benchmarking Study") to cover additional promotion cost of the Green Guide. The remaining unspent money of USD 6,500 will fall back to IARU general funds.

Presidents congratulated the group to the accomplishments and encouraged the group to tackle the new suggested topics (Energy Management and Sustainable Laboratory Management). The group serves as a role model for other institutional joint working groups.

## Report of the Sustainable Campus Initiative (SCI)

### The IARU SCI Group

A formalization of the SCI organization has been established with responsibilities and rotation principles. The organizational setup 2015 has been:

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

At the annual SCI group meeting 2016 another university will take over the SCI chair and secretariat.

### IARU Sustainable Campus Initiative: a 10 year review

In the 10 years since the Alliance formed the IARU Sustainable Campus Initiative, it has become a strong collaboration of universities demonstrating global leadership on the international scene of sustainable universities. Significant achievements include:

2015



IARU partnered with the International Sustainable Campus Network (ISCN) and Sorbonne Universités (SU) to convene the IARU Global University Climate Forum in Paris during the 2015 climate negotiations. Over 120 students from 27 universities attended the event. See details below.

2014

The *IARU Green Guide for Universities*, launched in 2014, has achieved considerable attention internationally and it is evident that the guide and its real-life cases from IARU universities, has inspired other universities in their paths on sustainability. The publication is available online for an international audience and has been promoted via a number of communication platforms leading to over +5,000 downloads. In 2015 it was translated to Japanese by Tokyo University.



2014

The successful conference Making Universities Sustainable in 2014 attracted 120 sustainability professionals from 18 countries discussing and sharing best practise on sustainability efforts.



Eight annual SCI meetings at the different IARU institutions has facilitated considerable exchange of hands-on experiences and best practise between the IARU sustainability professionals and has led to a close and efficient collaboration.

Currently the IARU Global Universities Climate Forum has entered the virtual phase, following the very successful workshop in Paris attended by more than 120 students.

- 2010 In 2010 the IARU Campus Sustainability Initiative launched the Campus Sustainability Toolkit at the IARU website. The toolkit presents key approaches, themes and inspiring cases from IARU universities when addressing university sustainability. The toolkit was updated in 2013-14.
- 2009 In 2009 IARU SCI hosted a Green Universities seminar in relation to the COP15 summit in Copenhagen. At the event IARU universities announced their commitment to address climate change and reducing greenhouse gas emissions and the current Presidents statement was announced. Each of the original 10 institution has since then made real headway in addressing greenhouse gas emissions, and the sustainability agenda has moved to a more comprehensive approach. Therefore there is a need to review and refine the sustainability statement from the IARU presidents framing our joint efforts for the years to come.
- 2009-2015 More than 80 students have participated in the IARU Sustainable Campus Fellowship programme, gaining international experiences and facilitating exchange of best practises between universities.
- 2008-2016 The annual IARU SCI group meetings have been a cornerstone in developing joint efforts and activities. Furthermore it has facilitated significant exchange of best practise, findings and learnings between the IARU institutions.

### **IARU Global University Climate Forum**

On 5 December 2015 IARU partnered with the International Sustainable Campus Network (ISCN) and Sorbonne Universitiés (SU) to convene the IARU Global University Climate Forum. The aim of this event was to gather university students together during the global climate change negotiations and give them a chance to share their ideas for local-scale projects that would yield measurable results over the course of one year. Following the event, the teams are encouraged to report on their progress, with the intended outcome a report to be posted on the IARU, ISCN, and SU websites.

To select participants, we held two application periods. Our team of reviewers evaluated over 60 applications and invited 38 teams to attend the event. As of October 2016, 32 teams had agreed to attend the event. Following the November attacks in Paris, that number dropped to 27 teams. All teams that were accepted have been invited to participate in the online reporting platform.

Sorbonne Universitiés, which has an MOU with Yale-NUS and has expressed interest in additional collaboration with IARU and with Yale University, proved to be a remarkable partner for this event. They successfully managed a reallocation of the venue for security reasons just nine days before the workshop was scheduled.

While Yale was the lead organization on this event, it was a success thanks to exceptional support from IARU– in particular the secretariat, the University of Copenhagen, the National University of Singapore, and the University of Cambridge – as well as SU and ISCN.

Included below is a lists of the 27 teams that participated. The day was to give the students plenary that included high-level keynotes and high levels of interaction as well as ample time to interact directly and exchange ideas. Each team was assigned one session where they stayed with their poster to explain their ideas and field questions. All other participants moved around.

## Projects

University	Project Name
Aalto University (Finland)	Energy Revolution
<b>Australian National University</b>	Organic Waste Recycling at ANU
<b>Australian National University</b>	Youth Ecopreneurship Canberra
<b>Cambridge University and ETH Zurich</b>	One World Challenge
INSEAD (France)	Sustainability Governance Design at INSEAD
Lomonosov Moscow State University (Russia)	Sustainable Development Institutionalisation Within Universities
<b>National University of Singapore</b>	NUS Green Guide to Event Management
<b>National University of Singapore</b>	Goody bags
Paris-Sorbonne	Urban Green Fabric
St. Augustine University (Tanzania)	Planting Fruit Tree on Campus and Surrounding Community
Tecnológico de Monterrey (Mexico)	Campus Monterrey: Mitigation actions to reduce the environmental footprint
Tongji University (China)	Design of eco-tourism riding route Eastern Chongming Island - based on the concept of green education and sustainable development
<b>UC Berkeley</b>	THIMBY - Tiny House In My Backyard
Université Officielle de Bukavu (DRC)	Tree biodiversity and carbon stock assessment in mountain forests in the Congolese Albertine Rift
Université Pierre et Marie Curie	UpGreen
University of Applied Science (Germany)	HFT Greening
<b>University of Cambridge</b>	Pooled Funds for Cambridge Bursars / Green Revolving Funds
<b>University of Cambridge</b>	Positive Investment Blog
<b>University of Copenhagen</b>	SMART Canteens at University of Copenhagen
University of East Anglia (UEA)	UEA Food Rescue Initiative
University of East Anglia (UK)	UEA Food Rescue Initiative
University of Edinburgh (Scotland)	Carbon Railcard
Webster University (Switzerland)	Webster Environmental Initiatives
<b>Yale - Global University project</b>	Global University
<b>Yale University</b>	C2U - Museum
<b>Yale-NUS College</b>	Singapore Sustainable Solutions Network
<b>Young Global Sustainabassadors (global – Yale)</b>	Global Environmental Video Series

## Event Highlights

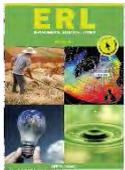
Our bus pick up location just happened to be the site of an exhibit of melting glacier ice from Iceland.



The group [#climatesign](#), a grassroots effort to make climate action cool, joined us for a set of activities. In addition to showing their video and taking photos, they took footage to be included in a forthcoming documentary. (Pictured below – a photo of the Forum participants giving the climate sign and one of the Eiffel Tower being lit with the climate sign.)



A student film crew from Sorbonne Universités took footage and conducted interviews throughout the day. They produced a three-minute film about the event (<https://www.youtube.com/watch?v=gnUWBxXNemE>) and are in the process of developing a series of videos that are one-minute or less wherein they interview each team. At the time of this writing, the videos for the Paris Sorbonne, NUS, Yale-NUS, Aalto University (Finland), and the University of Applied Science (Germany) have been posted to YouTube.



During his remarks, Dan Kammen, UCB, mentioned that he is the editor in chief of the [Environmental Research Letters](#), and offered to publish the results of any of the Forum projects should the students be willing to write a 5-6 page summary in the correct format.

The Yale team is now managing an Asana workplace to collect monthly updates from the teams. The goal is to promote dialogue between the teams throughout the course of the year and then collect final results in December 2016 for a report to be published early in 2017.

### Energy Management Project

To get a first overview on how energy management is handled at the IARU institutions, Oxford University developed and distributed a survey. Based on the results of the survey and a more focused project approach, the Energy management project will be relaunched at the next Sustainability Officers Workshop in Siena. One of the sessions is reserved for the energy management project and definition of targets and next steps. In preparation for this, each IARU institution the universities are expected to do some preparatory work, which will be presented in Siena.

### Annual Sustainable Campus Initiative Meeting

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 practices. It has been agreed to postpone the PKU hosting of the Annual Sustainable Campus Initiative meeting to 2017. The IARU SCI meeting 2016 will be held June 9-10<sup>th</sup> prior to the annual International Sustainable Campus Initiative (ISCN) conference in Siena, Italy.

IARU SCI and ISCN have strong collaboration and a number of IARU universities are heavily engaged in the ISCN. Our two organizations are currently collaborating on the IARU Global Climate Forum, and the ISCN leadership has expressed interest in further collaboration. Having the meetings back-to-back will offer a unique opportunity to discuss possible joint projects and activities. ISCN has also invited IARU SCI to host an interactive session at the ISCN conference that will highlight IARU programs and priorities, with particular focus on student engagement.

Since many IARU SCI members attend both the IARU and ISCN meeting each year, the arrangement of having the IARU meeting coincide with the ISCN conference will also save time and travel expenses as well as reducing flight-related CO<sub>2</sub>-emissions. The IARU SCI group has a considerable focus on walking the talk.

The 2017 IARU SCI meeting will be hosted by Peking University.

### Sustainability Fellowship Exchange Program

In 2015, 12 IARU Sustainability Fellowships were hosted across eight institutions. All institutions reported another year of successful exchanges with students completing high quality projects on a range of topics, details of which are contained in the following table. A selection of reports from the Sustainability Fellowships are published on the IARU web site ([www.iaruni.org/sustainability/fellowships/reports](http://www.iaruni.org/sustainability/fellowships/reports)).

Host institution	Sending institution	Student	Project
Australian National University	NUS	Zheng Zhangxin	<b>Green Event guidelines</b> Each year ANU holds events ranging from a meeting of ten people up to major events involving thousands of people. This project involved reviewing green event guidelines from other universities and organisations and developing guidelines for better management of small and large events at ANU.
	Tokyo	Shohei Miyata	<b>Green labs</b> This project involved developing an induction program to encourage more sustainable practices within laboratories.

Cambridge	Yale	Martha Longley	<p><b>Staff and student engagement at the University of Cambridge.</b></p> <p>This project reviewed existing communications and engagement material and developed a staff and student engagement programme for the next academic year.</p>
Copenhagen (UCPH)	Oxford	Anna Cuckow	<p><b>Student Engagement Approaches – Suggestions for the University of Copenhagen</b></p> <p>This project assessed the current situation of student engagement in campus sustainability and offer recommendations for the establishment of a volunteer team among students.</p>
	NUS	Elaine Hui Xian SAM	<p><b>A Study on Good Laboratory Practice at Universities Towards Sustainability and Safety Solutions</b></p> <p>The objective of this report is to present the extent to which Good Laboratory Practice rules are being held at UCPH with focus on safety, environment and energy optimization.</p>
National University of Singapore	Cambridge	Satowa Kinoshita	<p><b>Energy audit of Central Library</b></p> <p>This project involved conducting an audit of the physical environment, user behaviour and operations in the Central Library to recommend strategies to reduce energy use.</p>
	UCPH	Fie Cathrine Støttrup Olsen	<p><b>Piloting an urban farm at a student residence</b></p> <p>This project involved assisting a student residence in setting up a small-scale urban farm/ community garden on one of their lawns. This included managing a team of volunteers, designing the layout of the garden and construction.</p>
Oxford	ANU	Catherine Pilley	<p><b>Waste Mapping</b></p> <p>Investigating waste mapping practices at universities and conducting an initial waste mapping exercise tracing sources and destinations to help frame a future more detailed study.</p> <p><b>Mass Bike hire</b></p> <p>Researching worldwide mass bike hire and mass bike storage solutions with a view to making recommendations for expanding Oxford's existing bike hire scheme and for storage solutions in constrained cities.</p>

	UCPH	Mie Dehlsen	<p><b>Sustainable Purchasing</b></p> <p>Making recommendations for existing supplier self-assessment processes which do not give sufficient scrutiny to the sustainability of products. Research into Eco labels to assist buyers in sourcing sustainable options.</p> <p><b>Plastic Bags</b></p> <p>Researching the most sustainable waterproof bag for the Bodleian libraries and University retail outlets who use 12,000 per year</p> <p><b>Branding</b></p> <p>Investigating the diversity of banding across the HE and commercial sector to update an existing report into a potential visual identity for sustainability work at Oxford.</p> <p><b>Energy Management</b></p> <p>Producing a matrix and beginning to make contact with other IARU institutions to develop the 2015/16 IARU Energy Management project.</p>
Peking	Yale	Paige Curtis	<p><b>The PKU green campus program and the Implementation program of low-carbon ecological city of China</b></p> <ol style="list-style-type: none"> <li>1) Investigated the green campus planning and its implementation at PKU.</li> <li>2) Investigated some low-carbon ecological cities in the Beijing and Tianjing metropolitan area and interviewed other region cases in China.</li> <li>3) Participated in the preparation meeting for series of activities relating to the 10th anniversary celebration of IARU at PKU.</li> </ol>
Tokyo	ANU	Matthew Kowluk	<p><b>Student Outreach Programs and Student Engagement with Sustainability at the University of Tokyo.</b></p> <p>This project examined the current levels of student engagement with the Todai Sustainable Campus Project (TSCP).</p>

Yale	Oxford	Samuel Peacock	<p><b>Materials Management</b></p> <ol style="list-style-type: none"> <li>1) Reviewed other entities' materials management plans.</li> <li>2) Researched the flow of input and output of materials at the University.</li> <li>3) Made recommendations for best practices.</li> <li>4) Developed a working draft of the Materials Management Plan.</li> </ol>
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Seven exchanges between five institutions are planned for summer 2016. A few institutions are unable to participate this year due to a range of matters, including increased requirements for visas adding complications to the administration of the programme and limited funding. The SCI group will be discussing the programme at the annual meeting in June 2016.







## 5.1 Women and Men in Globalizing Universities: Definition of “Success” of Gender Related Measures at IARU Universities

The IARU group “Women and Men” identified the need to define “success” of gender related measures at IARU Universities. Presidents are invited to have a brief discussion on their and IARU’s understanding.

Questions from the group:

- Do we call it a success if the female share in various academic positions is going up?
- To which degree should it go up?
- Is it a success to reserve financial resources for gender issues?
- How big would successful budgets have to be?

### Speakers



#### **Dr Rebecca SURENDER**

*Advocate for Diversity & Pro Vice-Chancellor, University of Oxford;  
Head, Department of Social Policy and Intervention, University of Oxford*

Dr Rebecca Surender is Head of Department for Social Policy and Intervention and a Fellow of Green Templeton College. Her research, teaching and publications are primarily in the area of health policy and social policy in developing countries. She was a founding member and Director of the Centre for the Analysis of South African Social Policy (CASASP) at Oxford University, the first UK academic centre to undertake research exclusively on South African social policy. Her main focus within South African social policy concerns the politics, implementation and outcomes of health and income maintenance policies. She has led a number of CASASP studies researching the implementation of the Child Support Grant, the effectiveness of Income Generation Projects, and the attitudes of benefit recipients to labour activation strategies and social grants. She has worked as a consultant and advisor for various multilateral and government agencies including the World Bank, UNRISD, UK DFID and SA DSD.

She is currently a Visiting Professor at the Institute of Social and Economic Research (ISER) at Rhodes University, South Africa, where she is leading a three year collaborative project examining the implementation, policy dynamics and effects of the proposed new National Health Insurance (NHI) reforms.

Dr Surender has held a number of senior administrative positions within the Department, Green Templeton College and the wider University. She was elected a University Proctor for 2013-14 and was appointed a Pro Vice-Chancellor and University Advocate for Diversity in 2015. The post is designed to provide strategic direction and coordination to the various equality and diversity initiatives currently taking place throughout the university.



**Ms. Trudy COE**

***Head of Equality & Diversity, University of Oxford***

Trudy Coe became Head of Equality and Diversity at the University of Oxford in June 2011. Her particular interest is in exploring and addressing the cultural barriers to the progression of women into senior leadership and academic roles.

Trudy has worked for the University since 2003, including as Head of Professional Development. Her previous career was in policy and research work in higher education, as Director of an evaluation company, and in management and leadership, as Head of Policy for the UK Chartered Management Institute. In 2002, she undertook a review for the Royal Society of Chemistry of the factors affecting the recruitment and retention of women in academic chemistry (*Recruitment and Retention of Women in Academic Chemistry*, Royal Society of Chemistry, 2002). The outcomes of this report formed the basis of good practice guidelines for UK science departments that led to the development of the Athena Swan project. Trudy also undertook the first UK study on the cultural barriers to women in management (*The Key to the Men's Club, Opening the Doors to Women in Management*, The Institute of Management, 1992) which led to changes in thinking about the barriers to the progression of women to leadership positions. Trudy's early career was in policy work in the UK civil service, working in the Foreign and Commonwealth Office and then Department for Trade and Industry.

## Report: Women and Men in Globalizing Universities

<b>Lead</b>	Oxford University, Prof. Rebecca Surender ETH Zurich, Prof. Dr. Renate Schubert
<b>Reporting</b>	<i>Professor Renate Schubert (ETH Zurich)</i>
<b>Executive summary</b>	<p>In the end of June 2015, nine out of the ten IARU Universities (Copenhagen was missing) participated in the “Gender Working Group” meeting at Oxford. We had intense, trustful and effective discussions on the following topics:</p> <ul style="list-style-type: none"> <li>- Comparative gender monitoring on PTEM (Physical science, technology, engineering and maths; excluding biological and medical studies due to differences between institutions)</li> <li>- Gender gap in educational attainment, especially during the first year(s) of studying</li> <li>- Defining and identifying areas of “good practice” that could work at several IARU Universities, including an analysis of the factors responsible for more/less of an impact. The role of targets was of special importance in this discussion</li> <li>- How is the “success” of Universities defined, who plays a role in this definition, which gender aspects are involved and how could changes in the notion of “success” be brought about? These discussions involved university rankings as well as award granting</li> <li>- Measures to recruit more women to full professorships and to increase the retain rate, including the role of gender differences in preferred sub-disciplines</li> <li>- Measures to encourage more school girls into science</li> </ul> <p>Furthermore there was an exchange about recent gender-related developments and current key topics in the different institutions, enabling the group to better understand cross-institutional differences in gender-related strategies and measures.</p> <p>Athena Swan procedures and the respective impacts had also been discussed.</p> <p>The group decided to meet more often (every year instead of every two years) in order to be able to learn from each other’s experiences and to use the momentum for quicker changes within the IARU Universities.</p> <p>In addition, staff exchange for 1-3 months should be encouraged which would need some resources and some assistance within the Universities.</p> <p>An assessment of gender practices based on a well-designed survey with qualitative and quantitative aspects should be initiated. This assessment will be carried out by IARU co-financed student helpers.</p> <p>Finally, on a 5-years cycle, comparable data on gender figures at the different IARU institutions as well as on student performance should be collected and assessed and recommendations for further improvements should be derived. This evaluation will also be supported by IARU co-</p>

	financed student helpers.
<b>Items for decision</b>	Discuss and define “success” of gender related measures at IARU Universities (see page 4).
<b>Funding request</b>	USD 8,000 Annual Workshop 2017
<b>Funding to date</b>	<p><i>USD 8,000 Annual Workshop 2016</i></p> <p><i>USD 5,000 Student’s help for data collection</i></p> <p><i>USD 3,000 Student’s help for survey preparation</i></p> <p>USD 5,200 Workshop (June 2015)</p> <p>USD 3,638 Workshop (2013)</p> <p>USD 6,512 Workshop (March 2012)</p> <p>USD 8,500 For project development (PM2006)</p>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers’ Meeting, October 2015</b></p> <p>Prof. Kiichi Fujiwara (UTokyo) reported about progress of the initiative. The group has agreed to focus on students and their educational attainment, especially in PTEM where there is an under representation of women. The Universities of Oxford and ETH Zurich have decided to work jointly on this topic in order to gain insights on causes for the gap and measures to fight it. To support these activities, the group requested 5,000 USD for student helpers assisting mainly in data collection.</p> <p>The group further plans to define and identify areas of “good practice” that could be transferred between IARU universities. This will be based on a survey for which the group requested 3,000 USD for student help.</p> <p>Given the larger focus and to use the momentum for quicker changes within the IARU Universities based on the identified good practices, the group proposed to meet every year instead of every 2 years and requested up to 8,000 USD for hosting the 2016 workshop.</p> <p>The Senior Officers approved the funding requests of up to 16,000 USD, and suggested the group to advertise the students’ positions as part of the Global Internship Program.</p> <p><b>Presidents’ Meeting, March 2015</b></p> <p>Prof. Sawako Shirahase, UTokyo’s representative of the Women and Men in Globalizing Universities group, presented the group’s plans to update the gender statistics collected in 2013, extending the scope beyond the original PTEM fields by including Medicine, Social Sciences and Humanities. Other planned activities include looking into gender-related grade differences, drafting a memorandum explaining the necessity and advantages of equilibrating gender figures at IARU universities, developing a best-practice guide for reaching gender equality at universities and discussing gender teaching. Presidents were supportive of the group’s plans.</p>

## Women and Men in Globalizing Universities

In the end of June 2015, nine out of the ten IARU Universities (Copenhagen was missing) participated in the “Gender Working Group” meeting at Oxford. This time, also Beijing University joined us which was helpful and interesting for all of us.

In the meeting, we had several presentations from IARU University representatives and a lot of intense, trustful and effective discussions. We were also able to discuss many topics with members from Oxford University which significantly improved our “best practice” knowhow.

It proved to be very useful that most University participants in the meeting meanwhile know each other and have some ideas about the basic characteristics of the other Universities. This helps a lot to make our discussions more efficient and fruitful. Since we all had the impression to go away with something useful in our “handbag”, we plan to meet once a year and not only every second year in the future. This will imply a slight increase in costs (for organizing the meetings more often).

To intensify our exchange and hence to increase the rate of learning from each other and to be able to take useful measures, we also plan to organize a staff exchange for 1-3 months. This again will need some resources and some assistance within the Universities.

The following key topics were in our focus:

- We compared our gender monitoring figures in the PTEM area (physical science, technology, engineering and maths; excluding biological and medical studies due to differences between institutions) and decided to do data updates every five years.
- We discussed an observed gender gap in educational attainment, both during the first and final year(s) of studying. It was interesting to see that at some Universities and for some study directions women lag significantly behind men. The reasons seem to be multiple and not totally clear so that no systematic measures to close the gap can be recommended ad hoc. Presentations from EHT and Oxford on this issue raised a number of interesting points, including that the main divergences occur in PTEM subjects (though not in all PTEM subjects and not only in PTEM subjects). We discussed the possibility that the way examination questions are framed might be more suited to men than to women and that perceptions of a field requiring innate ‘genius’ could be harmful to women. While there is suggestion that boys do better at high-stakes exams, the reasons are poorly understood and further work is needed to get the full picture. In particular, it was notable, that the patterns and trends in gender gap attainment were evident across both EHT and Oxford despite their different modes of admissions, teaching and testing.

The Universities of Oxford and ETH Zurich have decided to work jointly on this topic in order to gain insights on causes for the gap and measures to fight it. They will develop a small comparative study across the two institutions involving further analysis and surveys/interviews of students. It is important to note that while these two institutions (who are further ahead in thinking about these issues) will begin joint, comparative work to address the causes of that gap, all institutions agreed to begin monitoring student attainment by gender to identify any differences (see above). Most likely, Stanford University will join the

comparative study framework rather soon; others will follow later. To support the activities just described, we will be happy to employ student helpers co-financed by IARU.

- We studied and discussed “good practice” examples that could work at several IARU Universities and we searched for factors that might be responsible for more/less of an impact of these practices. We also focused on the role of targets (gender quota) or dedicated financial resources in this context.

The participating representatives suggest the creation of a Best Practices Survey that would gauge the level of commitment and active participation by member institutions in the recruitment and retention of women in academia, especially within the sciences but also within the humanities and social sciences. We therefore request funding for the creation of such a survey. Online survey software would be provided by Yale University under the supervision of IARU Yale representative Richard Bribiescas, Deputy Provost for Faculty Development and Diversity and Professor of Anthropology and Ecology & Evolutionary Biology. Yale maintains an institutional license for Qualtrics survey software. Use and deployment of the software would be cost free. The IARU co-financing of student helpers to assist is appreciated.

- We spoke about how the “success” of Universities is defined and in which way this might keep women away from PTEM fields. Related to this we discussed who plays a crucial role in this definition and how could changes in the notion of “success” be brought about? In our discussions university rankings as well as award granting played a significant role.
- In addition, we identified the need to also define “success” of gender related measures at our Universities. Do we call it a success if the female share in various academic positions is going up? To which degree should it go up? Is it a success to reserve financial resources for gender issues? How big would successful budgets have to be? We are aware of the fact that for different Universities the answers to such questions may differ. However, there may be some common grounds and it would be good if the Presidents could have a brief discussion on their and IARU’s understanding.
- We exchanged experiences and opinions on reasons for the few numbers of women on professorships and discussed measures to recruit more women to full professorships and to increase the retain rate. One interesting factor was the observation that men and women prefer different sub-disciplines, whereas descriptions for open professorships are often designed by male groups.
- We presented and discussed various measures to encourage more school girls into science.

## IARU Women and Men in Globalizing Universities

### Working Group meeting, Oxford, 28-30 June 2015

#### Sunday 28 June 2015

Arrive Oxford. Accommodation has been arranged at the Randolph Hotel.

Two voluntary activities are proposed for Sunday evening:

5pm – 6.30pm Optional guided walking tour of Oxford, taking in the main historic University and college sights

7.30 pm Informal dinner, Ashmolean Restaurant roof terrace (opposite the Randolph)

Dinner will be hosted by Professor Rebecca Surender, University Advocate for Diversity and Pro-Vice Chancellor without portfolio, and Trudy Coe, Head of Equality and Diversity

#### Monday 29 June 2015

Breakfast in the hotel

Walk to the University Offices, Wellington Square (5 minutes)

10.00 am Welcome to Oxford by Vice Chancellor, Professor Andrew Hamilton, or Pro-Vice Chancellor for Equality and Diversity, Dr Stephen Goss

10.15am Agreement on agenda and outcomes

10.30am **Session 1, Update and enlargement of comparative gender monitoring for IARU Universities**, Professor Angelica Stacey

11.15am Coffee

Start of gender-related grade monitoring at IARU Universities

12.45 Lunch

1.30pm **Session 2, Presentations on good practice by IARU members:**

Dr Fiona Jenkins, ANU - Gendered Excellence in the Social Sciences

University of Copenhagen - UCPH's new Gender Equality Plan

Sheila Gupta, Cambridge - Women and Success Summit

Professor Tong Xin, University of Peking

3.00pm Tea

3.15pm **Session 3, Presentation on gender gap in student performance**, University of Oxford, by Professor Surender

4.30pm Close and return to hotel

6.30pm Reception and dinner, St Hilda's College (a 20 minute walk or short taxi ride)

This event will be hosted by Professor Sally Mapstone, Pro-Vice Chancellor (Education) and champion of the University's mentoring programme for senior women, Ad Feminam

Over dinner, working group members will meet Oxford academic staff committed to gender equality.

Tuesday 30 June 2015

Breakfast in hotel

- 9.30am            **Session 4, Identification of ways for learning from each other and sharing positive and negative experiences**
- Discussion of possible new areas of work (suggestions include gender and teaching, a best practice guide and staff exchange).
- 11.00am            Coffee
- Draft short memorandum for IARU Presidents on outcomes and next steps
- 12.30              Lunch and symposium with representatives of Oxford academic staff to be chaired by Dr Stephen Goss:
- a) Outline of areas of good practice and actions identified by the working group
  - b) Presentation by 3 IARU members on areas of good practice
  - c) Q and A session with Oxford staff
- 2.00pm            Formal close

IARU programme v 2, May 2015, EDU

## 5.2 IARU Joint Online Course

<b>Lead</b>	<i>University of California, Berkeley (Prof. Pradeep Chibber)</i> <i>University of Tokyo (Prof. Kiichi Fujiwara)</i>
<b>Reporting</b>	<i>University of Tokyo (Prof. Kiichi Fujiwara)</i>
<b>Executive summary</b>	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 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. 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.
<b>Items for decision</b>	Progress report; no decision requested.
<b>Funding request</b>	Progress report; no new funding requested.
<b>Funding to date</b>	<i>Up to USD 10,000                      Organisation of two workshop in 2016</i> <i>Up to USD 15,000                      Joint video production costs</i>  ----- 8,870 USD                                      DOOC Workshop ( July 2015, Yale)
<b>Outcomes of previous meetings</b>	<b>Senior Officers' Meeting, October 2015</b> Prof. Andrew Wee (NUS) informed that the NUS lead of this initiative has terminated and that there are no further workshops scheduled.  Building on the outcomes of the first EdTech Horizons Workshop and on the Distributed Open Online Course (DOCC) organised at Yale in summer 2015, the Joint Online Course proposal progressed further. Prof. Pradeep Chhibber (UC Berkeley) and Prof. Kiichi Fujiwara (UTokyo) reported they have been preparing the course with the collaboration from 3 other IARU universities: NUS, Cambridge and Yale.  The pilot course will be designed for undergraduate students and will address the topic of "State Fragility"; the syllabus and the modules distribution among universities will be finalised in a meeting scheduled in January 2016 at UC Berkeley. The format of the course will be that of DOCC (not MOOC) allowing local teaching and grading, along with global interaction between the students during the duration of the course. The course is planned to be taught in the autumn semester of 2016. The course materials will be available at any time to all IARU students, whereas student interaction will only be possible during the teaching period.  Prof. Pradeep Chhibber (UC Berkeley) and Prof. Kiichi Fujiwara (UTokyo) met with the Norwegian Institute of International Affairs (NUPI, <a href="http://www.nupi.no/en/">http://www.nupi.no/en/</a> ) who offered to cover the production costs for videos and lectures if successful in acquiring a national grant.

Senior Officers agreed that Prof. Chhibber will send a letter in support of NUPI's application and confirmed IARU's interest in collaborating with the Norwegian Institute of International Affairs within the joint online course initiative.

Senior Officers asked the group to document and transfer to IARU partners the know-how they will acquire from the preparation and making of the pilot joint course, in order to be used for the development of other joint courses in the future.

Senior Officers endorsed the funding request of up to 15,000 USD for joint video production, in case these costs will not be covered by the Norwegian Institute of International Affairs. An additional amount of up to 10,000 USD has been granted to the hosts of the two meetings scheduled in 2016 (the first meeting is scheduled in January 2016 at UC Berkeley).

#### **Presidents' Meeting, March 2015**

Building on the success of GSP, the Presidents' Meeting 2014 tasked Senior Officers to look into other forms of IARU-wide students exchanges. As agreed at the Senior Officers' Meeting in November 2014, NUS, Berkeley and UTokyo started to draft a proposal on IARU joint online courses. Andrew Wee, Pradeep Chhibber and Kiichi Fujiwara proposed to implement flexible joint online courses ("DOCC-like"), each involving two or more IARU universities. The EdTech Workshop in July 2015 in Yale could serve as a platform to discuss issues related to these joint online courses, and to bring potential lecturers together. Presidents approved the seed funding request of USD 10,000 for the development of a pilot course on the topic "Fragile and Conflict-ridden States". Partners are invited to identify faculty who may be interested to take part in the "Fragile and Conflict-ridden States" course or other topics for joint modules, and nominate them to take part in the DOCC workshop at Yale that learning and discussion on creating new joint modules can take place at the same time.

## IARU Joint Online Course

Instructors for the IARU Joint Program on State Fragility and Peacemaking gathered in University of California Berkeley on Jan. 8-9, 2016, to discuss the basic framework of the program. The participants were as follows (Prof. Susan Hyde of Yale University could not attend the meeting).

Prof. Leonardo Arriola – University of California Berkeley

Prof. Pradeep Chibber – University of California Berkeley

Dr. Devon Curtis – Cambridge University

Dean Suzaina Bte Abdul Kadir – National University of Singapore

Prof. Kiichi Fujiwara – University of Tokyo

The group will join late May in Berkeley again to develop course materials.

### (1) Joint-teaching and individual teaching.

This course will be prepared by a joint effort of faculties from four institutions, that is, University of California Berkeley, University of Cambridge, National University of Singapore, and University of Tokyo.

The format will be 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. Each instructor will be responsible for the grading of students in each institution.

Although most of the joint classes will take place between October and November 2016, the exact date and the time of the classes may differ due to differences in academic calendars. We plan to hold simultaneous classes, that is, classes that are taught jointly by the use of internet connection at the same time, but such occasions will be very limited, because of the wide gap in time zones.

The collaboration of the four universities, then, is mainly in the course preparation, where the IARU team will provide (1) a core syllabus, (2) common course materials (video, power-point, assignment and questions), and also prepare for (3) cross-national student groups, consisting of two students from each university.

### (2) Course objectives and structure

The course syllabus will accompany three basic questions for each module, along with reading lists and assignments. The number of students in each university should be less than 25. The grading will be done by each instructor in their home institution. The final paper will be a product of joint group projects, possibly in a form of policy paper / recommendations that may either take form of a website presentation, power point, written paper, or a combination of the above.

The period when all four universities will be teaching in the autumn of 2016 is a six week period from October 6<sup>th</sup> to November 11<sup>th</sup>. During this period, classes will be held in all four universities, and

also joint-teaching classes. The remaining classes will be taught by the participating home institutions separately during the remaining period. We must arrange the syllabus according to this calendar. NUS will start from the second week of August, but the course can start from late September by permission.

### Course Objectives and Learning Outcomes

Graduates of this course should be able to explain and understand the causes and consequences of state fragility in different parts of the world. They should be able to propose policy options that can help fragile or failing states work on building capacity, including various peace-building initiatives and the use of foreign aid.

Additionally, graduates of this course will be able to acquire unique skills set for the new generation. These include:

1. The ability to interact and learn across diverse cultures and perspectives
2. The ability to explore critical perspectives through peer learning and sharing in an open online learning space
3. The ability to collaborate on design and implementation of problem-solving processes and policy options
4. The ability to effectively communicate formally and informally through speaking, writing and listening
5. The ability to use and master web-based learning tools

### (3) Topics, Course Requirements, Readings and Resource materials

There are no pre-requisites required for students taking this course, although students are expected to have some basic background in political science and/or international relations. Participating institution can apply pre-requisites or conditions that may found to be necessary.

The course is divided into six parts – beginning with an introduction to the current debates on state failure and fragility, moving on to exploring the origins of state failure, understanding its consequences and subsequently looking carefully at responses and policy options. Each part is shaped by a set of core questions. Students will have access to the same set of reading materials as well as resource videos, and they will be expected to spend time on them prior to class. Joint class time will be devoted to a mixture of seminar discussions and in class activities. Time for peer interaction on the online platform will also constitute a core part of the course.

The course require four assignments altogether, one for each module, followed by the final paper. Students are encouraged to make a presentation that will go onto the website, including text and visual presentation. Of the four assignments, two will be conducted in transnational groups, eight students in each group, two participants from each universities, 12 to 13 groups altogether. The instructor will offer a list of 12 countries, and assign each group to follow that country in their assignments (based on lottery, perhaps). Each instructor will be responsible for a number of countries. The other two assignments will be conducted by students in individual institutions, following the direction given by the instructor in the home institution.

The outline below includes both suggested classes that may be jointly taught as well as those that will be taught by individual instructors.

Part One: What is state failure?

- (1) Introduction
- (2) The Great Lake Region
- (3) Discussions based on the Great Lake Region presentation.

Part Two: Origins of Conflict (1) Identity and Economy

- (4) Identity:
- (5) Economy

Part Three: Origins of Conflict (2) Political and International Dimensions

- (6) Authoritarianism and its Discontents
- (7) International Dimension: Government and Private

Part Four Consequences

- (8) Refugee and IDPs
- (9) Terrorism
- (10) Human rights violation and gender-based violence

Part Five: Responses

- (11) Post-conflict elections
- (12) Military Intervention
- (13) Humanitarian assistance

Part Six: Conclusion

- (14) Redefining state failure







## 6.1 Alumni Associations Network

<b>Lead</b>	Australian National University
<b>Reporting</b>	Lea Sublett, The Australian National University
<b>Executive summary</b>	<p>The seventh Alumni Associations' Summit was held in October 2015 at The Australian National University (ANU). The Summit was held over four days at ANU with a program focused on discussion areas including alumni engagement metrics and the integration of alumni and philanthropic programs.</p> <p>The Summit provided an opportunity for detailed discussion by participants on the next meeting which will follow the IARU Presidents' meeting at the University of Oxford in April.</p> <p>Agreement was also reached by all participants on the event format of the IARU Presidents' Panel and networking drinks on Sunday 24 April at the University of Oxford.</p>
<b>Items for decision</b>	--
<b>Funding request</b>	--
<b>Funding to date</b>	<p>USD 10,000: income from IARU Alumni World Forum</p> <p>USD 12,705: Alumni Associations Summit, October 2010</p>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2015</b></p> <p>The first World Alumni Forum was successfully held on 1 March 2015 at UTokyo, with a total of 200 participants. The Presidents Panel was particularly appreciated and it was agreed at the 2015 Presidents Meeting to be held again in correspondence of the 2016 Presidents Meeting. Loren Griffith updated the Senior Officers that the next Presidents' Panel will be held on 24 April 2016 ahead of the Presidents' Meeting in Oxford. Prior to the Panel, there will be a brief signature ceremony sanctioning University of Cape Town IARU membership. A networking reception with the Alumni will also be part of the event.</p> <p>The 7th Alumni Associations' Summit will take place on 26 - 29 October 2015 in Canberra, Australia. The summit will be concluded by a networking reception with alumni from IARU partner universities hosted by Pro-Vice Chancellor Erik Lithander.</p> <p><b>Presidents' Meeting, March 2015</b></p> <p>Tania Schwartz of the Office of Alumni Relations &amp; Outreach at UCPH reported on the 6th Alumni Associations Summit in October 2014 in Copenhagen. The theme was "Measuring Alumni Engagement". The alumni associations of the IARU universities are very different, which allows for interesting discussions and sharing of experiences among the alumni directors. The summit was concluded by a networking reception with 90 alumni from 7 partner universities. The next Summit will be held in October 2015 at ANU.</p> <p>The first IARU World Alumni Forum was successfully held on 1 March 2015. A total of around 200 participants participated in the forum. Some</p>

60 people joined from overseas and almost half of all participants were non-Japanese. All sessions went well, in particular the Presidents' Panel with 8 IARU Presidents was very much appreciated. Dr. Masako Egawa thanked the Presidents for their commitment and participation.

The alumni directors will consider the organization of a next forum in conjunction with the next Presidents' Meeting. The format will need to take into consideration the specific settings at the University of Oxford.

## Alumni Associations Network

### 7<sup>th</sup> Alumni Associations' Summit, The Australian National University, October 2015

The seventh Alumni Associations' Summit was held in October 2015 at The Australian National University (ANU). The Summit was held over four days at ANU with a program focused on discussion areas including alumni engagement metrics and the integration of alumni and philanthropic programs. ANU as host used the Summit as an opportunity to share learnings and outcomes three years into implementation of a strategic plan with targets to increase alumni engagement from 27% (2012) to 50% by the end of 2015. It was agreed that discussing engagement metrics and frameworks was important to each of us in our strategic alumni operations, and would be a topic of focus at our next meeting.

Alumni Directors also discussed on how to deal with the balance of money left after the IARU World Alumni Forum. The money left is JPY1,245,464 (Approx. US\$ 10,000). The conclusion was to keep the money for the future alumni activities, as the forthcoming 2016 Presidents' Panel. The IARU Secretariat will hold the money on behalf of the Alumni Associations Network.

The Summit concluded with a Sydney-based alumni networking reception for the institutions, and attended by 130 graduates and friends of IARU partner universities.

The meeting program is in Annex.

#### PARTICIPANT LIST ALUMNI SUMMIT – 26-30 OCTOBER 2015

Participants	University	Notes, special meals, other
Ms Christine Fairchild	University of Oxford	Second ANU visit
Ms Tania Schwartz	University of Copenhagen	First visit to Australia
Ms Nicole Frick	ETH Zurich	First visit to Australia
Mr Hisaya Shimada (Charlie)	The University of Tokyo	First visit to Australia
Associate Professor Victor Savage	National University of Singapore (NUS)	Has not visited ANU
Ms Kathy Eldersheim	Yale	Allergic to shrimp, second ANU visit
Mr Austin Shiner	Yale-NUS	Spent three months at ANU (ANU Green) on an IARU Exchange
Ms Lea Sublett	The Australian National University	Host

#### Apologies:

1. University of Cambridge
2. Peking University
3. University of California, Berkeley



**INTERNATIONAL ALLIANCE  
OF  
RESEARCH UNIVERSITIES**

**THE 7<sup>th</sup> IARU ALUMNI SUMMIT**

26 OCTOBER – 29 OCTOBER 2015

THE AUSTRALIAN NATIONAL UNIVERSITY, CANBERRA, AUSTRALIA

**PROGRAM**

7<sup>th</sup> IARU ALUMNI ASSOCIATIONS SUMMIT  
THE AUSTRALIAN NATIONAL UNIVERSITY

INTERNATIONAL  
ALLIANCE OF RESEARCH  
UNIVERSITIES



### Welcome and Program Overview

The ANU office of Alumni Relations & Philanthropy was established in August 2011 under the leadership of Vice-Chancellor and President, Professor Ian Young. His vision is embedded in the *ANU by 2020* strategic plan launched in 2011 and the first of its kind for the University, which outlines priorities to:

1. Increase alumni engagement (to 50% by 2015 and 75% by 2020).
2. Develop a series of programs for alumni across affinity.
3. Increase philanthropic support from alumni (the definition of “philanthropy” is broad and includes alumni giving time, talent and treasure).

Engagement with alumni has grown by 16% since 2012, when a new structure of, and strategy for, alumni relations was developed. This has included establishing:

- A new team of six dedicated to engaging alumni.
- Programming to engage targeted cohorts including the ANU Alumni Awards, Reunion Long Lunch and Alumni Careers Week.
- A strategy to involve students in alumni programming, with use of the tag “Student Today, Alumni Forever”.
- Volunteer programs and governance, including the Young Alumni Council and Regional Alumni Hubs.
- Partnerships across the University and external to ANU (with alumni).

The IARU Alumni Summit takes place at a time when the Alumni Relations team is intensely focused on achieving a 50% engagement target by the end of the year (currently ANU sits at 43%). This ambitious target is one ANU is most serious about! In 2014 Alumni Relations was audited by Ernst & Young to assess its readiness to achieve the target, with recommendations including adopting a different methodology for measuring alumni engagement to include *depth* measures (for example, relationships being managed). This engagement target has interested the sector across Australia, with ANU invited to present at multiple conferences over the last three years (including the annual CASE Asia-Pacific Conference).

This Summit program includes presentations from within Alumni Relations & Philanthropy, which aim to give context to the development, over the last three years, of an office dedicated to integrated programming and partnership in engaging and soliciting support from alumni.

It also includes presentations from and opportunities to meet key partners across ANU, all of whom play a role in engaging students and alumni. The Australian Government will present on their vision for engaging alumni outside Australia, in partnership with Australia's 39 universities.

2016 is filled with milestones for ANU, including a new Vice-Chancellor commencing in January, the University's 70<sup>th</sup> anniversary and growth of the alumni community to 100,000 (likely by July). We will also be applying a new set of metrics for engagement, and working with alumni and across ANU to develop a new strategy for engaging the global alumni community.

I look forward to sharing our vision for in engaging alumni during your visit to ANU in October.

Lea Sublett  
Associate Director, Alumni Relations  
9 October 2015

Monday 26 October 2015

During the day: **Arrivals and check in at University House, 1 Balmain Crescent, Acton.**

*University House is directly opposite the offices of Alumni Relations & Philanthropy, 28 Balmain Crescent, Acton.*

To arrange your booking:

Mr Michael Zaja

Rooms Division Manager

University House

Ph: +61 2 61255259

E: [michael.zaja@anu.edu.au](mailto:michael.zaja@anu.edu.au)

[www.unihouse.anu.edu.au](http://www.unihouse.anu.edu.au)

17:15: Welcomed by Lea Sublett, Associate Director, Alumni Relations ANU in the foyer of University House.

17:30-19:30: Welcome reception (informal) on the deck of the offices of ANU Alumni Relations & Philanthropy, 28 Balmain Crescent, Acton, with colleagues from throughout the University.

19:30 onwards: free time.

7<sup>th</sup> IARU ALUMNI ASSOCIATIONS SUMMIT  
THE AUSTRALIAN NATIONAL UNIVERSITY

PROGRAM

Tuesday 27 October 2015

Meeting at: Conference Room, Office of Alumni Relations & Philanthropy, ANU, 28 Balmain Crescent, Acton.

09:00 Welcome by Dr Colin Taylor, Director, Alumni Relations & Philanthropy, ANU.

09:10 Flagship Activities: University Presentation - ANU

09:50 Flagship Activities: University Presentation – National University of Singapore

10:30 Morning tea

10:50 Flagship Activities: University Presentation – The University of Tokyo

11:30 Presentation: Australia's Vision for Engaging Alumni: discussion by Marita Forde, Director, Alumni Engagement Unit, Australian Government, Department of Foreign Affairs and Trade.

12:10 Lunch

13:00 Presentation – Engaging Alumni: discussion by Maree Choenden-Dhongdue, Annual Giving Manager, Alumni Relations & Philanthropy, ANU on developing a program for alumni and outcomes in growing engagement.

13:40 Flagship Activities: University Presentation – Yale - NUS

14:20 Flagship Activities: University Presentation – ETH University

15:00 – 16:00 Heritage walking tour of ANU

16:00 – 18:15 Free time

18:30 – 21:00 Dinner – Canberra Yacht Club, Mariner Place, Yarralumla (depart University House by taxi at approximately 18:15).

7<sup>th</sup> IARU ALUMNI ASSOCIATIONS SUMMIT  
THE AUSTRALIAN NATIONAL UNIVERSITY

PROGRAM

Wednesday 28 October 2015

Meeting at: Conference Room, Office of Alumni Relations & Philanthropy, ANU, 28 Balmain Crescent, Acton.

09:30 Overview of the day (Lea Sublett)

09:45 Flagship Activities: University Presentation – University of Copenhagen

10:25 Morning tea

10:45 Flagship Activities: University Presentation – Oxford University

11:25 Flagship Activities: University Presentation – Yale University

12:05 Lunch

13:00 Presentation – *The Tuckwell Vision* – presentation by Dr Colin Taylor, Director, Alumni Relations & Philanthropy, ANU.

13:40 – 14:20 Presentation – Global Engagement at ANU discussion by Dr Davina Potts, Director, Global Engagement, and Jerome Ho, Associate Director, Global Engagement.

14:20: Afternoon tea with Global Engagement colleagues

15:00 – 15:40 Group discussion – Planning for Oxford April 2016 – led by Christine Fairchild, Director, Alumni Relations, The University of Oxford.

15:40 – 16:30 Wrap up, planning for Sydney and for the 2016 Summit

16:30 – 16:15 Free time

18:30-21:00 Dinner - Ottoman Cuisine, 9 Broughton Street, Barton (depart University House by taxi at approximately 18:15)

7<sup>th</sup> IARU ALUMNI ASSOCIATIONS SUMMIT  
THE AUSTRALIAN NATIONAL UNIVERSITY

PROGRAM

Thursday 29 October 2015

08:45 – Travel to the airport from University House  
09:15 - QF1516 departing Canberra at 9.55am and arriving in Sydney at 11:00.  
You can book your flights directly on the Qantas website -  
[www.qantas.com.au](http://www.qantas.com.au)

Recommended hotel –  
[Four Points by Sheraton](#), 161 Sussex Street, Sydney, Darling Harbour –  
NB: only 0.2km from venue (across the street)  
Bookings direct to hotel via [booking.com](http://booking.com)

12:30-14:30 – Lunch and final sessions including ANU briefing about the evening's networking event

14:30 – 16:30 Free time

From 16:30 – Venue set-up (to be coordinated by Heidi Dreyer, Senior Alumni Relations Officer at ANU)

18:00-20:00 *Alumni Networking Reception* hosted by Dr Erik Lithander, Pro Vice-Chancellor (International and Outreach), ANU with guest speaker, ANU alumnus Arun Abey.

Venue -  
Gold Room, L'Aqua  
Roof Top Level  
Cockle Bay Wharf  
Darling Harbour, Sydney  
*Host and keynote speaker: TBC*  
<http://docksidegroup.com.au/venues/laqua>

## 6.2 Global Transformation in IARU Member Strategies

<b>Lead</b>	ETH Zurich
<b>Reporting</b>	<i>Dr. Barbara Becker (ETH Zurich)</i>
<b>Executive summary</b>	<p>The purpose of the Global Transformation (GT) initiative is to understand and analyze how IARU institutions engage with developing countries or emerging economies and draw conclusions for potential collective action.</p> <p>A first workshop took place on 3–5 May 2015 at ETH Zurich. The aim was to share and discuss the partners' experiences. Preceding the workshop, IARU members had participated in a survey on their relations with developing countries.</p> <p>The GT group agreed that the topic needed further attention within IARU and wants to continue the collective exploration of ideas for action and the elaboration of a concept paper.</p> <p>The GT group will meet again at UCT from 2-3 May, 2016 to agree on the implementation of suggested activities, for which the SOM has approved funding.</p> <p>In addition, the GT group submitted a proposal for the 10<sup>th</sup> IARU anniversary: a IARU presentation on Global Transformation at the Going Global Conference in May 2016 at Cape Town, to be given by Professor Eilís Ferran, Pro-Vice Chancellor, Cambridge. The SOM concluded that IARU members of the GT group meeting in Cape Town will be able to attend the "Going Global" conference, if that matches their plans. Senior Officers approved the request for funding of up to 5,000 USD for covering Prof. Eilís Ferran full participation costs as representing the Alliance. The organizers of Going Global confirmed the participation of Eilís Ferran in the conference program.</p> <p>This document contains:</p> <ul style="list-style-type: none"> <li>▪ Programme of the 2<sup>nd</sup> GT workshop, 2-3 May 2016, guiding questions and pre-event survey.</li> <li>▪ Report of the 1st GT Workshop, 3-5 May 2015</li> <li>▪ Draft Concept Paper</li> </ul>
<b>Items for decision</b>	Endorsement of workshop funding as approved by SOM
<b>Funding Request</b>	--
<b>Funding to date</b>	<p><i>Up to USD 10,000 (May 2016)</i>                      <i>2<sup>nd</sup> GT Workshop (UCT)</i></p> <p><i>Up to 5,000 (USD)</i>                                      <i>"Going Global" Speaker fee</i></p> <p>USD 3,300 (May 2015)                                      1<sup>st</sup> GT Workshop (ETH Zurich)</p>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2015</b></p> <p>Senior Officers confirmed that there is solid support among partners for</p>

the working group, they agreed with incorporating the global transformation perspective in the Global Education Initiatives and potentially in other IARU initiatives, yet this should be developed in more concrete suggestions.

Senior Officers confirmed the added value of sharing best practices and experiences amongst IARU universities on the topic of Global Transformation, and encouraged the group to continue, also in view of establishing new collaborations. Senior Officers remained uncertain about the proposed commitments for the Presidents' meeting and concluded that the Global Transformation will not at this stage aim at the creation of a common policy paper. The Global Transformation proposal will be tabled next at the 2016 Senior Officers' Meeting.

Senior Officers endorsed the funding request of up to USD 10,000 for the second workshop of the group to be held in May 2016 in Cape Town.

**Presidents' Meeting, March 2015**

The first workshop will take place on 3–5 May 2015 at ETH Zurich, the results of which will be presented at the next Senior Officers' Meeting.

## Global Transformation in IARU Member Strategies – 2<sup>nd</sup> Workshop

### Program Schedule, (v.23 March 2016)

*Location:* UCT, Cape Town, South Africa  
John Martin Board Room, New Engineering Building

#### Sunday, 1 May 2016

Time	Agenda item
	<b>Optional touristic tour:</b> (Participants should choose one of the two options in advance to decide on programme)
13:00– 15:00	<b>Alternative A:</b> <a href="#">District 6 Museum</a> , portraying the history of apartheid in one Cape Town neighbourhood
<b>OR</b>	
13:00- 15:00	<b>Alternative B:</b> <a href="#">The Heart Museum</a> , displaying the history of the first heart transplantation
<b>AND</b>	
15:30– 17:30	<b>Alternative C:</b> <a href="#">City Sightseeing: Red bus tour</a>
	Participants can go back to hotel to get ready for dinner and can walk to The Grand Cafe
18:30	<b>Set off from <a href="#">Protea Hotel</a>: Break Water Lodge - Transfer to restaurant</b>
19:00	<b>Dinner at <a href="#">Grand Café</a>, V&amp;A Waterfront</b>

#### Monday, 2 May 2016

Time	Agenda item
08:00	<i>Pick-up at hotel</i>
08:30 – 09:00	<i>Registration and Coffee</i>
09:00 – 09:15	<b>Welcome Address</b> Dr Max Price, Vice Chancellor, UCT
09:15 – 09:30	<b>Opening and introduction to the workshop</b> Dr Barbara Becker Director, Global Transformation Affairs, ETH Global, ETH Zürich
09:30 – 10:00	<b>IARU member presentations, Part 1</b> Update on new developments concerning Global Transformation (10 min each) <ul style="list-style-type: none"> <li>– University of California, Berkeley</li> <li>– University of Copenhagen</li> <li>– Peking University</li> <li>– (National University of Singapore)</li> </ul>
10:00 – 10:30	<i>Coffee Break</i>
10:30 – 11:10	<b>IARU member presentations, Part 2</b> <ul style="list-style-type: none"> <li>– University of Oxford</li> <li>– The University of Tokyo</li> <li>– ETH Zurich</li> <li>– (University of Cambridge)</li> </ul>
11:10 – 11:30	<b>IARU member presentations, Part 3</b> Sharing approaches to relations with developing and transition countries <ul style="list-style-type: none"> <li>– Australian National University (tbc)</li> <li>– Yale University</li> </ul>

**Monday, 2 May 2016, contd.**

Time	Agenda item
11:30 – 12:30	<b>UCT Excursion – a tour of Upper Campus on foot</b>
12:30 – 14:00	<i>Lunch</i>
14:00 – 14:45	<b>UCT's approach to Global Transformation in Education and Research</b> Prof Danie Visser, Deputy Vice Chancellor, UCT
14:45 – 15:30	<b>Global Transformation in IARU activities, Part 1</b> Plenary discussion based on draft concept paper of September 2015 <b>with focus on identifying joint activities</b>
15:30 – 16:00	<i>Coffee break</i>
16:00 – 16:45	<b>Global Transformation in IARU activities, Plenary discussion Part 2</b>
16:45 – 17:15	<b>Conclusions and topics for Day 2 discussion</b>
17:30	Visit to <a href="#">Strait Access Technologies</a> , Chris Barnard Division of Cardiothoracic Surgery (Peter Zilla)
18:30	<i>Back to hotel</i>
19:30	<b>Pick-up at hotel, transfer to restaurant <a href="#">Africa Café</a></b>

**Tuesday, 3 May 2016**

Time	Agenda item
08:30	<i>Pick-up at hotel</i>
09:00 – 09:15	<b>Re-cap of Day 1</b>
09:15 – 10:00	<b>Guest Speaker: Prof. Eilís Ferran, Pro-Vice-Chancellor for Institutional and International Relations, Cambridge University</b> Serving society: global universities and their global responsibilities
10:00 – 10:30	<b>Panel Discussion “Global Transformation – The new One-World approach”</b> Participants: Lungisile Ntsebeza, UCT; Eilís Ferran, Cambridge University; Barbara Becker, ETH Zurich; Kiichi Fujiwara, The University of Tokyo
10:30 – 11:00	<i>Coffee Break</i>
11:00 – 12:15	<b>Synthesis of the workshop:</b> Future activities and recommendations for SOM 2016
12:15 – 12:30	<b>Next steps and farewell</b>
12:30	End of meeting
12:30 – 13:30	<i>Lunch</i>
13:30	<i>Pick-up from UCT Upper Campus – transfer to CITCC for Going Global 2016</i>
13:00 – 15:30	<i>Registration at Going Global 2016</i>

## Global Transformation in IARU Member Strategies, May 2-3, 2016, Cape Town

### Questions for preparation

In order to make the workshop as productive and forward-looking as possible, below are some questions which should guide the preparation of your inputs into the workshop.

Day 1 foresees two interactive sessions: In the morning all IARU members will share their experiences with relations to developing countries or emerging economies, in the afternoon we will identify most promising joint action.

### Monday, May 2, 09:30-11:30 IARU member presentations

Each member will have 10min to present its current activities and strategies (incl. Q&A) with respect to collaboration with developing countries or emerging economies. The presentations should very briefly address the operational as well as the strategic level as spelled out below. They should build on the discussion of last year and focus on new or emerging developments and policies. You may bring a poster in addition to your oral presentation (no extra time for presentation).

#### Activities (5min)

- Does your university have new relations / activities / programmes with partners in developing countries?
- Are you aware of any highlights in ongoing or new programmes / projects?
- Can you report encouraging examples? Are you aware of specific obstacles?
- Can you suggest colleagues of your university with expertise in collaboration with developing countries who might get involved in the GT initiative? *(Please share the invitation.)*
- Do you collaborate closely with specific partners in developing countries which you want to suggest for a potential IARU “GT network”?
- Does your university systematically monitor or assess its international relations? If so, are there any instruments to capture GT activities (at institutional / programme / project / scientist level)?
- Are you aware of any changes at the institutional level with respect to relations with developing countries?

#### Policies and strategies (3min)

- Are you aware of relevant national policies, programmes or funding mechanisms to support university relations with partners in developing countries?
- What are the implications of the **Sustainable Development Goals (SDGs)** at your university (see Annex):
  - Is there a systematic dialogue with government agencies on their implementation?
  - Is there explicit research on the SDGs and their implementation (e.g. topical on any of the 17 goals or transversal on developing metrics)?
  - Are the SDGs reflected in the curriculum? Do you have specific courses on the SDGs?
- Should IARU as “elite club” develop role models for taking up the SDGs in its member policies? *(Similar to countries with ambitious self-commitments on climate change and CO2 reduction)*

### Monday, May 2, 14:45-16:45 Global Transformation in IARU activities: Identifying joint action

The plenary discussion on potential joint action will be based on the draft concept paper which we prepared after the last workshop, and which contains lists of ideas for joint action and expected outcomes (attached). The discussion shall be as concrete and specific as possible. Therefore, the scoring of the suggested ideas will help prioritizing activities and outcomes.

**Please, respond to the survey on-line until April 15, 2016.**

The tables below are just for your reference.

What are your priorities for joint action of IARU with respect to relations with developing countries?

Concerted action will be implemented in three fields:	Score (0-5)*	Existing instruments at your university**	Potential engagement of your university**	Comments
(i) conceptual guidance				
(ii) exchange of experiences and mutual learning				
(iii) joint action and instruments				
▪ <i>Tools for capturing and promoting GT data</i>				
▪ <i>Global Summer Program (GSP)</i>				
▪ <i>Global Cross-Disciplinary Tournament (GXT)</i>				
▪ <i>Philanthropic funding for scholarships</i>				
▪ <i>Links with leading institutions in the "South" or affiliated alliances</i>				
▪ <i>Ethical standards for international collaboration</i>				
▪ <i>Presidents' Statement</i>				
▪ <i>Commitment of funding</i>				
▪ <i>Mandatory progress reports</i>				

\* 0 = irrelevant, 5 = top priority

\*\* + = yes, - = no, ? = not sure

What are your priorities for expected outcomes of IARU with respect to relations with developing countries?

Expected outcome	Score (0-5)*	Potential engagement of your university**	Comments
▪ <i>Agree ambitious mission statements</i>			
▪ <i>Increase awareness of drivers and motivations</i>			
▪ <i>Overcome asymmetries</i>			
▪ <i>Expand and refresh the knowledge and innovation ecosystem</i>			
▪ <i>Use the IARU member capability for long-term commitment</i>			
▪ <i>Establish a world-wide network of future leaders</i>			
▪ <i>Capitalize on the integration of UCT as new IARU member</i>			
▪ <i>Leverage funding from external sources</i>			

\* 0 = irrelevant, 5 = top priority

\*\* + = yes, - = no, ? = not sure

- What are your suggestions for most promising activities?
- Where could you / your university take the lead?
- Who would be the responsible person(s)?

**Annex:** The Sustainable Development Goals (SDGs)

## Annex: The Sustainable Development Goals (SDGs)

### Transforming our world: the 2030 Agenda for Sustainable Development

In September 2015, the United Nations (UN) adopted a new global development framework, the “2030 Agenda for Sustainable Development”, which includes the Sustainable Development Goals (SDGs). The SDGs consist of 17 goals and 169 subordinate targets, which are meant to guide national and global efforts to make international development more sustainable in the coming 15 years. Thereby, the SDGs replace the Millennium Development Goals (MDGs), which had been formulated in 2000–2001 and were intended to be achieved by the end of 2015.

There are two conceptual differences between the MDGs and the SDGs: first, the SDGs are universal goals that aim at guiding national policies and international co-operation by all UN member states; second, the SDGs are much more comprehensive in scope. The MDGs had a clear focus on improving a few specific dimensions of poverty, such as extreme income poverty, nutrition, education, health, gender equality and access to water and sanitation. The SDGs, instead, broaden the agenda by including economic issues (i.e. industrialisation, infrastructure, labour markets), environmental issues (climate change, protection of terrestrial ecosystems and the oceans), governance issues (justice for all, accountability and inclusive institutions) and systemic aspects of global co-operation.

(Imme Scholz: Introduction: A universal agenda for sustainable development and global cooperation, in: Markus Loewe / Nicole Rippin (Eds.) Translating an Ambitious Vision into Global Transformation. [The 2030 Agenda for Sustainable Development, Discussion Paper 7/2015](#), Deutsches Institut für Entwicklungspolitik, ISBN 978-3-88985-671-5)

### Overview of the Sustainable Development Goals (SDGs)

<b>Goal 1</b>	End poverty in all its forms everywhere
<b>Goal 2</b>	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
<b>Goal 3</b>	Ensure healthy lives and promote well-being for all at all ages
<b>Goal 4</b>	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
<b>Goal 5</b>	Achieve gender equality and empower all women and girls
<b>Goal 6</b>	Ensure availability and sustainable management of water and sanitation for all
<b>Goal 7</b>	Ensure access to affordable, reliable, sustainable and modern energy for all
<b>Goal 8</b>	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
<b>Goal 9</b>	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
<b>Goal 10</b>	Reduce inequality within and among countries
<b>Goal 11</b>	Make cities and human settlements inclusive, safe, resilient and sustainable
<b>Goal 12</b>	Ensure sustainable consumption and production patterns
<b>Goal 13</b>	Take urgent action to combat climate change and its impacts*
<b>Goal 14</b>	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
<b>Goal 15</b>	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
<b>Goal 16</b>	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
<b>Goal 17</b>	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

\* Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.

<https://sustainabledevelopment.un.org/post2015/transformingourworld>

<https://sustainabledevelopment.un.org/content/documents/21252030%20Agenda%20for%20Sustainable%20Development%20web.pdf>

bb, 24 March 2016

## Global Transformation in IARU Member Strategies, May 2-3, 2016, Cape Town

### Survey for preparation

#### IARU SURVEY

Answers to questions marked with \* are required, other questions are optional.

**\* 1. What are your priorities for joint action of IARU with respect to relations with developing countries?**

(Room for comments below)

Concerted action will be implemented in three fields:

	Irrelevant					Top Priority
<b>(i) Conceptual guidance</b>						
• Facilitation of organizational change	<input type="radio"/>					
<b>(ii) Exchange of experiences and mutual learning</b>						
• Exchange of experiences and mutual learning	<input type="radio"/>					
<b>(iii) Joint action and instruments</b>						
• Tools for capturing and promoting GT data	<input type="radio"/>					
• Global Summer Program (GSP)	<input type="radio"/>					
• Global Cross-Disciplinary Tournament (GXT)	<input type="radio"/>					
• Philanthropic funding for scholarships	<input type="radio"/>					
• Links with leading institutions in the "South" or affiliated alliances	<input type="radio"/>					
• Ethical standards for international collaboration	<input type="radio"/>					
• Presidents' Statement	<input type="radio"/>					
• Commitment of funding	<input type="radio"/>					
• Mandatory progress reports	<input type="radio"/>					

**\* 2. Existing instruments at your University**

	Yes	No	I don't know
<b>(i) Conceptual guidance</b>			
• Facilitation of organizational change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>(ii) Exchange of experiences and mutual learning</b>			
• Exchange of experiences and mutual learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>(iii) Joint action and instruments</b>			
• Tools for capturing and promoting GT data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Global Summer Program (GSP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Global Cross-Disciplinary Tournament (GXT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Philanthropic funding for scholarships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Links with leading institutions in the "South" or affiliated alliances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Ethical standards for international collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Presidents' Statement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Commitment of funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Mandatory progress reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**\* 3. Potential engagement of your university**

	Yes	No	I don't know
<b>(i) Conceptual guidance</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Facilitation of organizational change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>(ii) Exchange of experiences and mutual learning</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Exchange of experiences and mutual learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>(iii) Joint action and instruments</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Tools for capturing and promoting GT data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Global Summer Program (GSP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Global Cross-Disciplinary Tournament (GXT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Philanthropic funding for scholarships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Links with leading institutions in the "South" or affiliated alliances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Ethical standards for international collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Presidents' Statement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Commitment of funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Mandatory progress reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**4. Comments**

**(i) Conceptual guidance**

- Facilitation of organizational change

**(ii) Exchange of experiences and mutual learning**

- Exchange of experiences and mutual learning

**(iii) Joint action and instruments**

- Tools for capturing and promoting GT data

- Global Summer Program (GSP)

- Global Cross-Disciplinary Tournament (GXT)

- Philanthropic funding for scholarships

- Links with leading institutions in the "South" or affiliated alliances

- Ethical standards for international collaboration

- Presidents' Statement

- Commitment of funding

- Mandatory progress reports

**\* 5. What are your priorities for expected outcomes of IARU with respect to relations with developing countries?**

	Irrelevant					Top Priority
• Agree ambitious mission statements	<input type="radio"/>					
• Increase awareness of drivers and motivations	<input type="radio"/>					
• Overcome asymmetries	<input type="radio"/>					
• Expand and refresh the knowledge and innovation ecosystem	<input type="radio"/>					
• Use the IARU member capability for long-term commitment	<input type="radio"/>					
• Establish a world-wide network of future leaders	<input type="radio"/>					
• Capitalize on the integration of UCT as new IARU member	<input type="radio"/>					
• Leverage funding from external sources	<input type="radio"/>					

**\* 6. Potential engagement of your university**

	Yes	No	I don't know
• Agree ambitious mission statements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Increase awareness of drivers and motivations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Overcome asymmetries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Expand and refresh the knowledge and innovation ecosystem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Use the IARU member capability for long-term commitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Establish a world-wide network of future leaders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Capitalize on the integration of UCT as new IARU member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Leverage funding from external sources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**7. Comments**

- Agree ambitious mission statements

- Increase awareness of drivers and motivations

- Overcome asymmetries

- Expand and refresh the knowledge and innovation ecosystem

- Use the IARU member capability for long-term commitment

- Establish a world-wide network of future leaders

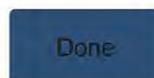
- Capitalize on the integration of UCT as new IARU member

- Leverage funding from external sources

**8. What are your suggestions for most promising activities?**

**9. Where could you / your university take the lead?**

**10. Who would be the responsible person(s)?**



## Global Transformation in IARU Member Strategies - 1st Workshop Report

<b>Lead</b>	ETH Zurich
<b>Reporting</b>	<i>Dr. Barbara Becker (ETH Zurich)</i>
<b>Executive summary</b>	<p>The purpose of the Global Transformation initiative is to understand and analyse how IARU institutions engage with developing countries or emerging economies and draw conclusions for potential collective action.</p> <p>A first workshop took place on 3–5 May 2015 at ETH Zurich with the participation of eight IARU universities. The aim was to share and discuss the partners' experiences in engaging with emerging and developing countries at the institutional level.</p> <p>Preceding the workshop, nine out of the ten IARU members had participated in a survey on their relations with developing countries. Each university contributed its experiences through a short presentation and a poster focusing on best practice examples.</p> <p>The group agreed that the topic needed further attention within IARU. The rather unfamiliar term "Global Transformation" was considered an adequate approximation to capture the shift from a bipolar world view ("North-South") to the dynamics of globalization.</p> <p>The participants wish to continue their mutual learning. A drafting committee will prepare a concept paper for the SOM 2015 which should include first ideas for action. It will be further elaborated for the PM in spring 2016 after which the group wishes to meet again (preferably at UCT) to agree on the implementation of suggested activities.</p> <p>This document contains:</p> <ul style="list-style-type: none"> <li>▪ <b>Workshop report</b> on the Global Transformation initiative</li> </ul>
<b>Funding to date</b>	<i>USD 3,300 for the inaugural workshop 2015</i>
<b>Outcomes of previous meetings</b>	<p><b>Presidents' Meeting, April 2015</b> The first workshop will take place on 3–5 May at ETH Zurich, the results of which will be presented at the next Senior Officers' Meeting.</p> <p><b>Senior Officers' Meeting, November 2014</b> The project coordinator conducted a series of targeted interviews 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. There is solid support among partners for the working group, but there are still uncertainties about the focus of the group. Senior officers therefore requested an "idea paper" to communicate to potential participants what to expect.</p>

## Global Transformation in IARU Member Strategies – 1st Workshop Report

ETH Zurich, Switzerland, 4–5 May 2015

### IARU Representatives

The following individuals had been nominated as representatives in this initiative, of which nine provided input into the survey, and nine participated in the workshop (programme in the **Annex**):

University	Name	Function	Participation	
			Survey	Workshop
ETH Zurich	Barbara BECKER (Project coordinator)	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	√	-
	Dr. ZHU Hong	Assistant Professor, Graduate School of Education Peking University		√
UC 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> )		-
Yale University	(Don Filer)	(Executive Director of the Office of International Affairs, IARU Senior Officer)	√	-
ANU	Elise KLEIN	Post Doctorate Fellow, Centre for Aboriginal Economic Policy Research ( <a href="#">bio</a> )	Participation withdrawn	

In addition, the workshop included the following participants:

#### Host (ETH Zurich)

Prof. Gerhard SCHMITT – *Senior Vice-President ETH Global, Professor Department of Architecture*

Jürg BRUNNSCHWEILER – *Director ETH Global*

Patricia HEUBERGER – *Programme Manager, ETH Global*

Romana RUTZ – *Programme Manager, ETH Global*

Christina VAN LIGTEN – *Administration and Events, ETH Global*

#### Guests (only May 4, morning session)

Prof. Isabel Günther, Nadel, ETH Zurich (only May 4, morning session)

Dr. Angelika Wittek, Student Exchange Office, ETH Zurich

### Invited speakers (only May 5, opening presentation)

Prof. Emmanuel Frossard, Department of Environmental Systems Science, ETH Zurich

Dr. Jon-Andri Lys, Commission for Research Partnerships with Developing Countries

### Objective of the initiative on “Global Transformation” and aim of the workshop

The project coordinator Barbara Becker from ETH Zurich introduced the IARU Global Transformation initiative which has 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. The expected outcome of the IARU initiative is to share and discuss experiences on engaging with emerging and developing countries at the institutional level, identify best practices and areas where we can work together, and perhaps propose 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.

### Experiences of IARU members on engaging with emerging and developing countries

Each university contributed its experiences through a short presentation and a poster focusing on best practice examples (shared with the participants via Dropbox).

The presentations showed the great diversity in approaches and experiences of IARU members. One common denominator was the observation that the majority of activities with developing countries or emerging economies is highly decentralized and therefore not easy to capture. More or less all IARU members have a reference to “global responsibility” in their mission statement, though not specifically addressing developing countries. Many IARU members have strong programs in or with Africa, as well as with China and India.

Best practice examples included *i.a.*

- The **NUS** Program for Leaders in University Management (PLUM) from ASEAN, China and India to discuss ideas and practices related to university governance;
- the program of the **University of Oxford** in Burma/Myanmar (jointly with NUS and ANU);
- student involvement in community work outside the university (e.g. with NGOs) by **UC Berkeley**, their Global Campus vision, and the Blum Center for Developing Economies;
- a working group “Global Development” under the Rectorate of **UCPH**, chaired by Helle Samuelsen, and a new Master course “Global Development” at the interface of economy and anthropology;
- Academic exchange agreements of **Peking University** with six African universities in South Africa, Egypt, Tanzania and Sudan;

- the **Cambridge**-Africa Programme with a focus on supporting and mentoring African researchers, mainly at post-doc level, to empower them to become internationally competitive research leaders
- The Knowledge-Based Economy Initiative at the **University of Tokyo** with a layered approach to different country categories;
- small grants to kick-off collaboration with developing countries by **ETH Zurich**, and a comprehensive database on individual international contacts for internal use.

## Presentation and discussion of survey results

### Methodology

An “ideas paper” on relations with developing countries was circulated to all IARU Key Contacts in December 2014 to identify the participants in the initiative and stimulate thinking in preparation of the survey. The survey was conducted online between February and April 2015. Nine IARU members participated in the survey.

The survey covered 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. “Developing countries” and “emerging economies” were defined as countries included in the DAC List of ODA Recipients.

### Results

In total, IARU members are active in 90 of the 149 DAC list countries. The majority of activities is with partners in East and South Asian countries.

**Table 1:** Number of IARU members active in DAC list countries (responses to the question: *Does your university have any form of partnerships with the following countries?*)

# of IARU members with positive response	Countries
9	China, India, South Africa
8	Brazil, Chile, Indonesia, Malaysia, Thailand
7	Egypt, Mexico, Turkey
6	Colombia, Philippines, Vietnam
5	Argentina, Bhutan, Ethiopia, Ghana, Iran, Kazakhstan, Kenya, Laos, Myanmar, Peru, Tanzania, Uganda
4	Costa Rica, Jordan, Lebanon, Mongolia, Morocco, Sri Lanka, Ukraine
3	Botswana, Cambodia, Ecuador, Lesotho, Nepal, Nicaragua, Nigeria, Pakistan, Zambia
2	Armenia, Azerbaijan, Bangladesh, Benin, Bolivia, Burkina Faso, Cuba, Georgia, Liberia, Madagascar, Malawi, Mali, Namibia, Rwanda, Serbia, Syria, Uruguay, Zimbabwe
1	Afghanistan, Belarus, Bosnia and Herzegovina, Cameroon, Cote d'Ivoire, Eritrea, Former Yugoslav, Gabon, Gambia, Grenada, Guatemala, Haiti, Honduras, Iraq, Jamaica, Korea Dem. Rep., Libya, Maldives, Mauritius, Montenegro, Montserrat, Mozambique, Panama, Seychelles, Sudan, Tajikistan, Togo, Uzbekistan, Venezuela, Yemen

While the survey showed a broad range of approaches and instruments applied by IARU universities, it did not reveal clear patterns of activities or regional priorities. It did not expose obvious differences between IARU members from Asia, Europe or the USA. It reflected the decentralised nature and diversity of contacts with developing countries and emerging economies.

The survey results and the individual presentations of the IARU members complemented each other very well and gave good insight in the complexity and heterogeneity of institutional approaches to such relations. They provided a good starting point for the discussion on common interests.

### Feedback on the survey

**Terminology:** The terminology used in the survey was not entirely clear and could have been defined more precisely. For example, some participants understood the word “partnership” as a formal agreement, while others interpreted it as any research collaboration. Other terms with potentially different meanings were “link”, “contact”, “education programme”, or “priority (country)”.

The participants did not see much value in defining shared interpretations of these terms, but they agreed on precise and specific wording in the forthcoming discussions in order to understand each other correctly. The expression “global transformation” was new for all participants, and was not an established terminology in any of the institutions. Nonetheless, the group agreed that in principle the expression captured well the global dynamics, where categories like “North” and “South” or “developed” and “under-developed” no longer adequately reflected global relations. The participants appreciated that the term “global transformation” did not refer to development anymore.

**Gaps:** All IARU members had difficulties to acquire the data needed for the survey, and in many institutions the data was not available in the form needed. International offices often do not have full knowledge of the wide range of decentralised activities of individual chairs.

One aspect which the survey did not capture was the universities’ strategies of outposts, hubs or subsidiaries. Several IARU universities use such facilities for different strategic purposes such as attracting students from the region, as offices for student exchange or alumni groups, as science diplomacy outposts, or as regional laboratories to have well established infrastructure in the region where it is needed. NUS has overseas colleges in the US, Sweden, Israel and China and business school offices in China. University of Tokyo has overseas offices in Beijing and Nanjing to coordinate the curriculum of joint degree programmes.

**Funding:** The group discussed whether funding of collaboration with developing countries or emerging economies could be estimated, and how much each university invested in such collaborations. Most of the IARU universities handle funding for targeted research at the department or institute level. In these cases the central administration does not record these figures separately. In addition, it is difficult to quantify the universities’ in-kind contributions in such projects.

If one department has many activities in developing countries, like the department of immunology and tropical diseases at Oxford, it naturally spends a large amount of funds in collaboration and infrastructure in tropical countries. One pragmatic approach in estimating the investment may thus be identifying the departments with the strongest commitment on development-related topics.

Mobilising funds for collaboration with developing countries often remains a challenge. IARU members are particularly interested in sharing experiences on this issue. At the University of Copenhagen and previously at ETH Zurich, the national agencies for development and cooperation have been important sources of funding research collaboration with developing countries. As public funding for

research is allocated based on academic excellence, it is sometimes difficult to explain the added value of scientific collaboration with developing countries. It is therefore important to demonstrate the genuine academic interest in the respective research.

**Drivers:** The main incentive to cooperate with colleagues in developing countries and emerging economies is a genuine academic interest and the opportunity to gain a different perspective on scientific problems. Other drivers of lesser importance are scientific prestige and funding opportunities.

**Use of the survey results:** The group agreed that the survey results should not be widely communicated since they are a one-time snapshot and only understandable if contextualised in a broader discussion and validated by the background information of the individual IARU members. In particular, the results should not be interpreted as ranking of any kind. As the data must be seen in function of the objective of the IARU initiative, there was no interest in extensive quantification of investments in collaboration with developing countries. The group did not see much added value in repeating or expanding the survey. However, the survey results were considered a valuable input for the workshop discussions.

### Clarification of objectives and expectations

**Objectives of the workshop:** First, the workshop aims at mutual learning and exchanging experiences in the field of global transformation at IARU member universities. Participants are particularly interested in best practice examples and in sharing what works and what does not work.

Second, the workshop should serve as a platform to critically reflect on the paradigm shift from a bipolar world view to global transformation and the corresponding terminology. The workshop strives at a common understanding of what is meant by global transformation and how our own universities and IARU can contribute to this discourse.

**Objectives of the Global Transformation learning initiative:** In their mission statements, all IARU member universities somehow refer to “making a better world” and “contributing to the solution of global challenges and problems”. Global transformation relates directly to these statements by faculty collaboration with partners in regions where these challenges are most pertinent. If IARU agreed on a joint statement, this would add value to the discourse on global transformation in the higher education landscape. If the University of Cape Town accepts the invitation to become a IARU member, this may add an additional perspective to dealing with Global Transformation.

The initiative should serve to spark interest and leverage the topic in the home institutions and within IARU. It should identify incentives and convey arguments to researchers and university leaders as to why one should invest in the collaboration with developing countries. It would be even more desirable if the initiative would help attract additional funding, e.g. from the private sector or development agencies.

At the practical level, the initiative may lead to the coordination of activities or concerted action by IARU member universities who work in the same country, e.g. in Myanmar or in specific African countries. They may share their knowhow and pool their resources.

**Objectives of collaboration with developing countries:** The objectives and expectations of collaborating with partners in developing and transition countries are manifold. At the faculty level, it opens new perspectives and access to data that are otherwise not accessible. At the institutional level, it opens new academic markets to attract good doctoral and postdoctoral students. In addition, it is a good opportunity for the university to contribute to their corporate responsibility. If students are

involved in such collaborations, their intercultural competences are strengthened and they learn to organise themselves in a challenging environment.

## Conclusion

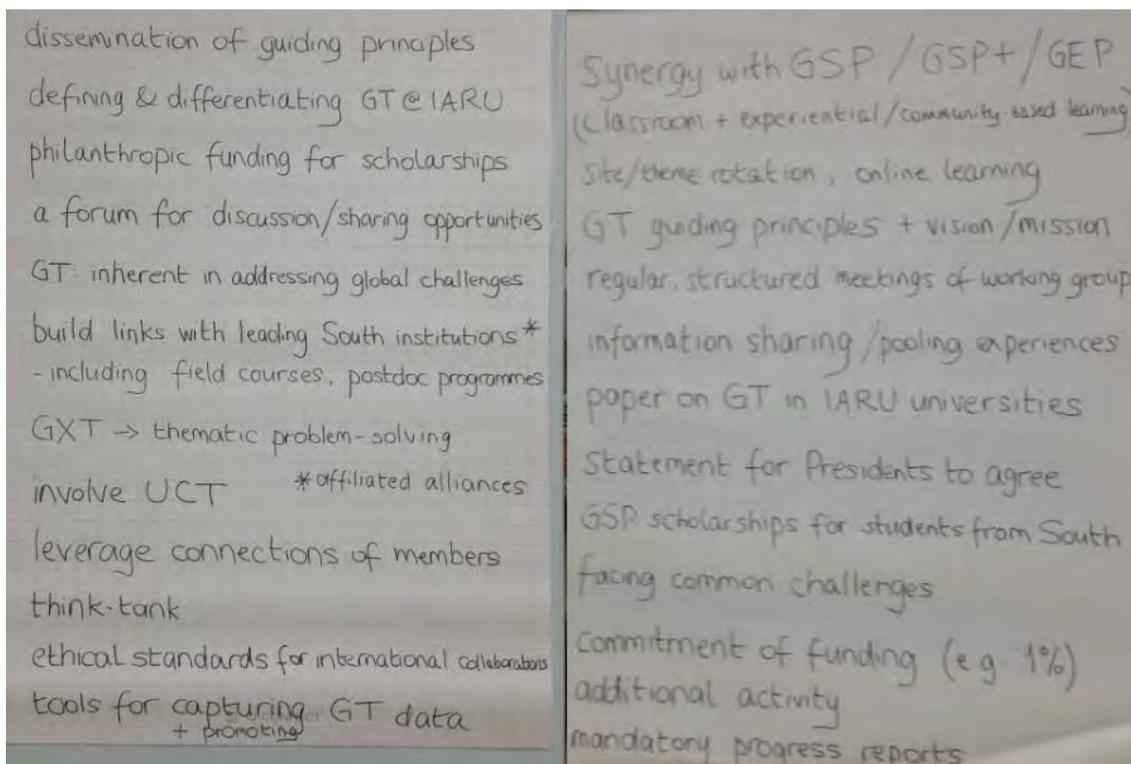
After the first day of discussion, the group concluded that the topic needed further attention within IARU. The rather unfamiliar term “Global Transformation” was considered an adequate approximation to capture the shift from a bipolar world view (“North-South”) to the dynamics of globalization. All participants volunteered to identify elements for a potential proposal to the SOM and subsequent PM on the continuation of the initiative.

## Principles and lessons learnt in transboundary and intercultural research partnerships

Two invited guest speakers shared their experiences with intercultural research partnerships. Jon-Andri Lys, the Executive Secretary of the Swiss Commission for Research Partnerships with Developing Countries (KFPE) presented the KFPE's Guide for Transboundary Research Partnerships - 11 Principles & 7 Questions. Emmanuel Frossard, Professor for Plant Nutrition at the ETH Zurich and President of the CSRS Foundation, complemented this presentation by the example of the Centre Suisse de Recherches Scientifiques (CSRS), Côte d'Ivoire. The CSRS was founded in 1951 as a platform for Swiss researchers in Africa. Since 2001, it has gradually been converted into an African-led regional research centre. (The two presentations are included in the workshop Dropbox).

## Future joint activities and next steps

The participants wish to continue their mutual learning. They collected a number of ideas for potential joint action (see photos below).



The group agreed to pursue two lines of follow-up action:

- i. to prepare a publication on the concept of Global Transformation and its implications for research-intensive universities. This publication should follow the model of the IARU key activity on the “Value of Research-Intensive Universities” and corresponding documents.
- ii. to assemble a list of activities and commitments of IARU member universities which can strengthen the relationships with developing countries or emerging economies. This list will comprise best practice examples as well as voluntary collective action to which IARU members may commit themselves.

A drafting committee composed of the representatives of ETH Zurich, UC Berkeley, UCPH and UTokyo will synthesize these suggestions in a concept paper for the SOM 2015. This paper should be short, clear and summarize the guiding principles of the forthcoming full document, and particularly include a vision and mission statement. In addition, it shall already describe a set of specific actions. The draft concept paper shall be circulated by the end of June to all workshop participants. The drafting committee expects feedback until mid-August to finalize the draft by the end of September.

The concept paper will be further elaborated for the PM in spring 2016 after which the group wishes to meet again (preferably at UCT) to agree on the implementation of suggested activities.

bb, 11 July 2015

## Global Transformation in IARU Member Strategies - Draft Concept Paper

### Introduction

Global Transformation (GT)<sup>1</sup> is a new term which tries to capture the dynamic shifts from a bipolar to a globalized world. While until recently the world was divided between the rich “North” and the poor “South”, this dichotomy no longer reflects the political and economic conditions of the world around us. Subsequently, universities do no longer either belong to the “developed” or the “developing” world, nor do categories such as “established” versus “emerging” universities mirror a clear-cut geographical or geopolitical reality. Most emerging economies, such as the BRICS, face within their countries a wide variety of economic conditions and a broad range of quality standards in Research and Higher Education (R&HE).

In national policies (such as in Switzerland) the shift from a bipolar to a multipolar world is reflected in moving from “development cooperation” to “international cooperation” or “global cooperation”. At the international level the current transition from the “Millennium Development Goals (MDGs)” to the “Sustainable Development Goals (SDGs)” reveals the same conceptual (and operational) shift.

So far there has been little debate how universities respond to this transition. IARU is in a privileged position to reflect its respective experiences and share them in a position paper – similar to the IARU Position Paper on “The Knowledge Ecosystem – Measuring the Value of Research Intensive Universities”. Analogous to the key activity on the value of research intensive universities, the GT position paper should be complemented by a collection of best practices of various IARU members and supported by conceptual key documents (literature review). Ultimately, the ambition is to agree on a core commitment in relation to the GT paradigm, and possibly provide guidelines similar to the IARU “Green Guide for Universities”.

### Objective

The objective of the concept paper is to define the collective IARU position and commitment to address the challenges of global transformation. It provides management, international offices or other relevant units of IARU members with reflections and arguments on the collaboration with partner institutions in developing countries or emerging economies.

### Basic considerations

#### Asymmetric partnerships

The paradigm shift of a bipolar world to a globalized world has implications on universities. In the past, the bi-polar world has often resulted in two types of international relations at the academic level: peer-to-peer relations with similar “established” universities in the “North”, and largely asymmetric partnerships with institutions in developing countries (“emerging” universities). Such asymmetric “North-South” relations traditionally have been driven by researchers in the North interested in devel-

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<sup>1</sup> The participants in the GT learning initiative agreed to use this term as an appropriate novel expression of today’s geopolitical environment. A recent example of using the term in the sense of the GT initiative: <https://www.bonn-conference.net/>

opment or (tropical) environment specific topics; they have largely been triggered by humanitarian motives and incentives; and they have been supported through funding of development cooperation agencies. Often, researchers from the North have been dominant in agenda setting and in providing the resources, leading to asymmetric power relations and dependencies. This description of conventional “North-South” relations, however, primarily reflects a Euro-centric world view. IARU is well set to balance this view with complementary perspectives.

### Neoliberal world-view

Globalization is largely driven by the paradigm of free trade and economic growth. The internationalization of the academic world takes place in this neoliberal context. For the survey on relations of IARU members with “developing countries” and “emerging economies”, they were defined as countries included in the [DAC List of ODA Recipients](#). While this pragmatic approach facilitates the classification and communication on the meaning of GT in our context, it reveals the underlying assumption that the economic indicator GNI/capita is an adequate approximation to assess the R&HE landscape of a country. It remains to be discussed whether this economic world-view appropriately captures the relevant dimensions of research and education.

### Motivations

The objectives and expectations of collaborating with partners in developing countries and emerging economies are manifold. The main incentive is a genuine academic interest and the opportunity to gain diverse perspectives on scientific problems. It enhances the possibilities of ensuring that scientific knowledge generated at the universities address and provide solutions to the grand global challenges. It enables researchers to address topics specific to the environment and resources of developing countries and emerging economies. At the faculty level, it opens new perspectives and access to data that are otherwise not accessible.

At the institutional level, it opens new academic markets to attract good doctoral and postdoctoral students. In addition, it is a good opportunity for the university to contribute to their corporate responsibility. While recruiting good students from developing countries and emerging economies may be criticized as brain-drain or “war” for talents, it contributes to capacity building of these candidates in the humanitarian tradition of development cooperation.

If students are involved in such collaborations, their intercultural competences are strengthened and they learn to organize themselves in a challenging environment. They are exposed to different social realities and get engaged in activities that may raise their awareness and increase their social sensitivity.

Beyond the benefit to the individual researcher or student or the university as an institution, the collaboration with partners in developing countries and emerging economies is a contribution to science diplomacy, often in environments where other political instruments are less promising. It may also pave the way for industry relations and open future markets, in particular through establishing alumni networks.

### New opportunities

Under the influence of globalization, the focus of partnerships with universities in emerging and developing countries is shifting. As developing countries and emerging economies are investing into strengthening their academic institutions, the number of potential partners – and at the same time competing institutions is growing.

Chameau (2013)<sup>2</sup> argues that such partnerships can bring benefits to both sides:

- *Established universities bring experience and reputation while emerging universities bring the energy of a 'start-up' along with resources.*
- *Established universities can accelerate their discoveries through expanded resources and emerging universities gain the experience and credibility of the network.*

While the interaction between “established” and “emerging” universities may not be entirely symmetric, it can provide a win-win situation<sup>3</sup>. As IARU is not threatened by competition from “emerging” universities, it can benefit from their fresh spirit and from increased diversity of its knowledge ecosystem<sup>4</sup>. In addition, IARU can demonstrate that it takes its commitment to global responsibility seriously, beyond immediate short-term economic or scientific benefits.

IARU is an alliance of global universities. It integrates universities from different geopolitical, cultural and historical backgrounds. In view of the increasing importance and dynamic shifts in weight between different world regions, IARU is an ideal platform for finding the right balance between striving for excellence and exclusivity among peers and recognition of potential benefits of greater inclusion, fresh insights and increased awareness – the energy of a 'start-up' along with resources.

### Expected outcomes

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. The expected outcome of the IARU initiative is to share and discuss experiences on engaging with emerging and developing countries at the institutional level, identify best practices and areas where we can work together, and develop a set of guidelines to serve the IARU community.

More specifically, the GT initiative intends to:

#### 1. *Implement ambitious mission statements*

In their mission statements, all IARU member universities somehow refer to “making a better world” and “contributing to the solution of global challenges and problems”. Global transformation relates directly to these statements by faculty collaboration with partners in regions where these challenges are most pertinent. A joint IARU statement would add value to the discourse on global transformation in the higher education landscape.

#### 2. *Increase awareness of drivers and motivations*

The initiative should spark interest and leverage the topic in the home institutions and within IARU. It should identify incentives and convey arguments to researchers and university leaders as to why one should invest in the collaboration with developing countries.

<sup>2</sup> Dr. Jean-Lou Chameau: Research Universities and the 'Spotify' Moment. The Times Higher Education Global Summit, 3rd, October 2013. <http://www.kaust.edu.sa/speeches/2013-oct-9.html/>

<sup>3</sup> Chameau (l.c.): “... a new paradigm within the research environment that goes beyond the more classical forms of interaction. ... They can offer win-win solutions through collaborative-competition among not only well-established universities, but also between them and emerging institutions, fostering the pursuit of excellence among all the partners. Not all these partnerships will produce world-changing scientific results, but I can assure you that they will succeed in fostering understanding among diverse communities. We live in a world where civility and respect for the ideas of others are sometimes forgotten and replaced by division and destruction. These scientific networks can only benefit understanding and mutual respect, especially through the multiplier effect provided by the young people who participate in these ventures.”

<sup>4</sup> Innovation towards ensuring our shared sustainable future is no longer confined to conventional sites of global research leadership, but is emerging across the globe. (Going Global 2016)

### 3. *Overcome asymmetries*

The [KFPE<sup>5</sup>'s Guide for Transboundary Research Partnerships](#) - 11 Principles & 7 Questions, presented at the first workshop of the GT learning initiative in May 2015 provides recommendations for intercultural research partnerships.

### 4. *Expand and refresh the knowledge and innovation ecosystem*

In line with the IARU position on the Value of Research Intensive Universities<sup>6</sup> the GT initiative promotes diversifying the IARU knowledge ecosystem by deliberately valuing the fresh spirit of “emerging” universities in research collaboration and student exchange as additional asset.

### 5. *Use the IARU member capability for long-term commitment*

IARU can build on multiple sustained collaborations of its members with key institutions around the world. It can capitalize on the experiences achieved over years and decades to strengthen its collective network.

### 6. *Establish a world-wide network of future leaders*

Today, most universities in developing countries and emerging economies are embedded in a wide network of researchers in the diaspora, including at IARU universities. IARU members can build on this (formal or) informal network of faculty with strong linkages in the societies of their home countries. Vice versa, IARU alumni may occupy key positions in the public or private sector of their home countries which can open promising opportunities.

### 7. *Capitalize on the integration of UCT as new IARU member*

With the IARU membership of UCT as of 2016, the first member of the “Global South” will have a voice at the IARU table. This will bring fresh perspectives to the IARU discussion and (presumably) strengthen the GT world-view.

### 8. *Leverage funding from external sources*

Mobilising funds for collaboration with developing countries often remains a challenge. IARU members are particularly interested in sharing experiences on this issue. It would be desirable if the initiative would help attract additional funding, e.g. from the private sector or development agencies. Joint efforts and liaisons between IARU members may be an advantage in the acquisition of external resources.

Ultimately, these outcomes can be summarized in two overarching goals:

- [Contributing to the Sustainable Development Goals \(SDG\), specifically 4 and 17<sup>7</sup>](#)

Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

<sup>5</sup> Swiss Commission for Research Partnerships with Developing Countries

<sup>6</sup> <http://www.iaruni.org/institutional-joint-working/value-of-research-intensive-universities/knowledge-ecosystem>

<sup>7</sup> <https://sustainabledevelopment.un.org/content/documents/7261Post-2015%20Summit%20-%202020June%202015.pdf>

- **Strengthening a new narrative on global transformation**

IARU has the opportunity to introduce the concept “Global Transformation” in the discourse on the internationalization of research and higher education. It can shape the discussion on the inclusion of developing countries and emerging economies in forward-looking university partnerships.

## Concerted action

### Starting point

Most IARU members have a reference to “global responsibility” in their mission statement, though not specifically addressing the collaboration with developing countries. Many IARU members have strong programs in or with Africa, as well as with China and India. Within IARU universities the majority of activities with developing countries or emerging economies is highly decentralized and therefore not easy to capture. According to the survey of spring 2015, IARU members are active in 90 of the 149 DAC list countries. Most activities are with partners in East and South Asian countries<sup>8</sup>.

While the survey showed a broad range of approaches and instruments applied by IARU universities, it did neither reveal clear patterns of activities or regional priorities, nor obvious differences between IARU members from Asia, Europe or the USA. It reflected the decentralized nature and diversity of contacts with developing countries and emerging economies.

Concerted action of the GT learning initiative will be implemented in three fields: (i) conceptual guidance, (ii) exchange of experiences and mutual learning, and (iii) joint action and instruments.

#### *(i) Conceptual guidance*

The current draft concept paper is meant as preliminary work towards a final position paper on “Facing Global Transformation”. The paper should provide guiding principles, and include a vision and mission statement related to GT. It should show how GT principles are inherent in addressing global challenges.

The position paper will follow the model of the IARU Position Paper on “The Knowledge Ecosystem—Measuring the Value of Research Intensive Universities”. Analogous to the key activity on the value of research intensive universities, the GT position paper should be complemented by a collection of best practices of various IARU members and supported by conceptual key documents (literature review). Ultimately, the ambition is to agree on a core commitment in relation to the GT paradigm, and possibly provide guidelines similar to the IARU “Green Guide for Universities”.

#### *(ii) Exchange of experiences and mutual learning*

At their first meeting in May 2015 the IARU GT officers agreed to maintain their exchange of experiences and mutual learning. They want to continue with regular, structured meetings of the working group as forums for discussion and as sharing opportunities. This regular exchange may finally result in a think-tank function on GT issues for the benefit of IARU.

The group expects added value from information sharing and pooling of experiences in facing common challenges. The IARU GT officers anticipate that this exchange and mutual learning may lead to leveraging connections of members. At the practical level, the exchange may lead to the coordination

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<sup>8</sup> The majority of the nine IARU members, who participated in the survey, have some type of collaboration with institutions in the following countries (in brackets: number of IARU members with linkages to the respective countries): China, India, South Africa (9), Brazil, Chile, Indonesia, Malaysia, Thailand (8), Egypt, Mexico, Turkey (7), Colombia, Philippines, Vietnam (6).

of activities or concerted action by IARU member universities who work in the same country, e.g. in Myanmar or in specific African countries. They may share their knowhow and pool their resources.

The group highly welcomes the admittance of UCT as new IARU member and expects an additional authentic perspective to dealing with GT.

### *(iii) Joint action and instruments*

#### *1. Tools for capturing and promoting GT data*

All IARU members, who participated in the survey on their relations with developing countries and emerging economies, had difficulties to acquire the requested data, and in many institutions the data was not available in the form needed. International offices often do not have full knowledge of the wide range of decentralised activities of individual chairs.

Hence, we suggest exploring options of databases on the international relations of each IARU member. The International Knowledge Base IKB<sup>9</sup> of ETH Zurich may serve as an example. It contains information on ETH Zurich's international contacts, exchange programmes and collaboration links. The web platform features a global report (public) and detailed reports which are available per country, institution, department and professor for ETH members only.

#### *2. Synergy with the Global Summer Program (GSP)<sup>10</sup>*

GT, in essence, complements other IARU initiatives, and aligns rather nicely with the Global Summer Program, which is aimed at fostering leadership and global engagement among the younger generations by creating opportunities through our summer programs for students from this group of leading research universities to come together, and to live and learn together. While GSP courses vary in content and approaches, they are guided by common principles, among them the importance of student engagement with critical issues of the 21st century. Many also extend the learning opportunities beyond the classroom to include service and other forms of experiential learning. More recently, some GSP partners have also provided internship and research-centered initiatives as part of the program.

While GSP has been extremely successful in realizing its stated objectives, it is also constrained by the nature of the IARU alliance. Despite the fact that many of the critical issues of the 21st century involve the global south, the latter is not represented within the alliance. Essential voices and perspectives, thus, are missing from the discourse.

The Global Transformation initiative aims to fill this intellectual gap. Though details remain to be fully flushed out, GT's most significant contribution is the centrality that it places on the global south, not only as the subject of, but also a partner in, our global engagement. Expanding this circle of partnership will allow GSP to evolve to the next level of engagement.

The GT working group has also anticipated the funding challenge, particularly as it pertains to the affordability of program for students from the global south, and noted that collective fundraising (through joint proposals to corporations etc.) may be necessary.

#### *3. Synergy with the Global Cross-Disciplinary Tournament (GXT)<sup>11</sup>*

Global Cross-Disciplinary Tournament is a student-run competition among students of IARU institutions. The last tournament was hosted by the Australian National University in 2014.

<sup>9</sup> <https://www.bi.id.ethz.ch/ikb/>

<sup>10</sup> <http://www.iaruni.org/gsp>

<sup>11</sup> <http://www.iaruni.org/gei/gxt>

The GT working group considers the GXT to be favourable in promoting student initiatives and engagements between students from different cultural backgrounds and societal realities. With the University of Cape Town joining the IARU network, the GT working group wishes to recommend enhancing the GXT in a manner that allows global transformation at the student level. The GT working group suggests that the student association in charge of organizing the next GXT may consider devoting the tournament to the subject of global transformation. A possible topic could be “The Future of a Global Society”.

#### 4. *Philanthropic funding for scholarships*

Similar to the support by Santander to the GSP, it would be desirable if the initiative would help attract additional funding, e.g. from the private sector or development agencies. Joint efforts and liaisons between IARU members may be an advantage in the acquisition of external resources.

#### 5. *Links with leading institutions in the “South” or affiliated alliances*

Starting points could be existing programs of IARU members with which other IARU members may want to liaise, or regional alliances such as continental Academies of Sciences or university alliances.

Joint activities with such institutions may e.g. comprise field courses or postdoc programs.

#### 6. *Ethical standards for international collaborations*

International collaboration, particularly with new partners in unfamiliar countries, requires a high degree of sensitivity to cultural and ethical norms and diverse political and legal environments.

We therefore suggest that IARU agrees on a model text on ethical standards for international collaborations which can be adopted by or adjusted to the specific conditions of the IARU members or their collaborating partners.

Examples are the [KFPE's Guide for Transboundary Research Partnerships](#) - 11 Principles & 7 Questions mentioned above, or the “[Code of Conduct for scientific cooperation of ETH Zurich](#)” adopted in 2014.

#### 7. *Presidents' Statement*

Analogous to the [Presidents' Statement on sustainability](#) we suggest developing a short statement of GT commitment of the IARU Presidents.

#### 8. *Commitment of funding*

The statement may include a voluntary commitment of funding for GT specific activities, e.g. in the order of 1% of the university budget, or the rate of 0.7% as the recommended [UN target](#) on ODA spending, or the equivalent of the home country commitment of each IARU member.

#### 9. *Mandatory progress reports*

Similar to the [Individual Campus Sustainability Reports](#) we finally suggest uniform reporting of GT related activities and commitments to be shared among all IARU members.

### Next steps

The GT working group wants to pursue the implementation of the measures suggested above. All participants of the first workshop in May 2015 are committed to continue their collaboration and to convert the recommendations in tangible outcomes.

As a first step the group asks for reactions and comments by the SOM to revise the current concept paper before the PM in spring 2016. The revised version will serve not only as input for the PM, but also as basis for a session proposed to the [Going Global Conference 2016](#), which coincidentally will take place back-to-back to the scheduled workshop in Cape Town in May 2016. The GT working group has submitted this idea for the 10th IARU anniversary competition (See Annex to Session 6.1 in the Tome).

More concrete steps will be agreed at a workshop in May 2016 at UCT, for which the GT group requests IARU funding. The group will prioritize the list of joint action and instruments and will elaborate a plan for implementation.

It is intended to nominate a smaller working group for regular communication and interaction. The current project coordinator volunteers to continue steering the process of preparing guidelines and other documents as suggested. The individual members of the GT group will advocate the implementation of measures within their own universities.

The expected outcome is twofold:

On the one hand, we envision a final position paper on “Facing Global Transformation”, providing guiding principles and including a vision and mission statement related to GT. It should be complemented by a collection of best practices of various IARU members and supported by a literature review.

On the other hand, the ambition is to agree on a core commitment in relation to the GT paradigm. For this purpose the group will explore the potential for joint commitment to the activities listed above or voluntary agreement on selected measures by individual IARU members – similar to the commitment the IARU sustainability initiative.

The expected time-frame is to submit a plan of concerted action for approval to the SOM 2016 / PM 2017.

The drafting committee:

Barbara BECKER (Project coordinator), ETH Zurich

Kiichi FUJIWARA, The University of Tokyo

Helle SAMUELSEN, University of Copenhagen

Khatharya UM, UC Berkeley



### 6.3 International Student Teaching & Support

<b>Lead</b>	Lynda Mathey, Registrar, Student Life (Australian National University)
<b>Reporting</b>	<ul style="list-style-type: none"> <li>• Lynda Mathey, Registrar, Student Life (Australian National University)</li> <li>• Anthony Dangerfield, International Student Team (University of Cambridge)</li> <li>• Ed Nash, International Strategy Office (University of Oxford)</li> </ul>
<b>Executive summary</b>	<p>Following discussion of International Student Teaching and Support at the November 2013 and 2014 Senior Officers' Meetings, and the April 2014 Presidents' Meeting, in March 2015, 17 academics and administrators from across the IARU institutions, together with selected external contributors, met at the University of Oxford to discuss the challenges our universities face in providing teaching and support services to international students, and the possible solutions to these issues.</p> <p>This paper summarizes the background to that meeting, the activities of that meeting, and attendees' hopes for future International Student Teaching and Support activity.</p> <p>The International Student Teaching and Support group will meet for the second time on 6 – 8 April, hosted by the Australian National University. The group will look at more specific aspects of the ways IARU institutions support international students, the draft program and registered participants are annexed.</p>
<b>Items for decision</b>	--
<b>Funding Request</b>	--
<b>Funding to date</b>	<p><i>Up to USD 10,000</i>      <i>2<sup>nd</sup> Meeting at ANU – April 2016</i>  <i>USD 6,300</i>              <i>1<sup>st</sup> Meeting at Oxford – March 2015</i></p>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2015</b></p> <p>The International Student Teaching group and Support met for the 1<sup>st</sup> time in March 2015 at Oxford. 17 academics and administrators from across eight IARU institutions discussed the challenges IARU universities face in providing teaching and support services to international students, and the possible solutions to these issues. Partners observed it is a very diverse topic and that none of the IARU universities address it comprehensively, but segmented across different units. For this reason the group decided to focus each of the next meetings on a specific area of activity.</p> <p>The group plans to meet again in April 2016 with a focus on student support services and identified the following key topics:</p> <ul style="list-style-type: none"> <li>- Cultural integration</li> <li>- Orientation</li> <li>- Use of technology in student support</li> </ul>

- Holistic care including mental health

Senior Officers endorsed the funding request of up to USD 10,000 for the second meeting of the group. The meeting will take place in spring 2016 in Canberra with strong support from ANU.

The Chair congratulated the group and encouraged it to compile and share the best practices emerging into guidelines and/or recommendations from and for the partners.

#### **Presidents' Meeting, March 2015**

IARU universities have different standards in supporting international students. In the inaugural meeting at the end of March in Oxford, the group will explore the best approaches to teaching support and social/cultural support for international students. A possible outcome may be a recommendations paper for the benefit of both IARU universities and other institutions. A number of external speakers such as iGraduate are invited to the meeting. President Tan Chor Chuan suggested to also address international students' integration and the culture of communication on campus (in particular through Social Media).

## 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 was held in Oxford in late March 2015. Attended by 17 members of staff from eight IARU universities, as well as three external presenters, the meeting looked in-depth at aspects of teaching and support practice identified by a 2014 survey, reported to that year's Presidents' Meeting.

### 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. Overall there is little standardization of the sorts of support available, though feedback from colleagues who deal with international students reveals that the issues they experience are similar across the IARU institutions.

### International Students Teaching and Support - 2015 Inaugural Meeting Report

The schedule for the inaugural IARU International Students Teaching and Support meeting was designed with the aid of feedback from across the IARU institutions. The two-day meeting included presentations, workshops and selected student and external speakers; all the events were designed to encourage discussion between delegates about the issues.

Each session at the meeting was designed to accommodate discussion and exchange of practice, ideas and experience in international students' issues. Following these discussions, feedback at the conclusion of the meeting rated student support services as the most popular topic for future activity by the group.

*Attendees at the meeting rated discussion of support services as the most important area for future activity by the group. Key topics for future discussion are:*

- *Cultural integration*
- *Orientation*
- *Use of technology in student support*
- *Holistic care*
- *Students' mental health*

*Attendees asked that future activity be based around:*

- *Workshops*
- *Meetings with international students*
- *Aimed at the future compilation of best practice guidelines and/or student support tools.*

### **International Students Teaching and Support - 2nd Meeting: Supporting Students in a New Culture**

In order to continue IARU's International Students' Teaching and Support activities, the Australian National University will host a second International Students Group meeting in Canberra in the first half of 2016.

The meeting will last two days, and will 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 social/cultural support for international students. A draft schedule is appended.

The Australian National University estimates the total cost of holding the meeting would be around \$10,000 USD, assuming an attendance of 24 officers. The University's bid for these funds has been approved by IARU Senior Officers in Copenhagen, October 2015.

#### **APPENDIX 1: "IARU International Student Support 2<sup>nd</sup> Meeting – Schedule", meeting to take place at the Australian National University, Canberra, Australia**

## Appendix I: 2<sup>nd</sup> IARU International Student Support Meeting – DRAFT Schedule



### IARU INTERNATIONAL STUDENTS TEACHING AND SUPPORT MEETING 2016

#### Program Schedule

WEDNESDAY 6 <sup>TH</sup> APRIL		
TIME	EVENT	LOCATION
6.30pm	Welcome Dinner	Bruce Hall
THURSDAY 7 <sup>TH</sup> APRIL		
CONFERENCE DAY 1 Exploring Best Practice		
TIME	EVENT	PRESENTER
9.00am – 9.30am	Welcome and Introduction to ANU International strategy and focus	Lynda Mathey Registrar Student Life and Professor Shirley Leitch, Pro Vice-Chancellor (International & Outreach)
9.30am – 10.10am	ESOS and Framework (Title to be confirmed)	Ewan Evans - Assistant Registrar, Academic Standards and Quality Office. Thomas Ritchie – Senior Administration Officer, Academic Standards and Quality Office.
10.10am – 10.30am	Discussion/Reflection	Lynda Mathey, Registrar Student Life
10.30am – 10.45am	<b>MORNING TEA</b>	
10.45am – 11.30pm	International Students - Orientation & Transition	Dr. Paul Preston and Dr. Dierdre Pearce, Student Experience and Career Development
11.30-12.30	Responding to international student feedback	Planning and Performance Measurement – Presenter TBA
12.30pm – 1.30pm	<b>LUNCH</b>	
TIME	EVENT	PRESENTER
1.30pm – 2.30pm	Student Panel Expectations of International Students - Transition to Success	Panel of International Students from the Australian National University
TIME	EVENT	PRESENTER
2.30pm - 3.15pm	International Students and Employability: CBE Internship Program	Dr Vinh Lu Director of Engaged Learning, College of Business and Economics

		PLUS students
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<b>3.15pm – 3.30pm</b>	<b>AFTERNOON TEA</b>	
<b>3.30pm – 4.30pm</b>	<b>Teaching Academic Integrity</b>	Academic Skills and Learning Centre team, plus students
<b>4.30-6.00pm</b>	<b>Tour</b>	
<b>6.00pm</b>	<b>DINNER- OFF CAMPUS TBA</b>	

<b>FRIDAY 8<sup>TH</sup> APRIL</b>		
<b>CONFERENCE DAY 2</b>		
<b>Internationalisation and Student Success</b>		
<b>TIME</b>	<b>EVENT</b>	<b>PRESENTER</b>
<b>9.30am – 10.30am</b>	<b>Integrating International Students – Residence and Community</b>	Lynda Mathey, Registrar Student Life
<b>10.30am – 11.30am</b>	<b>PRESENTATION and DISCUSSION:</b> <b>International Students' Mental Health – Early Intervention Strategies and Support Program – ANU</b>	Carolyn F Head of Counselling ANU, BATYR
<b>11.00am - 11.30am</b>	<b>MORNING TEA</b>	
<b>11.30am – 1.00pm</b>	<b>International Student Support for Mental Health Uni of Tokyo and other IARU universities</b>	Lynda Mathey Registrar Student Life on behalf of the University of Tokyo
<b>1.00pm – 2.00pm</b>	<b>LUNCH</b>	
<b>2.00pm – 3.00pm</b>	<b>PRESENTATION on: research on the internationalisation of tertiary education for over 15 years, with a focus on comparative studies of international education policies – Title TBA</b>	Associate Professor Chris Ziguas, IEAA President, Associate Professor Deputy Dean International in the School of Global, Urban and Social Studies at RMIT in Melbourne.
<b>3.00pm to 3.30pm</b>	<b>Internationalisation of Curriculum – Peking University – Title TBA</b>	Representatives of University of Peking - TBA
<b>3.30pm to 4.30pm</b>	<b>Discussion – Student Support Best Practice</b>	Lynda Mathey Registrar Student Life
<b>4.30pm – 5.00pm</b>	<b>CONCLUSION AND FAREWELL</b>	

### Registered Participants

- Australian National University - Lynda Mathey Registrar Student Life
- University of Copenhagen - Director International Trine Sand
- University of Copenhagen - Vice Provost of Education Anni Soborg
- University of Singapore - Ass Professor Dean of Students Office of Student Affairs Tan Teck Koon
- University of Peking - Deputy Director of Office of International Relations Mr Wang Yong
- University of Peking - Program Officer of Division of International Students Mr Chen Luanming
- The University of Cape Town, who have just joined IARU, were really keen to join, but due to the political situation in South Africa and the student issues across the universities, they are unable to travel.
- University of Tokyo - Lynda Mathey, ANU Registrar Student Life, will be presenting on behalf of University of Tokyo and will be providing them with feedback from the group as they are unable to attend via Video Conference due to the timing of their orientation.
- UC Berkeley - UC Berkeley representative had planned on attending and presenting, but informed of a travel freeze and this trip does not meet the criteria so he may no longer attend.
- Yale University declined due to conflicting commitments.
- Univeristy of Oxford declined due to funding cuts.
- University of Cambridge declined due to funding cuts.



## 6.4 Librarians' Contact Group

<b>Lead</b>	Copenhagen University Library
<b>Reporting</b>	<i>Kira Stine Hansen (Copenhagen University Library)</i>
<b>Executive summary</b>	<p>The Librarians' Contact Group has prepared three posters to display at the president's meeting. And next time the group will discuss a proposal on leadership development among the IARU libraries.</p> <p>Furthermore the Group has agreed upon a re-thinking of the meeting form and purpose in relation to the content. The whole meeting will be a mixture of input and sharing.</p> <p>The Groups next meeting is to take place in June (8-10) 2016 in Zürich. The lead will rotate, therefore Rafael Ball (ETH Zürich) will be responsible for the next meeting. <i>Agenda draft is attached.</i></p> <p>The 2017 meeting will take place at Yale University.</p>
<b>Items for decision</b>	--
<b>Funding to date</b>	n/a
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2015</b></p> <p>Dr. Davina Potts (ANU) updated the Senior Officers about the outcomes of the 5th meeting of the Librarians, held in September 2015 in Peking. The project to benchmark the services of the IARU Libraries was completed and judged very useful. The Librarians' Contact Group agreed to focus in the future on selected projects (1) highlighting the benefits and challenges of the digital collections, coordinated by Roxanne Missingham (ANU) and (2) establish a mentoring and leadership development in the network, coordinated by Kira Stine Hansen (UCPH).</p> <p>The Chair observed that the group gained new momentum and welcomed the new projects.</p> <p><b>Presidents' Meeting, March 2015</b></p> <p>The Librarians' Contact Group has developed an <i>IARU Green Library Toolkit</i> which was presented to the Senior Officers' Meeting 2014 and has been published on the IARU website. Further, the group is working on a benchmarking analysis of the library services at the IARU universities. The benchmark study with the data from all 10 member universities 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 ETH Library Director, who had the lead, retired in February. A new lead has not yet been identified.</p> <p>IARU Chair Ralf Hemmingsen asked the Presidents to check at their universities if there is commitment by all Librarians to continue the activities of the group.</p>

## Librarians' Contact Group

### 4th Librarians' meeting

The 4<sup>th</sup> meeting took place at 23.-25. September in Peking University in Beijing (*agenda is attached*).

8 members attended:

University	Participant
ANU	Roxanne Missingham
ETH Zurich	Dr. Rafael Ball
NUS	Lee Cheng Ean
PKU	Zhu Qiang
Copenhagen	Kira Stine Hansen
Oxford	Richard Ovenden
Yale	Susan Gibbons

Following issues were among others discussed:

#### 1. Comparative statistics report.

ETH had undertaken a survey on a range of general measures of library funding, size and use. The Group reviewed the report of the first survey and suggested revisions the indicators for the second annual to better represent the data that can actually be obtained and data that is meaningful.

#### 2. Poster on Cultural heritage collections - memory of the world material in distributed IARU library collections, with the digital copies brought together.

3 posters will be prepared for the president meeting.

*Poster draft is attached; this will be presented in final form at the presidents meeting.*

More details on the 3 posters:

- Digital research infrastructure - including digitisation, digital collections and exhibitions and research data aligned to the value of research institutions and communication of research collections (such as repositories)
- Scholarly communication - contributions of libraries to building the scholar of the present and future including digital competences, understanding scholarly communication, publishing ethics, avoiding predatory publishers - with some examples of IARU library collaboration
- Cultural heritage collections - memory of the world material in distributed IARU library collections, with the digital copies brought together.

#### 3. Leadership development

The Group raised the issue of leadership development and perhaps mentoring across the IARU group. A proposal will be presented at the next meeting.



**International Alliance of Research Universities (IARU)**  
**2015 Librarians Meeting**  
**Peking University Library, Beijing, China – September 23-25, 2015**  
**Draft Program**

<b>Wednesday, September 23, 2015</b>		
<b>Time</b>	<b>Activity</b>	<b>Venue</b>
Whole day	Check-in	Lake View Hotel, PKU
7:00 p.m.	Dinner Reception	Yan Chun Yuan Restaurant, Lake View Hotel Room 6(Xi Yu Hall)
<b>Thursday, September 24, 2015</b>		
8:45 a.m.	Gather at the Hotel Lobby	
9:00 a.m.–9:30 a.m.	Welcome Ceremony • Welcoming Speech by Xia Hongwei (Director at Office of International Relations) and Zhu Qiang (Peking University Librarian) • Group Photo-taking	Room E108 of the library
9:30 a.m.–10:30 a.m.	Presentations: • Benchmarking Report by ETHZ; • Establishing a New Scholarly Communication Ecosystem by PKU	
10:30 a.m.–11:00 a.m.	Morning Tea	
11:00 a.m.–12:00 p.m.	Discussion Issues: • Assessment about library itself and staff • Collaborations with partners on campus or among IARU libraries • Resource sharing among IARU libraries • Digitization and digital transformation	
12:00 p.m.–1:30 p.m.	Lunch	Shao Yuan
1:30 p.m.–2:30 p.m.	Free Discussions	Room E108 of the library
2:30 p.m.–3:00 p.m.	Coffee Break	
3:00 p.m.–5:30 p.m.	Free Discussions	
6:00 p.m.	Dinner	ZhiLi HuiGuan
<b>Friday, September 25, 2015</b>		
8:45 a.m.	Gather at the hotel lobby	
9:00 a.m.–12:00 p.m.	Campus Tour	• PKU Library • Arthur M. Sackler Museum of Art and Archaeology
12:00 p.m.–1:30 p.m.	Lunch	Shao Yuan
1:30 p.m.–5:30 p.m.	Cultural Tour	Forbidden City
6:00 p.m.	Dinner	TBD

**ETH BIBLIOTHEK** **Preliminary Agenda for 5<sup>th</sup> IARU Library Meeting at ETH Library,  
08.06. – 10.06.2016**

Arrival Dinner on Wednesday, June 8<sup>th</sup> 2016: 6 p.m. gathering at the entrance hall (next to fountain)

**Thursday, June 09<sup>th</sup> 2016**

- 08.45 am            Gathering at the entrance hall (next to fountain), short welcome address  
*Dr. Rafael Ball, Director*
- 09.00 – 10.00 am   **Session 1:** Library as a Space
- 09.00 – 09.30 am    Input: “Using design thinking for creating library spaces”  
*Dr. Franziska Regner and Claudia Lienhard*
- 09.30 – 10.00 am    Best Practice: Examples on Library Spaces  
*tbd*
- 10.00 – 11.00 am   **Session 2:** World Café ☕  
*Coffee* and 5 minutes report of each IARU library on important developments and topics since the last meeting  
*All participants*
- 11.00-12.00 am    **Session 3:** Digitization
- 11.00 – 11.30 am    Input: “From Analog to Digital”  
*Andreas Kirstein, Dept. Director*
- 11.30 – 12.00 am    Visit in the DigiCenter of ETH Library  
*Andreas Kirstein, Dept. Director*
- 12:00 - 12.15 pm   *Group Photo*
- 12:15 - 01.15 pm   *Lunch Break*
- 01.15 - 01.45 pm   **Session 4:** IARU-Library Benchmarking  
Presentation and discussion on the IARU-Libraries Benchmarking 2014/2015  
*Dr. Franziska Regner, Head Innovation & Development*
- 01.45 – 03.00 pm   **Session 5:** Text and Data Mining  
Input: “Chances and Challenges in Text and Data Mining”  
*Prof. Dr. Albert Weichselbraun, Swiss Institute for Information Research, HTW Chur*  
<https://weichselbraun.net>
- 03.00-03.30 pm    *Coffee Break* ☕
- 03.30-04.30 pm    **Campus Tour ETH Zurich**  
with a visit at the Institute on Robotic at MAVT <https://www.mavt.ethz.ch/>
- 04.30 – 06.00 pm   Transfer and recreation at the hotel

06.00 pm Gathering at the entrance hall (next to fountain) for a historic tram tour with sightseeing in Zurich and dinner.

### Friday, June 10<sup>th</sup> 2016

08.30 am Gathering at the entrance hall of ETH Zurich (next to fountain). Transfer to Campus Hönggerberg  
Departure: 08.54 am, arrival: 09.09 am (ETH link bus)

09.10 – 09:45 am **Campus Tour Hönggerberg**  
*tbd*

09:45 – 10.45 am **Session 6:** Roundtable Cooperation ☕

09:45 – 10.25 am Input and discussion: “Bibliometrics and Scientometrics – Perspectives on Cooperation”  
*Dr. Rafael Ball, Director*

10.25 – 10.45 am Report and discussion on cooperation on leadership development and mentoring across the IARU Library Group  
*tbd*

10.45 – 11.45 am **Session 7:** Research Data

10.45 – 11.15 am Input: “Research Data Management and Data Management Life Cycle”  
*tbd*

11.15 – 11.45 am Discussion on the topic

11.45 - 01.30 pm *Lunch Break*  
and transfer to ETH Zentrum. Departure: 12.54 am, arrival: 01.09 pm (ETH link bus)

01:30 – 01.45 am **Salutatory**  
*Prof. Dr. Ulrich Weidmann, Vice President; member of the executive board of ETH Zurich*

01.45 – 02.15 pm **Session 8:** *tbd*  
Input: *tbd*  
*Agatha Keller, Co-Head EU GrantsAccess*

02.15 – 03.30 pm **Session 9:** Collections and Archives

02.15 – 03.05 pm Input: “The Importance of Collections and Archives for Research and Science”  
Presentation of collecting pieces of the ETH Library Collections  
*Dr. Stefan Wiederkehr, Head of Collections and Archives*

03.05 – 03.30 pm Discussion on the topic

03.30 - 04.15 pm **Final Session:** Roundtable next meeting  
Exchange of ideas for the next meeting and relevant future topics

04.15 – 04.45 pm *Optional Coffee Break* ☕

## IARU Libraries Posters

## IARU LIBRARIES

## WORLD-CLASS DIGITISED COLLECTIONS

THOMAS MANN ARCHIVE ONLINE  
ETH LIBRARY

The Thomas Mann Archive Online is a digital representation of the physical Thomas Mann Archive. The Archive houses the majority of Thomas Mann's remaining handwritten works, which include manuscripts, diaries, notebooks, letters and documents, not to mention highly informative notes and material covering a variety of his works in their early stages. The Thomas Mann Archive has collected tens of thousands of works, translations, letters, records and other recordings, photographs, microfiche and newspaper articles. Secondary literature is also collated as much as possible.

[www.online.tma.ethz.ch](http://www.online.tma.ethz.ch)

DIGITAL BODLEIAN PROGRAMME  
UNIVERSITY OF OXFORD

The University of Oxford's Bodleian Library, home to three UNESCO Memory of the World Register inscriptions, recently catalogued more than 115,000 digital images of books, manuscripts, maps and artworks which feature online in the Digital Bodleian website.

The programme was launched at the beginning of July 2015 to allow members of the public to view digital versions of the library's collection that were previously only available to those with Oxford University reader's cards, or through separate websites, databases and image galleries. Now many images can be found on a unified website, including The Gough Map.



The Gough Map, dating back to the fourteenth century, is the most important and most enigmatic cartographic representation of Great Britain from the medieval period. There is no record of any similar medieval map with such scale or accuracy. Indeed, not only is the Gough Map the first map to show routes and distances, it is also the first to depict Great Britain with a recognisable coastline.

[www.bodleian.ox.ac.uk/subjects-and-libraries/collections/digital](http://www.bodleian.ox.ac.uk/subjects-and-libraries/collections/digital)

ONLINE EXHIBITIONS  
UNIVERSITY OF CALIFORNIA BERKELEY LIBRARY

The University of California Berkeley Library has an extensive catalogue of digitised versions of physical exhibitions, containing an extensive range of digitised content from their collections.

[www.lib.berkeley.edu/libraries/bancroft-library/themed-collections](http://www.lib.berkeley.edu/libraries/bancroft-library/themed-collections)

## MARK TWAIN PROJECT ONLINE



Mark Twain Project Online applies innovative technology to more than four decades' worth of archival research by expert editors at the Mark Twain Project. It offers unfettered, intuitive access to reliable texts, accurate and exhaustive notes, and the most recently discovered letters and documents.

[www.marktwainproject.org/](http://www.marktwainproject.org/)

PAPYRUS COLLECTION DATABASE  
YALE UNIVERSITY LIBRARY

The Papyrus Collection Database includes over six thousand items from the Beinecke Rare Book & Manuscript Library's internationally respected collection of ancient papyrus.

The Yale papyrus collection began in 1889, and in the following decades continued to grow through a number of purchases, discoveries, acquisitions and important gifts. The papyri, in Greek, Latin, Demotic, Coptic, and Arabic, include private letters, official and religious documents, legal deeds and contracts, biblical texts, and literary works by known and unknown authors. Included in the collection but numbered separately are the papyri excavated at Dura-Europos, a Hellenistic, Parthian, and Roman city on the Euphrates River in southern Syria where extensive remains of civil and military archives were found in the 1930s.

Yale University is a member of a consortium of worldwide institutions bringing their papyrus collections online via the Advanced Papyrological Information System (APIS).

[beinecke.library.yale.edu/collections/highlights/papyrus-collection-database](http://beinecke.library.yale.edu/collections/highlights/papyrus-collection-database)

ANCIENT RARE MATERIALS DATABASE  
PEKING UNIVERSITY

The Ancient Rare Materials Database is the largest Peking University Library digitization project to date and has provided a greatly improved recording process and access to rare books and ancient rubbings using a standardised metadata system. A Geographic Information System (GIS) application was applied to digitised rubbings using 11 newly created maps from the Six

Han, Yuan, Ming, and Qing dynasties. This enabled searching by time and place, along with the type of rubbing. The GIS interface is a separate application, which links from both the searching and browsing interfaces.

[rba.cais.tsinghua.edu.cn/aopac](http://rba.cais.tsinghua.edu.cn/aopac)

NEWTON PAPERS  
UNIVERSITY OF CAMBRIDGE

Cambridge University Library holds the largest and most important collection of the scientific works of Isaac Newton (1642-1727). Newton was closely associated with Cambridge. He came to the University as a student in 1661, graduating in 1665, and from 1689 to 1701 he held the Lucasian Chair of Mathematics. Under the regulations for this Chair, Newton was required to deposit copies of his lectures in the University Library. In 1699 Newton was appointed Master of the Mint, and in 1703 he was

elected President of the Royal Society, a post he occupied until his death. After his death the manuscripts were passed down succeeding generations of his family until 1872 when the fifth Earl of Portsmouth passed all the Newton manuscripts he had to the University of Cambridge, where they were assessed and a detailed catalogue made.

[cual.lib.cam.ac.uk/collections/newton](http://cual.lib.cam.ac.uk/collections/newton)

# IARU LIBRARIES

## CONTRIBUTING TO SCHOLARLY COMMUNICATION

ACCESS TO DIGITAL INFORMATION AND SERVICES PROVIDED BY IARU LIBRARIES IN 2015

<b>68.2 million</b>	electronic journals and open access documents on institutional repositories
<b>14.3 million</b>	e-books
<b>59.8 million</b>	databases
<b>6.8 million</b>	total number of loans
<b>8,127</b>	total number of presentations and training sessions
<b>142,095</b>	total number of attendees at presentations and training sessions

### DIGITAL HUMANITIES NATIONAL UNIVERSITY OF SINGAPORE LIBRARIES

To support research and teaching, National University of Singapore (NUS) Libraries and Researchers completed a range of Digital Humanities Projects including:

#### MAP OF ORIGINS: CHINESE CLANS IN SINGAPORE, BY NUS LIBRARIES



Using Google Maps, a comprehensive listing of Chinese clan associations in Singapore have been mapped out for geographic exploration. Users can explore the geographic patterns of clan associations and their establishment over time, as well as perceive the membership size of each clan association. The relevant literature in NUS Libraries' collection is also available for browsing.

#### ASIAN SHAKESPEARE INTERCULTURAL ARCHIVE (A|S|I|A), BY A/P YONG LI LAN, NUS RESEARCHER



Asian performance cultures interact with the idea of Shakespeare in richly diverse ways. The Asian Shakespeare Intercultural Archive (A|S|I|A) is building a multilingual online archive of up to 70 performances from East and Southeast Asia. The archive contains full-length videos with translated scripts, multilingual switching support, user annotation functions, and rich data on creators, art/forms, reviews, cultural context and more.

#### WAYANG KONTEMPORER: INNOVATIONS IN JAVANESE WAYANG KULIT, DR MIGUEL ESCOBAR, NUS RESEARCHER



This is an interactive analysis of new developments in Indonesian shadow puppet theatre that combine a millenary tradition with new media. The website is an interactive combination of diagrams, videos and essays.

[libportal.nus.edu.sg/tranferid/web/resources/library/initiatives/digitalhumanities](http://libportal.nus.edu.sg/tranferid/web/resources/library/initiatives/digitalhumanities)

### SCHOLARLY COMMUNICATION UNIVERSITY OF CAMBRIDGE



The Office of Scholarly Communication is an initiative of the University Library and the Research Office. Traditionally scholarly communication has occurred in the formal literature—in journal articles, conference proceedings, book chapters and books—however this landscape is changing dramatically. The Office of Scholarly Communication has been established to help researchers, librarians, administrators and other interested people find out more about this dynamic and interesting area.

[oscc.cam.ac.uk](http://oscc.cam.ac.uk)

### DIGITAL CURATION AT ETH ZURICH ETH LIBRARY



The production of digital data is growing rapidly. At the same time, hard- and software development cycles are becoming shorter, data storage devices are subject to aging, and file formats are becoming obsolete. Thus, secure storage alone is not sufficient to guarantee the long-term usability of the data. To ensure that

data can be accessed over long term, careful data management and the meticulous planning of preservation measures are required. Digital curation and long-term preservation are pivotal when it comes to handling research data. Digital curation also addresses the entire lifecycle of digital data – all the way from its creation during the scientific workflow through its processing, documentation, and publication to its permanent management in digital archives.

[www.library.ethz.ch/en/ms/Digital-Curation-at-ETH-Zurich](http://www.library.ethz.ch/en/ms/Digital-Curation-at-ETH-Zurich)

### GEOGRAPHIC INFORMATION SYSTEM SERVICES UNIVERSITY OF CALIFORNIA BERKELEY LIBRARY



The Earth Sciences & Map Library supports geographic information system (GIS) software and data services across all disciplines for the UC Berkeley campus. The library collects GIS data for areas around the world, with an emphasis on the San Francisco Bay Area and northern California.

The UC Berkeley Libraries' geportal—GeoData@UC Berkeley—lets users search, preview, display, map, and download geospatial data in a variety of formats including shapefiles, KML, and raster data formats. GeoData@UC Berkeley is part of the OpenGeoportal project.

[www.lib.berkeley.edu/how-to-find-data-gis](http://www.lib.berkeley.edu/how-to-find-data-gis)

### PEKING UNIVERSITY DIGITIZATION CENTER PEKING UNIVERSITY

The Peking University Digitization Center provides a campus-wide service that aims to meet the needs of teaching and research staff along with preservation of treasured resources.



An official digitization process was started in 2000 with the PKU Scholars project, followed by the PKU Thesis and Dissertations project and PKU Lectures Online. Items to be digitized are chosen based on their uniqueness, specialized subject, and need for sharing with other institutions. Material with not only scholastic but also historic value is chosen, reflecting the important historic value of the Peking University Library.

[www.lib.pku.edu.cn/portal/tw/shuaigong](http://www.lib.pku.edu.cn/portal/tw/shuaigong)

# IARU LIBRARIES

## WORLD-CLASS CULTURAL HERITAGE COLLECTIONS

### ANU ARCHIVES THE AUSTRALIAN NATIONAL UNIVERSITY



The ANU Archives, home to two UNESCO Memory of the World Register listings, collects and preserves the University's own archives, the Pacific Research Archives, the National AIDS Archive Collection, and the Noel Butlin Archives Centre.

The Noel Butlin Archives Centre holds many treasures among its twenty kilometres of records, including records from the Australian Agricultural Company, Australia's oldest pastoral company formed in 1824; minute books of Pre-Federation Australian Trade Unions which serve as a record of collective decision-making and democracy for Australian workers in nineteenth-century, both men and women; minute books of the Sydney Herald Office Chapel of the Sydney Typographical Association, dating from December 1846, making it the earliest existing Australian trade union minute book, and the minute book of the Amalgamated Society of Engineers, which record the establishment of the 'No. 1 Australian Branch' of the British Union on 8 October, 1852.

[archives.anu.edu.au/collections](http://archives.anu.edu.au/collections)

### SINGAPORE PLACES OF WORSHIP NATIONAL UNIVERSITY OF SINGAPORE



This website presents a collection of mixed media artwork of places of worship by a local artist, Dr Ho Chee Lick. Plotted on an interactive map with 3D street view, the drawings illustrate Singapore's multi-religious landscape. For each drawing, we list the names, address, year established, date of sketch as well as relevant literature and websites, if any. An index of drawings has also been compiled.

The first phase in 2015 showcased 169 drawings of predominantly Chinese temples and shrines of Buddhism, Taoism, popular religion and sectarian religions from antiquity to contemporary times. A further 112 drawings will be added in 2016, including Islamic mosques, Indian temples, Sikh temples and churches.

[libcat.nus.edu.sg/frameset/mst/sq-places-worship/about-sg-places-worship](http://libcat.nus.edu.sg/frameset/mst/sq-places-worship/about-sg-places-worship)

### ISHIMOTO COLLECTION THE UNIVERSITY OF TOKYO LIBRARY SYSTEM



The University of Tokyo Library is home to the Ishimoto Collection, approximately 600 works of Japanese woodblock prints and newspapers that deal with the theme of catastrophe compiled by Professor Mishio Ishimoto, the second Director of the University of Tokyo Earthquake Research Institute. This collection consists of various prints related to catastrophes that occurred in Japan from 1783 (Tenmei Eruption of Asama Volcano) to 1923 (Great Kanto Earthquake) and includes the 478 prints that were published in 11 accordion-books on earthquake fires.

[www.lib.u-tokyo.ac.jp/tenjika/tenjika2008](http://www.lib.u-tokyo.ac.jp/tenjika/tenjika2008)

### THE ARNAMAGNÆAN INSTITUTE MANUSCRIPT COLLECTION UNIVERSITY OF COPENHAGEN



The Arnamagnæan Institute houses the Arnamagnæan manuscript collection, which the Icelandic philologist and historian Árni Magnússon (1663-1730) had bequeathed to the university upon his death in 1730.

The bulk of the manuscripts in the Arnamagnæan collection are Icelandic, but there are also many important Norwegian, Danish and Swedish manuscripts, in addition to approximately one hundred of continental provenance.

[ml.u.dk/english/collections/arnamagnaeon\\_collection](http://ml.u.dk/english/collections/arnamagnaeon_collection)

### MEDIEVAL AND RENAISSANCE MANUSCRIPTS YALE UNIVERSITY LIBRARY



The Beinecke Library's Medieval and Renaissance collections document the history of human thought from the Byzantine era through 1600.

The first medieval manuscript recorded in the Yale collection was acquired in 1714, and was the gift of Elihu Yale. An illustrated copy of the Speculum humanae salvationis, it attracted the special attention of Yale President Ezra Stiles, who read the manuscript and annotated it in the 1790s. The systematic collecting of medieval manuscripts at Yale, however, dates from the late nineteenth century, and the most active period

for collecting was after 1930.

[beinecke.library.yale.edu/collections/highlights/medieval-and-renaissance-manuscripts-beinecke-library](http://beinecke.library.yale.edu/collections/highlights/medieval-and-renaissance-manuscripts-beinecke-library)

### RECORDS OF THE 50-YEAR HISTORY OF THE UNIVERSITY OF TOKYO THE UNIVERSITY OF TOKYO LIBRARY SYSTEM



Records of the 50-year History of the University of Tokyo consists of 469 documents that were originally collected in Records of 50-year History of Imperial University of Tokyo (1932) a compilation of official documents, records and reference books from before 1881. In February 2013, 317 of these documents, together with various other significant documents archived by the University of Tokyo Archives, were designated as nationally important cultural properties. This color woodblock print, an 1889 depiction of an Edo period (1603-1868) feudal lord's wedding procession, is one of the documents included in Records of the 50-year History of the University of Tokyo.

The Red Gate, one of the symbols of the University of Tokyo, is visible in the print. During the Edo period, the area where the University of Tokyo's Hongo Campus is located was the estate of the Kaga province (one of the feudal domains). The gate, which still stands today, was built in 1827 by Lord Naryasu Maeda of Kaga to welcome Princess Yo, a daughter of the 11th shogun Tokugawa Ienari, as his bride. This print is a rare visual material that tells us about the historical origin of the Red Gate.

[www.lib.u-tokyo.ac.jp/tenjika/aset/su/2004\\_07/zuhan.html](http://www.lib.u-tokyo.ac.jp/tenjika/aset/su/2004_07/zuhan.html)



## 6.5 Research Administrators' Network (RAN)

<b>Lead</b>	University of Copenhagen														
<b>Reporting</b>	<i>Jan Andersen (UCPH)</i>														
<b>Executive summary</b>	<p>The Research Administrators' Network met 14-15 October 2015. A report on the meeting was given at the Senior Officers Meeting October 2015. The RAN finalized the model collaboration agreement, enabling easy exchange of research staff, hereunder Marie Curie fellows, between the IARU participants. The RAN also published a dictionary of terminology in research funding and collaboration, overcoming communication barriers due to misunderstanding or misinterpretation of terms used differently in different countries. The forthcoming IARU RAN meeting will be held in September 2016 at ANU in conjunction with the INORMS 2016 meeting in Melbourne 11-15 September. Final dates to be confirmed. Topics for the further collaboration are:</p> <p><u>Research Integrity</u> is a growing concern and an important issue under the changing conditions of research, with funding cuts, global competition, mobility and pressure for publication.</p> <p><u>Benchmarking and comparison of services</u> is an ongoing discussion, and already performed studies and projects may form a common ground with key performance indicators and metrics around improving services</p> <p><u>Global research projects</u> raises the need for specific services within the university, how can research support functions be improved and aligned with these demands is a challenge that could be addressed by IARU</p> <p><u>The organization of research support functions</u> is constantly in flux. How to gain better services through optimizing organization is a constant challenge.</p> <p><u>Funding of research</u> and follow up on the discussion on the SOM in October 2015.</p>														
<b>Items for decision</b>	None														
<b>Funding request</b>	None														
<b>Funding to date</b>	<table> <tr> <td><i>Up to 10,000</i></td> <td><i>Research Administrators' Meeting (2018)</i></td> </tr> <tr> <td><i>Up to 10,000</i></td> <td><i>Research Administrators' Meeting (2017)</i></td> </tr> <tr> <td><i>Up to 10,000</i></td> <td><i>Research Administrators' Meeting (2016)</i></td> </tr> <tr> <td colspan="2" style="text-align: center;">-----</td> </tr> <tr> <td>7,402 (October 2015)</td> <td>Research Administrators' Meeting</td> </tr> <tr> <td>5,255 (October 2014)</td> <td>Research Administrators' Meeting</td> </tr> <tr> <td>8,736 (September 2013)</td> <td>Research Administrators' Meeting</td> </tr> </table>	<i>Up to 10,000</i>	<i>Research Administrators' Meeting (2018)</i>	<i>Up to 10,000</i>	<i>Research Administrators' Meeting (2017)</i>	<i>Up to 10,000</i>	<i>Research Administrators' Meeting (2016)</i>	-----		7,402 (October 2015)	Research Administrators' Meeting	5,255 (October 2014)	Research Administrators' Meeting	8,736 (September 2013)	Research Administrators' Meeting
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<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2015</b></p> <p>Prof. Thomas Bjørnholm (UCPH) reported about the 4<sup>th</sup> meeting of the Research Administrators' Network, held in UC Berkeley on 14–15 October 2015. The network refined and changed the initial idea of the</p>														

funding platform, major funding companies and foundations would no longer be invited to a networking event with the IARU Presidents and Research Administrators' Officers. The Network instead proposed to have an internal discussion about how global challenges can be addressed with resources which often are available from local/national funding agencies.

The Senior Officers agreed to include the proposed topic on the list of possible topical sessions for future Presidents' Meetings.

**Presidents' Meeting, March 2015**

In addition to the informal exchange of experience and expertise, the network has developed shared resources, such as a lexicon for a common understanding of different funding terminologies, and a template for Fellowship Programs within Horizon 2020. Both will be made available on the IARU website. Further, the network looks into setting up a metrics system – a mutual accepted standard for presenting and comparing key data among IARU institutions.

President approved the funding request of USD 10,000 annually for meetings in 2016, 2017 and 2018.

The network suggested to create an international funding platform to start a discussion with big foundations. Presidents tasked the Network to elaborate a proposal for the the Senior Officers' Meeting 2015.

## Research Administrators' Network

### IARU 4<sup>TH</sup> Research Administrators Symposium 14-15 October 2015

University of California, Berkeley

Berkeley Faculty Club – Seaborg Room, 2<sup>nd</sup> Floor

#### Schedule Overview

##### **Wednesday, 14 October 2015**

10:00-11:45 Tour of Berkeley campus. Meet at Sproul Hall. Visit to Campanile.

12:00-12:45 Lunch – Berkeley Faculty Club, Seaborg Room

12:45-17:00 Member presentations and discussion

17:00-19:00 Free time at hotel

19:00 Dinner in Chancellor's Room at Memorial Stadium

##### **Thursday, 15 October 2015**

8:30-9:00 Breakfast – Berkeley Faculty Club, Seaborg Room

9:00-10:30 Member presentations and discussion

10:30-12:30 IARU business meeting

12:30-13:30 Lunch – Berkeley Faculty Club, Dining Hall

13:30 Close of meeting

## Agenda

Wednesday 14 October 2015	
<b>Opening</b>	
	Lunch in Berkeley Faculty Club, Seaborg Room
	Welcome to UC Berkeley <i>Patrick Schlesinger, Assistant Vice Chancellor – Research Administration and Compliance</i>
	Introductions
<b>Topic 1: New Models for Delivery of Administrative Services</b>	
	Berkeley's Operation Excellence initiative: working with the Shared Services model <i>Pamela Miller – Director, Sponsored Projects Office at UC Berkeley</i>
	Oxford's review of administrative services <i>Glenn Swafford – Director of Research Services, University of Oxford</i>
	<b>Coffee break</b>
<b>Topic 2: Supporting Start-up Companies - Industry Partnerships at All Levels</b>	
	Creating an Innovation Ecosystem at Berkeley <i>Carol Mimura – Assistant Vice Chancellor – Intellectual Property and Industry Research Alliances, UC Berkeley</i>
<b>Topic 3: Addressing Research Misconduct in an International Context</b>	
	Investigating the high-profile research misconduct cases – coordination between the Research Office and the Library <i>Douglas Robertson – Director, Research Services Division, Australia National University</i>
	UK Russell Group protocol on joint investigation of research misconduct cases <i>Peter Hedges – Head of the University Research Office, University of Cambridge</i> <i>Glenn Swafford – Director of Research Services, University of Oxford</i>
	Investigation of multi-institution research misconduct – the NUS experience
	Investigation of multi-institution research misconduct – the Berkeley experience

	<i>Robert Price – Associate Vice Chancellor for Research, UC Berkeley</i>
17:00-19:00	<b>Free time at hotel</b>
<b>Conference Dinner</b>	
19:00	Dinner in Chancellor's Room UC Berkeley Memorial Stadium

<b>Thursday 15 October 2015</b>	
<b>Topic 4: Research Administration in Transition</b>	
	Open Science – Changes in research administration in response to changes in scientific activities (EU Science 2.0 Initiative) <i>Jan Andersen – Sr. Executive Advisor, Science Research and Innovation, University of Copenhagen</i>
	Preparing the research administration leaders of tomorrow – Berkeley's LEAP Program <i>Noam Pines – Assistant Director</i> <i>Joyce So – Contract and Grant Officer, Sponsored Projects Office, UC Berkeley</i>
<b>IARU Business Meeting</b>	
	Funding Forum at President's Meeting <i>Discussion leaders: Jan Andersen and Agatha Keller</i>
	Template agreement for Marie Curie Fellowships <i>Discussion leaders: Patrick Schlesinger, Andrew Rudczynski, Poul Petersen</i>
	Lexicon Additions <i>Discussion leaders: Patrick Schlesinger and Douglas Robertson</i>
<b>Working Lunch</b>	
<b>Meeting Close</b>	

## Research Administrators' Network 2015

### Business Meeting Minutes - Berkeley October 15, 2015

#### Agenda

- 1 Opening  
*Patrick Schlesinger*
- 2 Lexicon Additions  
*Discussion leaders: Patrick Schlesinger and Douglas Robertson*
- 3 Funding Forum  
*Discussion leaders: Jan Andersen and Agatha Keller*
- 4 Template agreement for Marie Curie Fellowships  
*Discussion leaders: Andrew Rudczynski, Poul Petersen, and Patrick Schlesinger*
- 5 AOB
  - a) Themes for next meeting
  - b) Document sharing
  - c) Contact to the IARU Librarian Group on Data Management
  - d) RAN Chair

#### Minutes

Participants present: Patrick Schlesinger (UCB), Pamela Miller (UCB), Andrew Rudzinsky (Y), Alice Tangredi-Hammond (Y), Glenn Swafford, (O), Peter Hedges (CAM), Hui Wang (NUS), Douglas Robertson (ANU), Masaya Akasako (T), Yukitsugu Ono (T), Agatha Keller (ETH), Jan Andersen (COP), Poul Petersen (COP), Kim Brinkmann (COP).

#### Ad 1 Opening

Patrick Schlesinger welcomed to the business meeting, following two days of intensive discussion and interaction on key challenges in research support functions across our universities.

#### Ad 2 Lexicon Additions

The lexicon developed is published on the IARU website: [http://www.iaruni.org/images/stories/pdf/LexiconResearchTerms\\_2015.pdf](http://www.iaruni.org/images/stories/pdf/LexiconResearchTerms_2015.pdf) and further contributions to the work done by Patrick, Poul, Douglas and Hui are welcome.

It was decided to add a map of specific terms relating to the mobility contract, as a separate section. Andrew will provide the map and Jan will update the document.

### Ad 3 Funding Forum

The current status was presented by Jan. The RAN discussed how to transfer the proposal into the format of a "Hot Topic" as recommended by Copenhagen. Douglas agreed to sum up the conclusions and circulate a first draft. It was strongly recommended each participant to contact their relevant Senior Officers Meeting (SOM) participant, in order to gain as much support in advance as possible. Kim will be liaising with Copenhagen as the chair of the SOM.

The RAN underlined its commitment to have the support of World class Research and research collaboration as its core endeavor.

As these minutes are written after the SOM 23 October, the SOM did not prioritize the Funding Forum as a theme for the forthcoming Presidents Meeting in Oxford in April 2016. Instead further elaboration was requested from the RAN, and following a publication of the minutes of the SOM, we need to clarify how to proceed with this.

### Ad 4 Template Agreement for Marie Curie Fellowships

Andrew, Poul and Patrick presented the status of the Template Agreement. It was decided that all partners would cross-check their home institutions eventual further comments. The deadline for this is 1 November. After this the template will be made publicly available not only for IARU members, but as a general tool for other institutions to benefit from. Jan will coordinate eventual comments and bring forward the publication.

The TA is a hands-on example of the benefit of the RAN.

### Ad 5 AOB

#### a) Themes for the next meeting

Research Integrity is a growing concern and an important issue under the changing conditions of research, with funding cuts, global competition, mobility and pressure for publication.

Based on discussions in almost all IARU universities, this topic will be relevant to have on the agenda for the forthcoming IARU RAN meeting at ANU September 2016.

Benchmarking and comparison of services is an ongoing discussion, and already performed studies and projects may form a common ground with key performance indicators and metrics around improving services

Global research projects raises the need for specific services within the university, how can research support functions be improved and aligned with these demands is a challenge that could be addressed by IARU

The organization of research support functions is constantly in flux. How to gain better services through optimizing organization is a constant challenge.

#### b) Document sharing

It was discussed to investigate other options for sharing documents than through the Oxford Nexus; but given different institutions different systems and restrictions, it was decided to continue with Nexus, which allow everybody to share necessary documents.

#### c) Contact to the IARU Librarian Group on Data Management

The IARU librarian's meeting took place in Beijing at the end of September 2015. They identified data management and preservation as an area of potential collaboration. This was brought up by Andrew Rudczynski in the RAN meeting. The next librarian's meeting will be held in Zürich in fall 2016. Agatha Keller will get in touch with the person in charge at the

ETH library, Rafale Ball, and will ask to join the meeting in Zürich and to bring in the perspective and emerging issues from the Research Administrators perspective.

d) RAN Chair

It was proposed to reinforce the decision in Oxford 2014 to appoint a formal chair of the RAN, and on suggestion from Agatha, it was unanimously decided to appoint Jan as the RAN chair.

For the minutes

Jan Andersen October 29, 2015

## 6.6 Technology Transfer Network

<b>Lead</b>	Peking University
<b>Reporting</b>	<i>Dongmin Chen (Peking University)</i>
<b>Executive summary</b>	<p>The 4<sup>th</sup> Technology Transfer Network workshop is scheduled to take place at UC Berkeley on 6 – 9 October 2016. The workshop will address special topics, such as “Distributed Innovation Ecosystem“, “Software licensing”, and “IP marketing”.</p> <p>All IARU partners interested in the IP Pooling are invited to upload their patents. The web-portal will be published once this process is complete.</p>
<b>Items for decision</b>	--
<b>Funding request</b>	--
<b>Funding to date</b>	<p><i>Up to 15,000 (Oct. 2016)</i>      <i>Innovation &amp; Entrepreneurship Ecosystems, 4<sup>th</sup> workshop (UC Berkeley)</i></p> <p>Up to 10,000 (April 2015)      Technology Transfer Workshop, NUS – this event was cancelled.</p> <p>9,573 (April 2014)              Technology Transfer Workshop, ETH</p> <p>15,091 (March 2013)          Academic IP Pooling Workshop, PKU</p>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers’ Meeting, October 2015</b></p> <p>Dr. Xia Hongwei (PKU) reported that the 3<sup>rd</sup> workshop scheduled in April 2015 at NUS could not take place as attendance was not high enough, therefore the sum of 10,000 USD assigned to the host will be made available in the general budget.</p> <p>A workshop with a new focus on educating researchers in creating successful spin-offs is proposed in the framework of a PKU, NUS and UC Berkeley joint proposal for the 10<sup>th</sup> anniversary of IARU. Senior Officers agreed to support the new workshop and approved funding of up to USD 15,000 to UC Berkeley who will host the event.</p> <p>The development of an IP Pooling pilot portal resumed, PKU invited partners to upload their IPs; sample IPs from PKU and NUS have already been published on line. The Chair reminded that the decision to upload further IPs is left to the individual partners. It was also concluded that the group name will be “Technology Transfer Network”.</p> <p><b>Presidents’ Meeting, March 2015</b></p> <p>Prof. Chen Dongmin presented a pilot version of the <i>IARU Collaborative Technology Transfer Portal</i> (<a href="http://develop-iaru.patsnap.com">http://develop-iaru.patsnap.com</a>) which had been developed by the external company Patsnap, a spin-off company of NUS. All partners have been invited to upload their selected patents. The success of the platform shall be evaluated in a year’s time. Chairman Ralf Hemmingsen thanked PKU for the effort put into the portal.</p> <p>The next Technology Transfer Workshop on the topic “Translating University Technology to Meet Market Needs” will take place on 27 April 2015 at NUS. IARU Technology Transfer Officers are also invited</p>

	to attend the following <i>InnovFest unBound 2015</i> , focusing on the latest trends in global and Asian innovation.
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## Technology Transfer Network

### IP Pooling Web Portal

The IARU “Workshop on Collaborative Technology Transfer” was successfully held from March 7-8, 2013 on campus by School of Innovation and Entrepreneurship of Peking University in Beijing, China. 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 2014 President meeting. Completion of uploading the patents from all interested IARU members is encouraged by end of April 2016. Once the IP Platform will be approved, it will be ready to be launched in connection to the IARU web-portal.

During the next OTT officer workshop to be held at Berkeley in October 2016, a special session will be organized to discuss the collaborative use of the pooled IP data base.

### OTT Group 4<sup>th</sup> Workshop

#### “Research Intensive University Innovation/Entrepreneurship Ecosystem Development”

Technology transfer, Innovation and Entrepreneurship education/practices have become more and more integrated into the core education program and knowledge transfer of research-intensive universities. This workshop proposal was presented to the Senior Officers for the first time in the framework of IARU’s 10<sup>th</sup> anniversary celebration proposals, as one possible flagship initiative. Despite not being selected as the flagship initiative, the proposal got support and obtained funding to be carried out.

The IARU OTT group will hold the 4th workshop on “Research Intensive University Innovation/Entrepreneurship Ecosystem Development” on Berkeley campus on Oct. 6-7, 2016.

The workshop aims at bringing together the officers and key practitioners of Office Technology Transfer, Innovation/Entrepreneurship Centers and spin-off Incubators to share the best practice and visions of University innovation/entrepreneurship ecosystems for more coherently serving the mission of the Universities in next decade.

The workshop will include special topics on “Distributed Innovation Ecosystem“, “Software licensing”, and “IP marketing”. The draft program is annexed to this report.

**IARU OTT Group 4<sup>th</sup> workshop on  
“Research Intensive University Innovation/Entrepreneurship Ecosystem Development”**

**Oct. 6-7 Berkeley, CA - 2150 Shattuck Ave., Suite 1000 10<sup>th</sup> floor**

**October 6<sup>th</sup>**

- 9:00 – 9:30am      Breakfast- catered in conf. room
- 9:30 – 10:00am    Intros and statement of expectations for the meeting
- 10:00 – 12:00     Keynote speech and Discussions: “Evolution of Tech Transfer in IPIRA”
- 1200 – 1:00pm     Lunch
- 1:00 – 3:45pm     Distributed Innovation Ecosystem
- 4:00 – 5:00pm     Visit SkyDeck Accelerator
- 6:00 - 8:30pm     Dinner at Revival or Shattuck Hotel

**October 7<sup>th</sup>**

- 9:00 – 9:30am     Breakfast – catered in Conf. room
- 9:30 – 11:00am    New funds & funding models
- 11:00 - 12:00     Discussion on collaborations
- 12:00– 1:30pm    Lunch
- 1:30 – 4:15pm     Industry Sponsored Research, Software licensing, IP marketing
- 4:45 – 5:00pm     Wrap-up and future planning









## Session 8: Academic Freedom

Academic freedom is a fundamental attribute of leading universities, encompassing crucial and current issues such as government censorship of critical ideas, freedom to choose areas of research, institutional managerial autonomy, responses to terrorism/radicalisation, and free expression vs. creating “safe spaces” on campus.

Presentation and discussion with Nick Hillman; followed by IARU internal discussion moderated by Professor Louise Richardson.

### Speaker



**Mr. Nick HILLMAN**

*Director of the Higher Education Policy Institute*

Nick Hillman has been the Director of HEPI (Higher Education Policy Institute) since January 2014. He worked for the Rt Hon David Willetts MP, the Minister for Universities and Science, from 2007 until the end of 2013, as Chief of Staff and then Special Adviser in the Department for Business, Innovation and Skills. Previously, he was a History teacher and worked at the Association of British Insurers. At the 2010 general election, he was the runner-up in Cambridge.

He has written for a range of think tanks and journals. His recent writings include an article on the fifty-year history of student loans for Contemporary British History, a pamphlet on being a special adviser for the Institute of Government and a paper comparing access to selective secondary schools and selective universities for Higher Education Review.

His recent pamphlets for HEPI include an assessment of the impact of students in the general election of 2015, a comparison of the UK and German higher education systems and a guide to the removal of student numbers controls.







## 9.1 IARU Research Collaboration: Aging, Longevity and Health

<b>Lead</b>	University of Copenhagen
<b>Reporting</b>	<i>Tina Gottlieb (UCPH)</i>
<b>Executive summary</b>	<p><b>Two summer courses in ALH</b></p> <p>The Center for Healthy Aging (CEHA), UCPH, has been running the IARU summer school <i>Interdisciplinary Aspects of Healthy Aging</i> since 2011. In 2016, the UCPH/CEHA will be running a second summer course in the ALH area under the <i>EIT Health</i> umbrella.</p> <p><b><i>New summer course in 2016</i></b></p> <p>The new summer course titled <i>Alive and KICKing – innovative solutions to aging-related challenges</i> contribute to the education and training of professional health innovators and entrepreneurs at an international level. The course is not part of the GSP yet open for IARU students and includes online lectures (June) and an ON-CAMPUS part at the UCPH (August).</p> <p><b><i>IARU summer course on Healthy Aging</i></b></p> <p>The 5<sup>th</sup> IARU Summer School on healthy aging took place in July, 2015, at UCPH. Students were from the 9 IARU universities (ANU, ETH, NUS, Oxford, Tokyo, Yale, Berkeley, PKU and UCPH). The scientific programs included IARU lecturers Prof. George Leeson (Oxford) and Dr. Louise Lafortune (Cambridge).</p> <p>16 students representing all participating IARU Universities received a scholarship in the range of USD 380–3500 from the new scholarship program: “Novo Nordisk International Talent Program”.</p> <p><b>2nd ALH Steering Committee Meeting in Copenhagen</b></p> <p>The ALH Steering Committee represents 9 out of 10 IARU universities. The Committee held its second meeting in August, 2015. 8 universities were represented: NUS, ANU, PKU, Tokyo, Berkeley, Oxford, ETH and UCPH.</p> <p><b><i>Scientific workshop</i></b></p> <p>The scientific workshop on 27<sup>th</sup> August was organized for IARU participants and researchers from CEHA and Aalborg University, Denmark. The program included 15 presentations by IARU and CEHA participants, followed by questions, discussions and networking. Joint research focus areas and potential projects were discussed.</p> <p><b><i>2<sup>nd</sup> IARU ALH Steering Committee Meeting</i></b></p> <p>At the 28 August meeting, the Committee discussed future activities, funding and areas of common interest, as well as possibilities for MSc and PhD student exchanges. Based on the scientific workshop the day before, four scientific focus areas of mutual interest were identified for future work.</p>

	<p>The Committee also discussed the content and set-up for the upcoming 3<sup>rd</sup> IARU Aging, Longevity and Health Graduate Student Conference to be held 3 - 5 November 2016 in Tokyo, Japan.</p> <p><b>The IARU Project: Walkability</b></p> <p>The IARU research project titled <i>Walkability – mobility and social relations among the elderly</i> involves Oxford, UCPH/CEHA and the Helen Hamlyn Center for Design. The goal is to investigate whether the existence of perceived community assets and/or specific characteristics of the built environment influence the propensity of older adults to walk, exercise and/or practice other healthy behaviors. Joint project meetings were conducted (Aug. Sept); local meetings by the Danish team (Nov. and Dec.). The project group expects to submit an application for funding during 2016.</p> <p><b>iHAN – International Healthy Aging Network</b></p> <p>The International Healthy Aging Network (iHAN) is part of IARU. Researchers of iHAN collaborate on the study of molecular and cognitive biomarkers of healthy aging and age-related diseases, including Type 2 diabetes and Alzheimer's disease, using <i>in vivo</i> methods of neuroimaging, particularly positron emission tomography (PET).</p> <p>In 2015, iHAN researchers created three affiliated nodes, including St Kitts (Ross University School of Veterinary Medicine), Tabriz (Tabriz University of Medical Sciences) and Kampala (Uganda National Research Health Organization, UNRHO), St Kitts and Tabriz affiliated with Copenhagen and Kampala affiliated with Oslo, respectively.</p>
<b>Items for decision</b>	Approval of the Graduate Student Conference Proposal.
<b>Funding request</b>	<i>Up to USD 15,000</i> Graduate Students Conference (UTokyo)
<b>Funding to date</b>	<p>15,000 (2014) ALH Graduate Student Conference, Copenhagen</p> <p>38,000 (2009) for project management salary, Oxford</p>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2015</b></p> <p>The ALH Steering Committee has met for the second time, with representatives of 8 partners. Its second meeting focused on shared projects, student opportunities, such as exchange programs and fellowships for PhDs and postdocs, and on the 2016 Graduate Student Conference to be held in Tokyo.</p> <p>The ALH steering group reported that student exchanges at PhD level would greatly benefit to the collaborative research and networks within IARU partners, however they are still hardly implemented due to lack of resources and administrative differences between partners. The ALH group asked IARU partners to consider possibilities for funding PhD students exchange scholarships.</p> <p><b>Presidents' Meeting, March 2015</b></p> <p>The ALH Steering Committee aims at facilitating greater engagement across IARU campuses and to promote joint ALH activities and funding</p>

opportunities within IARU. It held its first meeting with representatives of 9 partners. Three IARU Conferences were successfully held in June 2014 in Copenhagen, among them a Graduate Student Conference with the participation of 21 students from 6 IARU institutions. The initiative plans to hold biannually ALH Graduate Student Conferences; the next to be hosted by the University of Tokyo in 2016.

The group asked the partners for sufficient dedication to support the members' participation.

## Aging, Longevity and Health

### New summer course in aging in 2016

The Center for Healthy Aging (CEHA), University of Copenhagen, has been running the annual IARU summer school *Interdisciplinary Aspects of Healthy Aging* since 2011. Over the years, many IARU students have attended the courses and provided excellent evaluations. Lecturers from other IARU universities have also given lectures on the course. A short note on the 2015 summer school is available below. In 2016, we are proud to announce that the University of Copenhagen and CEHA will be running a second summer school in the ALH area under the *EIT Health* umbrella.

### EIT Health Summer School

In the summer 2016, we are offering a new summer course titled *Alive and KICKing – innovative solutions to aging-related challenges*. The summer course is one of the University of Copenhagen's first activities in the *EIT Health* project.

The *EIT Health* is a consortium of more than 50 core partners and 90 associate partners from leading businesses, research centers and universities from across 14 EU countries. The University of Copenhagen acts as a core partner. The goal of *EIT Health* is to promote entrepreneurship and develop innovations in healthy living and active aging, providing the EU with new opportunities and resources. The background is that in December 2014, the *InnoLife – Healthy living and active aging project* was designated the winning Knowledge and Innovation Community (KIC), to be called *EIT Health*. The consortium was awarded funding of approx EUR 395m over 7-10 years. KICs are part of the larger Horizon 2020 European Union initiative. The relationship between the University of Copenhagen and IARU is a recognised component of *EIT Health*. More information on *EIT Health* is available at <http://eit.ku.dk/health/>

The *Alive and KICKing* summer course has been developed by CEHA together with the Copenhagen Business School and Danish pharma company Novo Nordisk. The aim is to contribute to the education and training of professional health innovators and entrepreneurs at an international level. The course is open for IARU students and includes online lectures launches in June, as well as an ON-CAMPUS part at the University of Copenhagen from 8 – 19 August, 2016. Teaching staff and supervisors are from CEHA, Erasmus University Rotterdam, Copenhagen Business School, Novo Nordisk, Steno Diabetes Center, the Danish company DigiRehab, as well as from UCPH's Department of Public Health and the Faculty of Science. Information on the *Alive and KICKing* summer course is available at: [http://healthyaging.ku.dk/for\\_students/health-innovation-summer-school-2016/](http://healthyaging.ku.dk/for_students/health-innovation-summer-school-2016/)

### IARU summer school

CEHA hosted the 5<sup>th</sup> interdisciplinary Summer School on *Interdisciplinary Aspects of Healthy Aging*, 7 - 26 July, 2015 at UCPH.

The summer course gives students the opportunity to learn and use research methods from other disciplines, and to develop new projects with guidance from summer course teachers. The course program mainly included lecturers from CEHA as well as from the IARU network, where Prof.

George Leeson, University of Oxford, and Dr. Louise Lafortune, University of Cambridge, gave inspiring lectures.

Inspired by CEHA's greater focus on health innovation in connection with the *EIT Health* project described above, the summer course successfully included lectures and student project work within this field as a new initiative. Palle Høy Jakobsen, Director R&D Academic Relations, from Danish pharma company Novo Nordisk gave lectures on innovation, while Assistant Professor Till Winkler, Copenhagen Business School, supervised a student project on health and innovation. For the second time, CEHA also arranged a visit for the students to the *Søndervang* care home facility in Copenhagen in order to provide insights into the lives of the elderly in Denmark.

Summer course students were from Yale University, University of Oxford, Peking University, University of Tokyo, Australian National University, National University of Singapore, University of Copenhagen, University of California Berkeley, ETH Zürich and the Medical University of Lodz.

The 6<sup>th</sup> IARU summer school takes place 4 - 24 July 2016. The 2016 course features a new design, focusing its content on exploring aging phenomena through an interdisciplinary lens with a special focus on the concept of energy, which is a key component in healthy aging.

More information is available

at: [http://healthyaging.ku.dk/for\\_students/iarusommerskoler/iarusummerschool\\_2016/](http://healthyaging.ku.dk/for_students/iarusommerskoler/iarusummerschool_2016/)

### Scholarships: The “Novo Nordisk International Talent Program”

During the spring of 2015, the University of Copenhagen and Danish pharma company Novo Nordisk agreed to launch a new scholarship program: the *Novo Nordisk International Talent Program*. The aim of the program is to support student mobility between the University of Copenhagen and IARU universities in health studies (master's student level). In 2015, the program was open to students attending the *Interdisciplinary Aspects of Healthy Aging* summer school. 16 students representing all participating IARU Universities each received scholarships ranging from USD 380–3500, the amount depending on the scholarship policies of the student's home institutions.

Again in 2016, the *Talent Program* will be open to IARU students in a range of selected academic fields seeking to study abroad on one of our aging summer courses. Information on procedures and deadlines is available at [http://studies.ku.dk/exchange/admission/nnitp\\_scholarship/](http://studies.ku.dk/exchange/admission/nnitp_scholarship/)

### ALH Steering Committee

The ALH Steering Committee was formed in 2014. Its raison d'être is to increase engagement across IARU campuses and to promote joint activities and funding opportunities for IARU ALH participants. In 2015, the Committee held their second meeting combined with a scientific workshop on 27 - 28th August in Copenhagen. Eight out of nine IARU universities were represented (participants are listed below).

### Scientific workshop

The scientific workshop on 27<sup>th</sup> August was organized for all IARU participants and for researchers from CEHA and Aalborg University, Denmark. The program included 15 presentations by IARU and CEHA participants, followed by questions, discussions and networking. Various joint research focus

areas and potential projects were discussed. The workshop served as a valuable platform - and a point of departure - for the proceedings of the Steering Committee Meeting on the next day.

### ALH Steering Committee Meeting

At the 28 August meeting, the Committee discussed future activities, funding and areas of common interest, as well as possibilities for MSc and PhD student exchanges. Based on the scientific workshop the day before, four scientific focus areas of mutual interest were identified for future work:

1. Cohorts, Cognition and the Brain
2. Changing Demographic, Economic, Social and Physical Environments and Healthy Aging
3. Biology of Aging
4. Technology and Aging

The Committee also discussed the content and set-up for the upcoming 3<sup>rd</sup> IARU Aging, Longevity and Health Graduate Student Conference. This conference will be held 3 - 5 November 2016 in Tokyo, Japan.

Workshops and meetings were run by **m**embers of the Committee (m), **r**epresentatives for members (r) and **o**ther invited researchers from the IARU universities (o):

Prof. Kaarin Anstey (m, ANU); Michael Ristow (m, ETH); Sarah Harper (m, Oxford); Lene Juel Rasmussen (m, UCPH); Eric Finkelstein (r, NUS); Hiroko Akiyama (r, Tokyo); Andrew Scarlac (r, Berkeley); Dr. Li Ning (r, PKU), as well as Prof. Katsuya Iijima (o, Tokyo), George Leeson (o, Oxford), Dr. David Lindeman (o, Berkeley) and Dr. Richard Burns (o, ANU). Also attending were Ms. Michela Gaifami, IARU Secretariat (UCPH), Miriam Sander, Page One Editorial Services and Tina Gottlieb, Center for Healthy Aging (UCPH).

The Committee intends to meet once a year. The Committee members as of March 2016 are:

- **Prof. Lene Juel Rasmussen**, University of Copenhagen (Chair)
- **Prof. Kaarin Anstey**, Australian National University
- **Prof. Michael Ristow**, ETH Zurich
- **Prof. Ho Teck Hua**, National University of Singapore
- **Prof. Xiaoying Zheng**, Peking University
- **Prof. Junichiro Okata**, University of Tokyo
- **Dr. Louise Lafortune**, University of Cambridge
- **Prof. Sarah Harper**, University of Oxford
- **Prof. William Satariano**, University of California, Berkeley

The 3<sup>rd</sup> Steering Committee meeting will be hosted in Tokyo in November 2016 in connection with the 3<sup>rd</sup> IARU ALH Graduate Student Conference.

### The IARU Project: Walkability

The joint IARU research project titled *Walkability – mobility and social relations among the elderly* involves Oxford University, CEHA and the Helen Hamlyn Center for Design at the Royal College of Art. The goal of *Walkability* is to investigate whether the existence of perceived community assets and/or specific characteristics of the built environment, including streetscape design, and/or characteristics of the social environment, influence the propensity of older adults to walk, exercise and/or practice other healthy behaviors. Joint project meetings were conducted in Copenhagen in August and September and several local meetings were held by the Danish team in November and December to further develop the proposal and identify potential funding sources. The project group expects to be able to submit an application for funding during 2016.

### iHAN – International Healthy Aging Network

The International Healthy Aging Network (iHAN) is part of IARU. Researchers of iHAN collaborate on the study of molecular and cognitive biomarkers of healthy aging and age-related diseases, including Type 2 diabetes and Alzheimer's disease, using *in vivo* methods of neuroimaging, particularly positron emission tomography (PET). Researchers of iHAN include members from Aarhus (Aarhus University), Baltimore (Johns Hopkins University), Berkeley (University of California), Brisbane (University of Queensland), Cape Town (Universiteit van Stellenbosch), Copenhagen (University of Copenhagen), Montreal (McGill University), New Haven (Yale University), Oslo (University of Oslo), and Vancouver (University of British Columbia). In 2015, iHAN researchers created three affiliated nodes, including St Kitts (Ross University School of Veterinary Medicine), Tabriz (Tabriz University of Medical Sciences) and Kampala (Uganda National Research Health Organization, UNRHO), St Kitts and Tabriz affiliated with Copenhagen and Kampala affiliated with Oslo, respectively.

### Knowledge exchange between iHAN universities

Dr Kai-Hsiang Chuang, Center of Advanced Imaging at the University of Queensland, Brisbane, and Dr Saeed Sadigh-Eteghad, Tabriz University of Medical Sciences, collaborated with local researchers at BRAINlab and CEHA (UCPH) between August 17 – September 15. Dr. and PhD Student Mostafa Araj Khodaei, Tehran, worked at BRAINlab and CEHA (UCPH) from July 1 to December 31. Dean Seyed Kazem Shakouri, Tabriz University of Medical Sciences, visited BRAINlab and CEHA (UCPH) between November 9 -11.

### iHAN publications 2015

1. Andalib S, Talebi M, Sakhinia E, Farhoudi M, Sadeghi-Bazargani H, **Gjedde A**. Lack of association between mitochondrial DNA G15257A and G15812A variations and multiple sclerosis. *J Neurol Sci*. 2015 Sep 15;356(1-2): 102-6. doi: 10.1016/j.jns.2015.06.022. Epub 2015 Jun 12. PubMed PMID: 26233806.

2. Andalib S, Talebi M, Sakhinia E, Farhoudi M, Sadeghi-Bazargani H, **Gjedde A**. Mitochondrial DNA T4216C and A4917G variations in multiple sclerosis. *J Neurol Sci*. 2015 Sep 15; 356(1-2):55-60. doi: 10.1016/j.jns.2015.04.050. Epub 2015 May 7. PubMed PMID: 26201854.
3. Arnold A, Calvetti D, **Gjedde A**, Iversen P, Somersalo E. Astrocytic tracer dynamics estimated from [1-11C]-acetate PET measurements. *Math Med Biol*. 2015 Dec; 32(4):367-82. doi: 10.1093/imammb/dqu021. Epub 2014 Nov 24. PubMed PMID: 25424579.

## Graduate Student Conference 2016 Aging, Longevity and Health

<b>Lead</b>	The University of Tokyo
<b>Funding request</b>	15,000 USD

### Background and Subject of the Conference

As the world becomes aged, issues on aging are not just issues about older people, but about the entire population living in this world. In order to solve the complex and cross-cutting issues arising along the population aging, scientific knowledge and technologies from various fields worldwide should build an effective network, work together and provide solutions to the world.

This three-day program would provide graduate students who are expected to be the leaders of the aged society with a unique opportunity: the opportunity to learn how science would contribute to the issues of the aging and aged society, exchange ideas and findings, and join the international network of gerontological research.

The first day, students will attend a scientific symposium organized by Institute of Gerontology at the University of Tokyo and co-organized by IARU ALH initiative. Participants will learn current issues on aging and health, and how researchers and societies worldwide are working together to enable healthy aging society.

The second day, graduate students will present their own research plans and findings (oral and poster presentations). After the presentations, students will work in groups and discuss 1) what are major issues on world aging, and 2) how multidisciplinary research would contribute to build a dynamic aged society for 2050.

The final day, students will visit the community where University of Tokyo research groups are working with residents for enabling 'aging in place'. After the site visit, a farewell party will be held and participants will review and share their three-day experiences.

<b>Date and Location</b>	November 3-5, 2016
<b>Indicative Program</b>	<p><u>November 3, 2016 – Scientific symposium (open to public)</u> Theme of the symposium: 'Society for 2050 –What science and technology can do to build a dynamic aged society'</p> <p><u>November 4, 2016- Graduate students workshop</u> (AM) Oral and poster presentations on research plans/findings (PM) Group working and presentations (Work theme: 'planning multidisciplinary research projects for better aged society')</p> <p><u>November 5, 2016 – Site visits in social experiments sites for enabling 'aging in place'</u></p>

<b>Target Groups</b>	Graduate students who are working (or plan to work) in aging, longevity and health issues, and are interested in multidisciplinary research regarding aging and aged society.
<b>Invited Lecturers</b>	<p><b>Mr. Alex ROSS</b>, Director of WHO Centre for Health Development (WHO Kobe Centre)</p> <p><b>Ms. Setsuko SAYA</b>, Head of the Regional Policies for Sustainable Development Division, OECD</p> <p><b>Mr. Masashi MORI</b>, Mayor of Toyama city, Japan</p> <p>(This list excludes committee members of the IARU-ALH initiative)</p>
<b>Sponsors besides IARU</b>	Graduate Program in Gerontology, The University of Tokyo
<b>Additional Information</b>	<ul style="list-style-type: none"> <li>- Expenditure plan</li> <li style="padding-left: 20px;">Venue for the second day meetings (3,000USD), accommodations (6,000USD), meals (5,000USD), traveling cost for the third day site visit (1,000USD)</li> <li>- IARU ALH steering committee meetings will be held in parallel with the second day meetings of the GSC.</li> </ul>
<b>Contact Person and Organizing Committee</b>	<p>Ms. Naoko Tobari, Public Relations</p> <p>Dr. Ikuko Sugawara, Lecturer</p> <p>Institute of Gerontology, The University of Tokyo</p>

## 9.2 Global Education Initiative: Global Summer Program (GSP)

<b>Lead</b>	GSP Coordinators IARU Secretariat
<b>Reporting</b>	IARU Secretariat
<b>Executive summary</b>	<p>The GSP continues to be a strong program. GSP 2015 marked another successful season with 20 courses offered and 283 IARU students participating from all partners. The 2016 program – the 9<sup>th</sup> GSP cycle – is around the corner. A total of 24 courses are offered. University of Cape Town was also able to join the 2016 program with two courses.</p> <p>Non-aligned academic calendars area a major challenge. Many students are discouraged to participate to a summer course if this overlaps with curricular activities.</p> <p>The 2016 GSO Working committee meeting will be hosted by NUS and take place from 25 to 27 September 2016. The meeting will also celebrate the 10<sup>th</sup> anniversary of IARU inviting GSP alumni and GSP faculty members to exchange on future development of the GSP. The financial support from IARU to cover the organisation of the event and GSP alumni travel costs, has been requested and granted at the 2015 Senior Officers' Meeting in Copenhagen.</p> <p>This report contains:</p> <ul style="list-style-type: none"> <li>▪ GSP Review and outlook</li> <li>▪ GSP 2016 Courses description, duration and costs. Applications overview.</li> <li>▪ GSP 2015 Summary Report</li> </ul>
<b>Items for decision</b>	--
<b>Funding request</b>	--
<b>Funding to date</b>	<ul style="list-style-type: none"> <li>▪ <i>Up to 10,000 (September 2016)</i>      <i>GSP Meeting, Singapore</i></li> <li>▪ <i>Up to 2,500 USD/partner</i>      <i>GSP Alumni travel costs to GSP 2016 meeting at NUS</i></li>   <li>▪ 5,089 (September 2015)      GSP Meeting, Yale</li> <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 Workshop, Cambridge</li>   <li>---</li> <li>▪ <i>200,000 (2016)</i>      <i>IARU-Santander GSP Scholarships</i></li> <li>▪ 200,000 (2015)      IARU-Santander GSP Scholarships</li> <li>▪ 200,000 (2014)      IARU-Santander GSP Scholarships</li> <li>▪ 200,000 (2013)      IARU-Santander GSP Scholarships</li> </ul>

	<ul style="list-style-type: none"> <li>▪ 200,000 (2012) IARU-Santander GSP Scholarships</li> <li>▪ 75,000 (2011) Student grants</li> <li>▪ 100,000 (2010) Student grants</li> </ul>
<p><b>Outcomes of previous meetings</b></p>	<p><b>Senior Officers' Meeting, October 2015</b></p> <p>The IARU Secretariat reported on behalf of the GSP Coordinators on the Global Summer Program (GSP).</p> <p>GSP continues to be a flagship activity of IARU. A total of 20 courses offered by all 10 partner institutions attracted over 500 applications from IARU students. A total of 283 IARU students attended one or more GSP course. The general feedback of the program was very positive. The diversity of the participants continues to be the key success factor of GSP. There is a decrease in the number of applications and average number of students per course since 2012 which raised concern among the GSP Coordinators.</p> <p>Costs were less a concern in 2015, only 2 courses had total costs of USD 5,000 or more. In 2015, 48% of all IARU GSP students benefitted from the IARU-Santander GSP Scholarships.</p> <p>The preparations for GSP 2016 are well under-way. The number of courses offered will increase by two to 22. Students from the University of Cape Town are invited to apply to the 2016 GSP. An increasing number of courses will host faculty members from more than 1 IARU partner. Faculty members from Berkeley and Copenhagen will collaborate on a course at ANU. PKU and Yale also plan on offering a course with faculty staff from both institutions.</p> <p>The 2016 GSP Working Committee Meeting will be hosted at NUS. The GSP Coordinators proposed to expand the scope of their 2016 annual meeting and involve the GSP Alumni, GSP Faculty and the GSP sponsor Banco Santander to discuss on the future of the program as well as strategic and topical aspects in global education. The GSP Coordinators requested the Senior Officers to support the participation of one GSP Alumni per university with up to 2,500 USD per IARU member.</p> <p>Prof. Andrew Wee (NUS) expressed support for the proposal involving Santander to participate in the broader discussion and experience of the GSP alumni, and reiterated NUS commitment to host the event. Senior Officers approved to support one GSP Alumni per IARU university with up to 2,500 USD for travel and accommodation costs. The Senior Officers tasked NUS and the GSP Coordinators to finalize the concept of the event and share it with the Key Contacts and the Secretariat.</p> <p>The Chair thanked the GSP Coordinators and expressed strong support for the GSP and the proposed meeting.</p> <p><b>Presidents' Meeting, March 2015</b></p> <p>Anders Hagström reported on behalf of the GSP Coordinators on the Global Summer Program (GSP) which continues to run very well. GSP 2014 counted a total of 304 students participating in one or more of the 20 courses offered by the 10 partner universities. The general student</p>

feedback was again very positive. The diversity of the participants is a key success factor of GSP. On the other hand, course costs continue to be a challenge: five courses had costs of USD 5,000 or more. The IARU-Santander Scholarships are therefore crucial for the program.

In the 2015 GSP, a total of 20 courses will be offered by the ten partner universities.

ANU and Berkeley have elaborated on the “hub proposal”. ANU will organize its 2015 GSP course in a format reflective of the proposed “IARU Student Research Hub” model to gain first experiences. The aim is to launch the first IARU Student Research Hub in 2016 for a maximum of 45 students. In the future, the hub could aggregate several courses.

A new sponsorship agreement with Banco Santander for the GSP seasons 2015, 2016 and 2017 has been signed by NUS on behalf of IARU with subcontracts with each of the 9 other universities. In character, the new agreement is a continuation (and simplification) of the existing agreement, without any major changes.

## Global Summer Program: Review and Outlook

### Global Summer Program (GSP) 2015

The 8th cycle concluded successfully in 2015. A total of 283 IARU students participated in one or more of the 20 courses offered - out of 445 participants in total. The students' diversity in terms of geographical representation and academic background is the key success factor of GSP.

### Global Summer Program (GSP) 2016

The GSP 2016 offers 24 courses addressed to undergraduate and graduate students, most courses are credit bearing. 14 courses are well established and successful GSP courses, to which 10 new courses are added this year, including 2 from the University of Cape Town. The number of courses hosted at a IARU partner institution and lectured by a faculty member from another IARU partner is increasing.

Course descriptions and costs are given in Annex.

The table in the following page shows the number of applications per course and confirms the continued interest of students in the Global Summer Program. The numbers clearly reflect the different summer school cultures at the universities.

#### Annexes:

1. IARU GSP 2016 Course descriptions
2. IARU GSP 2016 Courses Duration and Costs
3. IARU GSP 2016 Applications Overview

## **Annex 1 - Global Summer Program 2016: Courses Descriptions**

### **ANU1: Mobilising Research**

*Australian National University, 20 June 2016 – 15 July 2016*

Mobilising Research challenges and supports students to explore the role of research for the good of society. The course will examine the linked themes of 'creation', 'implementation', and 'influence' of research. These themes will be explored by viewing research as a foundation for creating and building knowledge, the importance of evidence in approaching complex problems, and the influence that research organisations have to shape society's priorities.

### **CAM1 - Our Changing World**

*University of Cambridge, 3 July 2016 – 30 July 2016*

The leaders of tomorrow need to be aware of the type of events that change the world, and the key issues resulting from these changes.

Using specific examples from both past and present, the core course addresses such topics as climate change, scientific discovery, international development, international relations, financial crises, disease, diplomatic incidents, war and natural catastrophe, to identify a number of world-changing events. Sessions will explain the key causes, impact and repercussions of these events. Additional wide-ranging plenary talks help set discussions in context. Students write - and have supervisions - on related historical or literary topics.

### **COP1 - Kierkegaard - The Individual in Global Society**

*University of Copenhagen, 6 July 2016 – 29 July 2016*

The course takes a Danish perspective on common existential themes by reading the world famous local philosopher, Søren Kierkegaard, in his home town and at his own university. At the same time the course draws on the IARU network by inviting well known specialists from the partner universities as guest lecturers. Based on GSP in 2010- 2015, it is our experience that this combination of the local Danish perspective with the involvement of international experts meets the expectations of IARU-students.

The main topic of the course is Søren Kierkegaard's witty and deeply earnest exploration of the problem of self-identity. Beginning with the breakdown of culture-specific ethnic and religious categories that have traditionally defined the self, the course treats Kierkegaard's scathing critique of religious culture and politics, his view that religious demands can conflict with seemingly universal ethical duties, and his assertion that the look of the Other is a defining factor in self-identity.

## **COP2 - Interdisciplinary Aspects of Healthy Aging**

*University of Copenhagen, 4 July 2016 – 24 July 2016*

Population aging is one of the most important demographic events of the 21st century. For the first time, the elderly population will make up the larger part of our society and this will profoundly impact citizens and society, economically, politically and socially.

The objective of this course is to gain interdisciplinary knowledge and research experience in the field of aging to better understand how people can live more energetic lives and enjoy a robust older age. The objective will be achieved through a combination of lectures, interactive discussions and project work in which students will conduct aging research projects under the supervision of experienced researchers from the Center of Healthy Aging.

## **COP3 - Urban Culture in Theory and Action**

*University of Copenhagen, 8 August 2016 – 20 August 2016*

This summer school presents students with a unique opportunity to experience urban culture in theory and action in Copenhagen.

The program focuses on cultural entrepreneurship and social innovation in the city by combining urban theory with hands-on practice. Through a combination of lectures, seminars, tutorials, workshops and field trips, the student will engage with cultural practitioners, social activists and urban theorists. Bringing academic knowledge of urban life together with empirical know-how generated by actors, the program do-it-yourself approach will help students develop their own ideas into project proposals that can inspire entrepreneurship and innovation in their home cities.

The program is tied together with the simultaneous STRØM electronic music festival and embedded within Copenhagen's alternative spaces, including the co-creative community PB43.

Using Copenhagen as a laboratory for studying the creative and innovative use or development of urban space, the summer school also opens up to cross-cultural and global perspectives through presentations of research from Asia and the Middle East.

## **ETH1 - World Food Systems**

*ETH Zurich, 7 August - 21 August 2016*

The next generation of decision makers must take the lead in building sustainable food systems. Become one of these leaders and join the World Food System Summer School hosted on Switzerland's largest organic farm.

The two week intensive academic program will bring together university students from a wide variety of disciplines and cultures. It provides the opportunity for young scientists to understand the challenges and opportunities of sustainable agriculture and to connect these to the broader context of the world food system.

The curriculum is interdisciplinary and multicultural, allowing students to work in diverse groups and in collaborative ways. The course incorporate various pedagogic methodologies including, but not limited to: lectures, workshops, field trips, student presentations, small group and plenary discussions, artistic and creative activities, and small-group case study and project work.

## **ETH2 - Good Governance and its Application to Modern Technology Policies**

*ETH Zurich, 3 September - 10 September 2016*

High quality of the public sector is key for the welfare of economies and societies alike. It is essential for a well-functioning State and serves as an effective preventive measure against both national and international conflicts.

This summer academy starts out by introducing core concepts of modern State structures (such as separation of powers, administrative transparency, accountability or participation) and international relations. It discusses the manifold challenges of today's policy makers who are required to tackle problems in an ever more interdisciplinary way: interdependent social, economic, and environmental implications need to be taken into account for most of their decisions. In addition to this multi-dimensional nature, policies have also to be coordinated on the international stage.

During this summer academy, a particular emphasis is placed on policy questions concerning modern technologies such as information security, including cyber security, artificial intelligence or energy supply. Current global challenges such as global growth, climate change or international terrorism are highlighted under the perspective of policy.

To complement the course program, an introduction to negotiation theories, negotiation engineering and decision making will be given which can be put to use during a workshop of simulation of international negotiations.

## **NUS1 - Southeast Asia in Context**

*National University of Singapore, 20 June 2016 – 22 July 2016*

Southeast Asia in Context is a five-week exploration of Southeast Asia's geographical, historical and cultural diversity. This course takes advantage of Singapore's strategic position in offering a unique blend of classroom instruction at NUS campus with hands-on fieldwork in Myanmar and Indonesia.

The lecturers are experienced teachers and researchers of Southeast Asia, who will explore themes such as Southeast Asian religion, archaeology, rural development, politics and regional integration.

## **NUS2 - Animals in the city**

*National University of Singapore, 27 June 2016 – 22 July 2016*

With a focus on Asia, this four-week intensive summer program draws on a diverse range of literatures (history, anthropology, psychology, animal activism) to contextualize the dynamics and conflicts between humans and animals.

Southeast Asia is one of the last regions in the world with extensive rain forest habitat for wild animals, but these creatures are threatened by burgeoning urbanization and agriculture. We will also look at 'urban animals' such as pets and farm animals, and other topics that are salient to this part of the world.

### **OXF1 - Global Challenges of the 21st Century – Environmental, Technological and Urban Sustainability**

*University of Oxford, 27 June 2016 – 23 July 2016*

The 2016 Oxford Global Summer Programme offers a general introduction to a range of scientific and development challenges of the 21st century. The course is designed for undergraduates, and it addresses issues of climate change, conservation and urbanisation.

It is assumed that the majority of students will have had a minimum of two years' study in the humanities, social sciences or sciences. Each student will be expected to work outside their usual area of expertise and be required to adopt methods (scientific/non-scientific) appropriate to the questions posed. However, no prior scientific knowledge is required.

### **PKU1 - The Rise of China and Change in the World Politics**

*Peking University, 4 July 2016 – 29 July 2016*

The rise of China is one of the most important and defining themes in contemporary international relations and world politics.

This seminar course is intended for advanced undergraduate students and graduate students to examine major issues and topics concerning the rise of China from a broad theoretical perspective, and to engage in the academic discourse and policy debate about implications of China's rise for world politics. The seminar is organized around the central question – will China's rise bring about a fundamental change to the international system?

The course is roughly divided into three sections. Under each sections, a few specific topics are identified for class discussion:

- I. China's rise and the paradigm change in world politics;
- II. China's quest for identity and order; and
- III. challenges and implications of China rising for Asia and the world.

## PKU2 - History, Photography, Memory

*Peking University, 4 July 2016 – 28 July 2016*

This course will explore how photography shapes history and memory, both personal and public.

Memory powerfully shapes our understanding of our lives. In this course, we will examine how photographic images equally powerfully shape our memory. We will read some of the key concepts of several thinkers who have taken individual and collective memory as their subject such as Jacques Derrida, Benedict Anderson, Maurice Halbwachs and Marianne Hirsch.

Additionally, we will study some of the great writers on photography, such as Susan Sontag, John Berger, Walter Benjamin, Allan Sekula and Roland Barthes. At the same time we will also explore what we can learn about memory from photographs themselves. We will look at formal studio photographs, art photographs, vernacular snapshots, documentary photographs, digital photographs, and photographic memorials, from the 1830s to the present. These photographs can be anonymous or famous, historical or recent.

Our interest will be not simply in what makes them great images, but also in what makes them greatly influential in our lives. We will have class discussions as well as lectures, and students will be expected to bring photographs to share with the class. There will also be two field trips to photographic galleries in Beijing.<sup>1</sup>

## PKU3 - Culture, Behavior and Brain

*Peking University, 4 July 2016 – 22 July 2016*

Human beings have created the most colorful cultures in the world that not only contextualize our behavior but shape our mind and brain as well. This course will examine a variety of issues across cultures, cognitive processes and brain activity.

- Do people's behavior vary across cultures?
- Whether and how cultures influence human cognitive processes and underlying brain activity?
- Do individuals engaged in Western and East Asian cultures have distinct cognitive styles during perception and attention?
- Can we understand cultural differences in social behavior by examining cultural effects on brain functional organization?
- Can we modify individuals' brain activity in laboratory by short-term exposure of new cultural values? How does culture interact with genes to modulate brain functions and behavior?
- Can we predict future changes of human behavior by examining current cultural differences in multiple neurocognitive processes?

There has been a long history of human thoughts of these interesting issues. However, only recently have these questions been examined by empirical studies that combine psychology, neuroscience, brain imaging, genetics, etc.

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<sup>1</sup> From PKU International Summer School

<https://www.dropbox.com/s/egc71buroiogxvx/2016%20PKUSSI%20Brochure%20%282016-02-26%29.pdf?dl=0>

This 4-weeks course aims to illustrate the important issues regarding the interactive relationships between culture, behaviour and brain, to explain psychological paradigms and brain imaging methods that have been integrated to study cultural influences on cognitive and neural processes, to introduce our current knowledge/theory about the sociocultural brain, and to discuss future questions regarding the interactive relationships between culture, behavior, and brain.

#### **PKU4 - Introduction to Chinese Economy**

*Peking University, 4 July 2016 – 28 July 2016*

China's rapid economic growth in the past decades has generated public and scholarly interest around the world. As the country slows down to an economic "new normal" and steps on a new transition path, a comprehensive study is necessary to understand the past trends and future prospects of China's economic development and its implications to the rest of the world.

This course provides the students with a balanced overview of the Chinese economy, with special attention paid to the historical, political and institutional context of each turn in the economic transition.

The topics covered include the history of a modern Chinese economy, the strategies that guided China's institutional reforms, the transitional process in China's industrial, agricultural, financial and foreign sectors, as well as the multi-dimensional challenges and emerging opportunities facing China's future growth.

#### **TOK1 - Introduction to the Japanese Language**

*University of Tokyo, 27 June 2016 – 08 July 2016*

The University of Tokyo provides an introductory course for those new to Japan which will both facilitate participation in Japanese society and introduce characteristics of the Japanese language such as the Japanese writing system, elementary grammar, and communication patterns.

With the Japanese language learnt in these classes we hope our students will be able to experience a wider range of Japanese culture by themselves.

To improve students' Japanese literacy, "practical" lessons, such as the use of dictionaries, will also be included in this course to enable students to continue their study of the language when they return to their home country.

#### **TOK2 - Sustainable Urban Management**

*University of Tokyo, 27 June 2016 – 08 July 2016*

The course provides basic knowledge of civil engineering, architecture and urban engineering in the context of sustainable urban management. Planning and management are taught on the building, urban

and national scale. A half day excursion related to the lectures will be organized for GSP students as part of the course.

In the process of urban development in the 20th century characterized by urban expansion and redevelopment, a huge and advanced complex of urban structures was formed in the industrialized countries.

However, with the conventional technologies focused on the construction of structures, it has become difficult to keep urban space adaptable to environmental constraints and economic, social and cultural changes; that is, those conventional technologies can no longer meet the social demands for upgrading social capital in a sustainable manner and regenerating attractive urban space not only safe and highly efficient but also conscious of historical, cultural and local identities to guarantee a high quality of life for all.

Therefore, what is needed is to find a new approach that is able to reorganize the existing social capital and the technologies to implement it. That is neither a mere planning approach nor a mere engineering approach, but a comprehensive approach.

### **TOK3 - Japan in Today's World**

*University of Tokyo, 27 June 2016 – 08 July 2016*

This course will give an overview of modern Japan with emphasis on the works of the political system, including political parties, civil service, elections, and foreign relations with China, US, Korea, as well as Japan's role in international political economy.

Along with those introductory classes, we will hold two workshops, one on Risk Management and another on Territorial Disputes and Nationalism, where participants are encouraged to make contributions in the discussion with invited specialists. There will be no field trips, but we expect the workshops to offer a different kind of excitement.

All classes will start with an introductory lecture from the instructors, each of whom are specialists from The University of Tokyo in the respective fields, which will then be followed by discussion and interactive instructions. All classes will be held in the late afternoon of each day. The credit equivalent will be two credits for a semester-length program.

### **TOK4 - Nanoscience**

*University of Tokyo, 7 July 2016 – 20 July 2016*

This lecture series provides a general overview of nanoscience, which has grown very rapidly in the last few years. The course is divided in three parts.

Part I Biotechnology: this sub-section focuses on advanced biomedical science and technology bound to the drug discovery.

Part II Biomedicine and Nanobiotechnology: this sub-section focuses on the understanding of the structure and functions of the living systems at the nano level as a basis for the development of bioinspired structures and functions as well as for the establishment of

methodologies to integrate living components, including biomolecules and cells, into nanodevices while regulating their functions.

Part III Nanotechnology: this sub-section covers fundamentals and applications of nanotechnology mainly established in a field of semiconductors.

### **UCB1 - Environmental Leadership Program**

*University of California, Berkeley, 2 July 2016 – 22 July 2016*

The Beahrs Environmental Leadership Program (ELP) of the College of Natural Resources at the University of California, Berkeley provides state-of-the-art training in environmental and natural resource science, policy, and leadership to strengthen the capacities of environmental practitioners worldwide.

Participants will benefit from a unique opportunity to interact with Berkeley faculty as well as their global peers to access new information and tools, share practical experiences, and develop collaborative leadership skills. The Beahrs ELP has graduated over 575 environmental leaders from over 110 countries.

The 3-week certificate course on Sustainable Environmental Management offers a series of interdisciplinary workshops, facilitated by UC Berkeley faculty and non-academic experts from the greater San Francisco Bay Area.

### **UCB2 - Media and Global Protest Movements**

*University of California, Berkeley, 5 July 2016 – 12 August 2016*

This course is concerned with the politics of activism and popular protest movements in international and comparative perspective. It will place special focus on the post-2011 chain of popular uprisings in the Middle East, Europe, Latin America, and United States.

In the first half of the course, students will be exposed to various social movement theories. Furthermore, they will examine the field dynamics and repertoires of contemporary protest movements and their outcomes.

In the second half of the course, students will learn how to produce a short documentary capturing and/or reflecting on an episode of contention. The San Francisco area is known for its history of activism. It provides a fascinating empirical platform for documentary storytelling on social movements.

### **UCT1 - Sustainable Water Management in Africa**

*University of Cape Town, 29 August 2016 – 09 September 2016*

This course adopts an interdisciplinary approach to examine the current water crises, trends and conditions in developing countries. It critically engages with the technical, social, cultural, economic, political, economic and environmental challenges of water demand,

supply and treatment with an understanding of the role of water in society and in sustaining livelihoods. Further, it addresses the need to derive maximum benefit from each water resource used while incurring minimum burden and the need to secure “new taps” in a water sensitive urban design context.

## **UCT2 - Organized Crime and Violence in Africa**

*University of Cape Town, 20 June 2016 – 08 July 2016*

Organised crime is present in all countries and frequently, but not always, manifests in violence. Such a dynamic most commonly occurs within the context of the illegal drug economy. In many African countries the relationship between organized crime and violence is acute and highly complex, and is linked to globalization, the nature of the state, and pro-violence conditions present in society.

Parts of Africa, particularly West Africa, have become key conduits in the global drug trade between Latin America and Europe, which has been accompanied by the rise of violent criminal syndicates and gangs in Africa. In addition, organized crime has been linked to terrorism, insurgency, the unregulated extraction of natural resources and the illegal trade in wildlife. Criminal organizations have also facilitated the trafficking in arms throughout the continent thereby further fueling violence.

This course will take an interdisciplinary approach to interrogating the nature of organized crime in Africa, as well as the means and conditions through which it contributes to violence. Further to this the course will explore possible strategies and mechanisms to reduce such violence.

## **YAL1 - The Sustainable Preservation of Cultural Heritage: An Introduction to a Global Challenge of Our Time**

*Yale University, 4 July 2016 – 5 August 2016*

The challenges of the 21st century in protecting the tangible and intangible, cultural and natural heritage of the world are global in character and need to be also addressed on a global level. Cultural and natural heritage are increasingly threatened with destruction not only by the traditional causes of decay, but also by changing social and economic conditions.

The world is changing at a rapid pace and conservation efforts must keep up with these challenges. For example, in the last years we have seen the phenomena of cultural cleansing rising in the Middle East and Africa, while natural disasters have taken a toll and underlined the need to develop sustainable and global strategies for preservation.

This course offers an interdisciplinary approach to understanding complex factors that challenge the preservation of cultural heritage. Guest speakers with relevant expertise will be invited to participate in many of the class sessions.

In addition, the course will draw on the collections of the Yale University Museums for discussion and as the basis of student assignments.

## YAL2 - Understanding Chinese Foreign Policy Making

*Yale University, 4 July 2016 – 5 August 2016*

An economically more powerful and confident China is exerting unprecedented influence on global affairs with its proactive diplomacy.

To understand the sources of Chinese external behavior is essential to predict and respond to China's international behavior. The very nature of the structure of Chinese society and government has made this a difficult, if not impossible task, albeit appealing. The saying that foreign policy making is a black box is more accurate in China than in many other countries.

Aiming to open the black box of Chinese foreign policy making, this course tries to bridge foreign decision making theories and Chinese foreign policy making practice to understand the major factors that shape Chinese foreign policy and how they exert their influences. These include: the impact of historical legacies, systematic constraints, personality and decision making style of paramount leaders, evolving foreign policy making structure and changing bureaucratic process, fluid domestic politics, and the impact of the military, nationalism, and public opinion on Chinese foreign policy.

It will unveil how leaders coordinate domestic and international situations in foreign affairs as they will always emphasize today. It intends to inform students of China's external behavior and provide an analytical understanding of the dynamics of China's foreign policy decision making.

## Annex 2 - Global Summer Program 2016: Courses Duration and Costs

University	Title	Dates	Total course fees in USD*
<b>Australian National University</b>	ANU1 Mobilising Research	20 June - 15 July	1,605
<b>ETH Zurich</b>	ETH1 World Food System Summer School 2016	7-21 August	735
	ETH2 Good Governance and its Application to Modern Technology Policies	3-10 September	900
<b>National University of Singapore</b>	NUS1 Southeast Asia in Context	20 June - 22 July	4,050
	NUS2 Animals and the City	27 June - 22 July	
<b>Peking University</b>	PKU1 The Rise of China and Change in World Politics	4-29 July	2,040
	PKU2 History, Photography, Memory	4-28 July	2,040
	PKU3 Culture, Behavior and Brain	4-22 July	2,040
	PKU4 Introduction to Chinese Economy	4-28 July	2,040
<b>University of California, Berkeley</b>	UCB1 Environmental Leadership Program	2 - 22 July	5,700
	UCB2 Media and Global Protest Movements	5 July - 12 August	5,996
<b>University of Cambridge</b>	CAM1 Our Changing World	3 -30 July	5,500
<b>University of Cape Town</b>	UCT1 Sustainable Water Management in Africa	29 Aug – 09 Sept	4,511
	UCT2 Organized Crime and Violence in Africa	20 June – 08 July	5,244
<b>University of Copenhagen</b>	COP1 Kierkegaard – The Individual in Global Society	6-29 July	With agr.*: 720-1,070 EU: 1,150 – 1,500 non EU: 1,760 – 2,110  *ANU, ETH, NUS, UToyko
	COP2 Interdisciplinary Aspects of Healthy Aging	4-24 July	With agr.*: 650 - 1000 EU: 1,220 – 1,570 non EU: 1,540- 1,900  *ANU, ETH, NUS, UToyko

University	Title	Dates	Total course fees in USD*
	COP3 Urban Culture in Theory and Action	8-20 August	With agr.*: 710-1,060 EU: 870-1,220 non EU: 1,630-1,980 *ANU, ETH, NUS, UToyko
<b>University of Oxford</b>	OXF1 Global Challenges of the 21st Century – Environmental, Technological and Urban Sustainability	27 June - 23 July	6,050
<b>The University of Tokyo</b>	TOK1 Introduction to the Japanese Language	27 June - 8 July	1,020
	TOK2 Sustainable Urban Management	27 June - 8 July	950
	TOK3 Japan in Today's World	7-15 July	850
	TOK4 Nanoscience	7-20 July	1,070
<b>Yale University</b>	YAL1 The Sustainable Preservation of Cultural Heritage: An Introduction to a Global Challenge of Our Time	4 July - 5 August	3,515
	YAL2 Understanding Chinese Foreign Policy Making	4 July - 5 August	3,515

\*(estimates only, include tuition fee, textbooks, field trips and accommodation, exclude travel and visa expenses)

### **Annex 3 - Global Summer Program 2016: Applications Overview**

By 7 March 2016 students had to submit applications at their home universities to participate to one or more of the IARU GSP course. Applications are assessed at the home universities and best students nominated to the host institutions over the month of April. Then students are notified acceptance from the host university and informed about the possibility to receive the IARU-Santander scholarship. Each student may receive up to 2,000 USD financial support from IARU-Santander.

A detailed overview of the applications in received 2016 is shown in the table in the following page.

#### ***Notes to the table***

(1) UCT joined IARU in January 2016 and thanks to remarkable efforts, it was able to prepare two courses to offer at the GSP 2016. These courses could only be advertised in February, just about a month ahead of the main application deadline and just a few days before the closing deadlines at UTokyo and NUS.

UCT decided to focus on the offering side of the GSP for their first year in this program. UCT students will be able to apply to GSP courses at IARU partners in 2017. The IARU Secretariat has initiated the procedure with Santander in order to include UCT in the current agreement allowing the disbursement of IARU-Santander GSP Scholarships to UCT students as of GSP 2017.

(2) UTokyo: the academic calendar of UTokyo conflicts with those of partner universities, discouraging students from applying for GSP courses. UTokyo GSP team had been trying to encourage students to go abroad, but there is nothing to help the situation regarding the academic calendar.

(3) Yale students can apply to YAL 1 and YAL 2 courses up until the course begins, therefore these data will become available later this year.

(4) The option to indicated courses of 2nd preference is available to students at: ANU, CAM, ETH, UCB, UCPH and YAL. Only ANU offers to choose a 3rd option as well.

IARU GSP 2016 Applications' Overview

Application to courses		N. of applications (1st preference)										(4) Applications to courses as:		
		ANU	ETH	NUS	PKU	UCB	CAM	COP	OXF	TOK (2)	YAL (3)	Total	2nd preference	3rd preference
<b>Australian National University</b>	ANU1 - Mobilising Research	2	0	1	0	1	0	2	3	0	0	9	3	1
<b>ETH Zurich</b>	ETH1 - World Food Systems	1	0	1	3	2	1	3	0	1	1	13	0	3
	ETH2 - Good Governance and its Application to Modern Technology Policies	9	0	1	2	0	2	0	3	1	0	18	1	1
<b>National University of Singapore</b>	NUS1 - Southeast Asia in Context	4	0	0	0	0	1	1	2	2	9	19	7	3
	NUS2 - Animals in the city	2	0	0	0	1	0	0	0	1	0	4	2	2
<b>Peking University</b>	PKU1 - The Rise of China and Change in the World Politics	5	0	1	0	5	1	1	7	0	0	20	11	9
	PKU2 - History, Photography, Memory	1	0	1	0	1	0	0	1	0	3	7	2	4
	PKU3 - Culture, Behavior and Brain	3	0	1	0	3	2	2	4	0	0	15	7	2
	PKU4 - Introduction to Chinese Economy	17	0	0	0	3	0	1	3	0	0	24	6	4
<b>UC Berkeley</b>	UCB1 - Environmental Leadership Program	9	0	0	0	0	0	1	1	0	0	11	3	3
	UCB2 - Media and Global Protest Movements	4	1	2	1	0	1	1	2	0	0	12	3	1
<b>University of Cambridge</b>	CAM1 - Our Changing World	27	0	1	1	1	0	3	0	0	2	35	13	5
<b>University of Copenhagen</b>	COP1 - Kierkegaard - The Individual in Global Soc.	3	0	4	2	1	3	0	1	1	0	15	6	2
	COP2 - Interdisciplinary Aspects of Healthy Aging	4	0	5	1	0	1	0	2	2	0	15	1	2
	COP3 - Urban Culture in Theory and Action	0	0	1	2	1	1	0	2	1	0	8	5	2
<b>University of Oxford</b>	OXF1 - Global Challenges of the 21st Century	16	0	2	7	3	0	1	0	0	6	35	23	5
<b>The University of Tokyo</b>	TOK1 - Introduction to the Japanese Language	1	2	3	0	5	2	0	3	0	1	17	4	3
	TOK2 - Sustainable Urban Management	3	7	1	2	0	4	3	4	0	3	27	11	4
	TOK3 - Japan in Today's World	11	2	3	2	5	1	2	4	0	0	30	4	3
	TOK4 - Nanoscience	9	3	3	0	2	7	10	8	0	7	49	3	4
<b>University of Cape Town (1)</b>	UCT1 - Sustainable Water Management in Africa	1	0	0	2	0	0	2	0	0	0	5	1	0
	UCT2 - Organized Crime and Violence in Africa	7	0	1	0	0	0	1	0	0	1	10	1	1
<b>Yale University</b>	YAL1 - The Sustainable Preservation of Cultural H.	12	2	2	0	0	1	0	4	1	-	22	8	4
	YAL2 - Understanding Chinese Foreign Policy M.	21	0	0	0	1	0	1	6	0	-	29	5	4
<b>Total</b>		172	17	34	25	35	28	35	60	10	33	449		

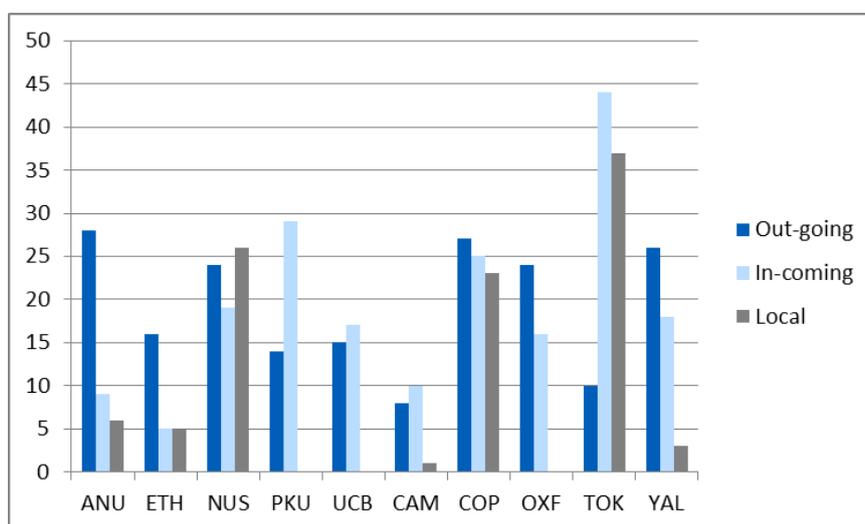
## Global Summer Program 2015 – Report Summary

### Number of Courses, Applications and IARU Participants

2015 marked the 8<sup>th</sup> year of the IARU Global Summer Program (GSP). A total of 20 courses with durations between 2 and 6 weeks were offered by all 10 partner institutions.

The 20 courses attracted nearly 550 applications from IARU students, 23% less than in 2014. Discordant calendars continue to be a problem for students to organize their participation at the summer sessions without missing examinations and lectures. GSP coordinators' efforts to streamline the GSP courses period and duration can only partly help to address the issue. Nonetheless, the overall picture confirms the continued interest of students in the GSP.

A total of 283 IARU students attended one or more GSP course. The following graph shows the student distribution among the partner universities.



### Student Feedback

The general feedback of the 2015 program was very positive. In the post-course survey, 87% of the survey participants said that they would recommend GSP to their peers (12% 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. Students generally find the course challenging both intellectually and personally when confronted with a multicultural and multidisciplinary environment. Their open answers in the survey testify that participating in the IARU GSP was an “eye-opening” experience that contributes their skills, knowledge and personality development.

### IARU-Santander GSP Scholarships

The IARU-Santander GSP Scholarships are crucial for making this international opportunity available to as many students as possible. During the 2015 Global Summer Program, a total of 137 students, or 48% of all IARU GSP students benefitted from the IARU-Santander GSP Scholarships. Some partners could disburse over 20,000 USD to their outgoing students, thus making use of the carry-over funds from 2013-2014. Nonetheless, a significant amount of resources will be carried-over to 2016 due to

late cancellations from students and strict conditions of other sponsors which forbid students to receive multiple scholarships.

#### Overview of IARU-Santander Scholarships (*amounts in USD*)

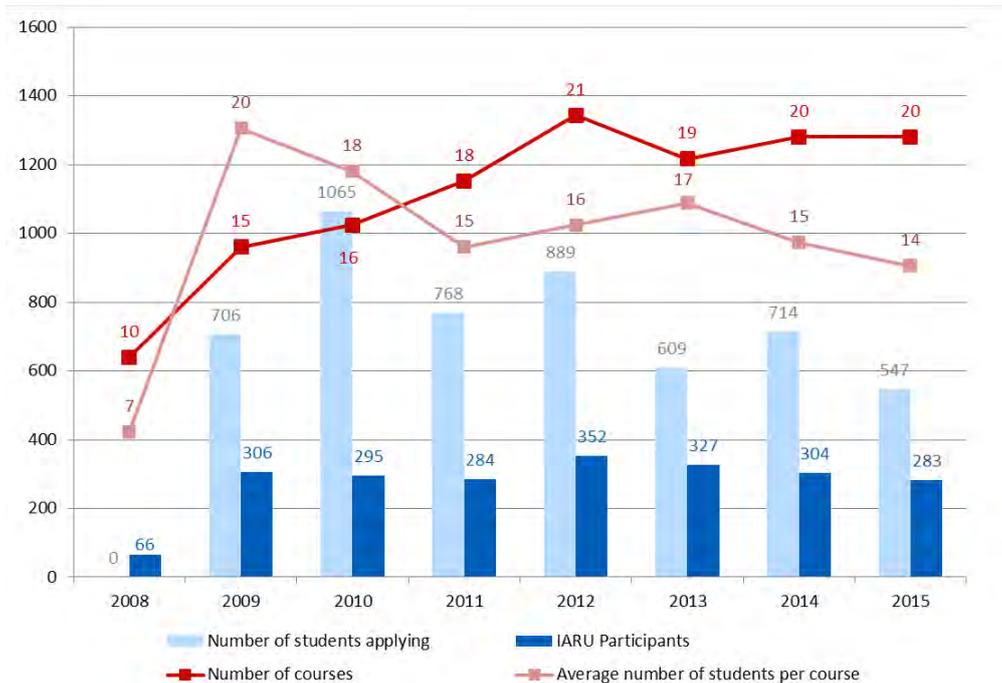
University	Carried over from 2013/2014	Awarded Scholarships 2015	Carry over to 2016	Scholarship funds 2016	Available Scholarships 2016
Australian National University	--	20,000	--	20,000	<b>20,000</b>
ETH Zurich	1,326	21,325	--	20,000	<b>20,000</b>
National University of Singapore	2,500	22,500	--	20,000	<b>20,000</b>
Peking University	1,200	21,000	200	20,000	<b>20,200</b>
University of California, Berkeley	--	17,164	2,836	20,000	<b>22,836</b>
University of Cambridge	4,100	24,150	--	20,000	<b>20,000</b>
University of Copenhagen	100	19,992	108	20,000	<b>20,108</b>
University of Oxford	--	16,162	3,838	20,000	<b>23,838</b>
The University of Tokyo	1,343	8,400	12,943	20,000	<b>32,943</b>
Yale University	2,000	20,000	2,000	20,000	<b>22,000</b>

#### GSP Annual Meeting

The 2016 GSP Working Committee Meeting will be hosted by NUS, partners agreed to dedicate part of the meeting to an open session involving GSP Alumni, GSP Faculty members and the sponsor, Banco Santander, to exchange on the GSP achievements and future developments in occasion of IARU 10<sup>th</sup> anniversary. For supporting participation from GSP Alumni, partners obtained financial support for covering the travel costs and accommodation of one GSP Alumni from each university to travel to NUS – the amount requested is up to USD 2,500 for GSP Alumni.

#### GSP Challenges

A decreasing trend in the number of students' applications and average number of participants per course has been noted for the period from 2012 to 2015.



Given the significant organizational and financial effort required to provide courses for a relatively small number of students; and, given the competitive number of opportunities for students to go abroad during the summer, the GSP Coordinators initiated a discussion on the visibility and competitiveness of the IARU GSP.

The exchange revolved around refining the IARU GSP aims and principles, the distinctive features of the program and brainstorming on innovative formats of the courses. The GSP Coordinators concluded that the GSP already embeds a unique and distinctive IARU element, which is rooted in the GSP principles and reflected in different ways by each IARU course (eg. a course offered exclusively to IARU students, or a course taught by scholars from different IARU partners). An active engagement from faculties and increased promotional efforts, proved to contribute strengthening the positioning of the GSP.

It is important to note that the majority of the courses could moderately reduce their fees compared to the past year: 14 out of 20 courses had fees of approx. USD 2,000 or less. Furthermore, the number of courses with a total fee of USD 5,000 or more was reduced to only 2 in 2015. Total costs still remain high when inclusive of airfares and visa. The biggest challenge mentioned by the students this year was keeping pace with their course work.

#### Further Information

- Annex A List of the GSP Meeting 2015 participants
- Annex B GSP 2015 course descriptions, including duration and cost

## Annex A – Participants of the GSP Working Committee Meeting 2015

### Yale University, 21–22 September 2015

Institution	Name	Position
Australian National University	Ms. Margaret Carlin	Manager Global Engagement, Office of Global Programs and Engagement
	Mr. Rohan McCarthy-Gill	Manager Global Programs, Office of Global Programs and Engagement
ETH Zurich	Dr. Angelika Wittek	Head of Student Exchange Office, Student Exchange Office
National University of Singapore	Prof. Anne Pakir	Director, International Relations Office
	Prof. Ong Chang Woei	Assistant Dean, Faculty of Arts and Social Sciences
	Mr. Michael Klemm	Associate Director, International Relations Office
Peking University	Dr. Xia Hongwei	Director, Office of International Relations
University of California, Berkeley	Prof. Khatharya Um	Professor and Faculty Academic Director, Berkeley Study Abroad
	Ms. Tracy Weber	Assistant Director, Berkeley Study Abroad
University of Cambridge	Ms. Sarah Ormrod	Director of International Programmes, Institute of Continuing Education
University of Copenhagen	Ms. Anne Bruun	Associate Director, International Education and Grants
University of Oxford	Prof. Angus Hawkins	Director of Int. Programmes, Dep. for Continuing Education
The University of Tokyo	Prof. Takeo Fujiwara	Deputy Director, International Centre
	Prof. Naoto Sekimura	Deputy Director General, Division of International Affairs
	Ms. Yoshiko Takahira	Project Specialist, Int. Exchange Group, International Affairs Dep.
	Dr. Jane Edwards	Dean of International and Professional Experience, Yale College
Yale University	Dr. Jeanne Follansbee	Dean, Yale Summer Session, Center for Int. and Professional Experience
	Ms. Kathy Trputec	Assistant Director, International Summer Programs, Yale Summer Session
IARU Secretariat	Ms. Michela Gaifami	IARU Secretariat

## Annex B – GSP 2015 Course Descriptions

Code	Course	Length (weeks)	Total course fees in USD (estimates only, include tuition fees, textbooks, accommodation and field trips)	Course Description
ANU1	Mobilising Research	4	1,703	<p>Mobilising Research challenges and supports students to explore the role of research for the good of society. The course will examine the linked themes of 'creation', 'implementation', and 'influence' of research. These themes will be explored by viewing research as a foundation for creating and building knowledge, the importance of evidence in approaching complex problems, and the influence that research organisations have to shape society's priorities.</p> <p>Mobilising Research examines the role of research for the advancement of society. Students were exposed to how scholarly inquiry is conducted in a range of disciplines outside their own course of study through interactive panels and site visits to leading research facilities on campus.</p> <p>Students learnt to see the world through the eyes of others, appreciate the strengths of different perspectives and understand how positions are reached and opinions formed. Through individual, group and peer-learning, students had the opportunity to analyze, synthesise, evaluate, apply and communicate knowledge about the current research environment.</p>
ETH1	World Food System Summer School 2015	2	770	<p>The question of how to feed the world, while considering human health, the environment and social wellbeing is one of the defining challenges of our time. In order to address these challenges we need to understand the world food system and find ways to deal with its complexity. This is the primary aim of this summer school.</p>
NUS1	Southeast Asia in Context	5	3,050	<p>Southeast Asia in Context is a five-week exploration of Southeast Asia's geographical, historical and cultural diversity. This course takes advantage of Singapore's strategic position in offering a unique blend of classroom instruction at NUS campus with hands-on fieldwork in Myanmar or Indonesia. The lecturers are experienced teachers and researchers of Southeast Asia, who will explore themes such as Southeast Asian religion, archaeology, rural development, politics and regional integration. The fieldtrip includes visits to magnificent ancient temples, rural agricultural communities, war memorials and a fair sampling of local village life that is well off the usual tourist track.</p>
NUS2	Asia Now! The Archaeology of the Future City	4	1,563	<p>This module draws from the Singapore setting and comparative studies to uncover the dynamics and meanings of interrelationships between society and the built environment of cities in Asia. The theme on the archaeology of the future invites us to examine the many layers of the city to not only find elements of its past, but to also identify possible urban futures that are already emerging. Field trips in Singapore will be interspersed with discussions and readings that provide in-depth, analytical, critical, and alternative perspectives on urbanization and urbanism in Asia. Regular sessions will be complemented by evening plenaries engaging prominent policy-makers and scholars.</p>

Code	Course	Length (weeks)	Total course fees in USD (estimates only, include tuition fees, textbooks, accommodation and field trips)	Course Description
				An evening of short documentary films will contribute to multi-faceted understandings of contemporary cities in Asia. Students will come away with a deeper understanding of challenges facing a rapidly-urbanizing Asia, and will gain tools to evaluate solutions being worked out in Singapore and elsewhere in the region.
PKU1	Major Issues Concerning the Rise of China	4	2,080	This seminar course is intended for advanced undergraduate students to examine major issues and topics concerning the rise of China from a broad theoretical perspective, and to engage in the academic discourse and policy debate about implications of China's rise for world politics. The seminar is organized around the central question – will China's rise bring about a fundamental change to the international system? – and roughly divided into three sections: (1) China's rise and the “paradigm change” in world politics; (2) China's quest for identity and order; and (3) implications of China rising for Asia and the world.
PKU2	Comparative Philosophy - China and the West	4	2,080	In the introduction of Chinese philosophy and culture into the Western academy, we have tended to theorize and conceptualize this antique tradition by appeal to familiar categories. We begin from trying to establish an interpretive context by understanding Plato and metaphysical realism as a persistent Western common sense. We will then explore Confucian role ethics as an attempt to articulate a sui generis moral philosophy that allows this tradition to have its own voice. This holistic philosophy is grounded in the primacy of relationality, and is a challenge to a foundational liberal individualism that has defined persons as discrete, autonomous, rational, free, and often self-interested agents. Confucian role ethics begins from a relationally constituted conception of person, takes family roles and relations as the entry point for developing moral competence, invokes moral imagination and the growth in relations that it can inspire as the substance of human morality, and entails a human-centered, a-theistic religiousness that stands in sharp contrast to the Abrahamic religions. We will also read some Daoist philosophy to register the breadth of the classical Chinese tradition.
PKU3	Special Topics in Chinese Economy	4	2,080	Over three decades, the Chinese economy has undergone a rapid economic transformation at an unprecedented pace and scale. Transforming from a centrally planned economy to a market-oriented system – institutional change ushered an era of industrialization and globalization. After experiencing decades of sustained growth, Chinese economy is at a crossroad – with emerging issues of economic imbalance, environmental degradation, inequity, to aging population – compels scholars to rethink China's development path. This intense course focuses on the special topics that are key to China's past, present and future economic development. Throughout the course, case studies and special topic research will serve as core teaching material.
PKU4	Silk Road: A History of Cultural and Material	4	2,080	This course provides a comprehensive introduction to the cultural and material exchanges among the major civilizations along the Silk Road. It covers the period between the 2nd and the 15th centuries CE, during which the

Code	Course	Length (weeks)	Total course fees in USD (estimates only, include tuition fees, textbooks, accommodation and field trips)	Course Description
	Exchanges			forces wielded by the Persians, the Chinese, The Greeks, the Indians, the Arabs and the Mongols shaped the geopolitical landscape of the vast region that spreads from the Caspian Sea to the Gobi Desert. Students will explore the role of the Silk Road in the formation of the religious and ethnic identities of these civilizations, as well as their perceptions towards one other. Through the study of refreshing and up-to-date visual and course readings, the students will explore crosscultural phenomenon such as Sogdian burial practice, Arab accounts of Tang China, Nestorian Christianity at the Mongol court, and influence of Marco Polo in the Latin West. The course will begin and conclude with discussion of the contemporary significance of the Silk Road as a historical category.
UCB1	Environmental Leadership Program	3	4,000	3-week summer certificate course on Sustainable Environmental Management.
UCB2	Media and Global Protest Movements	6	4,719	Course focuses on the interplay between popular protest movements and contemporary (mainstream/social) media in international and comparative perspective.
CAM1	Our Changing World	4	5,290	The leaders of tomorrow will need to be aware of the events that change the world, and the key issues facing world leaders today. Using specific examples from both past and present, the core course, plenary lectures and discussion sessions will address issues such as climate change, scientific discovery, international development, international relations, financial crises, disease, diplomatic incidents, war and natural catastrophe, to identify a number of what the teaching team consider to be world-changing events. Sessions will explain the key causes, impact and repercussions of these events. Participants will write on related subjects, from a literary, historical or international relations perspective.
COP1	Kierkegaard – The Individual in Global Society	3	With Agreement (NUS, ANU, UTokyo): 540 – 810 EU: 985 -1,255 Non-EU: 1,625 -1,895	The course takes a Danish perspective on common existential themes by reading the world famous local philosopher, Søren Kierkegaard, in his home town and at his own university.
COP2	Interdisciplinary Aspects of Healthy Aging	3	With Agreement (NUS, ANU, UTokyo): 540 – 810 EU: 1,135 - 1,405 Non-EU: 1,470 - 1,740	The course is designed for students who would like to gain diverse experience in the Aging research field. It is rooted in the Center for Healthy Aging (CEHA, <a href="http://healthyageing.ku.dk/">http://healthyageing.ku.dk/</a> ) and reflects CEHA's various research projects and interdisciplinary nature.  The course combines lectures and project work. Students learn the basic research concepts and principles in diverse disciplines including humanities, social science, epidemiology, neurology, physiology, and molecular biology from the lectures. Students form groups and carry out a research project under the supervision of CEHA tutors. As something new in 2015, the students have had a lecture on innovation supporting healthy aging and the possibility to work on a research project on innovation.  This course is aimed at students who have gained a first

Code	Course	Length (weeks)	Total course fees in USD (estimates only, include tuition fees, textbooks, accommodation and field trips)	Course Description
				bachelor level degree and are interested in aspects of aging research. Students from all fields are welcome.
COP3	Urban Culture in Theory and Action	2	With Agreement (NUS, ANU, UTokyo): 540 - 810 EU: 767 - 1,037 Non-EU: 1,580 - 1,850	The course combines academic theory on urban issues with hands-on practice in cultural entrepreneurship and social innovation through lectures, seminars, tutorials, group work, workshops and field trips across the city of Copenhagen.
OXF1	Global Challenges of the 21st Century – Environmental, Technological and Urban Sustainability	4	5,993	The Oxford Global Summer Programme offered a general introduction to a range of scientific and development challenges of the 21st century and addressed, in particular, issues of climate change, conservation and urbanisation.  The course was designed for undergraduates. Each student was expected to work outside their usual area of expertise and was required to adopt methods (scientific/non-scientific) appropriate to the questions posed. No prior scientific knowledge was required.  The course was delivered through tutorials, class meetings, seminars/ presentations, project work and discussions.
TOK1	Introduction to the Japanese Language	2	1,100	The University of Tokyo provides an introductory course for those new to Japan which will both facilitate participation in Japanese society and introduce characteristics of the Japanese language such as the Japanese writing system, elementary grammar, and communication patterns. With the Japanese language learnt in these classes we hope our students will be able to experience a wider range of Japanese culture. To improve students' Japanese literacy, "practical" lessons, such as the use of dictionaries, will also be included in this course to enable students to continue their study of the language when they return to their home country.
TOK2	Sustainable Urban Management	2	1,040	The course provides basic knowledge of civil engineering, architecture and urban engineering in the context of sustainable urban management. Planning and management are taught on the building, urban and national scale. A one-day excursion related to the lectures organized for GSP students as part of the course.
TOK3	Japan in Today's World	2	1,170	This course will give an overview of modern Japan with emphasis on the works of the political system, including political parties, civil service, elections, and foreign relations with China, US, Korea, as well as Japan's role in international political economy. Along with those introductory classes, we will hold two workshops, one on Risk Management and Post Disaster Relief after the March 2011 Earthquakes and another on Territorial Disputes and Nationalism, where participants are encouraged to make contributions in the discussion with invited specialists.
TOK4	Nanoscience	2	1,040	This lecture series provides a general overview of nanoscience, which has grown very rapidly in the last few years. It consists of three sub-courses of lectures (Biotechnology, Biomedicine and Nanobiotechnology and Nanotechnology). Each sub-course will include visits to

Code	Course	Length (weeks)	Total course fees in USD (estimates only, include tuition fees, textbooks, accommodation and field trips)	Course Description
				active laboratories in the University of Tokyo.
YAL1	Moral Foundations of Politics	5	3,287	Open to Yale students and students from the International Alliance of Research Universities (IARU) Global Summer Program. Two students from each partner university, including Yale, will be admitted to this course. Partial funding is provided for 2 students from each partner university. An introduction to contemporary perspectives on foundational normative issues of political life. Provides an introduction to the core first-order normative questions of political morality as we might argue about them today. Students are expected to have read "Justice as Fairness: A Restatement" by John Rawls prior to the first day of class. 1 Credit.



### 9.3 Global Education Initiative: Novo Nordisk International Talent Program

<b>Lead</b>	Sara Lunde Dinesen, University of Copenhagen
<b>Reporting</b>	Sara Lunde Dinesen, University of Copenhagen
<b>Executive summary</b>	<p>The new Novo Nordisk International Talent Program (NNITP) has been established between the University of Copenhagen (UCPH) and the Danish healthcare company Novo Nordisk (Novo).</p> <p>Novo has kindly offered to fund a scholarship program for students from IARU universities taking a study abroad experience at the University of Copenhagen in a number of academic fields relating to the areas Novo represents. UCPH students undertaking a research period in the same areas at IARU partners are also eligible for funding.</p> <p>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.</p> <p>This report contains:</p> <ul style="list-style-type: none"> <li>▪ NNITP Overview, Eligibility of Students, 2015 Awarded Scholarships</li> </ul>
<b>Items for decision</b>	n/a
<b>Funding request</b>	n/a
<b>Funding to date</b>	n/a
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2015</b></p> <p>Prof. Thomas Bjørnholm (UCPH) introduced the Novo Nordisk International Talent Program which has been recently established between the University of Copenhagen (UCPH) and the Danish healthcare company Novo Nordisk (Novo).</p> <p>Novo has offered to fund a scholarship program for undergraduate students in their third year and Master students from IARU universities taking a study abroad experience at the University of Copenhagen, and vice versa, in a number of academic fields relating to the areas Novo represents. So far, 54 scholarships have been awarded to students from IARU Universities. Students can submit applications by 25 October or 1 April of each year. UCPH will circulate further information about this program to IARU partners.</p>

## The Novo Nordisk International Talent Program (NNITP)

The new Novo Nordisk International Talent Program has been established between the University of Copenhagen (UCPH) and the Danish healthcare company Novo Nordisk (Novo) in May 2015.

UCPH has a longstanding collaborative relationship with Novo Nordisk and other members of the Novo Group in the areas of health and natural sciences.

Novo has kindly offered to fund a scholarship program for students from IARU universities taking a study abroad experience at the University of Copenhagen in a number of academic fields relating to the areas Novo represents.

Official communication has been sent from UCPH Pro-Rector for Education to all IARU Partners. The communication is appended to this document.

### Eligibility and field of study for IARU students studying abroad at the University of Copenhagen.

Degree-seeking students at IARU universities who are admitted as an exchange -or guest student at the University of Copenhagen can apply for a scholarship from Novo Nordisk International Talent Program.

The student must enroll in studies at third year Bachelor's level or Master's level within fields pertaining to metabolism, insulin, hemoglobin and obesity while studying at the University of Copenhagen. Relevant activities include, but are not limited to, summer courses, master classes, research attachments, lab work or for-credit study activities.

The following degree programmes at the University of Copenhagen offer relevant courses, or other academic activities, within these fields:

Bioinformatics, Biochemistry, Biology, Biology-Biotechnology, Public Health, Food Innovation and Health, Global Health, Human Nutrition, Human Biology, Human Physiology, Immunology and Inflammation, Health Informatics, Chemistry, Medicinal Chemistry, Medicine, Medicine and Technology, Molecular Biomedicine, Nanoscience and Pharmaceutical Sciences.

### Coverage

The scholarship may be spent towards the cost of tuition fees, travel costs, insurance and other expenses incurred in connection with studying abroad at the University of Copenhagen.

The scholarship may typically amount to approximately EURO € 1200 a month (ca.1,320 USD). Depending of the costs and length of the study abroad at the University of Copenhagen, it may increase up to EURO € 26000 in total (ca. 28,600 USD).

Scholarships are awarded up to two semesters.

### Application process

The application deadlines are 25 October and 1 April.

[http://studies.ku.dk/exchange/admission/nnitp\\_scholarship/](http://studies.ku.dk/exchange/admission/nnitp_scholarship/)

For further information please contact [nnitp@adm.ku.dk](mailto:nnitp@adm.ku.dk)

## NNITP Scholarship Recipients 2015

The total number of students awarded a NNITP scholarship in 2015 was 54. The University of Copenhagen hosted 30 incoming students from 7 IARU partners, with 50% of the students from NUS. 24 students from Copenhagen carried out a study/research period at 4 IARU partner universities, with NUS as the most frequent destination.

### Incoming students at UCPH for 5 months exchange period

Home university	Programme	Scholarship in euro
National University of Singapore	Biology, Biochemistry, Molecular Biomedicine, Pharmaceutical Sciences	6,850
National University of Singapore	Biology, Biology-Biotechnology	6,850
National University of Singapore	Biology, Molecular Biomedicine	6,850
National University of Singapore	Biology, Molecular Biomedicine, Pharmaceutical Sciences	6,850
National University of Singapore	Chemistry	6,850
National University of Singapore	Chemistry	6,850
National University of Singapore	Biology	6,850
National University of Singapore	Chemistry	6,850
National University of Singapore	Biology, Pharmaceutical Sciences	6,850
National University of Singapore	Biology	6,850
National University of Singapore	Biology, Pharmaceutical Sciences	6,850
Australian National University Canberra (ANU)	Chemistry, Biology	6,850
<b>Total n. of students: 12</b>		

### Incoming students at UCPH for 1 month exchange period

Home university	Programme	Scholarship in euro
Australian National University	Healthy Aging	1,340
Australian National University	Healthy Aging	335
ETH Zürich	Healthy Aging	670
National University of Singapore	Healthy Aging	2,280
National University of Singapore	Healthy Aging	2,280
National University of Singapore	Healthy Aging	2,280
University of Oxford	Healthy Aging	1,880
The University of Tokyo	Healthy Aging	2,280
Yale University	Healthy Aging	3,115
University of California, Berkeley	Healthy Aging	1,775
The University of Tokyo	Healthy Aging	2,280

The University of Tokyo	Healthy Aging	2,280
Australian National University	Healthy Aging	2,280
Peking University	Healthy Aging	3,115
University of California, Berkeley	Screening & Epidemiology	2,430
University of Oxford	Internal Medicine I	1,675
University of Oxford	Internal Medicine I & II	2,280
National University of Singapore	Global Health Challenges	3,115
<b>Total n. of students: 18</b>		

#### Outgoing UCPH students for 5 months exchange period

Study abroad destination	Programme	Scholarship in euro
National University of Singapore	Pharmaceutical Sciences	7,930
National University of Singapore	Global Health	7,930
National University of Singapore	Molecular Biomedicine	7,930
National University of Singapore	Molecular Biomedicine	7,930
National University of Singapore	Biochemistry	7,930
Eidgenössische Technische Hochschule Zürich (ETH)	Pharmaceutical Sciences	6,230
University of Oxford ( 2,5 months)	Medicine	2,950
<b>Total n. of students: 7</b>		

#### Outgoing UCPH students for 1 month exchange period

Study abroad destination	Programme	Scholarship in euro
The University of Tokyo	Human Biology	2,680
The University of Tokyo	Medicine	2,680
National University of Singapore	Molecular Biomedicine	2,680
National University of Singapore	Molecular Biomedicine	2,680
National University of Singapore	Molecular Biomedicine	2,680
National University of Singapore	Molecular Biomedicine	4,335
National University of Singapore	Molecular Biomedicine	2,680
National University of Singapore	Molecular Biomedicine	2,680
National University of Singapore	Molecular Biomedicine	4,335
National University of Singapore	Molecular Biomedicine	2,680
National University of Singapore	Molecular Biomedicine	2,680
National University of Singapore	Molecular Biomedicine	2,680
National University of Singapore	Molecular Biomedicine	2,680
National University of Singapore	Molecular Biomedicine	4,335

National University of Singapore	Molecular Biomedicine	2,680
National University of Singapore	Molecular Biomedicine	2,680
National University of Singapore	Molecular Biomedicine	2,680
<b>Total n. of students: 17</b>		
<b>Grand Total n. of students: 54</b>		
<b>Total Amount of Scholarships disbursed:</b>		<b>219,245 euro</b> <b>(249,700 USD)</b>



## 9.4 IARU Research Collaboration – PKU Medical City

<b>Lead</b>	Peking Univeristy
<b>Reporting</b>	<i>Peking University International Hospital</i>
<b>Executive Summary</b>	Due to a new situation at PKU International Hospital, it is proposed to postpone the PKU annual IARU workshop scheduled in November 2015. PKU will get back to IARU with further news in the future.
<b>Funding to date</b>	<i>n/a</i>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers Meeting, October 2015</b></p> <p>PKU Medical City is a medical collaboration among interested IARU universities. Due to a new situation at PKU International Hospital, it is proposed to postpone the PKU annual IARU workshop scheduled in November 2015. IARU Chair thanked PKU for the update, PKU will get back to IARU with further news in the future.</p> <p><b>Presidents' Meeting, March 2015</b></p> <p>Dr. Zhang Chi, Assistant President of Peking University International Hospital, reported on the PKU Medical City project. The inaugural PKU IARU workshop was held at PKU on 3 December 2014. Research topic was Real-Life Medicine/mHealth, and two major projects were discussed in details: Cardiology and Diabetes.</p> <p>PKU proposed to hold an annual IARU workshop on global medical collaboration, focusing on different topics every year. The next topics to be tackled will be chronic diseases and new technologies. Topics and Projects will be discussed and finalized by IARU member representatives. The next workshop will take place in November 2015 with PKU as the “default host”. No IARU funding will be required for the workshops.</p> <p>Presidents congratulated PKU to this initiative and the success achieved so far. Presidents approved PKU’s proposal of annual IARU workshops on global medical collaboration.</p>

## PKU Medical City

As a new established hospital, the main concerns of the hospital leaders are on the clinics and patient management to strengthen the development of the whole hospital. Early 2015, a new President took office and needs a period of time for adjustment. By regarding this, they are worried not to have enough time and energy to hold such important workshop in such a short time – the workshop was scheduled to take place in November 2015. Therefore, it was proposed not to hold the medical workshop in 2015. During 2016 we can evaluate the situations ahead of time to decide whether the workshop will be initiated again.



## 9.5 IARU Global Education Initiative – Report: Global Internship Program (GIP)

<b>Lead</b>	n/a
<b>Reporting</b>	IARU Secretariat
<b>Executive summary</b>	<p>In 2015, four universities offered a total of 20 internship places. 12 of them were carried out by an IARU intern.</p> <p>For 2016 one internship opportunity was offered at NUS and three at the University of Tokyo. The IARU Secretariat will ask the partners for possible internship positions.</p> <p>This document contains:</p> <ul style="list-style-type: none"><li>▪ <b>Report on the Global Internship Program 2015</b></li></ul>
<b>Funding to date (in USD)</b>	n/a
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2015</b> The Global Internship Program is not a program per se but rather a platform for partners to offer student internships. In 2015, four universities offered a total of 20 internship places. 12 of them were carried out by an IARU intern. One internship opportunity for 2016 has already been announced at NUS. Partners are encouraged to send their internship offers to the Secretariat.</p> <p><b>Presidents' Meeting, April 2015</b> ETH, NUS, PKU and UTokyo offer a total of 19 internship opportunities to IARU students in summer 2015. The internship opportunities belong to the most frequented pages on the IARU website, which shows the strong interest among students. The IARU Secretariat encourages partners to look into possibilities to create (research) internship opportunities for IARU students.</p>



## Global Internship Program (GIP) 2016: Overview

The International Relations Office of the **National University of Singapore** offered one position for a 6 months internship between February and August 2016. The intern will work with the Global Opportunities Section (GO), which manages short-term international programs such as internships, summer programs and research attachments.

The **University of Tokyo** offered several internship positions in the framework of the following summer programs:

### International Core Research Center for NanoBio (C2CNB)

The purpose of the program is to provide participants with biomedical research experience in the basic and translational sciences. Research projects will be posted on a separate webpage of C2CNB. The program is open for graduate students who already have laboratory experience of at least one year. The selected student will actively participate in ongoing research activities.

### University of Tokyo Research Internship Program (UTRIP)

UTRIP, the “University of Tokyo Research Internship Program,” is an intensive summer research program targeting undergraduate students. Its underlying principles are centered on creating a challenging and rewarding experience for undergraduate students who are seriously thinking of pursuing advanced study at a higher education institute.

During the program, the participants receive intensive guidance and hands-on experience on conducting research from the Faculty of Science’s renowned faculty members. Students develop a better understanding of what is required to become a scientific researcher. The program is meant to be a good trial for students to test their aptitude for rigorous study in the natural sciences. Students who are given high evaluations by the faculty members will be given priority for the Faculty’s scholarship. In addition to their research work, students will also have a chance to visit historical sites in Japan and take advantage of Japanese language courses.

### Summer Internship Program in Kashiwa (UTSIP K Summer Internship Program in Kashiwa (UTSIP Kashiwa))

The Graduate School of Frontier Sciences runs the English language short-term summer program UTSIP Kashiwa (The University of Tokyo Summer Internship Program in Kashiwa) targeting 3rd and 4th year undergraduate students from overseas institutions to strengthen their consideration towards attending graduate schools in Japan.

The course provides selected students with an introduction to the natural sciences and social sciences through interdisciplinary lectures. After developing a research proposal, they will go on to gain first-hand experience of academic research processes under supervision in a laboratory of their selection and be exposed to cutting-edge research in the natural and social sciences. Students will also be given introductory Japanese language course and exposure to Japanese culture during their stay.



## Global Internship Program (GIP) 2015: Report

IARU internships offer unique work and research opportunities for students, ranging across a variety of skills and research fields. Overall, 12 IARU students could benefit from a IARU working abroad experience.

In 2015, 4 universities offered a total of 20 internships: NUS, UTokyo, ETH Zurich and PKU. NUS and UTokyo offered the majority of the internship positions and confirmed will continue offer these programs in 2016.

University	N. of positions	Total IARU Applicants	Total IARU interns
National University of Singapore	14	6	2
University of Tokyo	4 programs (More than 1 intern accepted)	76	10
ETH Zurich	1	12	0
Peking University	1	-	-
<b>Total</b>	<b>n/a</b>	<b>94</b>	<b>12</b>

The 2015 GIP performed extremely well compared to previous years. The total number of applications received from IARU students is 4,5 times higher than in 2014 - when 18 applications were received and 13 internships offered. In total, 12 IARU intern were accepted and carried out the internship.

For a detailed overview of the GIP at the partner institutions, please see the appendix.

## Global Internship Program @ NUS

NUS offered 14 positions and received 4 applications from IARU students; 3 were offered the positions: 2 accepted the job and one withdrew.

#	Internship title	Applications from IARU PP	Sending University	Stipend (per month)
1	Programs/Research Intern at the International Relations Office	PKU: 2 ANU: 2	ANU: 1	Sponsorship of housing for duration of internship
	<b>Summer Research projects:</b>			
2	Family and Population Studies in Asia	No applicants		
3	Integrating Safety Considerations into Construction Process Simulations	No applicants		
4	Evaluation of an Individualised Mobility Analysis and Rehabilitation System (iMARS)	No applicants		
5	Migrating out of Poverty Research Programme Consortium: Intra-household Industry and Policy Processes Dynamics, Migration	No applicants		
6	The Application of Data Mining to Support Performance Analysis in Urban Design/Planning: A Case Study	No applicants		
7	Contributing to the Development of a Shape Grammar Interpreter	UC Berkeley: 1	UC Berkeley: 1	Sponsorship of housing for duration of internship
8	Cooperative Brains: EEG Hyper-Connectivity Between Operator Pairs whilst Actively Performing Demanding Interdependent Goal-oriented Tasks	No applicants		
9	Characterisation of Brain States in Multi-task, Multi-workload Experiments: Machine Learning Techniques for EEG Signal Analysis	No applicants		
10	Neural Bases of Creativity	No applicants		
11	Social Brains: EEG Hyper-connectivity between Operator Pairs whilst Actively Performing Demanding Interdependent Goal-Oriented Tasks	No applicants		
12	Concurrent EEG/fMRI: Neuroimaging Of Brain Activity and Connectivity with High Spatial And Temporal Resolution	No applicants		
13	Dynamic Connectomics of Lower Limb Motor Cortex for Exoskeleton Robots	No applicants		
14	The Controlled Activation of Carbon-Boron Bond	Yale: 1	N/A *	

\*Withdrew after being accepted

There was a stronger interest in the semester-long internship with the NUS International Relations Office, NUS may continue offering this opportunity for the foreseeable future.

NUS is considering reducing the number of research projects, and is likely to only accept up to two research interns for the summer. The summer research projects were also offered to NUS' other research exchange partners. This made it easier and more attractive for NUS faculty members to be part of the programme, and was helpful in filling the positions as applications from IARU students remained low (as per previous years).

NUS intends to continue offering positions in 2016 and beyond.

### Global Internship Program @ ETH Zurich

ETH Zurich offered 1 position and received 12 applications from IARU students. Unfortunately none were selected and the place remained vacant. The turn-out of the call was below expectations, with fewer applications and of a limited quality. One reason for this might be in connection with the concept of "dual career" which is not rooted in all universities practices, nor an experience that a student may have already encountered.

Internship title	Duration	Applications from IARU PP	Sending University	Stipend (per month)
Evaluating dual career solutions co-financed by ear-marked money	Summer 2015	12 (+2 from non-IARU)  PKU:9 ANU: 1 UC Berkeley: 1 UCPH: 1	N/A	2000.- CHF/month

### Global Internship Program @ The University of Tokyo

The University of Tokyo offered multiple positions under 4 internship programs. 76 IARU students applied in total and 10 were selected to carry out the internships. All four programs will be offered again in 2016.

Internship title	Duration	Applications from IARU PP	Sending University	Stipend (per month)
Internship with the International Core Research Center for NanoBio (C2CNB)	June - August	-	N/A	-
University of Tokyo Research Internship Program (UTRIP)	July - August	29 PKU:10 Cambridge:6 NUS: 5 Oxford:4 UC Berkeley:2 ANU:1 Yale:1	9 PKU:2 Cambridge:2 NUS:1 Oxford:1 UC Berkeley:2 ANU:1	The students could receive a GSS-UTRIP Scholarship or the FUTU awards



Internship title	Duration	Applications from IARU PP	Sending University	Stipend (per month)
Summer Internship Program in Kashiwa (UTSIP Kashiwa)  (This program runs for the third year)	June - August	21 NUS:12 PKU:2 UC Berkeley:3 UCPH:1 Oxford:3	-	USD 930/40 days  Up to 430 USD as a subsidy of air fee  Accommodation provided
UTokyo Amgen Scholars Program 2015  (This program runs for the first year)	June- July	26 NUS:14 Yale:7 UCPH: 1 ANU:1 UC Berkeley: 2 Cambridge: 1	ANU:1	USD 2,000/8 weeks  Flight & Accommodation covered
<b>Total</b>		<b>76</b>	<b>10</b>	<b>n/a</b>

### Global Internship Program @ Peking University

One position was offered at PKU as Program Assistant at the Peking University School of Innovation and Entrepreneurship.

### General Information about the GIP

Available internship opportunities can be communicated to the IARU Secretariat that forwards the information to all IARU Key Contacts and advertises them on IARU's webpage – ideally in December/January when the GSP application period opens in order to reach most students.

### 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.





## 10.1 Update on IARU Membership

The decision of exploring the interest of the University of Cape Town to join the alliance was taken at the 2015 Presidents' Meeting. A delegation from Oxford visited University of Cape Town in March 2015 and mentioned IARU's proposal for UCT membership to Dr Max Price informally. The Oxford delegation reported UCT would very much welcome a formal invitation

A formal letter of invitation from Prof. Hemmingsen, IARU Chairman, including an overview of current activities of the alliance as a first impression of what a membership would entail and the MoU of IARU, was sent on 10 April 2015 to Dr. Max Price, Vice-Chancellor of the University of Cape Town.

Vice-Chancellor Dr. Max Price, warmly received the invitation. After consultation within the institution and further exchanges with Prof. Ralf Hemmingsen, Dr. Max Price, on behalf of the University of Cape Town, accepted to become a member of IARU as of January 2016.

In view of supporting the University of Cape Town in becoming an active member the Alliance, UCT participated to 2015 Senior Officers' Meeting held in Copenhagen on 22-23 October 2015.

**Appendix:** Correspondence with the University of Cape Town

## Appendix – Correspondence with the University of Cape Town



Dr Max Price  
Vice-Chancellor  
University of Cape Town  
Private Bag X3  
Rondebosch 7701  
South Africa

Copenhagen, 10 April 2015

### **International Alliance of Research Universities – IARU**

Dear Vice-Chancellor Price

I am writing to invite the University of Cape Town to consider joining the International Alliance of Research Universities (IARU).

IARU was established in 2006 by ten research-intensive universities as a strategic alliance to expand and deepen their collaboration. All ten founding institutions (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 and Yale University) are still members of the Alliance.

For my colleague Presidents/Vice-Chancellor and myself, IARU has developed into an important platform for dialogue and reflection on issues that our institutions face in an increasingly global environment. Over the past years the Alliance has also established a broad spectrum of activities, covering many areas of our universities' activities, such as global education (including a highly successful Global Summer Program GSP), research collaboration, campus sustainability, and "institutional learning" on various aspects of institutional governance and university operations.

In its current setup, IARU is an "international", but not a "global" alliance. Having reached a certain depth and breadth of activities, the IARU member institutions are looking at the possibility of inviting a further institution to join the alliance as of next year, 2016. At the recent annual meeting of the IARU presidents, we agreed to explore whether the University of Cape Town would consider becoming a member of IARU.

The documentation in the attachment and on the IARU website ([www.iaruni.org](http://www.iaruni.org)) gives you an overview of the current activities of the alliance as a first impression of what a membership would entail. The only direct financial commitment is the alliance membership fee of USD 20,000 per year. These funds are used to fund the IARU Secretariat, the annual meetings of three groups (Presidents, Senior Officers – typically Vice-Rectors or Directors of International Relations – and the Global Summer Programme coordinators), and to provide financial support to the other IARU initiatives.

However, the commitment of each member institution in the form of persons engaging in the various activities goes far beyond the membership fee. I estimate that 10–20 individuals at each member institution are engaged and collaborate in the organisation and delivery of over 15 IARU initiatives. Each of these initiatives reaches an audience at the level of IARU students, academic and non-academic staff, as well as the scientific community in general. Depending on how an institution accounts for this, along with travel costs for meetings, organization of 1–2 summer school courses per year, support for student participation in internships and events, etc., the commitment of each member institution can be estimated at between USD 100,000-150,000 per year.

The next annual meeting of the IARU Senior Officers will be hosted by the University of Copenhagen on October 22 and 23, 2015 in Copenhagen. At this occasion, the Senior Officers from the 10 members will acknowledge progresses made by the IARU initiatives over the last year and exchange on the future of the Alliance. It is my pleasure to invite a delegation from the University of Cape Town to attend this meeting in quality of observers.

If you would be interested in exploring the possibility of University of Cape Town joining IARU, I would be happy to discuss the matter further with you over the phone to give the opportunity to learn more about the Alliance, its activities and the kind of engagement membership would entail.

Looking forward to hearing from you, I remain

Yours sincerely

Ralf Hemmingsen  
Chair of IARU

#### Enclosure(s)

1. Memorandum of understanding
2. Overview of IARU initiatives

#### IARU Chair

Professor dr.med. Ralf Hemmingsen

Phone +45 35322612 | rektor@adm.ku.dk | www.iaruni.org

University of Copenhagen | Rector's Office | Nørregade 1012 | 1017 København K | Denmark

#### IARU Secretariat

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UNIVERSITY OF CAPE TOWN  
iYunivesithi YaseKapa  
Universiteit van Kaapstad

**Dr Max Price: Vice-Chancellor**

Private Bag X3, Rondebosch, 7701, South Africa  
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Tel: +27 (0) 21 650-2105/6 Fax: +27 (0) 21 650-5100  
E-mail: [vc@uct.ac.za](mailto:vc@uct.ac.za) Website: [www.uct.ac.za](http://www.uct.ac.za)

1 June 2015

Prof. Dr. Hemmingsen  
International Alliance of Research Universities  
**via email: [IARU-Secretariat@adm.ku.dk](mailto:IARU-Secretariat@adm.ku.dk)**

Dear Professor Hemmingsen

**International Alliance of Research Universities - IARU**

Following our various exchanges of correspondence and our telephonic conversation a short while ago, I am pleased to report that I have completed all my consultations and that the University of Cape Town would very much like to take up the offer of becoming a member of IARU.

We have considered the obligations to which we will commit when becoming a member and we are happy that we will be able to fulfil them and be a productive participant in the Alliance.

It is very likely that we will be able to attend the IARU Senior Officers' annual meeting in Copenhagen on 22 and 23 October 2015 and I will confirm this to you as soon as possible.

Please let me know what the next steps are.

I look forward very much to working with you and taking this initiative further.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Max Price'.

**DR MAX PRICE**  
Vice-Chancellor

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"Our Mission is to be an outstanding teaching and research university, educating for life and addressing the challenges facing our society."

## 10.2 Financial Report

### IARU Income & Expenditure Statement

1 January 2015 – 31 December 2015

		<b>Total (USD)</b>
<b>Carried forward from 31 December 2014</b>		248 372,00
<b>INCOME</b>		400 000,00
Members' contribution	200 000,00	
IARU-Santander sponsorship for GSP	200 000,00	
Alumni World Forum balance		
<b>Total available funds</b>		<b>648 372,00</b>
<b>EXPENDITURE</b>		
<b>Meetings</b>		43 226,00
Presidents' Meeting 2015	29 918,00	
GSP Working Committee Meeting 2015	5 089,00	
Senior Officers' Meeting 2015	8 219,00	
<b>Initiatives</b>		
EdTech Horizons Workshop (Nov. 2014)	7 923,00	62 575,00
Campus Sustainability Workshop (Jan. 2015)	3 983,00	
Technology Transfer Workshop (Apr. 2015), <i>cancelled</i>	0,00	
International Students Support Group Meeting (Mar. 2015)	6 188,00	
Green Guide for Universities (2015)	3 240,00	
Global Transformation in Member Strategies (May 2015)	3 300,00	
IARU Joint Course - DOCC Workshop (Aug. 2015)	8 870,00	
Workshop of the Gender Group (Jun. 2015)	5 084,00	
Research Administrators' Meeting (Oct. 2015)	7 402,00	
IARU Global University Climate Forum (Dec. 2015)	16 585,00	
<b>Disbursements</b>		200 000,00
IARU-Santander sponsorship for GSP 2015	200 000,00	
<b>Secretariat costs</b>		105 000,00
Contribution to Secretariat costs at ETH Zurich	26 666,67	
Contribution to the Secretariat costs at UCPH	53 333,33	
Communication and Branding	25 000,00	
<b>Total Expenditure</b>		<b>410 801,00</b>
<b>BALANCE</b>		<b>237 571,00</b>
Total available funds	648 372,00	
Total expenditure	410 801,00	

## Budget 2016

	max. amount	Total (USD)
<b>Carried forward from 31 December 2015</b>	approx.	237 571,00
<b>INCOME</b>		420 000,00
Members' contribution	220 000,00	
IARU-Santander sponsorship for GSP	200 000,00	
<b>Total available funds</b>		<b>657 571,00</b>
<b>EXPENDITURE</b>		
<b>Meetings</b>		55 000,00
Presidents' Meeting 2016	30 000,00	
GSP Working Committee Meeting 2016	10 000,00	
Senior Officers' Meeting 2016	15 000,00	
<b>Running Initiatives</b>	up to	138 500,00
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	22 500,00	
<b>Global Transformation</b>		
Global Transformation in Member Strategies (Meeting May 2016)	10 000,00	
Going Global High Speaker Participation fee	5 000,00	
<b>Women &amp; Men in Globalizing Universities</b>		
Workshop of the Gender Group (June 2016)	8 000,00	
Gender Group: Data Collection and Survey Preparation	8 000,00	
<b>IARU Joint Online Course</b>		
IARU Joint Online Course Video Production	15 000,00	
IARU Joint Online Course Meetings (Two meetings in 2016)	10 000,00	
<b>IARU 10th Anniversary</b>		
IARU 10th Anniversary : #1 Green Campus	10 000,00	
Contingency reserve (UCB)	5 000,00	
<b>Disbursements</b>		200 000,00
IARU-Santander sponsorship for GSP 2016	200 000,00	
<b>Secretariat costs</b>		80 000,00
Contribution to Secretariat costs at UCPH	80 000,00	
<b>Total Expenditure</b>	up to	<b>473 500,00</b>
<b>BALANCE</b>		<b>184 071,00</b>
Total available funds	657 571,00	
Total expenditure	473 500,00	

## Outlook 2017 Onwards

		<b>Total (USD)</b>
<b>Approved Activities</b>		<b>up to 40,000</b>
Research Administrators' Meeting 2017	up to 10,000	
Research Administrators' Meeting 2018	up to 10,000	
Campus Sustainability Officers' Workshop 2017	up to 10,000	
Campus Sustainability Officers' Workshop 2018	up to 10,000	



## 10.3 Presidents' Meeting 2017 and 2018

### Next Presidents' Meetings

#### 2017

The next Presidents' Meeting will be hosted by the Australian National University on dates to be defined.

#### 2018

Peking University has expressed interest to host the annual Presidents' Meeting in 2018 in occasion of the 120<sup>th</sup> anniversary of PKU. (Dates tbd)

### Past Presidents' Meetings

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)

2008 @ University of Cambridge (11–13 February)



## 10.4 Update: Future Directions of IARU

<b>Lead</b>	Don Filer (Yale), Jürg Brunnschweiler (ETH), Rexille Uy (UC Berkeley)
<b>Reporting</b>	<i>n/a</i>
<b>Executive summary</b>	<p>A discussion on the “Future of IARU” started in 2014 which acknowledged the multiple benefits of the Alliance for its partners and encouraged to look into paths for further development.</p> <p>A group of Senior Officer was tasked by the Presidents to draft a paper which was discussed at the Senior Officers meeting in 2015. Senior Officers agreed on the principles exposed in the paper and assigned higher priority to increasing IARU’s visibility within their universities.</p> <p>Therefore the Senior Officers asked the task force to further develop a TEDx proposal with a view to hosting a TEDxIARU event in 2017. After consultation with TED, it appeared the organisation is not able to licence this format to a collaborative network such as IARU.</p>
<b>Items for decision</b>	The task force recommends not pursuing the organisation of a TEDxIARU event any further.
<b>Funding request</b>	<i>n/a</i>
<b>Funding to date</b>	<i>n/a</i>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers’ Meeting, October 2015</b></p> <p>At their 2015 meeting, Presidents tasked Senior Officers to prepare a discussion paper on the future directions of IARU for the Presidents’ Meeting 2016. Ms. Astrid Gufler (UCPH) presented the paper on behalf of the task force composed of Don Filer (Yale), Erik Lithander (ANU) , Jürg Brunnschweiler (ETH) and herself.</p> <p>The paper outlines 4 ways forward for IARU, responding to the growing ambitions of the alliance as well as to the limited resources at its disposal. Senior Officers agreed on the principles exposed in the paper and assigned higher priority to increasing IARU’s visibility within their universities rather than towards an external public.</p> <p>Senior Officers tasked the task force to further develop the TEDx proposal and to submit an elaborated concept at the 2016 Presidents’ Meeting with a view to having the event in 2017. Ms. Rexille Uy (UC Berkeley) joined the task force replacing Dr. Erik Lithander (ANU).</p>

## 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. 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.

At their 2015 meeting, Presidents agreed that the small size of IARU is key for the strong level of trust among the members. The high degree of candor creates a fruitful environment for tackling difficult and sensitive issues that affect all the universities and learning from each other's experiences. Future topics to be discussed could be policies to counter sexual assault and harassment, continuing education, cyber security etc. Furthermore, Presidents tasked Senior Officers to prepare a discussion paper on the future directions of IARU. Don Filer (Yale), Erik Lithander (ANU), Jürg Brunnschweiler (ETH) and Astrid Gufler (UCPH) drafted a discussion paper that was discussed at the 2015 Senior Officers' Meeting in Copenhagen.

### The “Future of IARU” Discussion Paper

The paper outlines 4 ways forward for IARU, responding to the growing ambitions of the alliance as well as to the limited resources at its disposal. The complete paper is annexed to this document.

Senior Officers agreed on the principles exposed in the paper and assigned higher priority to increasing IARU's visibility within their universities rather than towards an external public. Senior Officers tasked the task force to further develop the TEDx proposal with a view to having such event in 2017.

### TEDx IARU Event Proposal

The group verified the impossibility of organising a TEDxIARU event based on the denial from TED to licence this format – as in their reply below.

*“As the International Alliance of Research Universities is a co-operative network of universities it would not fit the parameters of a TEDx University event, as TEDx University events are granted only to single Universities. At this time, we do not have a license type that covers member-based organization or co-operative networks; as a result, we would be unable to license a TEDxIARU event.”*

The task force discussed on how to proceed and agreed that the work and associated costs of organizing a similar event for IARU without piggybacking on the well-established TEDx brand are not worth the return. Therefore the task force recommends not pursuing this idea any further.

## **The "Future of IARU" Discussion Paper**

Prepared by: Erik Lithander (ANU), Astrid Gufler (UCPH), Don Filer (Yale), Jürg Brunnschweiler (ETH)

### **Over-arching principles**

IARU is an active and committed network of universities, and is broadly meeting the expectations of its members. For this reason, considerations about the future of the network should be framed in terms of evolution rather than revolution. Members' understanding of how the Alliance works best is constantly evolving, and the types of activities that are of most benefit to the membership are in ongoing development.

It is clear that given the time and resource constraints faced not only by the Secretariat, but also by the member universities, IARU should be seeking to do a small number of initiatives extremely well, rather than spreading itself too thinly across a wide range of projects.

### **Recurring versus one-off activity**

In the spirit of doing a small number of things well rather than spreading its ambitions and energy too thinly, IARU should be purposeful about limiting recurring activities to those that unequivocally add value in ways that would not be possible through bilateral or other multilateral relationships.

The rest of the network's time and effort should be focused on one-off projects that have clearly stated (and time-limited) objectives. The IARU Secretariat's call for ideas on how to mark the IARU 10th anniversary proved that there are in fact many new ideas among the members. IARU could consider going forward with some of the ideas that were not selected for the anniversary as well as having annual calls for new ideas for one-off network activities.

### **Maximising visibility**

If a key objective of IARU membership is greater profile and visibility both internally at the member institutions and externally (nationally and internationally), then a greater effort should be made to ensure that the network's outputs are noticed and recognised internationally.

Ideally, this means that the production of outputs (discussion papers, recommendations, guidelines, best-practice guides) for broader circulation should be an explicit expectation of IARU collaborations, and an absolute requirement for projects that receive Secretariat funding. This may require a more proactive approach to media and public relations on behalf of both the Secretariat and member universities, and should be discussed among Senior Officers and Presidents.

### **Capitalising on shared interests**

The member universities in IARU are all facing broadly similar challenges and opportunities. Many of these challenges and opportunities are not unique to leading research-intensive universities, but are a consequence of the ongoing fluidity of higher education globally. As leaders in their respective countries and across the world, IARU member universities are uniquely positioned to contribute to a better understanding of these issues for the benefit of higher education generally, and society more broadly.



In parallel, the Presidents of IARU member institutions repeatedly assert that from their perspective, one of the key attractions of membership in IARU is the ability to speak frankly and openly with their peers in genuine counterpart institutions about shared institutional concerns, and that the small size and relatively informal nature of the network facilitates this frank and open dialogue.

In recognition of this dual dynamic, IARU should aim to prioritise initiatives that combine this intimate and collegial dialogue among leading peer universities with a consideration of the bigger-picture issues facing our educational systems.

To this end, it is proposed that Presidents agree a list of “hot topics” that will become the subject of detailed consideration and discussion within the network in the coming years (the list may be expanded along the way). These may be issues that the Presidents wish to discuss behind closed doors rather than in public forums.

An indicative list of such topics might include:

- Sexual harassment and bullying on IARU campuses
- Access and equality in an elite university
- Security threats
- Sensitive research and academic freedom
- Ideological and political engagement and CSR
- Refugees and the role of a university

#### [The Annual IARU Hot Topic](#)

It is proposed that time be set aside at each Presidents' meeting to give dedicated attention to an annual “IARU Hot Topic” (instead of the current topical session and maybe with additional time). This Hot Topic would be agreed in advance, allowing for detailed preparation for the next year's meeting and for the Senior Officers to do a trial discussion at the preceding SOM (not necessarily as in depth or with as high profile experts as at the PM).

At the Presidents' Meeting, the agreed topic would be presented in a short Discussion Paper as a conversation starter. The discussion would be an in-house activity (allowing for the frank and open discussion that Presidents seek).

The Hot Topic discussion would involve one or two short presentations / interventions by experts on the topic (recruited into this task from among available experts, not necessarily from universities) to set the scene and provide some context.

Presidents may wish to come back to particular previous topics in the coming year in order to evaluate their institution's relative progress in the subject at hand.

There will be a trial discussion at the SOM 2015 on security threats and risks to modern democracy and its institutions, allowing the Senior Officers to get inspiration and to discuss the potential of “Hot Topics” at the PMs as well as how to best adjust the concept to meet the needs and demands of the Presidents.



### **Promoting the contribution of research-intensive universities**

For some time the network has discussed and debated the specific contribution of research-intensive universities. An opportunity to involve PhD students in this effort should be considered.

This initiative could be organized as a TEDx / Three Minute Thesis styled event, where PhD students from across the network are given the opportunity to prepare short talks about a selected research topic, aimed at a lay audience.

The top student from each member university could be brought together for the Presidents' meeting, and would compete against each other in front of a public audience that would include the Presidents.

Senior Officers would determine a procedure (for example a call for proposals, the proposals would be reviewed by the Senior Officers, 3 would be selected at the SOM - the 3 that live up to a certain set of criteria, regardless of distribution between areas. So a PhD in nanotech could be competing against a PhD in history, depending on the academic areas announced by the members).

Talks would be recorded (video or podcast). Members could work with regional media to distribute the recordings to a wider audience, or other efforts would need to be made to publicize this competition more broadly within the member universities, to other higher education for a and/or the public.



## 10.5 Report: IARU Communication and Branding

### The New Website of IARU

#### Background

The website of the International Alliance of Research Universities ([www.iaruni.org](http://www.iaruni.org)) is based on an open content management system (CMS), Joomla, and on a bespoke web graphic interface. The programming code used to develop the graphic interface of the first website was no longer compatible with the most recent security updates that had been released by the CMS provider. In addition, the most widely used internet search engine adopted a discriminatory policy towards websites that are not “responsive”, ie. that cannot automatically change their settings for optimal viewing on mobile devices. IARU’s website was therefore exposed to security threats and to a reduced visibility due to its graphic interface.

The IARU Secretariat had verified that it was not possible to rewrite the code of the interface in order to make it compatible to both the security updates and the search engine requirements. Therefore the Secretariat proceeded to purchase and customize a new graphic interface which is compatible with these requirements.

#### The new website

The new website graphic interface has a modern design and several dynamic elements, yet it will be in continuity with IARU’s corporate image.

The new website mockup was presented at the 2015 Senior Officers’ Meeting who approved the project. The main structure and content of the website remained substantially unchanged; IARU groups owning extensive content have been consulted for reviewing their respective pages. IARU Key Contacts have also been consulted to review relevant content. The major change between the old and the new website consisted in renaming the main menu headings directly referring to the target groups:

Old Website Main Menu Headings	New Website Main Menu Headings
Global Education Initiatives	For Students
Research Collaboration	For Research
Institutional Joint Work	For University Staff
Sustainable Campus Initiative	For Sustainability

The new website will embed Facebook and Twitter feeds. IARU’s presence on social media has a high development potential, especially in combination with the social media activities of its partners eg, ANU has heavily advertised the GSP program via social media reaching the record number of 240 applications. The Global University Climate Forum has been advertised on twitter with the hashtag #GUCF2015 and #IARUSustain which has been retweeted by IARU and non-IARU partners collaborating to the forum. Moreover it will be possible to host news from external partners, such as Futurity.

The IARU Secretariat incurred extra-ordinary costs for the purchase, and customization of the IARU website new graphic interface. The Senior Officers' approved a their 2015 meeting to cover these costs with IARU funds.

### Screenshots of the new website

#### Homepage – Slideshow and News

The screenshot displays the IARU website homepage. On the left is a vertical navigation menu with the following items: Home, About IARU, For STUDENTS, For RESEARCH, For UNIVERSITY STAFF, For SUSTAINABILITY, News, and Calendar. The main content area features a large banner with the IARU logo and the text 'INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES' and 'Eleven of the world's leading research-intensive universities'. Below the banner are four news articles:

- Making research collaboration easy...and understandable:** This article features a thumbnail image of a document titled 'IARU Lexicon of Research Terms' and 'IARU Research Administrators Network February 2016'. The text states: 'IARU developed two working tools aimed at facilitating research collaboration among institutions: the Marie Curie template agreement and the IARU Lexicon of research terms.' A 'CONTINUE READING' button is located below the text.
- IARU Sustainability Fellowships Applications Open:** This article features a thumbnail image of a group of people. The text states: 'An opportunity for selected IARU students to travel and spend a working period with sustainability professionals at a IARU partner university.' A 'CONTINUE READING' button is located below the text.
- New Global Summer Program Courses at the University of Cape Town:** This article features a thumbnail image of a coastal landscape with a large mountain. The text states: 'The IARU GSP program expands to 2 new exciting courses at the University of Cape Town: UCT1 Sustainable Water Management in Africa and UCT2 Organized Crime and Violence in Africa.' A 'CONTINUE READING' button is located below the text.
- Global Internships Programs - Applications open at IARU Universities:** This article features a thumbnail image of a group of students. The text states: 'The University of Tokyo offers three global internship programs to students willing to acquire research skills in natural and social sciences and looking to experience academic research processes in order to assess their career goals.' A 'CONTINUE READING' button is located below the text.

## Homepage – Featured Topics



INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

- [Home](#)
- [About IARU](#)
- [For STUDENTS](#)
- [For RESEARCH](#)
- [For UNIVERSITY STAFF](#)
- [For SUSTAINABILITY](#)
- [News](#)
- [Calendar](#)

### FEATURED TOPICS



#### 2016 IARU GSP

Choose from a suite of 24 short intensive courses hosted by the world's top universities and meet peers from around the globe!

[READ MORE](#)



#### 10 YEARS OF IARU

IARU celebrates 10 years of successful collaboration which led to improvements at our universities and new opportunities for IARU students.

[READ MORE](#)



#### VALUE OF RESEARCH INTENSIVE UNIVERSITIES

The main value streams of universities are interrelated and interact in a way that creates value far beyond the simple sum.

[READ MORE](#)



#### IARU LEXICON

A great tool for collaboration in research: the list of the key phrases used in grants, explained as used in different countries.

[READ MORE](#)



#### IARU GREEN GUIDE

IARU Pathways Towards Sustainability. Key issues, recommendations and lessons learned by IARU universities while addressing the challenges and opportunities of campus sustainability

[READ MORE](#)



#### 2015 GUCF

An extraordinary event where international teams of students met during the COP21 to present their projects for sustainability on campus.

[READ MORE](#)

### IARU UNIVERSITIES



#### INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

Eleven of the world's leading research-intensive universities



## Inner page example– Institutional Joint Working



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

HOME FOR UNIVERSITY STAFF LIBRARIANS' CONTACT GROUP

search

- Home
- About IARU
- For STUDENTS
- For RESEARCH
- For UNIVERSITY STAFF
- For SUSTAINABILITY
- News
- Calendar

## Librarians' Contact Group

The heads of the IARU libraries meet regularly to discuss the major issues facing university libraries today such as existing and next generation library and discovery systems, new services for researchers, almetrics and user studies, e-books and MOOCs.

### Activities

IARU Green Libraries Project Meetings



#### IARU GREEN LIBRARIES PROJECT

The IARU Librarians' Contact Group has developed a report - aligned with the IARU Sustainability initiative - that showcases IARU libraries' activities to make a significant contribution to the overall reduction of the campus carbon footprint, and where possible, reduce both recurrent and capital costs in libraries.

The paper aims to:

- give an overview about the situation at every IARU university,
- share best practices, expertise and experience,
- assign and take actions and responsibilities,
- and to provide advice to develop actions.

READ MORE

#### FOR UNIVERSITY STAFF

- Staff Development and Exchange
- Alumni Associations Network
- EdTech Horizons
- Global Transformation
- International Students Support
- Librarians' Contact Group**
- Research Administrators
- Technology Transfer Network
- Value of Research-intensive Universities
- Women and Men in Globalizing Universities
- Past Initiatives

#### CONTACT

Ms. Roxanne Missingham  
Australian National University

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IARU MEMBERS CONTACT LOGIN COPYRIGHT

## IARU's Branding Materials

The International Alliance of Research Universities is equipped with a minimal number of branding objects, mostly dedicated to the promotion of the Global Summer Program. Namely: GSP T-shirt, GSP bag, GSP Certificate and IARU banner. The items including the list of the IARU partner universities have been redesigned and updated including the University of Cape Town.



*IARU GSP T-shirt (black version)*



*IARU GSP Certificate*



*IARU Banner*

A IARU 10th anniversary special logo has been designed to use all year long on the website, social media, products and events particularly associated with the anniversary.



The IARU Secretariat was granted additional funding by the Senior Officers in order to cover these production costs.

## Renewal of IARU's Trademark and Web Domain

### Trademark

The trademark registration is valid for 10 years and it is therefore due to expire on 19 July 2016. The renewal process started on 19 July 2015. The trademark will have to be registered at the new IARU partner country: South Africa, thereby extending the list of countries where it is currently protected. The IARU Trademark has been registered by the first IARU Secretariat at ANU in 2006, the ownership is therefore with the Australian National University.

The IARU Secretariat will renovate the trademark without any changes to its elements:



### Website domain

The web domain [www.iaruni.org](http://www.iaruni.org) is licensed to IARU until September 2016. The IARU Secretariat will extend the license for at least additional 5 years.

The IARU Secretariat has been granted additional funding by the Senior Officers to cover the costs associated with the renewal of both the trademark and the web domain.

### Total allocation of funds to IARU's Communication and Branding Updates

The IARU Secretariat presented to the Senior Officers a request of additional funding to cover the costs which would be incurred for creating a new website interface and all other communication and branding changes reported in this paper. The Senior Officers approved the funding request and granted 25,000 USD in total to the IARU Secretariat for the execution of all listed items.



## IARU Calendar

### Meetings and Activities 2016

<b>Date</b>	<b>Event</b>	<b>Host</b>
8 January	Joint Online Course - DOCC 2nd Workshop	UC Berkeley
6-8 April	International Students Support Group Meeting	ANU
24-26 April	Presidents' Panel and Presidents' Meeting	Oxford
1-3 May	Global Transformation Workshop	UCT
May-August	Global Internship Program (GIP)	all
8 July tbc	Women and Men in Globalizing Universities (Workshop VI)	PKU
8-10 June	Librarians' Meeting	ETH Zürich
9-10 June	Campus Sustainability Officers' Meeting Workshop, back-to-back with ISCN meeting	Siena, Italy
June - August	Sustainability Fellowship Exchange Program	all
Summer tbd	IARU Online Course - DOCC 3rd Workshop	tbd
June-September	Global Summer Program (GSP) 2016	all
September	Beginning of the Joint Online Course	UC Berkeley / UTokyo
9-10 September	Research Administrators' Meeting	ANU
25-27 September	GSP Working Committee Meeting	NUS
6-7 October	Technology Transfer Workshop: Innovation & Entrepreneurship Ecosystems	UC Berkeley
2 <sup>nd</sup> half October	8th Alumni Associations Summit	Oxford
3-5 November	ALH Steering Committee Meeting	UTokyo
3-5 November	Aging, Longevity and Health (ALH) Graduate Student Conference	UTokyo
3-4 November	Senior Officers' Meeting	PKU
5-6 November	Higher Education Summit (External event)	PKU

## IARU Meetings – Overview

### Presidents' Meetings

2018 @ Peking University (date tbd)

2017 @ Australian National University (date 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

2017 @ Yale University (dates tbd)

2016 @ Peking University (3-4 November)

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

2016 @ NUS (26 -27 September)

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 Presidents' Meeting**

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

#### **Opening**

Prof. Ralf Hemmingsen, Chairman of IARU and Rector of the University of Copenhagen, and Prof. Junichi Hamada, President of the University of Tokyo, welcomed all participants to the 10<sup>th</sup> Presidents' Meeting, in particular Prof. Lino Guzzella, President of ETH Zurich, attending his first IARU Presidents' Meeting. Prof. Junichi Hamada introduced his successor as President of the University of Tokyo of 1 April 2015, Prof. Makoto Gonokami. Prof. Wang Enge, President Emeritus of PKU informed that as of 15 February 2015, Prof. Lin Jianhua had been appointed new President of PKU. President Peter Salovey (Yale) was not able to attend the meeting and sent his apologies.

#### **Session 1: Presidents' Regional Round-up**

##### **National University of Singapore**

NUS's President Tan Chorh Chuan shared on the expansion of Singapore's university sector, which now comprises 6 universities. The percentage of students entering universities is expected to increase to 40% by 2020, taking the total percentage of degree holders in the population to 60–70%. It is therefore increasingly important to ensure graduate employment. The new universities have established close linkages to industry and their emphasis will be on internships and skills development, which sets them apart from the research universities.

Singapore is also conducting a major review of its national research funding, which is planned on 5-year cycles, with the next cycle starting from end 2016. One key focus of the new funding cycle will be on the integration of research synergies across research providers and increasing Singapore's international competitiveness. Another will be on innovation and entrepreneurship and how Singapore's researchers can increase efficiency in translating research to applications and commercializable activities which are customized to specific industries such as ICT, and the biomedical services.

With relation to national developments, NUS will be focusing on 3 major areas of development in the near future: i) ensuring that NUS graduates are future-ready, ii) enhancing the entrepreneurial ecosystem on campus to encourage innovation and entrepreneurship among faculty and students, and iii) increasing translational impact of research by expansion to fields outside sciences, such as social sciences, law and public policy.

##### **University of Copenhagen**

UCPH is still fighting the Danish State over ownership of buildings (rather than leasing from the State through the government building scheme). The State has stalled for a long time, and now UCPH has begun campaigning in the media. The responsible ministry just started a process on building value estimation and evaluating UCPH's governance ability in connection to building ownership – the

outcomes have been promised by September, which means either after the next general election or during the election campaign.

The Government had proposed a cap on student admission numbers, partly due to graduate unemployment in Denmark. Universities still struggle with the government to maintain freedom to decide on admission, not just the numbers, but also the methods.

UCPH has seven of the 13 researchers in Denmark receiving ERC grants in 2014. UCPH is also playing a key role in EIT-Health, a new Knowledge and Innovation Community (KIC) of the European Institute of Innovation and Technology in the field of healthy living and active ageing. The Faculty of Health is lead on the project, which also includes other European universities and firms. UCPH is also part of a Climate-KIC; and a food KIC is in the process of being established by the EIT (European Institute of Innovation & Technology).

The university has managed to secure funding for building a new Museum of Natural History. Charitable foundations will donate DKK 550 million (approximately USD 84 million) towards the facility, while the University and the Danish government will contribute the remaining DKK 400 million.

### **Yale University**

Yale has begun the construction of two new residential colleges. In Singapore, the second class of students and new faculty have joined the Yale-NUS College, which is thriving and all are looking forward to the moving into the new facilities for the fall. Yale's Africa Initiative has also been growing.

On the national political scene, there are low expectations for Congress and the final years of the Obama administration. Sexual violence and harassment has gained a great deal of attention nationally. Addressing these important issues has been complicated by sensational media reports and numerous state and federal executive and legislative interventions.

### **University of Oxford**

The UK is currently in pre-election fever, and for the first time ever Higher Education is a major political issue. The Opposition has announced plans to cut tuition fees to GBP 6,000, leading to uncertainty over future funding for teaching. Immigration is also a major political issue and there is a general move towards tightening of immigration rules. There is also now serious discussion about a withdrawal from the EU after a potential national referendum in 2017 or even 2016. This would have major negative consequences for UK universities who get much funding from the EU.

The latest Research Excellence Framework (REF) exercise took place last year. It is a 2-year exercise and it is estimated that it costs the sector GBP 50 million to complete. It is very thorough as all books and papers produced by every UK professor are read and ranked. This year "impact" was a criterion. The exercise is critical, as research funding is linked to the results. All are now waiting to see how the election will affect future funding for research, but any new government is likely to continue austerity measures and therefore there is likely to be an overall cut in budget.

Recently the government has been looking at a new fee structure for Masters programmes that would consist of income-contingent loans. Until now undergraduate degrees had been the focus of discussion for social mobility, but this shows the new importance placed on Masters and MBAs.

In Oxford the new Blavatnik School of Government is completed, and the university is working on a new Big Data Institute. The selection process for the new Vice-Chancellor has started and the successful candidate will start from the beginning of the 2016/17 academic year.

### **Peking University**

President Emeritus Wang Enge thanked the partners for the productive collaboration within IARU over the past years. Many issues have been addressed which could not have been resolved by a single university. PKU will continue to be an active partner in the alliance.

Prof. Li Chenjian reported on the developments at PKU and in China. The country is going through a critical period of development to be fully integrated into the global world. Higher education is adapting to this demand. The inauguration of PKU's Yenching Academy is just one of the successful examples. The first cohort consists of students from 36 countries from all continents. The goal of PKU is to educate a new generation of leaders who are not only leading experts in their specific fields, but also true visionary leaders with global views.

The Chinese government has given PKU more autonomy. PKU has now developed a comprehensive reform plan, including aspects such as student and faculty recruitment, faculty promotion, academic standards, research infrastructure and an international strategy.

In the area of internationalization, there are set-aside funds for bi-directional student exchange and faculty collaborations. Space has been reallocated for international student housing and for joint research laboratories and centers. On the academic side, full English course tracks for degree-seeking foreign students have been established. In the School of Life Sciences, for example, all core courses are offered in Chinese and English in parallel.

PKU is considering establishing offices and centers at partner universities. Following the example of the Stanford Center at PKU, PKU is establishing an office at Yale. Other collaboration with renowned institutions might follow (e.g. with Berkeley on Big Data).

### **University of Cambridge**

Sir Leszek summarised a number of key developments concerning the European Union, the Horizon 2020 budget, and the political situation in the UK in the run-up to the May 2015 General Election.

### **ETH Zurich**

As of 1 January 2015 ETH Zurich has a new Executive Board. As the Board is considering the future strategy, it is focusing on the institution's defining characteristics, measures of quality decisive for its future success and on how to attract the best teachers and researchers internationally. The new Executive Board is also thinking about subsidiaries abroad, such as the very successful Singapore-ETH Center.

ETH Zurich sees its core strengths in the combination of innovative, original research and excellent education. Education/teaching will be more prominent on the agenda with a strong focus on student-centered learning and teaching, with hands-on experiences in the lab being a defining characteristic. ETH Zurich has launched a "Critical Thinking" initiative to instill students with analytical and management skills and the ability to think critically.

ETH Zurich does not have a medical school but works closely with its next-door neighbors University of Zurich and the University Hospital Zurich in medicine and health-related fields. A generous donation by ETH alumnus Hansjörg Wyss (USD 120 million) to ETH and the University of Zurich has enabled setting up a “Wyss Translational Center Zurich”.

Switzerland is building a National Innovation Park. The idea is to create a national network for research and development, linking various different locations together. ETH Zurich is actively involved as a partner in the development of the project.

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

Two national debates are having a significant influence at Berkeley. First, higher education in the United States has always faced a challenge of balancing the Publics and the Privates. The emergence of the for-profit sector in Higher Education has introduced a new dynamic to this balance. Students in the United States take on significant debt to finance their education. This has become a serious political and moral issue. Most of this debt is, however, incurred by students enrolled in the for-profit education sector but the ramifications of the debate on debt influences the financial strategy of universities like Berkeley. This is despite the fact that a majority of Berkeley students graduate with no student debt. Second, sexual violence is an issue that all campuses should have addressed and are now being forced to recognize with increased media coverage and scrutiny of this issue. While Berkeley has taken quick and decisive measures in this area we are taking actions to end all forms of sexual violence on campus.

Berkeley faces some unique challenges because of its financial relationship with the State of California. As state funding becomes a very small part of the campus budget the University is becoming more entrepreneurial in seeking new opportunities. It is forging closer ties with a medical campus – the University of California, San Francisco. Entrepreneurship among the faculty is encouraged through some new programs. UC Berkeley also sees global relationships as critical in its future. The Berkeley Global Campus is being envisioned as an international collaborative campus with select Universities and private companies as partners. While doing all of this UC Berkeley is refocusing its efforts to improve undergraduate education through innovative teaching, collaborative research experience, and new courses.

### **The University of Tokyo**

President Junichi Hamada reported that the financial state of the Japanese government is still not in a favourable condition. Operation funds for the national university corporation are being cut on an annual basis. Remaining internationally competitive in a globalized world continues to be an issue in Japan.

The government works on reforming the university system. The position of the university presidents has been strengthened but the presidents need to use their discretionary money more tactically. Further, the government looks into modifying the university entrance selection criteria.

UTokyo works on constantly improving the research and education quality. The university will introduce a four-term system starting in April 2015, which will allow and encourage students to go abroad. To improve the teaching quality, interactive and active learning methods are being introduced; and improvements to the teaching systems of the graduate schools are being accelerated.

President-elect Makoto Gonokami emphasized the importance of promoting excellent research and fostering the relationship between industry, academia and government. Further on his agenda will be a reform of the post-graduate education system and the improvement of the employment opportunities of young researchers.

### **Australian National University**

The Australian Government is proposing significant policy changes to the funding of higher education. The rapid expansion of the number of students undertaking university study is posing significant budget challenges for the nation at a time of fiscal restraint. As a result, the government has proposed that the fees charged to Australian undergraduate students be deregulated. Australian universities would be able to set the fees they charge such students, so long as the amount charged does not exceed the fee for an international student in the course. Students would continue to have access to the income-contingent loan scheme which has operated in Australia for many years.

Not surprisingly, the proposal has been very controversial. The vast majority of universities support the proposal as they believe it is the only way to develop an adequately funded and sustainable system. However, students and the public generally are concerned about rapid fee increases in such a system.

As the Government does not have a majority in the upper house of parliament (the Senate) it is unlikely the legislation will become law. As a result, there will be a period of policy vacuum whilst alternative proposals are considered.

## **Session 2: Institutional Joint Working & Research**

### **2.1 Aging, Longevity and Health**

The ALH Steering Committee aims at facilitating greater engagement across IARU campuses and promote joint ALH activities and funding opportunities within IARU. It held its first meeting with representatives of 9 partners. Three IARU Conferences were successfully held in June 2014 in Copenhagen, among them a Graduate Student Conference with the participation of 21 students from 6 IARU institutions. The initiative plans to hold biannually ALH Graduate Student Conferences; the next to be hosted by the University of Tokyo in 2016.

The group asked the partners for sufficient dedication to support the members' participation.

### **2.2 Alumni Associations Network / Alumni Forum 2015**

Tania Schwartz of the Office of Alumni Relations & Outreach at UCPH reported on the 6<sup>th</sup> Alumni Associations Summit in October 2014 in Copenhagen. The theme was "Measuring Alumni Engagement". The alumni associations of the IARU universities are very different, which allows for interesting discussions and sharing of experiences among the alumni directors. The summit was concluded by a networking reception with 90 alumni from 7 partner universities. The next Summit will be held in October 2015 at ANU.

The first IARU World Alumni Forum was successfully held on 1 March 2015. A total of around 200 participants participated in the forum. Some 60 people joined from overseas and almost half of all participants were non-Japanese. All sessions went well, in particular the Presidents' Panel with 8

IARU Presidents was very much appreciated. Dr. Masako Egawa thanked the Presidents for their commitment and participation.

The alumni directors will consider the organization of a next forum in conjunction with the next Presidents' Meeting. The format will need to take into consideration the specific settings at the University of Oxford.

### **2.3 EdTech Horizons Workshop**

The inaugural EdTech Horizons Workshop was successfully held at NUS back-to-back with the Senior Officers' Meeting in November 2014. 7 partner institutions participated. The group suggested to explore the idea of offering joint courses among IARU institutions in the form of *Distributed Open Collaborative Courses* (DOCCs).

Yale will host a 3-day workshop on the topic "How to build a DOCC" on 16–19 July 2015. Presidents authorized the IARU Secretariat to approve a funding request of up to USD 10,000 for the workshop, provided that a proposal is submitted to the IARU Secretariat prior to the workshop.

The lead of the group will remain with NUS.

### **2.4 Global Transformation in IARU Member Strategies**

This initiative will look at how IARU institutions engage with developing countries. A first workshop will take place on 3–5 May at ETH Zurich. A possible outcome could be the development of guidelines for leading research universities' responsibilities in research, education and institutional collaboration with developing countries. The results of the workshop will be presented at the next Senior Officers' Meeting.

### **2.5 International Students Support Group**

IARU universities have different standards in supporting international students. In the inaugural meeting at the end of March in Oxford, the group will explore the best approaches to teaching support and social/cultural support for international students. A possible outcome may be a recommendations paper for the benefit of both IARU universities and other institutions. A number of external speakers such as iGraduate are invited to the meeting. President Tan Chorh Chuan suggested to also address international students' integration and the culture of communication on campus (in particular through Social Media).

### **2.6 Librarians' Contact Group**

The Librarians' Contact Group has developed an *IARU Green Library Toolkit* which was presented to the Senior Officers' Meeting 2014 and has been published on the IARU website. Further, the group is working on a benchmarking analysis of the library services at the IARU universities. The benchmark study with the data from all 10 member universities is expected to be available in the beginning of March 2015.

The group's next meeting is foreseen to take place in June 2015 in Beijing. However, the ETH Library Director, who had the lead, retired in February. A new lead has not yet been identified.

IARU Chair Ralf Hemmingsen asked the Presidents to check at their universities if there is commitment by all Librarians to continue the activities of the group.

## 2.7 PKU Medical City

Dr. Zhang Chi, Assistant President of Peking University International Hospital, reported on the PKU Medical City project. The inaugural PKU IARU workshop was held at PKU on 3 December 2014. Research topic was Real-Life Medicine/mHealth, and two major projects were discussed in details: Cardiology and Diabetes.

PKU proposed to hold an annual IARU workshop on global medical collaboration, focusing on different topics every year. The next topics to be tackled will be chronic diseases and new technologies. Topics and Projects will be discussed and finalized by IARU member representatives. The next workshop will take place in November 2015 with PKU as the “default host”. No IARU funding will be required for the workshops.

Presidents congratulated PKU to this initiative and the success achieved so far. Presidents approved PKU's proposal of annual IARU workshops on global medical collaboration.

## 2.8 Research Administrators' Network

In addition to the informal exchange of experience and expertise, the network has developed shared resources, such as a lexicon for a common understanding of different funding terminologies, and a template for Fellowship Programs within Horizon 2020. Both will be made available on the IARU website. Further, the network looks into setting up a metrics system – a mutual accepted standard for presenting and comparing key data among IARU institutions.

Presidents approved the funding request of USD 10,000 annually for meetings in 2016, 2017 and 2018.

The network suggested to create an international funding platform to start a discussion with big foundations. Presidents tasked the Network to elaborate a proposal for the Senior Officers' Meeting 2015.

## 2.9 Value of Research-Intensive Universities

The position paper on the Value of Research-Intensive Universities was published on the IARU website a year ago. To keep the paper up to date, Presidents had agreed to have new case studies added on a regular basis.

The IARU Secretariat reported that links to new research impact studies have been added from ETH, PKU, Cambridge and Oxford. However, given the way the position paper has been written with the case studies weaved into its fabric, it turned out to be difficult to add or replace individual cases.

Presidents suggested to assess the impact of the position paper in two years and then have the paper revised by the work group, if found necessary. The topic will be discussed again in two years.

## 2.10 Sustainable Campus Initiative

The Sustainable Campus group has been very productive over the last year, contributing significantly to IARU's external visibility. In 2014, the Green Guide for Universities was published at the successful *Making Universities Sustainable Conference* in Copenhagen. 120 international university sustainability professionals and administrative employees attended the conference.

Further, the group prepared a CO<sub>2</sub> Emission Report outlining the development of the individual institutions' greenhouse gas emissions. Senior Officers had criticized that, due to different reporting metrics, the data cannot be used for comparisons. In response, the group proposed to engage an academic working group to develop internationally compatible metrics. Presidents agreed not to task researchers from top-down with such a project.

The Sustainability Fellowship Exchange Program continues to be a great asset of the group. The individual campus sustainability progress reports of 2014 will be ready by May to be published on the IARU website.

The group plans to organize the one-day student workshop *IARU Global University Climate Forum (IARU-GF)* during the UN Climate Change Conference (COP21) on 30 November to 11 December 2015 in Paris. Presidents approved the funding of USD 15,000, to be covered by reallocation of the unspent money from the website write-up which was completed by ANU using internal resources.

The Campus Sustainability Officers asked for funding for the next three workshops in 2016, 2017 and 2018 (USD 15,000 per meeting). Presidents agreed to provide the funding for the workshops, but limited the funding to a maximum of USD 10,000 per meeting. Experience has shown that meeting cost of the IARU institutional joint working groups usually do not exceed USD 10,000. More funding can be granted in justified cases (e.g. meeting with a large number of participants).

Presidents approved the request to reallocate USD 3,500 from the budget of the CO<sub>2</sub> Emission Report (formerly "Benchmarking Study") to cover additional promotion cost of the Green Guide. The remaining unspent money of USD 6,500 will fall back to IARU general funds.

Presidents congratulated the group to the accomplishments and encouraged the group to tackle the new suggested topics (Energy Management and Sustainable Laboratory Management). The group serves as a role model for other institutional joint working groups.

### **2.11 Sustainable Science Congress 2014**

Over 700 people from approximately 50 countries participated in the congress. In addition, the congress was followed by an online audience through live streaming. Leading international scientists were among the keynote speakers and session organizers. Side events included the *Making Universities Sustainable Conference*, a PhD course, an international student competition and a student energy game. IARU participants (excluding UCPH participants) amounted to 41 participants.

Ralf Hemmingsen thanked the partners who supported the congress.

### **2.12 Technology Transfer Network**

Prof. Chen Dongmin presented a pilot version of the *IARU Collaborative Technology Transfer Portal* (<http://develop-iaru.patsnap.com>) which had been developed by the external company Patsnap, a spin-off company of NUS. All partners have been invited to upload their selected patents. The success of the platform shall be evaluated in a year's time. Chairman Ralf Hemmingsen thanked PKU for the effort put into the portal.

The next Technology Transfer Workshop on the topic "Translating University Technology to Meet Market Needs" will take place on 27 April 2015 at NUS. IARU Technology Transfer Officers are also invited to attend the following *InnovFest unBound 2015*, focusing on the latest trends in global and Asian innovation.

### 2.13 Women and Men in Globalizing Universities

Prof. Sawako Shirahase, UTokyo's representative of the Women and Men in Globalizing Universities group, presented the group's plans to update the gender statistics collected in 2013, extending the scope beyond the original PTEM fields by including Medicine, Social Sciences and Humanities. Other planned activities include looking into gender-related grade differences, drafting a memorandum explaining the necessity and advantages of equilibrating gender figures at IARU universities, developing a best-practice guide for reaching gender equality at universities and discussing gender teaching. Presidents were supportive of the group's plans.

### Session 3: International Administration in Globalizing Universities

Dr. Masako Egawa, Prof. Toshiko Ellis and Prof. Yujin Yaguchi (UTokyo) gave input presentations on the international administration in globalizing universities. UTokyo has successfully increased the number of its outgoing exchange students. About half of the undergraduates have been on a program abroad. UTokyo aims to offer more double/joint degrees programs and joint lecture courses with international partner universities. Further, UTokyo developed an interactive ICT system that creates a "global classroom" by connecting several universities.

The ensuing discussion raised several issues, including the integration of international students, in particular post-doctorates, support of the spouses of the faculty, the value of language immersion courses, quality assurance and organizational challenges.

The slides and the audio recording of the session are available from the IARU Secretariat.

### Session 4: Future Directions of IARU

Anders Hagström presented an overview of IARU's activities in the last 9 years: Presidents' and Senior Officers' meetings, on-going activities within the global education initiatives, institutional joint working groups, and research collaborations, as well as a review of closed initiatives. A presentation on the comparative study of the value of IARU and 8 other alliances followed, with partners sharing their experiences from other alliances.

Presidents agreed that the small size of IARU is key for the strong level of trust among the members. The high degree of candour creates a fruitful environment for tackling difficult and sensitive issues that affect all the universities and learning from each other's experiences. Future topics to be discussed could be policies to counter sexual assault and harassment, continuing education, cyber security etc.

Presidents tasked Senior Officers to prepare a discussion paper on the future directions of IARU for the Presidents' Meeting 2016. Don Filer, Erik Lithander, Jürg Brunnschweiler and Astrid Gufler agreed to be on a task force drafting the paper.

### Session 5: Universalism and Regionalism in Globalizing Universities

Prof. Masashi Haneda, Vice President of the University of Tokyo and Professor of History at the Institute of Advanced Studies on Asia, introduced the topic "Dialectics of the self and the other".

The slides and the audio recording of the session is available from the IARU Secretariat.

## Session 6: Global Education Initiatives

### 6.1 Global Summer Program (GSP)

Anders Hagström reported on behalf of the GSP Coordinators on the Global Summer Program (GSP) which continues to run very well. GSP 2014 counted a total of 304 students participating in one or more of the 20 courses offered by the 10 partner universities. The general student feedback was again very positive. The diversity of the participants is a key success factor of GSP. On the other hand, course costs continue to be a challenge: five courses had costs of USD 5,000 or more. The IARU-Santander Scholarships are therefore crucial for the program.

In the 2015 GSP, a total of 20 courses will be offered by the ten partner universities.

ANU and Berkeley have elaborated on the “hub proposal”. ANU will organize its 2015 GSP course in a format reflective of the proposed “IARU Student Research Hub” model to gain first experiences. The aim is to launch the first IARU Student Research Hub in 2016 for a maximum of 45 students. In the future, the hub could aggregate several courses.

A new sponsorship agreement with Banco Santander for the GSP seasons 2015, 2016 and 2017 has been signed by NUS on behalf of IARU with subcontracts with each of the 9 other universities. In character, the new agreement is a continuation (and simplification) of the existing agreement, without any major changes.

### 6.2 Global Internship Program (GIP)

ETH, NUS, PKU and UTokyo offer a total of 19 internship opportunities to IARU students in summer 2015. The internship opportunities belong to the most frequented pages on the IARU website, which shows the strong interest among students. The IARU Secretariat encourages partners to look into possibilities to create (research) internship opportunities for IARU students.

### 6.3 Global Cross Disciplinary Tournament (GXT)

The last GXT was hosted by ANU in summer 2014. 25 students from 6 partner universities participated. Senior Officers discussed the GXT format at their meeting. They believe that the activity is worthwhile to be continued but reminded that the initiative should remain entirely student-led.

No student team from partner universities offered to host the 5<sup>th</sup> GXT in 2015. Partners are invited to inform the students about this opportunity.

UCPH has looked into the potential of a PhD version of GXT but cannot commit to something at this point in time. The initiative might therefore pause or be discontinued altogether.

## Session 7: New Proposals

### 7.1 Consortium on Critical Theory

Prof. Zhang Xudong presented the proposal “Consortium on Critical Theory”. The IARU universities are invited to join the International Center for Critical Theory (ICCT) as full partners. ICCT was established 2010 at Peking University with the aim to undertake interdisciplinary research in the fields of literature, culture and social thought. Current members of the centre are PKU, UTokyo, New York

University and East China Normal University. Participation is connected with an investment of USD 50,000 – 150,000 per partner.

Presidents thanked Prof. Zhang Xudong for extending the invitation to IARU partners. Partners will encourage faculty to join the collaboration. Such collaborations would be pursued on a bilateral basis.

## 7.2 IARU Sports Initiative

Dr. Lu Fuquan presented the proposal for an IARU Sports Initiative, which can be divided in 3 strands:

- 1) Campus Sports: Mapping of the sports offerings at the IARU campuses, possibly elaboration of guidelines on standard sports offerings on university campuses
- 2) Compulsory physical education: Sharing best practices, possibly introduce sports competitions among IARU members
- 3) Sports Science: Academic research collaboration

As the sports programs are structured very differently among the IARU universities (if existing at all), the partners did not commit to initiate a new joint working and research group on sports. Collaborations may be pursued on a bilateral basis.

## 7.3 Santander's Funding Proposal

In fall 2013, Banco Santander's Chairman Emilio Botín signalled interest to extend the collaboration with IARU (in addition to the IARU-Santander GSP Agreement). Before a common vision on the use of an additional IARU-Santander funding could be developed, Emilio Botín passed away.

Commitment to the higher education sector is still high at Santander. Presidents found it worthwhile to touch base with Santander again. President Tan Chorh Chuan and VC Andrew Hamilton offered to write a letter to Ana Botín, Emilio Botín's successor.

## 7.4 IARU Joint Online Courses

Building on the success of GSP, the Presidents' Meeting 2014 tasked Senior Officers to look into other forms of IARU-wide students exchanges. As agreed at the Senior Officers' Meeting in November 2014, NUS, Berkeley and UTokyo started to draft a proposal on IARU joint online courses. Andrew Wee, Pradeep Chhibber and Kiichi Fujiwara proposed to implement flexible joint online courses ("DOCC-like"), each involving two or more IARU universities. The EdTech Workshop in July 2015 in Yale could serve as a platform to discuss issues related to these joint online courses, and to bring potential lecturers together. Presidents approved the seed funding request of USD 10,000 for the development of a pilot course on the topic "Fragile and Conflict-ridden States". Partners are invited to identify faculty who may be interested to take part in the "Fragile and Conflict-ridden States" course or other topics for joint modules, and nominate them to take part in the DOCC workshop at Yale that learning and discussion on creating new joint modules can take place at the same time.

## **Session 8: Update on IARU Membership**

There had been several attempts by the IARU Chair, Prof. Ralph Eichler, the IARU Secretariat and individual IARU members to get in contact with University of São Paulo (USP) but there was never a clear reply and commitment to explore the possibility of USP's membership. Presidents agreed to let the invitation to the University of São Paulo fall. As an alternative, the option of inviting the University of Cape Town to join the alliance will be explored.

A delegation from Oxford will visit University of Cape Town at the end of March 2015. Presidents asked Andrew Hamilton to explore the possibility of joining IARU with the University of Cape Town.

## **Session 9: Business Matters**

### **9.1 Financial Report**

Anders Hagström reported that the alliance has accumulated reserves of USD 248,000 from the past years. USD 94,000 had already been committed for initiatives and activities in 2015, of which USD 40,000 are carry-over commitments from previous years. Additional USD 13,500 for 2015 have been approved at this meeting. The yearly budget for initiatives is USD 65,000. The alliance thus continues to reduce its reserves.

### **9.2 Presidents' Meeting 2016**

The next Presidents' Meeting will be on 25–26 April 2016, hosted by the 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. Andrew Hamilton proposed to include a session on continuing education. Partners are invited to send further suggestions for topical sessions to the IARU Secretariat. Chairman Ralf Hemmingsen suggested to change the format of the Presidents' Meeting to allow more time for discussions.

UC Berkeley offered to host the Presidents' Meeting in 2017.

### **9.3 Wrap-up**

As of 1 May, the IARU Secretariat will be handed over from ETH Zurich to UCPH. The meeting thanked the current IARU Secretariat, Anders Hagström and Romana Rutz, for their work.

IARU Chair Ralf Hemmingsen bid farewell to Prof. Wang Enge and Prof. Junichi Hamada. He also thanked UTokyo for their generous hospitality, all participants for the constructive discussions and wished everyone safe travel home.

## **Confirmed Outcomes of the 11<sup>th</sup> IARU Senior Officers' Meeting**

### **The University of Copenhagen, 22–23 October 2015**

#### **Opening**

Prof. Ralf Hemmingsen, Rector of UCPH and IARU Chair, welcomed all participants to the meeting and introduced Dr. Marilet Sienaert from the University of Cape Town participating as observer.

The Chair thanked UCPH organizing committee, in particular Ms. Astrid Gufler, and the IARU Secretariat for preparing the meeting.

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

Regional-Round ups are discussions on global trends in higher education, including developments in the respective partners' countries and any other matters of interest to IARU. Senior Officers shared national political events affecting higher education, key initiatives, developments and challenges at their universities.

#### **Session 2: Institutional Joint Working**

##### **2.1 Alumni Associations' Network**

The first World Alumni Forum was successfully held on 1 March 2015 at UTokyo, with a total of 200 participants. The Presidents Panel was particularly appreciated and it was agreed at the 2015 Presidents Meeting to be held again in correspondence of the 2016 Presidents Meeting. Loren Griffith updated the Senior Officers that the next Presidents' Panel will be held on 24 April 2016 ahead of the Presidents' Meeting in Oxford. Prior to the Panel, there will be a brief signature ceremony sanctioning University of Cape Town IARU membership. A networking reception with the Alumni will also be part of the event.

The 7<sup>th</sup> Alumni Associations' Summit will take place on 26 - 29 October 2015 in Canberra, Australia. The summit will be concluded by a networking reception with alumni from IARU partner universities hosted by Pro-Vice Chancellor Erik Lithander.

##### **2.2 Collaboration with Futurity**

Jürg Brunnschweiler (ETH) gave a brief update about the partnership with Futurity and an overview of the growth of the Futurity platform in the past year. While participation to the platform has positively contributed to some IARU partners' outreach capacity, for others it has at this stage not yet produced significant effects.

##### **2.3 Global Transformation in IARU Member Strategies**

Jürg Brunnschweiler (ETH) gave an overview of the work of the group thus far. Prof. Kichii Fujiwara (UTokyo), member of the Global Transformation group, congratulated the coordinator at ETH, Dr. Barbara Becker, and presented the Concept Paper.

Senior Officers confirmed that there is solid support among partners for the working group, they agreed with incorporating the global transformation perspective in the Global Education Initiatives and potentially in other IARU initiatives, yet this should be developed in more concrete suggestions.

Senior Officers confirmed the added value of sharing best practices and experiences amongst IARU universities on the topic of Global Transformation, and encouraged the group to continue, also in view of establishing new collaborations. Senior Officers remained uncertain about the proposed commitments for the Presidents' meeting and concluded that the Global Transformation will not at this stage aim at the creation of a common policy paper. The Global Transformation proposal will be tabled next at the 2016 Senior Officers' Meeting.

Senior Officers endorsed the funding request of up to USD 10,000 for the second workshop of the group to be held in May 2016 in Cape Town.

#### **2.4 International Students Support Group**

The International Student Teaching group and Support met for the 1<sup>st</sup> time in March 2015 at Oxford. 17 academics and administrators from across eight IARU institutions discussed the challenges IARU universities face in providing teaching and support services to international students, and the possible solutions to these issues. Partners observed it is a very diverse topic and that none of the IARU universities address it comprehensively, but segmented across different units. For this reason the group decided to focus each of the next meetings on a specific area of activity.

The group plans to meet again in April 2016 with a focus on student support services and identified the following key topics:

- Cultural integration
- Orientation
- Use of technology in student support
- Holistic care including mental health

Senior Officers endorsed the funding request of up to USD 10,000 for the second meeting of the group. The meeting will take place in spring 2016 in Canberra with strong support from ANU.

The Chair congratulated the group and encouraged it to compile and share the best practices emerging into guidelines and/or recommendations from and for the partners.

#### **2.5 EdTech Horizons and Joint Online Course**

Prof. Andrew Wee (NUS) informed that the NUS lead of this initiative has terminated and that there are no further workshops scheduled.

Building on the outcomes of the first EdTech Horizons Workshop and on the Distributed Open Online Course (DOCC) organised at Yale in summer 2015, the Joint Online Course proposal progressed further. Prof. Pradeep Chhibber (UC Berkeley) and Prof. Kiichi Fujiwara (UTokyo) reported they have been preparing the course with the collaboration from 3 other IARU universities: NUS, Cambridge and Yale.

The pilot course will be designed for undergraduate students and will address the topic of "State Failure"; the syllabus and the modules distribution among universities will be finalised in a meeting scheduled in January 2016 at UC Berkeley. The format of the course will be that of DOCC (not

MOOC) allowing local teaching and grading, along with global interaction between the students during the duration of the course. The course is planned to be taught in the autumn semester of 2016. The course materials will be available at any time to all IARU students, whereas student interaction will only be possible during the teaching period.

Prof. Pradeep Chhibber (UC Berkeley) and Prof. Kiichi Fujiwara (UTokyo) met with the Norwegian Institute of International Affairs (NUPI, <http://www.nupi.no/en/>) who offered to cover the production costs for videos and lectures if successful in acquiring a national grant. Senior Officers agreed that Prof. Chhibber will send a letter in support of NUPI's application and confirmed IARU's interest in collaborating with the Norwegian Institute of International Affairs within the joint online course initiative.

Senior Officers asked the group to document and transfer to IARU partners the know-how they will acquire from the preparation and making of the pilot joint course, in order to be used for the development of other joint courses in the future.

Senior Officers endorsed the funding request of up to 15,000 USD for joint video production, in case these costs will not be covered by the Norwegian Institute of International Affairs. An additional amount of up to 10,000 USD has been granted to the hosts of the two meetings scheduled in 2016 (the first meeting is scheduled in January 2016 at UC Berkeley).

## 2.6 Librarians' Contact Group

Dr. Davina Potts (ANU) updated the Senior Officers about the outcomes of the 5<sup>th</sup> meeting of the Librarians, held in September 2015 in Peking. The project to benchmark the services of the IARU Libraries was completed and judged very useful. The Librarians' Contact Group agreed to focus in the future on selected projects (1) highlighting the benefits and challenges of the digital collections, coordinated by Roxanne Missingham (ANU) and (2) establish a mentoring and leadership development in the network, coordinated by Kira Stine Hansen (UCPH).

The Chair observed that the group gained new momentum and welcomed the new projects.

## 2.7 Research Administrators' Network

Prof. Thomas Bjørnholm (UCPH) reported about the 4<sup>th</sup> meeting of the Research Administrators' Network, held in UC Berkely on 14–15 October 2015. The network refined and changed the initial idea of the funding platform, major funding companies and foundations would no longer be invited to a networking event with the IARU Presidents and Research Administrators' Officers. The Network instead proposed to have an internal discussion about how global challenges can be addressed with resources which often are available from local/national funding agencies.

The Senior Officers agreed to include the proposed topic on the list of possible topical sessions for future Presidents' Meetings.

## 2.8 Technology Transfer Network and Academic IP Pooling

Dr. Xia Hongwei (PKU) reported that the 3<sup>rd</sup> workshop scheduled in April 2015 at NUS could not take place as attendance was not high enough, therefore the sum of 10,000 USD assigned to the host will be made available in the general budget.

A workshop with a new focus on educating researchers in creating successful spin-offs is proposed in the framework of a PKU, NUS and UC Berkeley joint proposal for the 10<sup>th</sup> anniversary of IARU.

Senior Officers agreed to support the new workshop and approved funding of up to USD 15,000 to UC Berkeley who will host the event.

The development of an IP Pooling pilot portal resumed, PKU invited partners to upload their IPs; sample IPs from PKU and NUS have already been published on line. The Chair reminded that the decision to upload further IPs is left to the individual partners. It was also concluded that the group name will be “Technology Transfer Network”.

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

Prof. Kiichi Fujiwara (UTokyo) reported about progress of the initiative. The group has agreed to focus on students and their educational attainment, especially in PTEM where there is an under representation of women. The Universities of Oxford and ETH Zurich have decided to work jointly on this topic in order to gain insights on causes for the gap and measures to fight it. To support these activities, the group requested 5,000 USD for student helpers assisting mainly in data collection.

The group further plans to define and identify areas of “good practice” that could be transferred between IARU universities. This will be based on a survey for which the group requested 3,000 USD for student help.

Given the larger focus and to use the momentum for quicker changes within the IARU Universities based on the identified good practices, the group proposed to meet every year instead of every 2 years and requested up to 8,000 USD for hosting the 2016 workshop.

The Senior Officers approved the funding requests of up to 16,000 USD, and suggested the group to advertise the students' positions as part of the Global Internship Program.

## **Session 3: Security – Cyber Threats, Terrorism and Surveillance in Open Institutions**

Ms. Astrid Gufler (UCPH) introduced the format of the topical session. At their 2015 Meeting, Presidents agreed that one of the added values of IARU is the high degree of trust which creates a fruitful environment for tackling difficult and sensitive issues that affect all the universities. A number of topics were identified at that meeting, including cyber security. This topical session has been planned as a pilot of the format in which Presidents could in the future discuss sensitive issues.

Mr. Thomas Ahrenkiel, Director of the Danish Defense Intelligence Service, gave a presentation about “Threats and Risks to Modern Democracies and its Institutions”. The presentation was followed by a discussion of the appropriate balance within educational institution to provide requested information and ensure autonomy and trust.

Senior Officers agreed that the proposed format worked well and could be replicated at Presidents' Meeting when addressing a “hot topic”. However it was noted that not all sensitive issues may require input from an external experts and can therefore be discussed among Presidents only.

## **Session 4: Future Directions of IARU**

At their 2015 meeting, Presidents tasked Senior Officers to prepare a discussion paper on the future directions of IARU for the Presidents' Meeting 2016. Ms. Astrid Gufler (UCPH) presented the paper on behalf of the task force composed of Don Filer (Yale), Erik Lithander (ANU) , Jürg Brunnschweiler (ETH) and herself.

The paper outlines 4 ways forward for IARU, responding to the growing ambitions of the alliance as well as to the limited resources at its disposal. Senior Officers agreed on the principles exposed in the paper and assigned higher priority to increasing IARU's visibility within their universities rather than towards an external public. Senior Officers tasked the task force to further develop the TEDx proposal and to submit an elaborated concept at the 2016 Presidents' Meeting with a view to having the event in 2017. Ms. Rexille Uy (UC Berkeley) joined the task force replacing Dr. Erik Lithander (ANU).

Mr. Don Filer (Yale) suggested compiling a paper for information to the Presidents giving an overview of the indirect impact of IARU in terms of new collaborations established thanks to being members of this alliance. The aim of the paper is to describe coherently the actual and potential benefits deriving from this membership, reaching beyond bilateral cooperation between universities.

Senior Officers agreed to the proposal. A task force coordinated by Don Filer (Yale) and composed of Loren Griffith (Oxford) and Prof. Andrew Wee (NUS), with the assistance of the Secretariat, is tasked to draft the paper. The task force will meet virtually and coordinate the collection of inputs from all partners.

### **Session 5: 2016 Presidents' Meeting Agenda**

The IARU Secretariat outlined the tentative programme of the 2016 Presidents' meeting to be held in Oxford on 25 and 26 April 2016. Senior Officers agreed to reduce the number of agenda items that are strictly covering IARU working matters in favour of more time dedicated to sessions focusing on strategic and sensitive issues. Senior Officers agreed to follow a silent approval procedure ahead of the Presidents' Meeting in order to approve the running initiatives' requests for funding. New proposals and selected initiatives will still be tabled at the Presidents' meeting.. The Secretariat should circulate a working proposal.

Loren Griffith (Oxford) presented three themes for the Topical Session: Continuing education, Academic freedom and Widening access to university. Dr. Lykke Friis (UCPH) proposed to add a topic addressing the potential exit of the United Kingdom from the European Union (EU) and the effects within the Alliance. Senior Officers decided to address "Continuing education" and "Academic freedom". The Chair suggested covering the possible exit of the United Kingdom from the EU as part of the Regional Round-up session.

Loren Griffith further informed the Senior Officers that prior to the Presidents' Meeting, on Sunday 24 April 2016, Oxford will host a brief signing ceremony formally sanctioning University of Cape Town membership in IARU. The ceremony will be followed by the Presidents' Panel, as agreed at the 2015 Presidents' Meeting. Senior Officers agreed that the topic of the panel should be "Future Challenges", the discussion will last 1h 45m including talks and a moderated discussion with questions from the IARU Alumni audience.

IARU Chair Ralf Hemmingsen invited Senior Officers to consider if the joining of a new partner and the IARU 10<sup>th</sup> anniversary, marked the occasion to review the Memorandum of Understanding and Principles of IARU. Senior Officers unanimously confirmed IARU Principles and Memorandum of Understanding in their current version.

## Session 6: Celebrating 10 Years of IARU

IARU Chair Ralf Hemmingsen invited Steen Ulrich (IARU Secretariat) to introduce the session and give an overview of the 10<sup>th</sup> anniversary celebration proposals' collection and selection process. He then invited the partners to present the 4 shortlisted proposals for decision at this meeting.

Ms. Rexille Uy (UC Berkeley) presented proposal #1 "Campus Sustainability: How Do You Make a Campus Green?", a collection of different media (1 from each partner) showing a solution found for sustainability on campus. The collection would be made available online, shared at IARU universities and with other universities. This proposal builds on one of IARU's signature achievements, that is the work of the Sustainable Campus Initiative.

Dr. Davina Potts (ANU) presented proposal #2 "Global Challenges of the Next 10 Years" this is a chain of lectures happening over a limited period of time eg. a day or a week, where IARU institutions will send an eminent professor to give a talk at another campus on topic of global challenges identified by the Senior Officers. The talks would be recorded and available for viewing in the future.

Dr. Jürg Brunnschweiler (ETH) presented proposal #3 "Going Global Conference" on behalf of the Global Transformation group. The proposal consists in giving a talk about Global Transformation Strategies in IARU Members at the "Going Global" Conference taking place in Cape Town in May 2016. Professor Eilis Ferran (Pro-Vice Chancellor, Cambridge) already agreed to give the talk and an abstract has been submitted to the conference organizers.

Dr. Xia Hongwei presented proposal #8 "Higher Education Summit", an annual held international forum on the theme of "Higher Education and Human Development" to which IARU Presidents or leadership are invited to participate as part of the debate about higher education development and its influences on human society.

Senior Officers observed that proposals #3 and #8 are already scheduled and will happen in any case. They confirmed that IARU members of the Global Transformation group will be meeting in Cape Town on a date close to the "Going Global" conference and will therefore be able to attend the conference, if that matches their plans. Senior Officers rejected the requests for funding of 1,000 USD for covering the conference fee for each member of the GT initiative; Senior Officers approved the request for funding of up to 5,000 USD for covering Prof. Eilis Ferran full participation costs as representing the Alliance.

Concerning the Higher Education Summit, PKU proposed to host the 2016 Senior Officers Meeting on a date close to the "Higher Education Summit", therefore IARU partners could also participate to the Summit. Senior Officers agreed to this proposal.

Senior Officers concluded that IARU partners will take individual decisions whether to attend events proposed under #3 and #8; the IARU Secretariat will provide a specific IARU 10<sup>th</sup> anniversary logo which can be used by the speaker/hosting IARU partner at the events' relevant sessions.

Senior Officers recognised the continued efforts and successful achievements of the sustainability initiative and decided to acknowledge these by selecting proposal #1 as IARU 10<sup>th</sup> anniversary flagship project. After discussion, the following elements have been added to the concept presented by UC Berkeley:

- Each IARU partner will create a product, all products will be available on the IARU website. UC Berkeley will present the partners' production at the 2016 Presidents' Meeting in the form they consider most suitable.

- UC Berkeley (Prof. Pradeep Chhibber and Rexille Uy) will coordinate the project in agreement with the IARU Sustainable Campus Initiative, and assisted by the IARU Secretariat.
- Senior Officers are responsible to ensure that all IARU partners will be able to deliver. IARU Sustainability officers at each campus will be responsible for delivering the product.
- UC Berkeley is in charge of drafting the guidance material with the IARU Sustainable Campus Initiative, indicating the requirements of the products, the timeline and the key message.
- University of Cape Town is exempted as new member of the Alliance.

Senior Officer asked UC Berkeley to finalize the concept including the above elements and circulate it for comments. Senior Officers agreed to grant 1,000 USD to each partner for video production and to reserve up to 5,000 USD for UC Berkeley for coordination and editing of the final video, the latter amount will be transferred upon need.

IARU Chair Ralf Hemmingsen thanked all partners for their creative and innovative contribution to the call for ideas and encouraged partners who have submitted new proposals in this framework to further develop their concepts and propose them for consideration at future meetings.

## **Session 7: Sustainability Activities**

### **7.1 Sustainable Campus Initiative (SCI)**

Prof. Thomas Bjørnholm (UCPH) gave an overview of the successful cooperation within the IARU Sustainable Campus Network and highlighted the importance of internal support for ensuring continuous results.

The group proposed to update the Presidents' Statement on Sustainability published in February 2009. Senior Officers mandated the SCI to update the Presidents' Statement and submit it to the 2016 Presidents' Meeting.

The next SCI meeting is proposed to be held back-to-back to the ISCN meeting, in Siena (Italy), funding for the annual meeting has been secured at the 2015 Presidents' meeting. The SCI should inform the Secretariat on which partner will be in charge of organizing the meeting.

### **7.2 Global University Climate Forum**

Yale Sustainability Office is coordinating the organisation of the Global University Climate Forum. The forum is run in cooperation with the International Sustainable Campus Network and the Universités Sorbonne, IARU sponsors with 10,000 USD contribution. Selected teams of students from around the world including IARU students will meet at a workshop to exchange on ways to promote and implement greening measures on campus. The workshop will take place in Paris on 5 December 2015, during the COP21. Over 150 students are expected from more than 30 countries.

The Chair and Senior Officers congratulated the Sustainability group for the continuous great work and visibility that these initiatives bring to IARU.

## Session 8: Global Education Initiatives

### 8.1 Global Summer Program (GSP)

Michela Gaifami (IARU Secretariat) reported on behalf of the GSP Coordinators on the Global Summer Program (GSP).

GSP continues to be a flagship activity of IARU. A total of 20 courses offered by all 10 partner institutions attracted over 500 applications from IARU students. A total of 283 IARU students attended one or more GSP course. The general feedback of the program was very positive. The diversity of the participants continues to be the key success factor of GSP. There is a decrease in the number of applications and average number of students per course since 2012 which raised concern among the GSP Coordinators.

Costs were less a concern in 2015, only 2 courses had total costs of USD 5,000 or more. In 2015, 48% of all IARU GSP students benefitted from the IARU-Santander GSP Scholarships.

The preparations for GSP 2016 are well under-way. The number of courses offered will increase by two to 22. Students from the University of Cape Town are invited to apply to the 2016 GSP. An increasing number of courses will host faculty members from more than 1 IARU partner. Faculty members from Berkeley and Copenhagen will collaborate on a course at ANU. PKU and Yale also plan on offering a course with faculty staff from both institutions.

The 2016 GSP Working Committee Meeting will be hosted at NUS. The GSP Coordinators proposed to expand the scope of their 2016 annual meeting and involve the GSP Alumni, GSP Faculty and the GSP sponsor Banco Santander to discuss on the future of the program as well as strategic and topical aspects in global education. The GSP Coordinators requested the Senior Officers to support the participation of one GSP Alumni per university with up to 2,500 USD per IARU member.

Prof. Andrew Wee (NUS) expressed support for the proposal involving Santander to participate in the broader discussion and experience of the GSP alumni, and reiterated NUS commitment to host the event. Senior Officers approved to support one GSP Alumni per IARU university with up to 2,500 USD for travel and accommodation costs. The Senior Officers tasked NUS and the GSP Coordinators to finalize the concept of the event and share it with the Key Contacts and the Secretariat.

The Chair thanked the GSP Coordinators and expressed strong support for the GSP and the proposed meeting.

### 8.2 Global Internship Program (GIP)

The Global Internship Program is not a program per se but rather a platform for partners to offer student internships. In 2015, four universities offered a total of 20 internship places. 12 of them were carried out by an IARU intern. One internship opportunity for 2016 has already been announced at NUS. Partners are encouraged to send their internship offers to the Secretariat.

## Session 9: Research Collaboration

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

The ALH Steering Committee has met for the second time, with representatives of 8 partners. Its second meeting focused on shared projects, student opportunities, such as exchange programs and fellowships for PhDs and postdocs, and on the 2016 Graduate Student Conference to be held in Tokyo.

The ALH steering group reported that student exchanges at PhD level would greatly benefit to the collaborative research and networks within IARU partners, however they are still hardly implemented due to lack of resources and administrative differences between partners. The ALH group asked IARU partners to consider possibilities for funding PhD students exchange scholarships.

### 9.2 PKU Medical City

PKU Medical City is a medical collaboration among interested IARU universities. Due to a new situation at PKU International Hospital, it is proposed to postpone the PKU annual IARU workshop scheduled in November 2015. IARU Chair thanked PKU for the update, PKU will get back to IARU with further news in the future.

## Session 10: Novo Nordisk International Talent Program

Prof. Thomas Bjørnholm (UCPH) introduced the Novo Nordisk International Talent Program which has been recently established between the University of Copenhagen (UCPH) and the Danish healthcare company Novo Nordisk (Novo).

Novo has offered to fund a scholarship program for undergraduate students in their third year and Master students from IARU universities taking a study abroad experience at the University of Copenhagen, and vice versa, in a number of academic fields relating to the areas Novo represents. So far, 55 scholarships have been awarded to students from IARU Universities. Students can submit applications by 25 October or 1 April of each year. UCPH will circulate further information about this program to IARU partners.

## Session 11: Business Matters

### 11.1 Update on IARU Membership

An official letter of invitation was sent on 10 April 2015 to Dr. Max Price, Vice-Chancellor of the University of Cape Town, from IARU Chairman. After internal consultation and further exchanges with Rector Ralf Hemmingsen, Dr. Max Price, on behalf of the University of Cape Town, accepted to become a member of IARU as of January 2016 and to participate as observer to the 2015 Senior Officers Meeting. IARU Chair Ralf Hemmingsen thanked Dr. Marilet Sienaert from UCT for her participation at this meeting.

Dr. Marilet Sienaert thanked IARU partners and reiterated the commitment of the University of Cape Town to contribute and integrate in the various IARU activities.

At the 2013 Presidents meeting, Presidents agreed on a moratorium of 7 years for any further discussion about possible expansion of membership.

### 11.1 IARU Communication and Branding

Michela Gaifami (IARU Secretariat) reported that a number of communication and branding products require updates and changes.

- Security updates imposed changes to the current IARU website which will result in a new graphic layout. The IARU Secretariat also hopes that the new website design will improve the user's experience and use of social media.
- The IARU Trademark registration must be renovated and IARU logo registered in South Africa; the Secretariat will proceed in cooperation with UCT and ANU, the official owner of the logo. Senior Officers confirmed that no changes should be made to the logo.
- The IARU Secretariat will also update the branding materials where the list of partners is featured in order to add the University of Cape Town. Additionally, it will contract a designer to make a specific logo for the 10th anniversary to be used during 2016.

In order to fulfil the above, the IARU Secretariat is granted up to 25,000 USD.

### 11.2 Financial Report

Steen Ulrich (IARU Secretariat) reported that by the end of 2015, the alliance's reserves will be just above to USD 200,000. Approved initiatives for the financial year 2016 add up to USD 138,500 – the detailed budget overview is enclosed to the outcomes.

### 11.3 Senior Officers' Meeting 2016

The next Senior Officers' Meeting will be hosted by Peking University on 3–4 November 2016. The meeting will start with a Welcome Dinner on Wednesday, 2 November, and end with lunch on Friday, 4 November. The Higher Education Summit will take place on 5 and 6 November 2016.

The 2017 Senior Officers' meeting will be hosted by Yale University.

### 11.4 Wrap-Up / International Funding Platform

Prof. Thomas Bjørnholm (UCPH) presented the offer from the Research Administrators' Network (RAN) to approach international foundations and have an informal dialogue on behalf of the alliance partners. The aim would be to understand what the existing or perceived barriers to funding research are and to foster new funding opportunities for IARU partners. Senior Officers expressed general interest in the topic, however they stressed the importance of approaching foundations through the appropriate channels. They additionally suggested that the ultimate goal of this proposal should be better clarified and concretely described before any further steps can be taken.

Chair Ralf Hemmingsen concluded that the group can develop an operational proposal to be submitted to the Senior Officers. In their proposal, the group should include the possibility of the IARU partners individually approaching the foundations.

## Conclusion

IARU Chair Ralf Hemmingsen thanked all participants for the constructive discussions, the IARU Secretariat for the efficient preparation of the meeting, and UCPH for their excellent hospitality.

## **Annexes**

Annex 1 – Budget Overview 2016

Annex 2 – Calendar 2016

Annex 3 – Updated IARU Contact List

## Annex 1 – Budget Overview 2016

## Budget 2016

	max. amount	Total (USD)
<b>Carried forward from 31 December 2015</b>	approx.	218 820,22
<b>INCOME</b>		420 000,00
Members' contribution	220 000,00	
IARU-Santander sponsorship for GSP*	200 000,00	
<b>Total available funds</b>		<b>638 820,22</b>
<b>EXPENDITURE</b>		
<b>Meetings</b>		55 000,00
Presidents' Meeting 2016	30 000,00	
GSP Working Committee Meeting 2016	10 000,00	
Senior Officers' Meeting 2016	15 000,00	
<b>Running Initiatives</b>		
<b>Approved</b>	up to	138 500,00
Research Administrators' Meeting 2016	10 000,00	
Campus Sustainability Officers' Workshop 2016	10 000,00	
Global Transformation in Member Strategies (Meeting May 2016)	10 000,00	
International Students Support Group Meeting (Apr. 2016)	10 000,00	
Workshop of the Gender Group (2016)	8 000,00	
Gender Group: Data Collection and Survey Prep.(GIP)	8 000,00	
IARU Jont Online Course Video Production	15 000,00	
IARU Joint Online Course Meetings (Two scheduled in 2016)	10 000,00	
Innovation & Entrepreneurship Ecosystem (4th workshop TechTrans)	15 000,00	
GSP Alumni participation to GSP2016 meeting	22 500,00	
Going Global High Speaker Participation fee	5 000,00	
<b>New proposals:</b>		
IARU 10th Anniversary : #1 Green Campus	10 000,00	
Contingency reserve (UCB)	5 000,00	
<b>Disbursements</b>		200 000,00
IARU-Santander sponsorship for GSP 2016*	200 000,00	
<b>Secretariat costs</b>		80 000,00
Contribution to Secretariat costs at UCPH	80 000,00	
<b>Total Expenditure</b>	up to	<b>473 500,00</b>
<b>BALANCE</b>		<b>165 320,22</b>
Total available funds	638 820,22	
Total expenditure	-473 500,00	

\*Subject to amendments in case of Univeristy of Cape Town decision to join the GSP Session from 2016.

**Annex 2 - Scheduled Meetings and Activities 2016**

<b>Date</b>	<b>Event</b>	<b>Host</b>
January	IARU Online Course DOCC	UC Berkeley
April	International Students Support Group Meeting	ANU
25 – 26 April	Presidents' Meeting	Oxford
May	Global Transformation Workshop	tbd
Spring (tbd)	Women and Men in Globalizing Universities (Workshop VI)	tbd
Spring (tbd)	Campus Sustainability Officers' Workshop	tbd (Italy)
Spring (tbd)	IARU Online Course DOCC	tbd
May-August	Global Internship Program (GIP)	all
June - August	Sustainability Fellowship Exchange Program	all
June - August	Global Summer Program (GSP)	all
Fall	IARU Joint Online Course is taught	online
(tbd)	Librarians Contact Group meeting	ETH
(tbd)	ALH Steering Committee Meeting	UTokyo
(tbd)	Alumni Directors' Summit	tbd
(tbd)	Research Administrators' Network	tbd
October (tbd)	Innovation & Entrepreneurship Ecosystems	UC Berkeley
26 – 27 September	GSP Working Committee Meeting	NUS
3 – 4 November	Senior Officers Meeting	PKU
5 – 6 November	Higher Education Summit	PKU

## Annex 3 – IARU Contacts Lists

Updates in bold.

### IARU Presidents

University	President		Remarks
ANU	Ian Young	President and Vice-Chancellor	Since 2011
	<b>Brian Schmidt</b>	<b>President and Vice-Chancellor</b>	<b>From January 2016</b>
NUS	Tan Chorh Chuan	President	Since 2008
ETH Zurich	Lino Guzzella	President	Since January 2015
PKU	Jianhua Lin	President	Since February 2015
Berkeley	Nicholas Dirks	Chancellor	Since June 2013
Cambridge	Leszek Borysiewicz	Vice-Chancellor	Since 2010
Copenhagen	Ralf Hemmingsen	Rector	Since 2005
Oxford	Andrew Hamilton	Vice-Chancellor	Since October 2009
	<b>Louise Richardson</b>	<b>Vice-Chancellor</b>	<b>From January 2016</b>
UTokyo	Makoto Gonokami	President	Since 1 April 2015
Yale	Peter Salovey	President	Since 2013
UCT	Max Price	Vice-Chancellor	Since 2008

### IARU Senior Officers

University	Senior Officer	E-mail
ANU	<b>Professor Shirley Leitch</b>	pvc.io@anu.edu.au
	Davina Potts	davina.potts@anu.edu.au
NUS	Andrew Wee, Prof.	ugrweets@nus.edu.sg
ETH Zurich	Jürg Brunnschweiler	juerg.brunnschweiler@sl.ethz.ch
	Anders Hagstrom	hagstroem@sl.ethz.ch
PKU	Li Yansong	lys@pku.edu.cn
	XIA Hongwei	hxia@pku.edu.cn
	CHEN Dongming	dongminchen@pku.edu.cn
Berkeley	Pradeep Chibber	chibber@berkeley.edu
	Robert Price	rprice@berkeley.edu
Cambridge	(Jennifer Barnes – <b>no longer at Cambridge</b> )	
	Toby Wilkinson	Toby.Wilkinson@admin.cam.ac.uk
Copenhagen	Thomas Bjørnholm	prorektor@adm.ku.dk
	Lykke Friis	prorektor-education@adm.ku.dk
Oxford	Loren Griffith	loren.griffith@admin.ox.ac.uk
	(Nina Tomlin – <b>on leave</b> )	
UTokyo	Kiichi Fujiwara	kkfujiw@attglobal.net kiichifujiwara@gmail.com
Yale	Don Filer	donald.filer@yale.edu
UCT	Marilet Sienaert	marilet.sienaert@uct.ac.za

## IARU Key Contacts

University	Key Contact	E-mail
ANU	Margaret Carlin	Margaret.Carlin@anu.edu.au
ETH Zurich	Jürg Brunnschweiler	juerg.brunnschweiler@sl.ethz.ch
	(Romana Rutz – on leave from Dec 2015)	romana.rutz@sl.ethz.ch
NUS	Noreen TAN (Ms)	noreen_tan@nus.edu.sg
PKU	<b>Ms. Zhang Yuanyuan</b>	<b>zhangyy0604@pku.edu.cn</b>
	(LI Yun – on leave)	
Berkeley	Rexille Uy	rexille@berkeley.edu
Cambridge	Toby Wilkinson	Toby.Wilkinson@admin.cam.ac.uk
Copenhagen	Astrid Gufler (until 30 Nov 2015)	asg@adm.ku.dk
	<b>Tbd (from 1 Dec)</b>	
Oxford	Loren Griffith	loren.griffith@admin.ox.ac.uk
UTokyo	Mayuko Nakai	int-plan@ml.adm.u-tokyo.ac.jp
	Dr. James JH Fegan	(fegan.james@mail.u-tokyo.ac.jp)
Yale	Don Filer	donald.filer@yale.edu
UCT	Tbd	



## Participants' Biographies

### Australian National University



**Professor Brian P. SCHMIDT**  
*Vice-Chancellor and President*

Professor Brian P. Schmidt was appointed Vice-Chancellor of ANU in January 2016.

Professor Schmidt is the 12th Vice-Chancellor of The Australian National University (ANU). Winner of the 2011 Nobel Prize in Physics, Professor Schmidt was an astrophysicist at the ANU Mount Stromlo Observatory and Research School of Astronomy and Astrophysics before becoming Vice-Chancellor. Professor Schmidt received undergraduate degrees in Astronomy and Physics from the University of Arizona in 1989, and completed his Astronomy Master's degree (1992) and PhD (1993) from Harvard University. Under his leadership, in 1998, the High-Z Supernova Search team made the startling discovery that the expansion rate of the Universe is accelerating. Fellow of the Australian Academy of Science, The United States Academy of Science, and the Royal Society, he was made a Companion of the Order of Australia in 2013.

**Professor Margaret HARDING**  
*Deputy Vice-Chancellor, Research*



Professor Margaret Harding was appointed Deputy Vice-Chancellor (Research) at the Australian National University in June 2012. She is responsible for the development and implementation of strategies, policies and systems to maintain and enhance achievements and overall research performance of the ANU. She is a Director on the Boards of ANU Enterprise, Australian Scientific Instruments, an alternate Director on the Board of ANU Connect Ventures, and a member of the Governing Boards of the National Computational Infrastructure and the National Centre for Indigenous Genomics. She is Chair of the Australian Giant Magellan Telescope Committee and Chair of the Group of Eight Deputy Vice-Chancellors (Research) Committee.

Professor Harding held the positions of Pro Vice-Chancellor (Research) at the University of New South Wales (UNSW) from 2008-2012, and inaugural Dean of Graduate Research at UNSW from 2005-2009. She has been a director on the Boards of the UNSW Foundation, Neuroscience Research Australia, an alternate Director on the Board of Bionic Vision Australia, and was a member of the 2011 NSW State Government Review of Health and Medical Research Panel and of the Australian Research Council Advisory Council from 2011-2012.

Professor Harding holds PhD (1987) and DSc (2002) degrees from the University of Sydney. She held postdoctoral positions at the Université Louis Pasteur in Strasbourg, France and the University of Cambridge, before returning to Australia and an academic position at the University of Sydney.

Professor Harding's current research interests are in biological and medicinal chemistry with a particular focus on antifreeze proteins and molecular recognition of DNA. She has published over 110 research articles, been awarded the Royal Australian Chemical Institute Rennie and Biota Medals, and held Australian Academy of Science Fellowships in France, UK and USA. She has served on many committees in the Australian Research Council (ARC) and has been a member of the Editorial Boards of Medicinal Chemistry and MiniReviews in Medicinal Chemistry.



**Professor Shirley LEITCH**  
*Pro Vice-Chancellor (International and Outreach)*

Professor Shirley Leitch has been Dean of the College of Business and Economics at The Australian National University since 2014. From November 2015, she was also appointed as Pro Vice-Chancellor (International and Outreach). Previously, she was Deputy Vice Chancellor (Academic) at Swinburne University of Technology in Melbourne, Australia, where she co-founded Online Education Services Ltd (OES) in partnership with SEEK Ltd. In 2015, OES was recognised as Australia's fastest growing company in the BRW Fast 100.

## ETH Zurich



**Professor Dr. 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 Global Institutional Affairs, 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



**Professor Tan CHORH CHUAN**  
*President*

Professor Tan Chorh Chuan is the President of NUS. He 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; Member, Board of Directors of the Monetary Authority of Singapore; and Member, Board of Directors of Mandai Safari Park Holdings.

NUS President Professor Tan Chorh Chuan was the IARU chairperson from 2009 to 2012.



**Professor Andrew WEE**  
*Vice President, University and Global Relations*

Professor Andrew Wee is Vice President (University and Global Relations) at the National University of Singapore. 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.

Prof Wee, who was Dean of the NUS Faculty of Science from April 2007 to March 2014, is President of the Singapore National Academy of Science. He is also the Director of the Surface Science Laboratory in the Department of Physics at the NUS Faculty of Science, and an adjunct scientist at the Agency of Science, Technology and Research's Institute of Materials Research and Engineering.

A Professor of Physics, Prof Wee was awarded the President's medal in 2008 by the Institute of Physics, Singapore, as well as a UK-Singapore Partners in Science Collaboration Award in 2006 as a visiting scientist to Imperial College. 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 Master's degree from the University of Cambridge. He received his DPhil from the University of Oxford.

## Peking University



**Professor LIN Jianhua**

*President*

LIN Jianhua is President of Peking University and Professor of Chemistry. His presidential term began in February 2015.

Prior to becoming President of Peking University, Professor Lin served as President of Chongqing University from December 2010 to June 2013, and President of Zhejiang University from 2013 to 2015. Other leadership roles have included: Dean of the College of Chemistry, Executive Vice President and

Provost at Peking University from 1998 to 2010.

Born in October 1955 in Inner Mongolia, China, Professor Lin received his PhD in Chemistry from Peking University in 1986 and joined the University as an academic faculty in the same year. From 1988 to 1993, he conducted his post-doctoral research in the field of inorganic solid chemistry and material chemistry first at Max-Planck Institute of Solid State Research in Germany and then at the Department of Chemistry at Iowa State University and Ames National Laboratory in the US. In 1993, Professor Lin returned to teach at Peking University as an Associate Professor and was promoted to full professorship in 1995.

Professor Lin's research interests cover a wide range of areas in solid chemistry, with more focus on new metal borates with novel structure type, and synthesis, structure and properties of transition metal oxides. He has published over 140 journal articles on the related subjects.

In addition to teaching and mentoring scores of students, Professor Lin won the 1st Prize for State-level Teaching Excellence in 2009. He was also awarded the 2nd Prize for Science and Technology Excellence by the Ministry of Education in 1995 and a recipient of National Outstanding Youth Foundation in 1997.



**Professor 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.



**Professor 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).



**Professor ZHENG Xiaoying**  
*Director, Institute of Population Research*

Dr. Zheng is professor and director of Institute of Population Research/WHO Collaborating Center for Reproductive Health and Population Science at Peking University, and dean of PKU-APEC Health Science Academy. She has been appointed as Special Professor of the Changjiang Scholar Incentive Program, Chief Scientist of the National Program on Key Basic Research Project (973 Program) for twice, and Group Leader of National Disability Prevention Action Plan Experts Group. She has worked at London University, Harvard University, John Hopkins University, etc. as a postdoctoral fellow or visiting professor.

Dr. Zheng is currently the Board Member of Life Science Innovation Forum (LSIF) of APEC, Chinese Representative for Washington Group on Disability of UN, Vice President of China Disability Research Society, and Vice President of China Healthy Birth Science Association, etc. Dr. Zheng was awarded the TWAS-Celso Furtado Prize in Social Sciences in 2015.



**Professor 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. ZHENG Ruqing**  
***Deputy Director, Office of International Relations***

Dr. Zheng received her Bachelor of Material Science and Master of Polymer Science from Fudan University, Shanghai in 1990 and 1993, respectively. She then studied at US and received the Ph.D. in Polymer Science in 2000 at the University of Akron, Ohio. She was a polymer scientist with extensive research experience of structure characterization, especially in the field of liquid crystalline polymers.

Dr. Zheng joined Office of International Relations at Peking University since September, 2000. She has served first as Senior Program Officer, thereafter as Assistant Director (2004), and Deputy Director (2008). She has been responsible for European affairs, international research collaboration, and Education Abroad Programs, with all at the University level. Dr. Zheng has now also in charge of regional affairs for Northeast and middle Asia since late 2014.

Dr. Zheng has published a number of scientific papers, and papers on higher education and research collaboration.



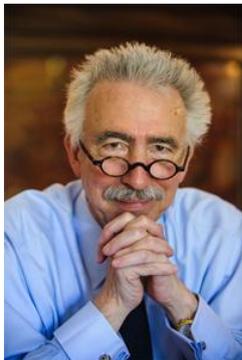
**Ms. LI Yun**

*Chief, Division for Education Abroad Programs, Office of International Relations*

Ms. Li Yun is Chief of the Division for Education Abroad Programs, Office of International Relations of Peking University. She received 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 and the coordinator for IARU affairs at Peking University.

**University of California, Berkeley**



**Dr. Nicholas B. DIRKS**  
*Chancellor*

Nicholas B. Dirks is Chancellor of the University of California, Berkeley. Prior to Berkeley, he served as Executive Vice President 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. He also served as chair of the anthropology department at Columbia.

Prior to his appointment at Columbia, he was a professor of history and anthropology at the University of Michigan. He is the author of several books on South Asian history and culture and the impact of British colonial rule, including *The Hollow Crown: Ethnohistory of an Indian Kingdom*, *Castes of Mind*, and *Scandal of Empire*. He published a new volume of essays on a wide range of topics in his 2015 *Autobiography of an Archive*.

His current projects concern the last years of British rule in India and the growing role of the United States in South Asia, as well as the global and technological environment for higher education in the century ahead. He was elected a Fellow of the American Academy of Arts and Sciences in 2014.



**Professor 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.



**Ms. Rexille UY**  
*Program Manager, Institute of International Studies*

Rexille has been with the Institute of International Studies for over six years. She manages the operations, events, and financial matters of the Institute. Rexille has degrees in both Sociology and Media Studies from UC Berkeley.

## University of Cambridge



**Sir 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.



**Professor Eilís FERRAN**  
*Pro-Vice-Chancellor for Institutional and International Relations*

Professor Eilís Ferran is the Pro-Vice-Chancellor for Institutional and International Relations, responsible for the University's human resources policy and strategy as well as oversight and development of the University's international engagement. She is also Professor of Company and Securities Law in the Faculty of Law, a University JM Keynes Fellow in Financial Economics and a Professorial Fellow at St Catharine's College. She served as Chair of the Faculty of Law from 2012 to 2015. Her main research interests are corporate finance law, financial regulation and general company law.



**Dr Toby WILKINSON**  
*Director of International Strategy*

As Director of International Strategy and Head of the International Strategy Office, Dr Wilkinson works closely with the Vice-Chancellor, Pro-Vice-Chancellors and academic leadership to develop and implement the University's global engagement, with a particular focus on research collaborations with partners in Asia, Africa, Europe and the Americas.

Dr Wilkinson is also an internationally renowned expert on ancient Egypt, a prize-winning author, and one of the leading Egyptologists of his generation. He is a Fellow of Clare College, Cambridge.

## University of Cape Town



**Dr Max PRICE**  
*Vice-Chancellor*

Dr Max Price took up the post of Vice-Chancellor of the University of Cape Town in July 2008. Before that he was Dean of the Faculty of Health Sciences at the University of the Witwatersrand (Wits). He has degrees from the universities of the Witwatersrand (Medicine), Oxford (BA), and London (Public Health).

From 1996 to 2006, as Dean at Wits, he spearheaded the introduction of a new medical curriculum, led the transformation of the faculty, initiated a variety of courses and programmes and established the first university-owned private teaching hospital and also a major clinical research company.

After obtaining his medical degree from Wits, Dr Price was awarded a Rhodes Scholarship. He studied Philosophy, Politics and Economics at Oxford. Following clinical work in academic and rural hospitals in SA, he took a master's degree at the London School of Hygiene and Tropical Medicine, continuing there as a Research Fellow in Health Economics. He joined the Centre for Health Policy at Wits in 1988 as a Senior Researcher, and become its Director in 1992.

Dr Price's research has covered the political economy of health in South Africa, health economics, rural health services, health systems research and health science education. He served on the Medical and Dental Professions Board from 2000-2010, chairing the committee responsible for accreditation of medical programmes in South Africa.

He is an Honorary Fellow of the Colleges of Medicine of South Africa in recognition of his leadership role in public health medicine and medical education.

Dr Price is currently Chair of Worldwide Universities Network, Chair of the African Research Universities Alliance, and Vice-Chair of Universities South Africa.



**Dr Marilet SIENAERT**  
*Executive Director, Research*

Dr. Marilet Sienaert is responsible for grants management; benchmarking and reporting; evaluation and monitoring of units, centres and institutes; research internationalization; brokering of partnerships; and delivering a comprehensive framework of support for the research development of current and future academic staff. Her management remit for executing this portfolio spans the Research Office, the Office of Research Integrity, the Director of Postgraduate Studies & Researcher Development, and the Postgraduate Centre & Funding Office. At the strategic level, she works closely with the cluster of research committees and supports the Deputy Vice Chancellor for research, to meet challenges and seize opportunities in the evolving research and policy environments at national and global level.

An active member of the South African Research & Innovation Management Association (SARIMA) and the International Organisation for Research Management Societies (INORMS), Sienaert has delivered many papers at national and international conferences on research management. She has also served as panel member on the South African Council for Higher Education's national quality assurance audits of universities and on reference groups of the National Research Foundation.

Sienaert holds a PhD in Literary Studies from the University of Natal, and prior to moving into her research management career was a professor in the Department of Modern Languages at Durban-Westville University.



**Dr Russell ALLY**  
*Executive Director, Development & Alumni Department*

Dr Ally was appointed Executive Director of the Development and Alumni Department (DAD) from 1 August 2013.

He has worked for the past five years at the Ford Foundation, an endowed, non-profit grant-making foundation based in New York. As Ford's programme officer for Southern Africa, Dr Ally oversaw the Governance and Civil Society Programme in South Africa, Mozambique, Namibia and Zimbabwe.

A UCT alumnus, Dr Ally started his career as a history teacher at the John Bisseker Senior Secondary School in East London. He obtained his Masters at Rhodes University and a Doctorate from Cambridge University, both in History. He then worked as a senior history researcher at the University of the Witwatersrand where he served on Senate and Council and was founding chairperson of the Academic Staff Association.

Before joining the Ford Foundation Dr Ally was the Country Representative and Executive Director of the Charles Stewart Mott Foundation in South Africa and worked for the United Nations Office of the High Commissioner for Human Rights. Earlier, Dr Ally served on the Truth and Reconciliation Commission's Human Rights Violation Committee, chaired by Archbishop Emeritus Desmond Tutu.

As the Executive Director, Dr Ally is responsible for the formulation, implementation and monitoring of all strategic and operational activities regarding UCT's development and fundraising endeavours. These include strengthening donor and alumni relations, developing fundraising and capital campaigns and bequest programmes and tapping into philanthropic and corporate social investment goals of foundations and corporate in Africa and abroad. DAD is tasked with ensuring that fundraising

strategies yield adequate resources to achieve the university's mission at a time when higher education funding streams face significant risks.

## University of Copenhagen



**Professor 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.



**Professor Thomas BJØRNHOLM**  
*Prorector for Research and Innovation*

Professor Thomas Bjørnholm is Prorector for Research and Innovation at the University of Copenhagen since 2010. Thomas Bjørnholm was Director of Nano-Science Center at the University of Copenhagen from 2001. He obtained his PhD 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. Thomas Bjørnholm has published more than 200 papers in scientific journals and books including several contributions to high impact journals as Science and Nature.



**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.



**Ms. Tina Berglöv KJÆR**  
*Senior Consultant, Rector's Office*

Ms. Tina Berglöv Kjær is Senior Advisor 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 analytical Head of Section at the Danish Ministry of Higher Education and Science and strategic Chief Officer in the Association of Danish Lawyers and Economists. Ms. Kjær's academic background includes a Master of Political Science.

## University of Oxford



**Professor Louise RICHARDSON**  
*Vice-Chancellor*

Professor Louise Richardson became Vice-Chancellor of the University of Oxford on 1 January 2016.

A native of Ireland, she studied history in Trinity College, Dublin before gaining her PhD at Harvard University where she spent twenty years on the faculty of the Harvard Government Department and latterly as Executive Dean of the Radcliffe Institute for Advanced Study.

Between 2009 and 2015 she was Principal and Vice-Chancellor of the University of St Andrews, during which time she served on Scotland's Council of Economic Advisers. She currently serves on the boards of the Carnegie Corporation of New York, the Booker Prize Foundation and numerous other charities. Widely recognised as one of the world's foremost experts on terrorism and counter-terrorism, her book *What Terrorists Want*, is widely accepted as one of the most influential in the field.



**Mr Loren GRIFFITH**  
*Director of International Strategy*

Loren Griffith is Director of the University of Oxford's International Strategy team, which works to develop a coherent corporate strategy to promote Oxford's international relations, global profile and international competitiveness.

The team's portfolio includes issues such as international student recruitment and funding, international research and education collaborations and promoting deeper engagement with key countries/regions.

Prior to joining Oxford, Loren was a management consultant at McKinsey & Company for seven years, serving clients in health care and secondary and higher education. He also worked for United States President Barack Obama's transition team and for the California State Senate. He holds a law degree, a Master's in Public Affairs and a B.A. in Ethics, Politics & Economics.

## The University of Tokyo



**Dr. Makoto GONOKAMI**  
*President*

Professor Makoto Gonokami became the 30th President of the University of Tokyo on April 1st, 2015, with a six-year term. Prof. Gonokami was previously 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). 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 worldleading photon research centers in the School of Science and School of Engineering.



**Prof. Kiichi FUJIWARA**  
*Special Assistant to the President, 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. 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).



**Mr. Hiroyuki FURUYA**

*Administrative staff, Assistant to the President, Office of the President*

Mr. Hiroyuki FURUYA is a member of the Office of the President since 2015. His appointment as assistant to the president began with President Makoto Gonokami taking office in April 2015.

Since joining the University, he has worked for Kavli IPMU (Institute of Physics and Mathematics of the Universe) providing linguistic support to international researchers. He has also worked for Management Planning Group and was involved in various university-wide initiatives including undergraduate education reform.



**Ms. Yuko OHKUMA**

*Administrative staff, International Planning Group, International Affairs Department*

Ms. Yuko Ohkuma is a member of the International Planning Group, International Affairs Department of the University of Tokyo since 2016.

She is responsible for various matters relating to international alliances to which the University of Tokyo belongs, international training programs for UTokyo staff. Since joining the University, she has worked for the Finance Team at School of Science, Scholarship Team and participated in the staff training program at the Ministry of Education, Culture, Sports, Science and Technology (MEXT).

## Yale University



### **Professor Peter SALOVEY**

#### ***President***

Peter Salovey is the 23<sup>rd</sup> president of Yale University, and the Chris Argyris Professor of Psychology. His presidential term began in July 2013.

Prior to becoming president, he served as the provost of Yale University from 2008 to 2013. As provost, he facilitated strategic planning and initiatives such as: enhancing career development and mentoring opportunities for all Yale faculty members; promoting faculty diversity; creating the Office of Academic Integrity; establishing the University-wide Committee on Sexual Misconduct; developing the West Campus; and overseeing the University's budget during the global financial crisis. His other leadership roles at Yale have included: chair of the Department of Psychology from 2000 to 2003; dean of the Graduate School of Arts and Sciences in 2003 and 2004; and dean of Yale College from 2004 to 2008.

After receiving an A.B. (psychology) and A.M. (sociology) from Stanford University in 1980 with departmental honors and university distinction, President Salovey earned three degrees at Yale in psychology: an M.S. (1983), M.Phil. (1984), and Ph.D. (1986). Since joining the Yale faculty in 1986, he has studied the connection between human emotion and health behavior, and played key roles in multiple Yale programs including: the Health, Emotion, and Behavior Laboratory, which President Salovey founded and is now called the Center for Emotional Intelligence; the Center for Interdisciplinary Research on AIDS; and the Cancer Prevention and Control Research Program. He currently holds secondary faculty appointments in the Schools of Management and Public Health, the Institution for Social and Policy Studies, and the Sociology Department.

President Salovey has authored or edited over a dozen books translated into eleven languages and published hundreds of journal articles and essays, focused primarily on human emotion and health behavior. With John D. Mayer, he developed a broad framework called "Emotional Intelligence," the theory that just as people have a wide range of intellectual abilities, they also have a wide range of measurable emotional skills that profoundly affect their thinking and action.

In addition to teaching and mentoring scores of graduate students, President Salovey has won both the William Clyde DeVane Medal for Distinguished Scholarship and Teaching in Yale College and the Lex Hixon '63 Prize for Teaching Excellence in the Social Sciences. He has received honorary degrees from the University of Pretoria (2009), Shanghai Jiao Tong University (2014), National Tsing Hua University (2014), and Harvard University (2015). He was elected to the American Academy of Arts and Sciences and to the Institute of Medicine of the National Academies in 2013.



**Mr. Donald L. FILER**

*Executive Director, Office of International Affairs*

Donald Filer was appointed to his present position in 2004 as the first director of Yale's newly created Office of International Affairs (OIA). 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, coordinating the work of other Yale offices during project start-ups, managing visits to Yale by university delegations and other dignitaries, and safeguarding Yale's reputation around the world.

Mr. Filer also leads the university's emergency response in the event of a medical emergency, natural disaster, or civil unrest taking place abroad, and oversees the Yale Young Global Scholars Program, the Greenberg Conference Center, the Office of International Students and Scholars, and the Yale Conferences & Events Office.

He joined Yale University in 2000 as Associate Secretary with responsibility for managing support for the Yale Corporation (the university's governing board), supervising the Yale Visitor Center, and directing the Office of Licensing Programs. Prior to his appointment at Yale, he served in a number of capacities at Connecticut College in New London, Connecticut, 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 of New Haven from 1985 to 1991. Mr. Filer earned a B.A. in political science from Colgate University.

## IARU Secretariat



**Mr. Steen ULRICH**

*IARU Secretariat*

Mr. Steen Ulrich is currently the Director of the Rector's Office at the University of Copenhagen. His tasks include advising the Rector and Prorectors on strategic, organisational and political matters.

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. He has a MSc in Political Science and MA in European Affairs.



**Ms. Michela GAIFAMI**

*IARU Secretariat*

Ms. Michela Gaifami joined the University of Copenhagen in January 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.

## Speakers



### **Professor Ngaire WOODS**

*Dean of the Blavatnik School of Government and Professor of Global Economic Governance, University of Oxford*

Professor Ngaire Woods is the inaugural Dean of the Blavatnik School of Government and Professor of International Political Economy. Her research focuses on global economic governance, the challenges of globalization, global development, and the role of international institutions. She founded and is the Director of the Global Economic Governance Programme. She is co-founder (with Robert O. Keohane) of the Oxford-Princeton Global Leaders Fellowship programme. She led the creation of the Blavatnik School of Government at Oxford University and, before her appointment as Dean, served as the School's Academic Director.

Her recent books include *The Politics of Global Regulation* (with Walter Mattli, Oxford University Press, 2009), *Networks of Influence? Developing Countries in a Networked Global Order* (with Leonardo Martinez-Diaz, Oxford University Press, 2009), *The Globalizers: the IMF, the World Bank and their Borrowers* (Cornell University Press, 2006), *Exporting Good Governance: Temptations and Challenges in Canada's Aid Program* (with Jennifer Welsh, Laurier University Press, 2007), and *Making Self-Regulation Effective in Developing Countries* (with Dana Brown, Oxford University Press, 2007). She has previously published *The Political Economy of Globalization* (Macmillan, 2000), *Inequality, Globalization and World Politics* (with Andrew Hurrell: Oxford University Press, 1999), *Explaining International Relations since 1945* (Oxford University Press, 1986), and numerous articles on international institutions, globalization, and governance.

Ngaire Woods was educated at Auckland University (BA in economics, LLB Hons in law). She studied at Balliol College, Oxford as a New Zealand Rhodes Scholar, completing an M.Phil in International Relations (with Distinction) and D.Phil. She won a Junior Research Fellowship at New College, Oxford (1990-1992) and subsequently taught at Harvard University (Government Department) before taking up her Fellowship at University College, Oxford.

Ngaire Woods has served as an Advisor to the IMF Board, to the UNDP's Human Development Report, and to the Commonwealth Heads of Government. She was a regular presenter of the Analysis Program for BBC Radio 4, and in 1998 presented her own BBC TV series on public policy. She has also served as a member of the IMF European Regional Advisory Group, and Chair of a World Economic Forum's Global Agenda Council. She is currently a Rhodes Trustee, a Non-Executive Director of Arup, a member of the Advisory Group of the Center for Global Development (Washington DC), a member of the Board of the Center for International Governance Innovation (Waterloo), a member of the Academic and Policy Board of Oxonia, and a Trustee of the Europeam.



**Professor Angus HAWKINS**

*Acting Director, Department for Continuing Education, University of Oxford*

Professor Angus Hawkins' academic interests focus on British political culture during the 19th and 20th centuries. This includes views of the constitution, party systems, electoral behaviour and the changing language of political debate in parliament, the constituencies and 'popular' campaigns. The period is one of rich and fascinating developments in all these aspects of political culture, which are closely associated with the broader religious, intellectual, social and economic dynamics of the age. Hawkins' forthcoming book *'Habits of Heart and Mind': Victorian Political Culture* discusses British political culture from the late-18th to the early-20th century and how it sits within public values shaping the understanding of community, the past and morality. Hawkins' recent publications include the two-volume biography of the 14th Earl of Derby entitled *The Forgotten Prime Minister* (Oxford, 2007-8).



**Mr. Keith ZIMMERMAN**

*University Secretary, The Open University, UK*

The University Secretary is responsible for the effective governance of the University and for ensuring that the Professional Services are effectively and efficiently managed to meet University objectives. This entails membership of the Vice-Chancellor's Executive, acting as secretary of Council and Senate, overseeing the work of the OU in the devolved nations of the UK, and the management of units responsible for: strategic and resource planning, student and associate lecturer support services, academic policy and quality assurance processes, and central administrative services including Finance, Estates, Human Resources, and Information Technology.

Prior to his appointment as University Secretary in 2015, Keith held the post of Director, Students at The Open University and prior to joining the OU in 2013 he held senior positions leading student and academic services at the universities of Oxford and Exeter.

Born, raised and educated in the US, he has a BA in Political Science from Kenyon College.



**Dr Rebecca SURENDER**

*Pro-Vice Chancellor for Diversity*

Dr Rebecca Surender is Head of Department for Social Policy and Intervention and a Fellow of Green Templeton College. Her research, teaching and publications are primarily in the area of health policy and social policy in developing countries. She was a founding member and Director of the Centre for the Analysis of South African Social Policy (CASASP) at Oxford University, the first UK academic centre to undertake research exclusively on South African social policy. Her main focus within South African social policy concerns the politics,

implementation and outcomes of health and income maintenance policies. She has led a number of CASASP studies researching the implementation of the Child Support Grant, the effectiveness of Income Generation Projects, and the attitudes of benefit recipients to labour activation strategies and social grants. She has worked as a consultant and advisor for various multilateral and government agencies including the World Bank, UNRISD, UK DFID and SA DSD.

She is currently a Visiting Professor at the Institute of Social and Economic Research (ISER) at Rhodes University, South Africa, where she is leading a three year collaborative project examining the implementation, policy dynamics and effects of the proposed new National Health Insurance (NHI) reforms.

Dr Surender has held a number of senior administrative positions within the Department, Green Templeton College and the wider University. She was elected a University Proctor for 2013-14 and was appointed a Pro Vice-Chancellor and University Advocate for Diversity in 2015. The post is designed to provide strategic direction and coordination to the various equality and diversity initiatives currently taking place throughout the university.



**Ms. Trudy COE**

***Head of Equality & Diversity, University of Oxford***

Trudy Coe became Head of Equality and Diversity at the University of Oxford in June 2011. Her particular interest is in exploring and addressing the cultural barriers to the progression of women into senior leadership and academic roles.

Trudy has worked for the University since 2003, including as Head of Professional Development. Her previous career was in policy and research work in higher education, as Director of an evaluation company, and in management and leadership, as Head of Policy for the UK Chartered Management Institute. In 2002, she undertook a review for the Royal Society of Chemistry of the factors affecting the recruitment and retention of women in academic chemistry (*Recruitment and Retention of Women in Academic Chemistry*, Royal Society of Chemistry, 2002). The outcomes of this report formed the basis of good practice guidelines for UK science departments that led to the development of the Athena Swan project. Trudy also undertook the first UK study on the cultural barriers to women in management (*The Key to the Men's Club, Opening the Doors to Women in Management*, The Institute of Management, 1992) which led to changes in thinking about the barriers to the progression of women to leadership positions. Trudy's early career was in policy work in the UK civil service, working in the Foreign and Commonwealth Office and then Department for Trade and Industry.



**Ms. Sandra ROBERTSON**

*Chief Investment Officer and Chief Executive Officer, OUem, University of Oxford*

Sandra is Chief Investment Officer, Chief Executive Officer and sits on the Board of OU Endowment Management (OUem). OUem manages £2.4bn of charitable endowments on behalf of 27 investors from the collegiate University of Oxford. As Chief Investment Officer, Sandra has discretion for all investment decisions. As Chief Executive Officer, she is responsible for overall strategy of the business and ensuring the success of the company.

Prior to joining OUem at its inception in September 2007, Sandra spent 14 years at the Wellcome Trust, most recently as Co-Head of Portfolio Management, sitting on its investment committee from 1997-2007. Sandra is a graduate of Napier College, Edinburgh (BA Hons), a Trustee of The Queen's Trust and a member of the TIFF Advisory Board in the US.



**Ms. Antonia COAD**

*Head of Investor Relations and External Affairs, OUem, University of Oxford*

Antonia is responsible for managing all aspects of reporting to OU Endowment Management's (OUem) 27 collegiate investors and the information available to their stakeholders. Antonia also ensures OUem has a consistent approach to its Governance Policy across the portfolio. This outlines how OUem incorporates a wide range of risks into all investment decisions, including environmental and social.

Antonia joined OUem in January 2014 having previously worked at financial communications agencies, including College Hill and Bell Pottinger, where she specifically focused on financial services businesses. She is a graduate of the University of Oxford (Worcester College).



**Mr. Nick HILLMAN**

*Director of the Higher Education Policy Institute*

Nick Hillman has been the Director of HEPI (Higher Education Policy Institute) since January 2014. He worked for the Rt Hon David Willetts MP, the Minister for Universities and Science, from 2007 until the end of 2013, as Chief of Staff and then Special Adviser in the Department for Business, Innovation and Skills. Previously, he was a History teacher and worked at the Association of British Insurers. At the 2010 general election, he was the runner-up in Cambridge.

He has written for a range of think tanks and journals. His recent writings include an article on the fifty-year history of student loans for Contemporary British History, a pamphlet on being a special adviser for the Institute of Government and a paper comparing access to selective secondary schools and selective universities for Higher Education Review.

His recent pamphlets for HEPI include an assessment of the impact of students in the general election of 2015, a comparison of the UK and German higher education systems and a guide to the removal of student numbers controls.

