



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

IARU Presidents' Meeting 2017

Australian National University

26 – 28 March 2017

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IARU Presidents' Meeting – Agenda

Australian National University, 26 – 28 March 2017

Day 1, Crawford School of Public Policy, Australian National University

Day 2, Mt. Stromlo Observatory

Sunday, 26 March

- 17:00 *Presidents gather in lobby of Hotel Hotel and walk to University House*
- 17:15 **Presidents meet prior to bus pickup**, University House, Australian National University
- 18:00 *Pickup for all delegates from Hotel Hotel, bus departs for dinner*
- 18:15 **Guided tour of Indigenous Art exhibition**, National Gallery of Australia
- 19:00 **Welcome Dinner**
- 21:30 *Bus to hotel*

Monday, 27 March

- 08:00 *Pick up from Hotel Hotel, walk or bus to ANU Crawford School of Public Policy*
- 08:30 **Opening and Welcome**
Welcome Address
Prof. Brian Schmidt, Vice-Chancellor, Australian National University
- 08:35 **Session 1: Presidents' Regional Round-up**
A discussion of global, regional and national trends affecting higher education, including focus on internal priorities in the respective partners' institutions and any other matters of interest to IARU.
- 10:30 *Refreshment Break*
- 11:00 **Session 2: Discussion of Key Issues from Regional Round-up**
New session following feedback from 2016 meeting. Time for open discussion on issues raised during the regional round-up.
- 12:00 *Photo session*
- 12:15 *Lunch at Old Canberra House (Presidents dine in a separate room)*
- 13:30 **Session 3: Report from IARU Joint Working Initiative**
3.1 Women and Men in Globalizing Universities
Campus representatives from the Gender Group will report to the Presidents prior to their own meeting.
- 14:00 **Session 4: IARU Sustainability**
4.1 Activities of the Sustainable Campus Initiative
Presenters: Melissa Goodall (Yale) and John Sullivan (ANU)

Monday, 27 March continued

14:30 *Refreshment Break*

15:00 **Session 5: Topical Session – Global Cohesion and the Rise of Populism**

We live in a time of growing conflict around the world with major shifts in the balance of power. Terrorism, unprecedented refugee migration and growing nationalism all threaten global cohesion. These challenges will affect all of our nations. What role do universities have in contributing to the public discourse on these issues? IARU Presidents will speak with a panel of experts with unique perspectives on the political, economic and security challenges facing our nations and the world.

Panelists:

Dr. Ken Henry, Chairman of the National Australia Bank and former Special Advisor to the Prime Minister
Mr. Dennis Richardson, Secretary of the Department of Defence
Her Excellency Mrs. Menna Rawlings CMG, British High Commissioner

Moderator:

Professor Michael Wesley, Professor of International Affairs and Dean of the College of Asia and the Pacific at Australian National University

17:00 *End of meeting day 1 – walk or bus to hotel*

18:00 *Pick up from Hotel Hotel, bus to National Arboretum*

18:30 **Arrival drinks and canapés**, National Arboretum

19:00 **Formal Dinner**

22:00 *Bus to hotel*

Tuesday, 28 March

08:20 *Pick up from Hotel Hotel, bus to Mt. Stromlo Observatory*

09:00 **Session 6: Topical Session – Innovation**

Details will be provided at a later stage.

10:00 **Session 7: Global Education Initiative**

7.1 Global Summer Program (IARU Secretariat)

7.2 GSP-Santander Agreement Renewal (IARU Secretariat)

10:30 *Refreshment Break*

11:00 **Session 8: Updates from IARU Initiatives**

8.1 Alumni Associations Network (Oxford)

8.2 Global Transformation (ETH Zurich)

8.3 Librarians' Contact Group (Yale)

8.4 Technology Transfer (PKU)

8.5 Joint Online Course (UC Berkeley and UTokyo)

8.6 Real Estate Working Group (ETH Zurich)

Tuesday, 28 March continued

- 11:30 **Session 9: Update from IARU Research Collaboration**
9.1 Aging, Longevity and Health (ALH) & Graduate Student Conference (UTokyo and UCPH)
- 11:45 **Session 10: Business Matters** (IARU Secretariat)
10.1 Financial Report
10.2 Presidents' Meeting 2018 and 2019
10.3 2017 IARU Calendar
- 12:00 *BBQ lunch at Mt. Stromlo Observatory*
- 13:30 *Bus to hotel*
- 14:00 **Visit to Australian Parliament House** and attendance at Question time (optional)

Participants

Australian National University (host)

Professor Brian P. SCHMIDT – *Vice-Chancellor and President*
Professor Marnie HUGHES-WARRINGTON – *Deputy Vice-Chancellor (Academic)*
Professor Margaret HARDING – *Deputy Vice-Chancellor (Research)*
Professor Shirley LEITCH – *Pro Vice-Chancellor, International and Outreach*
Ms. Anne BALY – *Director, International Strategy and Partnerships*
Mr. Jonathan DAMPNEY – *Manager, Strategic Partnerships*
Ms. Alice GRAINGER – *Coordinator, International Projects*

ETH Zurich

Dr. Sarah SPRINGMAN – *Rector*
Dr. Jürg BRUNNSCHWEILER – *Head of ETH Global*

National University of Singapore

Professor TAN Chorh Chuan – *President*
Professor WEE Andrew – *Vice President, University and Global Relations*
Mr. HO Yong Min – *Senior Manager, University and Global Relations*

Peking University

Professor LIN Jianhua – *President*
Professor LI Chenjian – *Vice Provost, Professor and Associate Dean, School of Life Sciences*
Professor CHEN Dongmin – *Dean, School of Innovation and Entrepreneurship*
Professor ZHANG Xudong – *Vice Dean, Faculty of Humanities*
Dr. XIA Hongwei – *Director, Office of International Relations*
Mr. CUI Zhe – *Deputy Chief, Division for Exchange Programs, Office of International Relations*

University of California, Berkeley

Dr. Nicholas DIRKS – *Chancellor*
Professor Pradeep CHHIBBER – *Director, Institute of International Studies*

University of Cape Town

Dr. Max PRICE – *Vice-Chancellor*
Dr. Russell ALLY – *Director, Development and Alumni Department*

University of Copenhagen

Dr. Henrik C. WEGENER – *Rector*
Dr. Lykke FRIIS – *Prorector for Education*
Mr. Steen ULRICH – *Director, Rector's Office*

University of Oxford

Dr. Rebecca SURENDER – *Pro-Vice Chancellor for Diversity*
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. Hiroyuki FURUYA – *Administrative Staff, Assistant to the President, Office of the President*

Ms. Yuko OHKUMA – *Administrative Staff, International Planning Group, International Affairs Department*

Yale University

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

IARU Secretariat

Ms. Rexille UY – *IARU Secretariat*

Ms. Savannah PORTILLO HEAP – *IARU Secretariat*



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Opening & Welcome

(no paper)



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Session 1: Regional Round-up

A discussion of global, regional and national trends affecting higher education, including focus on international priorities in the respective partners' institutions and any other matters of interest to IARU.

(no paper)



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Session 2: Discussion of Key Issues from Regional Round-up

New session following feedback from 2016 meeting. Time for open discussion on issues raised during the regional round-up.

(no paper)



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Session 3: Report from IARU Joint Working Initiative

3.1 Women and Men in Globalizing Universities

3.1 Women and Men in Globalizing Universities

| | |
|--------------------------|--|
| Lead | Oxford University ETH Zurich |
| Reporting | <i>Professor Rebecca Surender (Oxford)</i> <i>Professor Renate Schubert (ETH Zurich)</i> |
| Executive summary | <p>Eight IARU Universities participated in the “Gender Working Group” meeting at Beijing University in July 2016. The group discussed various topics:</p> <ul style="list-style-type: none"> – Ratios of men and women at the different steps of academic careers – Excellence versus equity – Gender gap in educational attainment – Good practice measures to support women and men in globalizing universities – “Implicit bias” trainings – Incentives to increase the number of female tenured professors – Target setting, in the context of hiring professors – Experience with the Athena-Swan type certification systems <p>The “Gender Working Group” had been allocated 8,000 USD for IARU interns to help analyze gender differences in educational attainment and to collect best practice measures. The preparatory work in the IARU institutions took longer than expected (assemble working groups/preliminary information gathering/development of survey instruments etc.). Hence, the IARU Gender Group was not ready to hire interns in the first half of 2016. In addition, some of the data collection can be done by individual institutions, so that this project may now require fewer financial resources. The Beijing Meeting decided that implicit bias training should also be investigated before the 2017 meeting. This could be financed by the previously allocated money for interns. A new topic for which additional money was requested is the analysis of measures to increase the percentage of female professors at IARU Universities. 4,000 USD has been allocated to the Gender Group to hire an intern to assess the role of incentives in hiring female full professors at IARU institutions.</p> <p>The work package for interns at two or more IARU Universities therefore includes:</p> <ul style="list-style-type: none"> – Data collection concerning educational attainment of men and women at IARU universities – Survey on best practices related to measures assuring excellent and equal educational attainment. – Implicit bias training for the performance of our universities and especially for the educational attainment – Assessment of the role of incentives (monetary or non-monetary) |

| | |
|--------------------------------------|--|
| | <p>for increasing the percentage of female full professors at our institutions.</p> <p>This report contains:</p> <ol style="list-style-type: none"> 1. Report from the 2016 Gender Group Meeting 2. Summary Table for Tasks and Allocations for IARU Interns |
| Items for decision | -- |
| Funding request | No requests for funding. |
| Funding to date | <p><i>USD 4,000 IARU Intern to assess the role of incentives</i></p> <p><i>USD 8,000 Annual Workshop 2017</i></p> <p><i>USD 8,000 IARU Interns for data collection and analysis of gender differences in educational achievements as well as for preparation of implicit bias trainings.</i></p> <p>USD 3,011 Workshop (July 2016)</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> |
| Outcomes of previous meetings | <p>Senior Officers' Meeting, November 2016</p> <p>Jürg Brunnschweiler (ETH) and Prof. Kiichi Fujiwara (UTokyo) reported that Gender Group activities are going well. The Gender Group has been allocated funding for an IARU internship program.</p> <p>The latest Gender Group meeting took place at Peking University in July 2016. Senior Officers expressed that a 2017 meeting at ANU in the spring in congruence with the Presidents Meeting may be too premature. A meeting is scheduled for 2018 at Yale with the directive of examining implicit bias trainings prior to this meeting.</p> <p>Since the Senior Officers meeting concluded, the IARU Secretariat has received notice that the Gender Group will meet at ANU in March 2017.</p> <p>Prof. Pradeep Chhibber (UC Berkeley) recommends the Gender Group examine the issue of sexual harassment on university campuses. He also suggests the Gender Group develop a document similar to the Green Guide for Universities on the topic of "Gender Inequality Within Universities" as a goal over the next few years. Senior Officers agree that these suggestions may be presented to the Gender Group directly.</p> <p>Senior Officers approved the funding request of \$4,000 USD in 2017.</p> <p>Presidents' Meeting, April 2016</p> <p>Dr. Rebecca Surender, Pro Vice-Chancellor for Diversity, University of Oxford, and Ms. Trudy Coe, Head of Equality & Diversity at the University of Oxford, joined this session.</p> <p>Dr. Rebecca Surender gave an overview about the work carried out by the group since its inception, followed by a snapshot of the gender</p> |

situation at IARU partner universities. Further, Dr. Surender focused on three substantial discussions which emerged at the last meeting:

- **What is the role of targets?** Women and men students are well represented at the undergraduate level, whereas there is a declining number of women among doctoral students and professors' appointments. The group would argue that the number of doctoral students should be the benchmark for what are realistic targets.
- **What is the impact of globalisation on gender equality?** All IARU partner institutions are international universities attracting significant numbers of international PhD. Precise data are missing at the level of lecturer and faculty position. The question raised is to see how globalisation affects gender relations based on the assumption that women may not be as mobile as men due to family commitments.
- **How to define "success" of gender initiatives?** There are different approaches to measuring success such as: *hard outcomes* eg. student attainment, salary parity, number of women in leadership role, and *process or interim measures* eg. senior champions, dedicated budgets, family-friendly policies. The factors influencing the success are also of different origin: there are some in connection with socialisation and values that are in the women themselves, and there may be unconscious biases in the institution that lead to exclusion, or gaps in the performance, of women. Women tend to value different factors of success than those that are traditionally rewarded in academia (eg. number of publications, rankings) and take up roles that are not directly rewarded in the success parameters (eg. administration and teaching work). The question raised is whether these factors should be taken into account to define a more balanced measure of success.

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

Additional comments suggested that the evaluation system should be diversified, so as to be able to capture the talent that expresses differently

in either gender group. Lastly, the body of work of Professor Claude M. Steele was suggested as a useful source, for his work on stereotypes and women performance in university.

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

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

Women and Men in Globalizing Universities

1. IARU Gender Meeting Beijing, July 2016

In the beginning of July 2016, eight out of eleven IARU Universities (Cambridge, UC Berkeley and Cape Town missing) participated in the “Gender Working Group” meeting at Beijing University. Also this time we had intense, trustful and effective discussions on various topics:

- Ratios of men and women at the different steps of academic careers, especially in STEM fields: We analyzed the situation at IARU universities and searched for explanations of unequal ratios. Furthermore, we discussed potential measures to make the ratios more equal. Hereby, measures implemented at our universities were considered as well as measures at other universities and institutions.
- Excellence versus equity: We discussed examples and arguments showing that excellence, for which all IARU universities are striving, and equity or also diversity must not be opposed to each other but could go very well together and would even support each other.
- Gender gap in educational attainment: In our discussion it turned out that some universities have such a gap after the first year of studies, others in the last study year. Furthermore, the majority of universities was not aware of any evidence on this topic but was very interested in finding out more and discussing the results in the 2017 Gender meeting.
- Good practice measures to support women and men in globalizing universities: Various measures in different locations were discussed and we convened that it would be very helpful to put together an inventory listing key measures as well as the conditions under which they proved to be successful or unsuccessful. A special focus of our discussion was on early career academics. In addition, the general question was raised whether and in which sense a gender action plan would be useful. The respective discussions should be continued at the 2017 meeting, based on more evidence from our own or other universities.
- A specific topic among these measures were “implicit bias” trainings which are already in place in some of the universities and should be rolled out more broadly, but mostly likely in different ways for different groups of people (for instance Board members, High-level Committee members, supervisors, young researchers, students). Yale has specific knowledge in this area and is willing to share strategies and experiences. Also Oxford has some material available which could be made available for the other IARU universities. In our discussion, specific emphasis had also been given to male “champions of change” – a concept which we would like to study more in preparation of the 2017 meeting.
- Another specific field of action that was discussed in more details was incentives to increase the number of female tenured professors, especially in STEM fields. We discussed experiences with monetary incentives (Copenhagen and Yale) as well as options for and advantages/disadvantages

of non-monetary incentives. The discussion showed that more in-depth analysis would be needed in this context.

- In the context of hiring professors, we discussed the relevance of target setting. Should targets be rather achievable or rather aspirational? We will collect evidence and continue the discussion at the 2017 meeting.
- At the side of the aforementioned bigger topics we also discussed experiences with the introduction of Athena-Swan type certification systems, the relevance of diversity in a broader sense, the balancing of research and family work in China as well as the advantages and disadvantages of part-time work for researchers.

At the Senior Officers' Meeting in October 2015, the IARU Gender Group was allocated \$5000 + \$3000 USD in order to hire IARU interns to assist in the following projects:

- Data collection concerning educational attainment of men and women at IARU universities
- Survey on good practices related to measures assuring excellent and equal educational attainment.

Due to the length of time it took to do the preparatory work for this project in the individual institutions (assemble working groups/preliminary information gathering/development of survey instruments etc.), the IARU Gender Group was not ready to hire interns in the first half of 2016 and to start the comparative work. Furthermore, the Beijing Meeting showed that while there is still broad interest in the above mentioned topics, some of the data collection can be done by individual institutions, so that this project may now require less financial resources from IARU.

However, the Beijing meeting emphasized the importance of "implicit bias" trainings for the performance of our universities and especially for the educational attainment. In addition, a further topic not related to the educational attainment question emerged in the Beijing meeting which we would like to also investigate before the 2017 meeting. This topic is the role of incentives (monetary or non-monetary) for increasing the percentage of female full professors at our institutions. While two of the Group members (Denmark and Yale) have some experience using financial incentives to promote change in hiring practices, there seems to be no clear evidence on which incentives work best. Hence, the IARU Gender Group would like to assess the effects (positive and negative) of various potential incentives so that we might be able to recommend most effective structures for different types of universities. Here again, a IARU intern could help in collecting data and assessing the implication of existing structures within and outside IARU.

We are now in a position to draw on the previously allocated \$8000 USD to recruit two interns at two IARU Universities to work on the two initial projects mentioned above as well as on the 'implicit bias' topic. For realizing the 'financial incentives' work, we request an additional \$4000 USD to be used in 2017.

Work should be completed and results available for the next meeting of the IARU Gender Group which will most likely take place at either ANU or Yale in September or early October 2017. To organize the respective meeting, we were granted the regular meeting budget of \$8000 USD at the Senior Officers' meeting 2015.

On behalf of the IARU Gender Group

R. Schubert

Prof. Dr. Renate Schubert

2. Summary table of the tasks and allocation for IARU internships @ the Gender Group

| Task | Allocation | Status |
|--|------------|---------------------|
| Two interns at two IARU Universities to work on: <ul style="list-style-type: none"> - Data collection concerning educational attainment of men and women at IARU universities - Survey on good practices related to measures assuring excellent and equal educational attainment. - Implicit bias trainings for the performance of our universities and especially for the educational attainment | 8,000 USD | Granted at SOM 2015 |
| One intern to assess the role of incentives (monetary or non-monetary) for increasing the percentage of female full professors at our institutions. Collect data and assess the implication of existing structures within and outside IARU. | 4,000 USD | Granted at SOM 2016 |



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Session 4: IARU Sustainability

4.1 Activities of the Sustainable Campus Initiative

4.1 Activities of the Sustainable Campus Initiative (SCI)

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| Lead | <i>Yale University</i> |
| Reporting | <i>Melissa Goodall</i> |
| Executive summary | <p>This year the main focus for the IARU Sustainable Campus Initiative is to develop programs that are complementary to the priorities of individual institutions, but can benefit from and enhance the alliance. Examples of this are comparative projects on energy management and the realization of the living lab concept, a case study program to highlight the work of particular campuses, and shared initiatives related to communications and virtual participation. In addition, the SCI is testing ways to enhance and evolve existing programs: for example, to overcome some challenges associated with the summer student exchange program, we are testing home-hosting and staff exchanges this summer.</p> <p>In the 2017 – 2018 academic year, we intend to continue with a robust portfolio of collaborative projects, but we are also submitting for consideration a proposal for the IARU institutions to co-host a global conference in 2018 on the role of academic institutions in advancing the sustainable development goals. The purpose of the event would be to identify the specific pathways for universities to engage on fostering dialogue, innovating, measuring, reporting, and developing solutions for all 17 goals. It would be divided into complementary tracks:</p> <ul style="list-style-type: none"> • <i>Scholarship for solutions</i> would focus on innovation and experiential teaching and research in the context of the SDGs. • <i>Walking the talk</i> would highlight how universities can engage in partnerships with society, governments or businesses to drive change, and how campuses can lead by example in terms of operational excellence and using the campus as a test bed for innovation. • <i>Next generation innovation</i> will give students the opportunity to share their ideas on how we can change the world. <p>Spanning two or three days, the conference would be open to faculty members, professionals, policymakers, and students from around the world. Building on the success of the 2014 Sustainability Science Congress, the 2018 event would both advance the global dialogue around sustainability and garner recognition for the IARU institutions.</p> <p>Also included in this document are highlights of a discussion between IARU and the International Sustainable Campus Network on possibilities for collaboration, and a report on the 2016 Summer Fellowship Program.</p> <p>This report contains:</p> <ol style="list-style-type: none"> 1. An overview of 2016-2017 Projects 2. A concept note for an IARU-led conference on the role of higher |

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| | <p>education institutions in advancing the sustainable development goals</p> <ol style="list-style-type: none"> 3. A report on the sustainability fellowship program 4. A set of highlights from the 2015 Global University Climate Forum program 5. Highlights from a discussion in June 2016 between IARU and the International Sustainable Campus Network 6. Administrative notes 7. Presenters |
| Items for decision | Whether to pursue a conference to explore the role of academia in advancing the Sustainable Development Goals. |
| Funding request | No requests for funding. |
| Funding to date | <p><i>Energy Management and Behavior Change (Oxford)</i></p> <p>US\$5,000 <i>Support for a student to conduct research and complete the report</i></p> <p>US\$3,000 <i>Design and production of best practice guide</i></p> <p><i>Presentation to the IARU Presidents at PM2017 (ANU)</i></p> <p>US\$3,000 <i>Travel for one member of the IARU SCI Steering Committee</i></p> <p><i>IARU Universities as Catalysts for a Sustainable Society (Yale)</i></p> <p>US\$1,500 <i>Green Guide Case Studies</i></p> <p>US\$1,500 <i>“Campus” as a “Living Lab”</i></p> <p>US\$1,500 <i>Global University Climate Forum</i></p> <p><i>Up to 10,000 per meeting Sustainability Meetings 2017 and 2018</i></p> <p>---</p> <p>688.00 USD Contribution to ANU 10th anniversary video</p> <p>2,275 EUR Sustainability Meeting 2016</p> <p>5,000 USD 10th anniversary videos (1,000 each partner: NUS, ETH, UCPH, UTokyo, Berkeley)</p> <p>2,000 USD IARU 10th anniversary collective video production (UC Berkeley)</p> <p>16,585 USD IARU Global University Climate Forum (Dec. 2015)</p> <p>3,240 (January 2015) Green Guide for Universities</p> <p>3,983 (January 2015) Sustainability Meeting</p> <p>15,000 (October 2014) Publication IARU Green Paper</p> <p>25,000 (October 2014) Making Univ’s Sustainable Conference</p> <p>15,000 (October 2014) Sustainability Science Congress</p> |

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| | <p>6,060 (March 2014) Sustainability Meeting</p> <p>8,449 (March 2013) Sustainability Meeting</p> <p>9,146 (March 2012) Sustainability Meeting</p> <p>10,000 (2011–2012) Consultancy Fees</p> <p>7,207 (March 2011) Sustainability Meeting</p> <p>4,055 (February 2010) Sustainability Meeting</p> <p>16,500 (March 2009) Copenhagen related activities</p> <p>14,000 (October 2008) Sustainability Meeting</p> <p>---</p> <p><i>up to 10,000 (PM 12) Benchmarking study (unspent)</i></p> <p><i>up to 15,000 (PM 11) Website write-up (unspent)</i></p> |
| <p>Outcomes of previous meetings</p> | <p>Senior Officers' Meeting, November 2016</p> <p>4.1 Sustainable Campus Initiative & Fellowship Program</p> <p>Don Filer (Yale) reported that the Sustainability Initiative is highly energized and active.</p> <p>Senior Officers agreed to fund \$15,500 USD of the Initiative's funding request, <i>excluding</i> the \$30,000 request to fund the "Smarter Meetings" conference to be held at ETH Zurich. If the Initiative wishes to pursue a videoconference, it must explain how the outcome of this conference will positively impact the IARU partner institutions and explain the following: Why is this conference innovative? What is the goal? What is the process? The other projects proposed by this Initiative are deemed worthy of support and build the capacity of this Initiative.</p> <p>4.2 How to Make a Campus Green</p> <p>Rexille Uy (IARU Secretariat) screened the "How to Make a Campus Green" IARU 10 Year Anniversary Video (http://www.iaruni.org/sustainability/10y-green-campus). The Secretariat encourages IARU partners to share this video across different social media platforms and various sustainability websites across the IARU campuses. The 10 campus contributions can be found on the IARU website.</p> <p>Presidents' Meeting, April 2016</p> <p>4.1 Campus Sustainability: How Do You Make a Campus 'Green'?</p> <p>Ms. Rexille Uy (UC Berkeley) explained that IARU's Green Guide for Universities was one of the most important accomplishments to come from the Alliance in the last 10 years, therefore the best way to celebrate IARU's 10th anniversary was to highlight how each campus has worked to include sustainability efforts, and how partners have worked together. The 10 members each (UCT didn't take part for obvious reasons) submitted a video describing the sustainability practice on campus; all videos have been edited into a single compilation, which was shown at the</p> |

meeting.

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

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

4.2 Updated IARU Presidents' Statement on Sustainability

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

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

Sustainable Campus Initiative

Prepared by Melissa Goodall, Yale University

The International Alliance of Research Universities offers a remarkable platform for testing local solutions to global challenges. Following on the successes of shared initiatives such as the *Green Guide* and the Global University Climate Forum, the IARU SCI group has developed a robust and actionable set of priority projects for 2016-2017, as well as a proposal for a higher-profile event in the spirit of the 2014 Scientific Congress. We are also considering the various networks that each institution belongs to, and how those might be coordinated and leveraged to enhance IARU activities. Based on this, six sections follow:

- An overview of 2016-2017 Projects
- A concept note for a IARU-led conference on the role of higher education institutions in advancing the sustainable development goals
- A report on the sustainability fellowship program
- A set of highlights from the 2015 Global University Climate Forum program
- Highlights from a discussion in June 2016 between IARU and the International Sustainable Campus Network
- Administrative notes

1. 2016-2017 Projects

At the annual meeting of the Sustainable Campus Initiative (SCI) the representatives from the IARU institutions agreed on the following priorities for the 2016-2017 academic year. Each project has a lead institution and most have one or two additional members that have agreed to be on the working group that develops the project. In each case, the content of the project is complementary to existing institutional priorities for the universities listed. This ensures authentic leadership for each project, as well as appropriate staff time. The funds requested below will cover additional collaborative expenses.

All IARU institutions are invited to participate on each project. This model both ensures that all of the members have the opportunity to benefit from the work and that the initiatives enhance the alliance. With this structure, these initiatives will both improve the performance of the IARU member institutions through sharing and developing best practices, and help to demonstrate global leadership via sharing IARU experiences and initiatives online and by engaging universities globally.

The following tables offer synopses for each of the 2016-2017 shared IARU sustainability projects. More detailed work plans, which include information on resources, timelines, and deliverables, have been agreed to among the IARU SCI group, and can be provided upon request.

Climate Change: Energy management

Project 1: Equipment Energy

Description: Compare management of highest energy consuming equipment.

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| Organizers: | ETH (lead), Oxford, ANU |
| Output: | A matrix of highest energy consuming equipment starting with labs. |
| Status: | ETH Zurich issued a survey to all members in the fall semester. Responses are still forthcoming. |
| Project 2: | Energy Management and Behavior Change |
| Description: | Evaluation of engagement and energy dashboard strategies |
| Organizers: | Oxford (lead), Copenhagen, Cambridge |
| Output: | Report on dashboard effectiveness – lessons learned and best practices |
| Status: | Oxford will enlist a summer fellow to conduct this work. |

Climate Change: Business Travel

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| Project 1: | Proof of Concept: Annual IARU SCI Workshop Virtual Participation |
| Description: | Enable video conferencing throughout the annual IARU Sustainable Campus Initiative meeting so that relevant representatives from all IARU institutions have the opportunity to participate in all or parts of the annual meeting. This should both enhance the meeting and demonstrate the possibility of video conferencing. |
| Organizers: | Berkeley (lead), Yale, ETH |
| Outputs: | Possible full participation in the SCI meeting and a set of best practices. |
| Status: | UC Berkeley has secured a digitally enabled room for the duration of the annual meeting. |
| Project 2: | Smarter meetings |
| Description: | Host an entirely virtual conference on efficient and smarter meetings and conferences. This will include both ITS and sustainability professionals and may be opened up to non-IARU institutions. (Please see attached concept document for more information) |
| Organizers: | ETH (lead), ANU, (Oxford, Yale) |
| Outputs: | Conference participation, communications materials, production guidelines. |
| Status: | Two students have been hired to assist with developing the processes and communications for this projects. All IARU members will be invited to participate in the conference, which will be held in October or November. |

Employee and Student Engagement

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| Project 1: | Fellowships and Sustainability Staff Knowledge Exchange |
| Description: | Explore options for enhancing the Fellowship Program to allow for home-hosted fellows and a parallel initiative to encourage IARU sustainability staff to partici- |

| | |
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| | pate in short-term learning visits to peer institutions. |
| Organizers: | Cambridge (lead), with participation from all IARU members |
| Status: | This year exchanges will happen between Cambridge and Tokyo and ANU and Yale. Oxford, NUS, and Yale intend to recruit a home student to work on IARU projects. Yale and Copenhagen are testing the staff exchange concept with a shared project on enhanced space management. Each university will send a staff member to the other for one week during the summer. |

IARU Universities as Catalysts for a Sustainable Society

| Project 1: Global University Climate Forum | |
|---|--|
| Description: | Coordinate with student teams around the world to collect updates and develop final report, which will be published in the spring of 2017 via the IARU and International Sustainable Campus Network websites. Qualified student teams will be invited to publish in <i>Environmental Research Letters</i> , a peer reviewed journal where UC Berkeley Professor Dan Kammen is Editor-in-Chief. |
| Organizers: | Yale (lead), Copenhagen |
| Outputs: | Final report and possible peer-reviewed articles. |
| Status: | The program is complete and the final report being drafted. |
| Project 2: Green Guide Case Studies | |
| Description: | On an on-going basis, collect and publish news items and case studies from the IARU universities to demonstrate continued innovation and leadership. The repository will be organized by the categories of the Green Guide and each case study should be tagged with the any SDGs ¹ they support. |
| Organizers: | Yale (lead), NUS, Berkeley |
| Outputs: | Online promotion of IARU member news and a repository of best practices. |
| Status: | Yale is hiring a student to develop case studies. Initial topics will be sustainable food and transportation. |
| Project 3: “Campus” as a “Living Lab” | |
| Description: | Explore and compare the various ways that the IARU institutions have of defining and fostering applied research and active learning. |
| Organizers: | Yale (lead) with input from all IARU institutions |
| Outputs: | A matrix to demonstrate differences and commonalities and a report that showcases examples from each institution and suggests next steps for the alliance. |
| Status: | Yale has conducted a literature review of the “campus as a living lab” concept. This has been used to develop a survey that will be issued to all IARU members. The final report will offer an overview of the concept, examples from each uni- |

¹ Sustainable Development Goals

versity, and key conclusions for the Alliance.

2. Conference Proposal

Global Priorities, Educated Solutions:
the role of academia in advancing the Sustainable Development Goals

Background

In 2015 193 countries adopted the Sustainable Development Goals (SDGs), which offer an actionable agenda with priorities, goals, and targets that include all countries and all citizens. The process of developing the SDGs was inclusive – with non-governmental decision-makers, sectoral experts, and the population at large involved through a variety of consultative processes – and the resulting document has enjoyed a degree of notoriety as a comprehensive and universal platform for advancing sustainability. Achieving most of the goals will require integrated solutions and coordinated actions, transparency and accountability, and scaled policies and programs. It is questionable, however, that the United Nations or most national governments are well-structured to effectively plan and implement these types of solutions. And with just 13 years to go until the 2030 deadline, there is an imperative to be proactive and dynamic about advancing the aims of the SDGs.

Academic institutions are uniquely qualified to inform the advancement of the Sustainable Development Goals. The participation of universities brings with it the intellect and expertise of faculty, which means that research, investigation, and data collection and analysis can become applied and experiential learning. This can enhance the capacity of UN and government programs as well as that of other sectors, and because the missions of these institutions relate to teaching, research, and service, universities can support the advancement of the goals without the pressures of political influences or demand for profit. Many universities attach developmental service learning activities to their curricula. Many college campuses function as microcosms of society – providing housing, transportation, food, and other necessities to student populations – which offers the possibility of testing new technologies and tactics for urban sustainability. Additionally, many universities have the capacity to act as neutral fora for dialogue and exploration, which can help to transcend the political tensions that frequently encumber UN discussions. In short, academic institutions have the capacity to translate global priorities to local action.

Conference on the role of academia in advancing the SDGs

With this concept note, the IARU Sustainable Campus Initiative is proposing a conference that would explore the role of academia in advancing the SDGs. The purpose of the event would be to identify the specific pathways for universities to engage on fostering dialogue, innovating, measuring, reporting, and developing solutions for all 17 goals. This Conference would be divided into complementary tracks:

- *Scholarship for solutions* would focus on innovation and experiential teaching and research in the context of the SDGs.
- *Walking the talk* would highlight how universities can engage in partnerships with society, governments or businesses to drive change, and how campuses can lead by example in terms of operational excellence and using the campus as a test bed for innovation.
- *Next generation innovation* will give students the opportunity to share their ideas on how we can change the world.

Spanning two or three days, the conference would be a combination of plenaries, panel discussions, workshops, and active events such as walking tours and excursions. Faculty members, professionals, policy-makers, and students from around the world would be invited to submit abstracts. Faculty and professional authors of accepted abstracts would be organized into panel discussions, keynote discussions, and interactive workshops. Student presentations would be separate either in parallel sessions or at an event just before or after the main conference. The outcome would be a set of materials aimed at informing UN groups and national and sub-national governments about opportunities leverage the potential of academia to achieve results.

IARU collaboration for the conference

The window for leadership on this topic may be limited, so a swift timeline is recommended. The first step would be to establish a committee of faculty and staff from multiple IARU member institutions. This group would then oversee the first phase of planning, which would include internal assessments in all interested IARU members to ascertain the expertise each has to offer, and where there might be gaps and opportunities. This process should also yield a set of activities that might aligned to the SDGs, and a set of synergies, partnerships, and initiatives to highlight. Following the internal assessment, the committee would further define and develop the conference in terms of how the sessions will be organized; the size and nature of the audience; how students might be involved; and what the outcomes will be. Ideally, the work of this committee would take 12 to 18 months.

Participants and Scale

This event would be open to academics from all disciplines, policymakers, and professionals working in sustainability, business, health, and security. The scale of the conference would significantly impact its nature and outcomes. One scenario would be to limit attendance to 150 or 200 individuals with an even balance between faculty members and staff members and a smaller group of students. This would allow for meaningful interactions during networking times and might set the stage for a more targeted set of outputs. A larger conference, on the other hand, would allow for a broader array of perspectives and set a more inclusive tone. This scale would require sophisticated scheduling and orchestration. A third possibility is to start with a smaller event in 2018 and create a series of complementary events over the course of several years.

Outcomes

Possible deliverables from this event include a toolkit for universities, publication of papers based on the abstracts submitted for panel discussions, online distribution of the event, country-specific action plans, goal-specific action plans, and more.

Draft Timeline

Spring – Summer 2017: Create the committee

- Establish objectives and meeting and reporting structures
- Develop protocols for internal SDG reviews
- Issue report on SDG reviews
- Develop a strategy for the conference including organizational structure and intended outcomes
- Identify internal and external partners
- Estimating needed funding, as well as a plan for securing it

Fall 2017: Call for proposals

- Issue RFP and assess applications

Spring – Summer 2018: Conference

- Issue invitations for approved abstracts

- Promote registration
- Host event

Fall 2018: Outcomes:

- Publish final abstracts, toolkits, etc.

3. Sustainability Fellowship Exchange Programme

Prepared by Joanna Chamberlin, University of Cambridge

In 2016, seven 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 will be published on the IARU web site (www.iaruni.org/sustainability/fellowships/reports).

The IARU Sustainable Campus Initiative (SCI) discussed opportunities to enhance this programme at their meeting in June 2016. The agreed proposals are presented as part of the report from the SCI and include:

- Allowing institutions to recruit a student from their own institution to work with them on an IARU project, e.g. collecting and organising case studies. This will support the broader work of the IARU SCI and enable institutions and individuals to participate in circumstances where it may be challenging to participate otherwise, for example due to visa or language issues. All IARU members would be welcome to participate in the program both via exchange and home-hosting. This recommendation is intended to engage more students and support expanded IARU collaboration.
- Endeavouring to develop a forum or community across cohorts of fellows.
- Establishing programme where staff could visit other IARU institutions to experience sustainability in another institution, and to facilitate two-way learning and the sharing of experience and practice. This could either be as a short visit (e.g. 1-2 weeks), or a longer-term secondment.

| Host institution | Sending institution | Student | Project |
|--------------------------------|---------------------|---------------------|---|
| Australian National University | NUS | Cheryl Wong Hui Min | <p>Revitalisation of the ANU Inter Hall Green Shield Competition</p> <p>The Green Shield Challenge aims to encourage Australian National University's campus residents to live greenly. The competition was in existence from 2009 to 2011, but ceased in 2012 due to logistical issues. This internship undertook a complete review of the competition and developed a proposal to revitalise the competition with data from the new network for electricity, gas and water meters installed in the halls, and a new system for reporting waste and recycling data.</p> |

| | | | |
|----------------------------------|-----------|-------------------|--|
| | Tokyo | Fumika Masuda | <p>Revitalisation of ANU Interhall Green Shield Challenge</p> <p>Review of the benchmarking and reporting data for the Inter Hall Challenge.</p> <p>Analysis of Double Glazing refurbishment at Ursula Hall student accommodation</p> <p>Undertook an analysis of the energy efficiency achieved from the replacement of the single glazed windows with double glazed units within the Ursula Hall student accommodation buildings.</p> |
| Cambridge | ANU | Laura Farrell | <p>Sustainable food at the University of Cambridge</p> <p>Compiled an evidence base detailing how the implementation of the draft sustainable food policy has affected the University Catering Services' purchasing, sales, finances, customer satisfaction and overall environmental impact.</p> |
| National University of Singapore | ANU | Lea-Sofia Luzzi | <p>Community gardening/farming</p> <p>Revived a rooftop community garden by revamping its management system. Helped select new plants to plant and recruited volunteers from staff to help with planting. Designed activities that could make use of the garden space to increase staff involvement in the rooftop garden.</p> |
| | Oxford | Benjamin Kobryner | <p>Green building database</p> <p>Compared the performance of various certified green buildings on campus, established what green building data was most important to capture and subsequently developed a framework for a database from which it would be easy to visualise the information.</p> |
| Oxford | NUS | Giselle Lim | <p>Global Reporting Initiative (GRI): its use and application in HE sector</p> <p>Reviewed existing HE reports working to GRI standard, assessed current Oxford University reports against the standard and identified potential benefits and challenges in applying the standard for the University and IARU.</p> |
| Tokyo | Cambridge | Amy Carmichael | <p>A landscape review of best practice in student engagement in sustainability, and an evaluation of possibilities for the University of Tokyo</p> <p>Compiled a landscape review of sustainability initiatives engaging students from the world's top universities and provided recommendations for both the Todai Sustainable Campus Project (TSCP) officers and the student committee for actions that will help facilitate increased and more effective student engagement.</p> |

Joanna Chamberlain, University of Cambridge

4. Global University Climate Forum update

Over 130 students from 27 universities attended the Global University Climate Forum, which was held during the 2015 Climate Negotiations in Paris. The event hosted by IARU in collaboration with the International Sustainable Campus Network and Sorbonne Universities. Highlights of the day included:

- Keynotes from Prof. Hervé Le Treut (Sorbonne Universitiés - climate scientist), Dean David Cash (UMass Boston - economist and former policymaker) and President Jobert Barthélémy (The Paris Sorbonne - art historian)
- Expert Commentary from Prof. Maria Ivanova (Yale alum and UMass Boston faculty – global environmental policy), Ms. Zena Harris (ISCN – campus sustainability expert), Prof. Dan Kammen (UC Berkeley – physicist)
- Activities with the group [#climatesign](#), a grassroots effort to make climate action cool – the Eiffel tower will actually be lit with the sign this week
- A visit from [the GroundTruth Project](#), an initiative that offers experience to young journalists learning to report on social justice
- These two groups connected with each other during our reception, and a [news story](#) came out of it. Our team was interviewed as well, which resulted in a story titled [student leaders are taking local climate issues into their own hands](#).
- During his remarks, Dan Kammen 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
- Students from Sorbonne Universitiés also created a short documentary about the event and conducted interviews with each team. These are available on [YouTube](#).

Throughout the year, the student teams were encouraged to post updates about their projects and to comment on the progress of other teams. A full report with final results is under development.

5. The IARU relationship with the International Sustainable Campus Network

The International Sustainable Campus Network (ISCN) is a group with over 80 members in 35 countries on 6 continents. It hosts an annual conference with be high quality programming and activities, as well as ample networking opportunities. About half of the IARU members are also ISCN members: Cape Town, ETH, NUS, Oxford, Peking, and Yale are all members of ISCN, and ETH and NUS are ISCN Host Universities, which means that they have positions on the ISCN Board. Amy Ho (NUS, Melissa Goodall (YALE), Bart Meehan (ANU), and Christine Bratrach (ETH Zurich) are members of the newly formed ISCN Advisory Committee, a group that will actively inform the future and growth of that network.

Over the years, ISCN has expressed interested in a more definitive collaborative relationship with IARU. During the IARU SCI meetings, the group had a candid dialogue about the value of being an ISCN member – its main asset is the forum it provides for networking and communication and one does not necessarily need to be a member for that.

In advance of the ISCN annual conference the IARU SCI group agreed that the best option is to invite ISCN to participate on key strategic events such as the Global University Climate Forum and the IARU-hosted virtual conference. During the ISCN conference, representatives from IARU were invited to a closed session with the advisory committee of ISCN. Much of that conversation focused on the need to better-define the ISCN value proposition and the factors that distinguish the two groups from each other. The main points were that IARU is an alliance between presidents where sustainability is one line of collaboration and there is accountability to the presidents while ISCN is a sustainability network where the presidents have agreed to a charter, but the direct reporting connection does not exist. There was also considerable praise for the 2014 IARU Scientific Sustainability Congress and University Sustainability Conference as models for advancing dialogue that might be replicated.

In terms of collaboration, the key points were:

1. Communication. Both groups would benefit from enhanced intra-network communication as well as inter-network communication.
2. Student Engagement. Between the Fellowship Program and the Forums, IARU has a stronger track record of student engagement. There may be opportunities to collaborate including possible student-focused workshops at the annual ISCN conference.
3. Programming. The ISCN Advisory Committee is planning to redefine the form and function of its topic-based working groups. As the SCI group develops the priority projects above, we may consider how some of our shared initiatives might enhance the ISCN working groups.
4. Pilot Initiatives. IARU can act as “test-bed” for new project approaches within a smaller, but very efficient network and use the strength of the broad ISCN-network to disseminate those ideas and proofed concepts.

Beyond this initial discussion, the relationship between the two networks has not been concretely defined.

6. Administrative Notes

Members of the IARU SCI group:

| | | |
|------------|---------------------------|---------------------------|
| ANU | John Sullivan | Steering Committee Member |
| Berkeley | Lisa McNeilly | |
| Cambridge | Joanna Chamberlain | Steering Committee Member |
| Cape Town | Prof. Harro Von Blottnitz | |
| Copenhagen | Tomas Refslund Poulsen | Steering Committee Member |
| ETH Zurich | Dominik Brem | |
| NUS | Amy Ho | |
| Oxford | Harriet Waters | |
| | Tom Heel | |
| Peking | Prof. Bin Lu | |
| Tokyo | Prof. Yuji Suzuki | |
| Yale | Ginger Chapman | |
| | Melissa Goodall | Steering Committee Chair |

The 2017 IARU SCI meeting will take place at Berkeley from June 20-22. All sessions will have the capacity for video conferencing.

7. Presenters



Dr. Melissa Goodall
Associate Director, Yale Office of Sustainability

Melissa Goodall is the Associate Director of the Yale Office of Sustainability, where her work is mainly divided between three areas: developing and implementing sustainability action plans for Yale's professional schools and high-impact administrative departments; assessing how scholarship at Yale relates to global sustainability priorities, particularly the UN Sustainable Development Goals; and overseeing a suite of initiatives connecting Yale to New Haven via sustainability.

Prior to joining the Yale Sustainability team, Melissa spent five years as the Associate Director of the Yale Center for Environmental Law and Policy. Before coming to Yale, she was as an international environmental policy project manager, primarily working for the United Nations Development Programme on projects focused on climate change in developing countries.

Melissa is chair of the steering committee of the sustainable campus initiative of the International Alliance of Research Universities and co-chair of the advisory committee for the International Sustainable Campus Network. In 2015 she earned her doctoral degree at Antioch University New England, where the topic of her dissertation was the role that higher education institutions can play in advancing more robust solutions to governing the global commons.



Mr. John Sullivan
Manager, ANU Sustainability Office



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**Session 5:
Topical Session – Global Cohesion
and the Rise of Populism**

(no paper)

Session 5: Topical Session – Global Cohesion and the Rise of Populism

We live in a time of growing conflict around the world with major shifts in the balance of power. Terrorism, unprecedented refugee migration and growing nationalism all threaten global cohesion. These challenges will affect all of our nations. What role do universities have in contributing to the public discourse on these issues? IARU Presidents will speak with a panel of experts with unique perspectives on the political, economic and security challenges facing our nations and the world.

Panelists



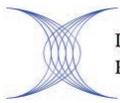
Dr. Ken Henry

*Chairman of the National Australia Bank and former Special Advisor to the Prime Minister
AC, FASSA, FAIIA*

Dr. Henry held senior policy advising positions in the Australian Treasury from late 1984 until early 2011. From 2001 to 2011 he was Secretary to the Treasury and a member of the Board of the Reserve Bank of Australia and the Board of Taxation. In 1997 and 1998 he chaired the Howard Government's tax review task force that produced the policy blueprint, *A New Tax System*. He was a member of the Howard Government's Task Group on Emissions Trading in 2007. In 2009-10 he chaired the Review into *Australia's Future Tax System* commissioned by the Rudd Government. As Special Adviser to Prime Minister Gillard in 2011 and 2012, Dr. Henry was responsible for leading the development of the *White Paper on Australia in the Asian Century*.

Dr. Henry is Chair of National Australia Bank and the Sir Roland Wilson Foundation at the ANU. He is also a Non-Executive Director of the Australian Securities Exchange (ASX) and Cape York Partnership. He is a Governor of CEDA and a Council member of Voiceless.

Dr. Henry holds a first class honours degree in economics from the University of NSW (1979) and a PhD in economics from the University of Canterbury, NZ (1982). Dr. Henry was awarded a Centenary Medal in 2001 and made a Companion of the Order of Australia, General Division (AC) in the Australia Day Honours 2007. In May 2009, Dr. Henry was awarded the degree of Doctor of Business *honoris causa* from the University of NSW. In November 2012 Dr. Henry was made a Fellow of the Academy of Social Sciences in Australia. In February 2016, he was made a Fellow of the Australian Institute of International Affairs.



Mr. Dennis Richardson
Secretary of the Department of Defence
AO

Mr. Richardson commenced as Secretary of the Department of Defence on 18 October 2012. He was Secretary of the Department of Foreign Affairs and Trade from January 2010 to October 2012. Mr. Richardson was Ambassador of Australia to the United States, June 2005-December 2009, and was the Director-General of the Australian Security Intelligence Organisation 1996-2005. He served as the Deputy Secretary of the Department of Immigration and Multicultural Affairs 1993-1996 and was Head of the Review of the Intelligence Community post Cold War 1992. Mr. Richardson was Principal Adviser to the Prime Minister 1990-1991 and has held various senior public service roles in the Departments of the Prime Minister and Cabinet and Immigration from 1986-1990. He has held a range of positions in the then Department of Foreign Affairs, with postings to Nairobi, Port Moresby and Jakarta 1969-1986.

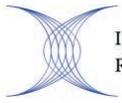
Mr. Richardson graduated from Sydney University with a Bachelor of Arts (Honours) 1968 and was awarded an AO in 2003. He was born in Kempsey NSW in 1947, is married to Betty and has one son and one daughter.



Her Excellency Mrs. Menna Rawlings CMG
British High Commissioner

Menna joined the FCO in 1989 and has served in a wide range of Diplomatic Service roles. She was mostly recently a member of the Foreign and Commonwealth Management Board as HR Director. This followed postings to Washington DC, Ghana, Israel, Kenya and Brussels. In London, she has served as Private Secretary to the Permanent Under Secretary as well as in Press Office and the Africa and EU Directorates.

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|--------------------|---|
| Full name: | Menna Frances Rawlings CMG |
| Married to: | Mark John Rawlings |
| Children: | Three |
| 2011 – 2014 | FCO, Director HR |
| 2008 – 2011 | Washington, Counsellor (Corporate Services USA) and HM Consul General |
| 2005 – 2008 | Accra, Deputy High Commissioner and Head of Political Section |
| 2005 | FCO, Africa Directorate (G8/Africa) |
| 2002 – 2004 | FCO, Private Secretary to the Permanent Under Secretary |
| 1998 – 2002 | Tel Aviv, Head of Political Section |
| 1996 – 1998 | FCO, Press Officer |
| 1993 – 1996 | Nairobi, Second Secretary (Political/Economic) |
| 1991 – 1993 | UKRep Brussels, Third, later Second, Secretary (Institutions) |
| 1990 – 1991 | European Commission, Brussels, Stagiaire |
| 1989 – 1990 | FCO, European Community Department (Internal) |
| 1989 | Joined FCO |



Moderator



Professor Michael Wesley

Professor of International Affairs and Dean of the College of Asia & the Pacific at Australian National University.

Michael Wesley is Professor of International Affairs and Dean of the College of Asia and the Pacific at the Australian National University. He has published on Australian foreign policy, Asia's international relations and strategic affairs, and the politics of state-building interventions. His 2011 book, *There Goes the Neighbourhood: Australia and the Rise of Asia*, was awarded the John Button Prize for the best writing on Australian politics and public policy.

Previously Professor Wesley was the Director of the Coral Bell School of Asia Pacific Affairs at ANU from 2014 to 2016, the Executive Director of the Lowy Institute for International Policy from 2009 to 2012; Director of the Griffith Asia Institute at Griffith University from 2004 to 2009; and Assistant Director-General for Transnational Issues at the Office of National Assessments, Australia's peak intelligence agency, from 2003-2004. He gained his PhD from the University of St Andrews and his BA (Honours) from the University of Queensland.



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Session 6: Topical Session – Innovation

Details will be provided at a later stage.

(no paper)



INTERNATIONAL ALLIANCE OF
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Session 7: Global Education Initiative

- 7.1 Global Summer Program**
- 7.2 GSP-Santander Agreement Renewal**

7.1 Global Summer Program (GSP)

| | |
|--------------------------|--|
| Lead | GSP Coordinators GSP Working Group IARU Secretariat |
| Reporting | <i>IARU Secretariat</i> |
| Executive summary | <p>The GSP continues to be an important program within IARU. GSP 2016 offered 23 courses and 269 IARU students participated from all partner universities.</p> <p>The 2016 GSP Coordinators met at NUS from 25 to 27 September 2016. Ms. Ana Wang (Banco Santander) and 10 IARU GSP Alumni also participated in the meeting. Part of the meeting activities commemorated the 10th anniversary of IARU, and GSP alumni and GSP faculty members exchanged with GSP Coordinators on potential future development of the GSP.</p> <p>The group confirmed the strengths and opportunities that the program offers, which reside in the international, cross-disciplinary and multicultural features of all courses.</p> <p>Non-aligned academic calendars and a non-streamlined application procedure were the main challenges mentioned by students and organizers. As a result, the GSP Coordinators decided on simplifying the application procedure and introducing a mechanism to allow filling all spots available to IARU students on each course.</p> <p>The GSP Coordinators also discussed the IARU-Santander agreement, which is due to expire in 2017. The representative of Banco Santander informed the GSP that the bank is focusing on funding programs that have an innovation and entrepreneurship dimension. A small working group of representatives from Yale, Berkeley, NUS and UCPH were tasked to draft a funding proposal of the future GSP program to be presented to Banco Santander, including how IARU GSP embeds the elements of innovation and entrepreneurship in its offering.</p> <p>At the Senior Officers' Meeting at PKU in November 2016, Senior Officers asked the GSP working group to draft a 5-year plan for GSP development that answers the question "What is the GSP vision?" along with the funding proposal. The Presidents will review these documents before the IARU Secretariat approaches Santander for funding negotiations.</p> <p>Amount of funding available for the GSP per institution for 2017 is approximately \$18,000 USD (\$200,000 divided by 11 partners).</p> <p>The 2017 GSP Coordinators' meeting will be hosted by UC Berkeley and will take place from 25 to 26 September.</p> |

| | |
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| | <p>This report contains:</p> <ul style="list-style-type: none"> ▪ 7.1 Global Summer Program <ul style="list-style-type: none"> ○ GSP Review and Outlook ○ GSP 2017 Courses: Descriptions, Duration and Costs ○ GSP 2017 Revised Application Timeline ○ GSP 2016 Report Summary ▪ 7.2 GSP-Santander Agreement Renewal <ul style="list-style-type: none"> ○ Message to the Presidents ○ IARU GSP Vision Paper ○ IARU GSP Santander Funding Proposal |
| Items for decision | Review and discussion of the GSP-Santander Agreement Renewal. |
| Funding request | -- |
| Funding to date | <ul style="list-style-type: none"> ▪ <i>Up to 10,000 (September 2017)</i> <i>GSP Meeting, Berkeley</i> ▪ 6,682 (September 2016) GSP Meeting, Singapore ▪ 10,801 (September 2016) GSP Alumni travel costs to 2016 GSP meeting at NUS ▪ 5,089 (September 2015) GSP Meeting, Yale ▪ 5,938 (September 2014) GSP Meeting, Oxford ▪ 9,363 (September 2013) GSP Meeting, Zurich ▪ 7,188 (September 2012) GSP Meeting, Beijing ▪ 10,280 (September 2011) GSP Meeting, Copenhagen ▪ 7,018 (September 2010) GSP Meeting, Cambridge ▪ 10,200 (September 2009) GSP Meeting, Oxford ▪ 3,500 (September 2008) GSP Meeting, Antwerp ▪ 2,500 (February 2008) GSP Workshop, Cambridge <p>---</p> <ul style="list-style-type: none"> ▪ 200,000 (2017) <i>IARU-Santander GSP Scholarships</i> ▪ 200,000 (2016) IARU-Santander GSP Scholarships ▪ 200,000 (2015) IARU-Santander GSP Scholarships ▪ 200,000 (2014) IARU-Santander GSP Scholarships ▪ 200,000 (2013) IARU-Santander GSP Scholarships ▪ 200,000 (2012) IARU-Santander GSP Scholarships ▪ 75,000 (2011) Student grants ▪ 100,000 (2010) Student grants |
| Outcomes of previous meetings | <p>Senior Officers' Meeting, November 2016</p> <p>8.1 Global Summer Program (GSP)</p> <p>Steen Ulrich (IARU Secretariat) reported that the annual meeting of the GSP took place at NUS in September 2016. This year's meeting was a</p> |

review not only of the most recent GSP cycle, but of the program in the last 10 years. As decided last year, one student alumni from each partner university (except UCT) attended and participated in the GSP meeting to give feedback on the program and discuss challenges. The GSP alumni were very prepared and delivered thoughtful input to the GSP coordinators. Ms. Ana Wang from Bank of Santander also attended the meeting.

23 courses were offered in 2016 and 269 students participated from the IARU partner universities. Over the years, application numbers have decreased, mostly credited to an increased offering in the number of summer programs offered to students and other summer activities. The GSP is one of the flagship initiatives of IARU. All coordinators are committed to continuing the program.

8.2 Santander Agreement & Additional IARU Funds to GSP

Steen Ulrich (IARU Secretariat) reported discussing the renewal of the Santander agreement with Ms. Ana Wang, who will be leaving Santander by the end of 2016. Ana Wang will remain in an external consulting role with Santander. Santander has decided that everything it supports in terms of student activities moving forward has a headline or heading of “entrepreneurship and innovation.” The GSP coordinators formed a working group of four institutions (Berkeley, NUS, UCPH and Yale) to draft a renewal proposal that will be ready by early spring. The working group plans to ask for an increased amount of funding from Santander and will write a 2-3 page proposal of the new program for the IARU Secretariat to use in negotiations for funding renewal.

Ana Wang could not give reassurance of continued funding but said it must come under the umbrella of “innovation and entrepreneurship.”

Senior Officers advise that GSP coordinators think of creating a program specifically on innovation and entrepreneurship. While one can make a case that all of the existing programs lead to innovation and entrepreneurship by broadening student horizons and providing students with international experience, there is also concern expressed that the same courses are offered year after year and the program is not changing.

Jonathan Dampney (ANU) suggested combining certain aspects of GSP with Global Transformation. ANU has discussed creating a program with UC Berkeley and UCPH in Southeast Asia. While this may not fit within the “innovation and entrepreneurship” framework, it shows that conversations of growing and expanding the GSP are happening amongst the coordinators.

The Chair suggests that the GSP working group draft a 5-year plan for GSP development that answers the question “What is the GSP vision?”

along with the 2-3 page proposal to assist the Secretariat in funding negotiations. These documents will be reviewed by the GSP coordinators and Senior Officers in early spring 2017 and included in the 2017 Presidents' Meeting agenda. The Presidents will give their comments before the IARU Secretariat approaches Santander.

Amount of funding available for the GSP per institution for 2017 is approximately \$18,000 USD (\$200,000 divided by 11 partners).

Presidents' Meeting, April 2016

IARU GSP 2015

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

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

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

IARU-Santander Agreement

A new addendum to the agreement with Banco Santander to extend the IARU-Santander scholarships to UCT students for the GSP cycle 2017 is ready for signature by UCPH on behalf of IARU. The addendum foresees that UCT students become eligible for the scholarship, however

the total installment will not increase correspondingly. Therefore, the shares of each partner in 2017 will be approx. 18,000 USD instead of 20,000 USD, allowing for up to 9 scholarships, plus carry-over funds from previous years. The IARU Secretariat shared the draft addendum with the GSP Coordinators who had no further comment. The Presidents approved the addendum and mandated IARU Chairman to sign on behalf of all members.

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

GSP Coordinators Working Committee Meeting 2016

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

Global Summer Program

Review and Outlook

Global Summer Program (GSP) 2016

The 9th cycle concluded successfully in 2016. A total of 269 IARU students participated in one or more of the 24 courses offered - out of 430 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) 2017

The GSP 2017 offers 22 courses addressed to undergraduate and graduate students, most courses are credit bearing. 14 courses are well established and successful GSP courses, to which 8 new courses offerings were added this year.

Course descriptions and costs are given in Annexes 1-2.

Annex 3 includes changes to the application process and a revised timeline.

Annexes:

1. IARU GSP 2017 Course Descriptions
2. IARU GSP 2017 Course Duration and Costs
3. IARU GSP 2017 Revised Application Timeline
4. GSP 2016 – Report Summary
 - a. Participants of the GSP Working Committee Meeting 2016
 - b. GSP 2016 Course Descriptions

Annex 1 – Global Summer Program 2017: Course Descriptions

ANU1 – Mobilising Research

Australian National University, 26 June 2017 – 14 July 2017

Mobilising Research examines the role of research for the advancement of society. This intensive, interdisciplinary course will equip students to put research into action and reset the research agenda towards the advancement of the global public good.

Students are exposed to how scholarly inquiry is conducted in a range of disciplines outside their own through interactive sessions and site visits to leading research facilities on campus. The exposure to different mindsets, approaches, and cultural norms will challenge students to see how research can be used to make positive change.

Students will explore a complex global problem of their choosing, and understand how research can be used to navigate and shape public opinion about the issue.

CAM1 – Visions of the Future

University of Cambridge, 9 July 2017 – 29 July 2017

Predicting the future has been, and still is, a part of every society. Visionaries, philosophers, rulers, warmongers, astronomers, economists, businessmen, politicians and scientists all try to anticipate the future. Using specific examples from both past and present, our 'visions of the future' draw on beliefs, astronomy, medicine, climate change, scientific discovery, international relations and development, financial crises, disease, war and space travel. Which predictions came true? Which proved false? Debate - naturally - includes predictions about our own future. Additional plenary talks set discussions in context. Students write - and have supervisions - on related historical, philosophical or literary topics.

COP1 – Cultural Rights: A Promising Global Discourse?

University of Copenhagen, 14 July 2017 – 28 July 2017

The program will include a weekend seminar at the beginning of the course (to help students get to know each other and to familiarize themselves with the overall theme of the course), a farewell dinner, and other possibilities for socializing.

The program also includes various field trips and workshops throughout Copenhagen, i.e. to the UN Live – Museum for Humanity and to the Danish Institute for Human Rights.

COP2 – Interdisciplinary Aspects of Healthy Aging

University of Copenhagen, 3 July 2017 – 21 July 2017

Recent years have seen increasing interest in understanding healthy aging, the ability of the individual to maintain sufficient physical, mental and social energy to live active and meaningful lives. The course, offered by the Center for Healthy Aging, University of Copenhagen will focus on exploring the aging phenomena through an interdisciplinary lens with a special focus on the concept of energy, a key component of healthy aging. Energy relates to processes at the cellular as well as the individual level and has not only physical but also important psychological and social dimensions which affect every facet of life.

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 energetic lives and enjoy a robust older age.

COP3 – New Urban Life Across the Globe: Activism and Change in a World of Cities

University of Copenhagen, 24 July 2017 – 4 August 2017

For the first time in human history, more people now live in cities than outside them, and many of the major political contestations of the 21st Century occur in urban settings. Recent years have thus seen a surge in new urban-based political and social movements, experiments in local governance, innovative forms of protest, activism and grassroots initiatives in cities and smaller towns spanning from Barcelona to Istanbul, Hong Kong to Detroit, and Bogotá to Cape Town. Uniting these trends is the belief that the state and traditional political and social institutions cannot meet all the needs arising from urbanization, or that real societal change must begin from below. These developments demand a new ontology of the political that is “seeing like a city” and pays attention to urban political life as both localized and globalized, as well as a new epistemology of “the urban” that can take into account the diverse field of politics emerging in cities.

During this summer school, the students will be immersed in critical urban theory and practical approaches to urban ethnography, drawing from a broad range of excellent research at three faculties of the University of Copenhagen. The aim of the course is to cultivate knowledge of the relation between the urban and social and political change today. Students will develop a general skill in applying urban theory from the humanities and the social sciences on cases from urban societies across the world. Special emphasis will be placed on combining theory from the global north and south. Methodologically, the students will be trained in conducting urban ethnography and in gathering qualitative data for case studies on selected instances or processes of social and political change that could include activist communities, issues of contested authority, planning controversies and everyday city-making. Finally, they will be trained to work analytically with this kind of data, and to discuss urban theory in relation to the ethnography.

ETH1 – Mountain Forests and Risk Management

ETH Zurich, 1 July 2017 – 9 July 2017

The ETH Sustainability Summer School 2017 goes back to the roots of the term sustainability: into the forest. More precisely, into the Swiss mountain forest. Volunteers building wooden tripods in the Swiss Re protection forest to protect the settlements and infrastructure in the Tamina Valley against avalanches.

32 students from all academic levels, disciplines and cultures will get the unique opportunity to theoretically and practically experience mountain forests as environmental systems from an inter- and transdisciplinary perspective.

Managing mountain forests and risks is a long-term and costly process and everything but trivial. In order to maintain the functionality of forest ecosystem services, economical, ecological, social and engineering perspectives need to be considered. This year's Summer School topic is thus a sustainability topic "par excellence".

In the theoretical part of the Summer School, participants will receive input by experts from academia, the private sector and NGOs that will cover all relevant perspectives.

NUS1 – Southeast Asia in Context

National University of Singapore, 19 June 2017 – 21 July 2017

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 other SE Asian countries. 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.

NUS2 – Animals and the City

National University of Singapore, 26 June 2017 – 21 July 2017

With a focus on Asia, this four-week intensive summer program draws on a diverse range of literature (history, anthropology, animal activism) to contextualise 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. Seminar-style classes will be supplemented with field trips and market surveys.

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

University of Oxford, 26 June 2017 – 22 July 2017

The 2017 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 – Introduction to Chinese Economy

Peking University, 3 July 2017 – 28 July 2017

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.

Theoretical and empirical analyses will be used in combination with scholarly readings to help the students understand China's development models, economic systems and reform policies.

PKU2 – The Rise of China and Change in the World Politics

Peking University, 3 July 2017 – 28 July 2017

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:

- 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.

PKU3 – Understanding Chinese Foreign Policy Making

Peking University, 3 July 2017 – 28 July 2017

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.

PKU4 – Silk Road: A Global History

Peking University, 3 July 2017 – 28 July 2017

This course introduces the history of the Silk Road — a complex network of trade routes that connected China and the Mediterranean world over land and sea — and examines the cultural and material exchanges between the peoples and cultures it connected in a global context. The course covers the period 500 BCE to 1600 CE, during which forces wielded by many peoples (e.g., Chinese, Greeks, Persians, Arabs, Turks, and Mongolians) shaped the geopolitical and cultural landscape of Eurasia. It explores the roles played by the Silk Road in forming and transforming the cultural, linguistic, ethnic, and religious identities of these peoples and their perceptions of one other. It highlights such themes as conspicuous consumption, cultural diversity, religious pluralism, and ethnic migration, as well as the financial, judicial, religious, and political institutions that were the fruits of these extended exchanges. The course begins and ends with an analysis of conceptualizations of the “Silk Road” against the backdrop of the “Great Game” that played out in the late 19th and early 20th centuries among various colonial powers as well as its legacy to this day.

TOK1 – Introduction to the Japanese Language

University of Tokyo, 26 June 2017 – 6 July 2017

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, 26 June 2017 – 5 July 2017

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, 7 July 2017 – 14 July 2017

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 2017 – 19 July 2017

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 – Beahrs Environmental Leadership Program

University of California, Berkeley, 4 June 2017 – 23 June 2017

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 – Islamophobia and Constructing Otherness

University of California, Berkeley, 22 May 2017 – 30 June 2017

This course will examine and attempt to understand Islamophobia, as the most recently articulated principle of otherness in America, Europe and its policy implications domestically and globally.

A common thread in Brexit vote, Trump's recent election and the anti-immigrant/anti-refugee wave in the U.S. and Europe is the utilization of Islamophobia and demonization of Muslims as a group. Recent studies show that Islamophobia spikes and is directly related to election cycles and campaigns rather than the often utilized frame of response to act of terror. Thus, Islamophobia is increasingly utilized as a wedge issue and is monetized for votes at the ballot box in an increasingly polarized political landscape. The course will examine and attempt to understand Islamophobia, as the most recently articulated principle of otherness in America, Europe and its policy implications domestically and globally.

In today's world, Islam and Muslims are the feared "other," and the threat they pose is already connected to every local, regional, and global process. "Othering" Islam and Muslims is already underway with devastating consequences and has resulted in a virtual state of siege, not only in the affected communities, but also in academic circles where the subject has yet to receive comprehensive treatment. Islamophobia, as the present structural organizing principle of the Eurocentric world, is employed by the power elite in a manner to extend and maintain the patterns of racial, gender, colonial, ethnic, and religious discrimination.

UCT1 – Sustainable Water Management in Africa

University of Cape Town, 17 July 2017 – 28 July 2017

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.

YAL1 – The Sustainable Preservation of Cultural Heritage

Yale University, 3 July 2017 – 4 August 2017

This course offers an interdisciplinary approach to understanding the complex factors that challenge the preservation of cultural heritage.

Because the challenges associated with protecting the tangible and intangible, cultural and natural heritage of the world are global in character, students will explore the following:

1. The evolution of ideas about what needs to be preserved.
2. Threats to cultural heritage from natural decay, as well as social, political, and economic threats.
3. The international protocols that have been developed for addressing these problems.

Students will be introduced to techniques for preservation, including chemical and materials analysis in the preservation lab and in the field; will learn about museum preservation and the science used to detect forgeries and fakes; and will consider the international legal and professional frameworks that enable cross-cultural efforts to combat trafficking in antiquities and to facilitate preservation.

YAL2 – Future of Food: Environment, Health, and Law

Yale University, 3 July 2017 – 4 August 2017

This seminar will explore significant environmental, health, and energy challenges posed by global food production. These challenges all have complex histories of corporate innovation, law & regulation, scientific inquiry, confidential information, highly profitable markets, international trade, broad public acceptance, global environmental contamination, human exposure to hazardous substances, and abuse of labor, immigrants, and animals. They all offer insight into what might be: a future of “responsible food.”

More specifically, the course will examine these challenges:

1. Radionuclides and the Global Ecology of Food
2. Agricultural Chemicals: Pesticides & International Trade
3. Palm Oil: Biodiversity, Air Pollution, & Human Health
4. Plastics: Energy Conservation, Waste, & Recovery
5. Livestock: Pharmaceuticals Dietary Convergence

In exploring and analyzing these challenges, students will consider the following dimensions.

1. Environmental & Health Risks
2. Law & Regulation: US and International
3. Economic Evaluation: Supply Chains; Cost & Benefit Types, Magnitudes and Distributions
4. Scientific Evaluation: Risk Magnitude & Distribution, Perception, & Acceptability
5. Religious & Ideological Influences
6. Private Sector Innovation
7. Ethical Dimensions Consumer Choices

Annex 2 – Global Summer Program 2017: Courses Duration and Costs

| University | Title | | Dates | Total course fees in USD* |
|---|-------|--|-------------------|--|
| Australian National University | ANU1 | Mobilising Research | 26 June - 14 July | 1,425 |
| ETH Zurich | ETH1 | Mountain Forests and Risk Management | 1-9 July | 248 |
| National University of Singapore | NUS1 | Southeast Asia in Context | 19 June - 21 July | 4,105 |
| | NUS2 | Animals and the City | 26 June - 21 July | 1,550 |
| Peking University | PKU1 | Introduction to Chinese Economy | 3-28 July | 1,950 |
| | PKU2 | The Rise of China and Change in the World Politics | 3-28 July | 1,950 |
| | PKU3 | Understanding Chinese Foreign Policy Making | 3-28 July | 1,950 |
| | PKU4 | Silk Road: A Global History | 3-28 July | 1,950 |
| University of California, Berkeley | UCB1 | Beahrs Environmental Leadership Program | 4-23 June | 5,700 |
| | UCB2 | Islamophobia and Constructing Otherness | 22 May – 30 June | 6,400 |
| University of Cambridge | CAM1 | Visions of the Future | 9-29 July | 3,940 |
| University of Cape Town | UCT1 | Sustainable Water Management in Africa | 17-28 July | 4,000 |
| University of Copenhagen | COPI | Cultural Rights: A Promising Global Discourse? | 14-28 July | With agr. *: 790-1,220 EU: 1,865-2,295 Non EU: 2,650-3,080 *ANU, ETH, NUS, UTOK |

| University | Title | | Dates | Total course fees in USD* |
|--------------------------------|-------|---|--------------------|---|
| | COP2 | Interdisciplinary Aspects of Healthy Aging | 3-21 July | With agr. *: 667-1,097 EU: 1,240-1,670 Non EU: 1,560-1990 *ANU, ETH, NUS, UTOK |
| | COP3 | New Urban Life Across the Globe: Activism and Change in a World of Cities | 24 July – 4 August | With agr. *: 405-560 EU: 675-830 Non EU: 1,750-1,905 *ANU, ETH, NUS, UTOK |
| University of Oxford | OXF1 | Global Challenges of the 21st Century – Environmental, Technological and Urban Sustainability | 26 June - 22 July | 5,170 |
| The University of Tokyo | TOK1 | Introduction to the Japanese Language | 26 June - 6 July | 1,010 |
| | TOK2 | Sustainable Urban Management | 26 June - 5 July | 945 |
| | TOK3 | Japan in Today's World | 7-14 July | 885 |
| | TOK4 | Nanoscience | 7-19 July | 1,235 |
| Yale University | YAL1 | The Sustainable Preservation of Cultural Heritage | 3 July - 4 August | 3,762.5 |
| | YAL2 | Future of Food: Environment, Health, and Law | 3 July - 4 August | 3,762.5 |

*(estimates only, include tuition fee, textbooks, field trips and accommodation, exclude travel and visa expenses)

Annex 3 – Global Summer Program 2017: Revised Application Timeline

On 17 March 2017 applications are due at home universities to participate in one or more of the IARU GSP courses. Applications are assessed and best students selected over the month of April. Based on student feedback and decreasing numbers of participants due to competition from other summer programs, the GSP Coordinators felt it was time to change the application review process in order to inform students of their acceptance into the IARU GSP at an earlier date. The revised timeline for GSP 2017 is found below.

REVISED Timeline for GSP 2017

Application and Review Process

Under the new application and review process for GSP, all hosting institutions (with the exception of ETH Zurich—see below) have agreed to accept the nominations of their peer institutions for seats in the hosting institutions' courses. ***In order to facilitate student selection, host institutions will send the number of seats available in each course for GSP partner institutions to the Secretariat no later than 30 November 2016.*** The goal is to allow at least 2 students per sending institution in each GSP course offered.

Selection & Nomination

Between the close of applications on 17 March 2017 and 7 April 2017, each sending institution will review applications and select students to fill their allotted seats in GSP courses. ***Sending institutions will confirm participation of their students prior to forwarding students' names to the host institution.***

1. Sending university will forward a list of all suitable applications to host university and highlight the 2 selected candidates, who are automatically enrolled in the program. Applicants no. 3 onwards are on a waitlist, in the event that seats are not filled by each sending university.
2. Applicants no. 3 onwards are selected by the host university if space is available, based on selection criteria set by the host university (i.e. geographic diversity). The host university will notify the sending university in the event that a student from the waitlist can be offered a space in the host university program. The sending university will notify the waitlisted student that s/he has been selected.
3. As the 2 candidates are enrolled into the program by selection of sending university, the sending university can confirm with the selected 2 students immediately after selection process is over. This means that the sending university can inform the 2 applicants about their selection before the 7 April 2017 deadline (important to give clarity to the students).

Example:

17 March 2017: application closed with 5 applications for Yale GSP course

18 March 2017: Selection interview and selection of top 2 students and 2 waitlisted students (1 student not suitable)

19 March 2017: Sending university informs top 2 students about their selection and gets students confirmation for participation

20 March: Sending university sends list of 4 students to host university with top 2 students automatically enrolled

8 April or later: Host university will inform sending university if 2 waitlist students are selected in case of extra seats available; Sending university notifies students.

If the sending institution does NOT have sufficient applications to fill the seat allotment, that partner will notify the host institution of unfilled seats. Host institutions may then fill those seats with interested students from other sending institutions. These selections will be made with the goal of increasing the geographical diversity of the students in the course.

*ETH Zurich will continue to follow the originally proposed timetable for incoming students in order to comply with internal requirements for their courses. Under that timetable, coordinators will forward nominations for ETH Zurich courses on 7 April 2017. ETH Zurich will make offers by 28 April 2017, and students will be required to notify ETH Zurich of their decisions by 11 May 2017 (see Annex I).

For outgoing students, i.e. ETH students applying to other IARU partner universities for a summer course, ETH Zurich will also adopt the simplified application process. Annex I – Timeline including nomination's revision at the hosting university.

Timeline for ETH Zurich GSP 2017

| Phase | Course Announcements | Complete Course Profiles | Start of Application Period | Selection | Nomination | Offer | Acceptance |
|----------------------|---|--|--|---|--|---|---|
| | Basic course details submitted to Secretariat for information at the Senior Officers' Meeting | Completed course profiles forwarded to the Secretariat for upload on the website. (End November) | GSP 2017 course information go live on IARU's website and partners' websites. Application period opens. | Application period closes. Selection process commences. <i>Universities can set different application deadlines but no later than 17 March.</i> | Selection process completed at sending universities. Nominated applications forwarded to host universities. <i>Please include all financial aids offered to the applicant if available.</i> | Host university sends offer letter to applicant <i>Please cc sending university.</i> | Student responds to nomination / acceptance. University sets deadline but no later than 11 May 2017. <i>Please notify sending university.</i> |
| Templates, Documents | Course Info Part I | Course Info Part II | Application Materials Overview | Coordinators Overview | | | |
| Deadline | 14 October 2016 | 30 November 2016 | 12 December 2016 | 17 March 2017 | 7 April 2017 | 28 April 2017 | 11 May 2017 |

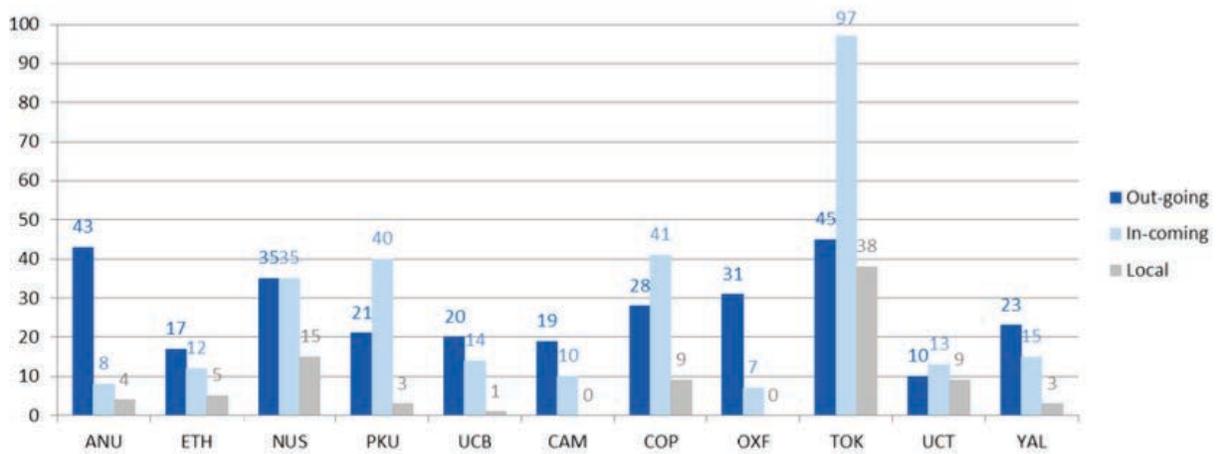
Annex 4 – Global Summer Program 2016 – Report Summary

Number of Courses, Applications and IARU Participants

2016 marked the 9th year of the IARU Global Summer Program (GSP). A total of 23 courses with durations between 2 and 6 weeks were offered by all 11 partner institutions.

The 23 courses attracted 451 applications from IARU students, 18% less than in 2015.

A total of 269 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 2016 program was very positive. In the post-course survey, 86% of the survey participants said that they would recommend GSP to their peers (5% answered “maybe”, 5% 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 institutions as well as a sufficient number of local students is appreciated by GSP participants, as well as the cross-cultural group work that comes from it. Students felt part of a larger IARU network, which is an increasing percentage compared to previous years.

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 2016 IARU Global Summer Program 130 students benefitted from the IARU-Santander GSP Scholarships (48% of all IARU GSP students). A total of USD 206.323 has been awarded, averaging USD 1,587 per student. Carry over funds from 2015 could be disbursed by some universities. Unconsumed sponsorships are due to the limitations imposed by other sponsors to

combine multiple source of funding only up to a maximum amount. Additionally, late cancellations from students prevented the universities to award the Santander monies to other students.

Overview of IARU-Santander Scholarships (*amounts in USD*)

| University | Carried over from 2015 | Awarded Scholarships 2016 | Carry over to 2017 | Scholarship funds 2017 | Available Scholarships 2017 |
|------------------------------------|------------------------|---------------------------|--------------------|------------------------|-----------------------------|
| Australian National University | -- | 20,000 | -- | 18,181.82 | 18,181.82 |
| ETH Zurich | -- | 20,000 | -- | 18,181.82 | 18,181.82 |
| National University of Singapore | -- | 20,000 | -- | 18,181.82 | 18,181.82 |
| Peking University | 200 | 16,000 | 4,200 | 18,181.82 | 22,381.82 |
| University of California, Berkeley | 2,836 | 19,866 | 2,970 | 18,181.82 | 21,151.82 |
| University of Cambridge | -- | 20,840 | -840 | 18,181.82 | 17,341.82 |
| University of Cape Town | -- | -- | -- | 18,181.82 | 18,181.82 |
| University of Copenhagen | 108 | 19,820 | 288 | 18,181.82 | 18,469.82 |
| University of Oxford | 3,838 | 23,832 | 6 | 18,181.82 | 18,187.82 |
| The University of Tokyo | 12,943 | 25,965 | 6,978 | 18,181.82 | 25,159.82 |
| Yale University | 2,000 | 20,000 | 2,000 | 18,181.82 | 20,181.82 |

GSP Annual Meeting

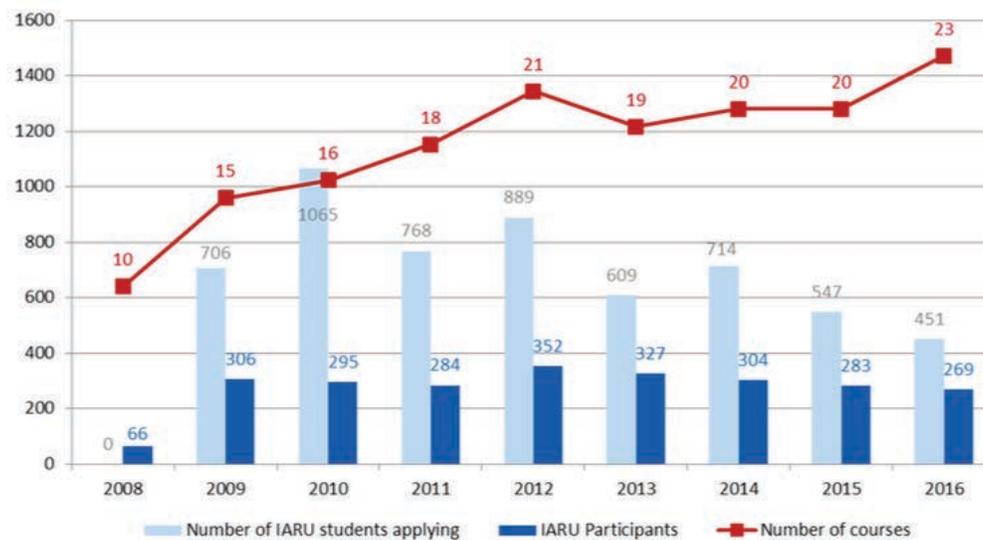
The 2017 GSP Working Committee Meeting will be hosted by UC Berkeley on 25-26 September 2017. The meeting will start with a welcome dinner on Sunday, 24 September, and end with lunch on Tuesday, 26 September.

The format of the meeting will include:

- Participation of GSP Alumni from UC Berkeley
- Participation of GSP Faculty from UC Berkeley
- Continuation of the discussions about: future of the GSP Program, IARU-Santander funding.

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 2016.



Students suggested some actions for improvement, including:

- Provide clearer and more complete pre-arrival information, both in the Course Information Part II and in the communications following the nomination.
- Spell-out what IARU is and increase promotion at home universities, also involving IARU GSP Alumni in presenting the program to potential applicants and “mentoring” the incoming students.
- The course content should continue to be rigorous, however not stressful. Some “light” extra-curricular activities could be added.
- Increase the activity on the existing IARU GSP Facebook group.
- The IARU GSP program should consolidate (and not expand) with the addition of the dimension of innovation.

Annex 4a – Participants of the GSP Working Committee Meeting 2016

National University of Singapore, 26–27 September 2016

| Institution | Name | Position |
|------------------------------------|-----------------------|---|
| Australian National University | Mr. Jonathan Dampney | Manager, Strategic Partnerships International Strategy and Partnerships |
| ETH Zurich | Dr. Angelika Wittek | Head of Student Exchange Office |
| National University of Singapore | Prof. Anne Pakir | Director, International Relations Office |
| | Mr. Michael Klemm | Associate Director, International Relations Office |
| | Prof. Chang Woei Ong | Assistant Dean, Faculty of Arts and Social Sciences |
| Peking University | Prog. Gregory Clancey | Master, Tembusu College |
| | Mr. Yong Wang | Deputy Director, Office of International Relations |
| University of California, Berkeley | Ms. Jiao Lu | Program Officer, Office of International Relations |
| | Mr. Richard Russo | Dean and Associate Vice Chancellor Summer Sessions, Study Abroad |
| | Ms. Tracy Weber | Assistant Director, Berkeley Study Abroad |
| | Prof. Khatharya Um | Professor and Faculty Academic Director, Berkeley Study Abroad |
| University of Cape Town | Ms. Rexille Uy | Program Manager, Institute of International Studies |
| University of Copenhagen | Mrs. Nicola Latchiah | Manager International Programmes, Int.al Academic Programmes Office |
| | Mrs. Trine Sand | Director International, International Education and Grants |
| University of Oxford | Ms. Anne Bruun | Associate Director, International Education and Grants |
| | Prof. Angus Hawkins | Director of Int. Programmes, Dep. for Continuing Education |
| The University of Tokyo | Prof. Yuto Kitamura | Deputy Director, International Centre |
| | Ms. Yoshiko Takahira | Project Specialist, Int. Exchange Group, International Affairs Dep. |
| Yale University | Dr. Jane Edwards | Dean of International and Professional Experience, Yale College |
| | Dr. Jeanne Follansbee | Dean, Yale Summer Session, Center for Int. and Professional Experience |
| Banco Santander | Ms. Ana Wang | Managing Director, Santander Universities |
| IARU Secretariat | Mr. Steen Ulrich | IARU Secretariat |
| | Ms. Tina Bergløv Kjær | Acting IARU Secretariat |

Annex 4b – GSP 2016 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 | 1,605 | 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. |
| ETH1 | World Food System | 2 | 735 | 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 incorporates 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 | 2 | 900 | 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 |

| Code | Course | Length (weeks) | Total course fees in USD (estimates only, include tuition fees, textbooks, accommodation and field trips) | Course Description |
|------|---------------------------|----------------|---|---|
| | Policies | | | 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. |
| NUS1 | Southeast Asia in Context | 5 | 4.050 | 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 |

| Code | Course | Length (weeks) | Total course fees in USD (estimates only, include tuition fees, textbooks, accommodation and field trips) | Course Description |
|-------------|------------------------------|-----------------------|---|---|
| | | | | and a fair sampling of local village life that is well off the usual tourist track. |
| NUS2 | Animals in the City | 4 | - | 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. |
| PKU1 | Rise of China | 4 | 2,040 | 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 | History, Photography, Memory | 4 | 2,040 | 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 |

| Code | Course | Length (weeks) | Total course fees in USD (estimates only, include tuition fees, textbooks, accommodation and field trips) | Course Description |
|------|-----------------------------|----------------|---|---|
| | | | | 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. |
| PKU3 | Culture, Behavior and Brain | 3 | 2,040 | 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. 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 | 4 | 2,040 | China's rapid economic growth in the past decades has generated public and scholarly |

| Code | Course | Length (weeks) | Total course fees in USD (estimates only, include tuition fees, textbooks, accommodation and field trips) | Course Description |
|-------------|------------------------------------|-----------------------|---|--|
| | Economy | | | 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. |
| UCB1 | Environmental Leadership Program | 3 | 5,700 | 3-week summer certificate course on Sustainable Environmental Management. |
| UCB2 | Media and Global Protest Movements | 6 | 5,996 | 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. |
| CAM1 | Our Changing World | 4 | 5,500 | 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 |

| Code | Course | Length (weeks) | Total course fees in USD (estimates only, include tuition fees, textbooks, accommodation and field trips) | Course Description |
|-------------|--|-----------------------|---|---|
| | | | | 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. |
| UCT1 | Sustainable Water Management in Africa | 2 | 4,511 | 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 | 3 | 5,244 | 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 |

| Code | Course | Length (weeks) | Total course fees in USD (estimates only, include tuition fees, textbooks, accommodation and field trips) | Course Description |
|------|--|----------------|---|--|
| | | | | <p>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.</p> <p>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.</p> |
| COP1 | Kierkegaard – The Individual in Global Society | 3 | With agr.*: 720-1,070 EU: 1,150 – 1,500 non EU: 1,760 – 2,110 *ANU, ETH, NUS, UToyko | 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 agr.*: 650 - 1000 EU: 1,220 – 1,570 non EU: 1,540-1,900 *ANU, ETH, NUS, UToyko | <p>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, http://healthyageing.ku.dk/) and reflects CEHA's various research projects and interdisciplinary nature.</p> <p>The course combines lectures and project work. Students learn the basic research concepts and principles in diverse disciplines including humanities, social science, epidemiology, neurology,</p> |

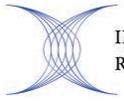
| Code | Course | Length (weeks) | Total course fees in USD (estimates only, include tuition fees, textbooks, accommodation and field trips) | Course Description |
|------|---|----------------|---|--|
| | | | | <p>physiology, and molecular biology from the lectures. Students form groups and carry out 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.</p> <p>This course is aimed at students who have gained a first bachelor level degree and are interested in aspects of aging research. Students from all fields are welcome.</p> |
| COP3 | Urban Culture in Theory and Action | 2 | With agr.*: 710-1,060 EU: 870-1,220 non EU: 1,630-1,980 *ANU, ETH, NUS, UToyko | 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 | 6,050 | <p>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.</p> <p>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.</p> <p>The course was delivered through tutorials, class meetings, seminars/ presentations, project work and discussions.</p> |

| Code | Course | Length (weeks) | Total course fees in USD (estimates only, include tuition fees, textbooks, accommodation and field trips) | Course Description |
|-------------|---------------------------------------|-----------------------|---|---|
| TOK1 | Introduction to the Japanese Language | 2 | 1,020 | 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 | 950 | 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 | 850 | 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 |

| Code | Course | Length (weeks) | Total course fees in USD (estimates only, include tuition fees, textbooks, accommodation and field trips) | Course Description |
|-------------|--|-----------------------|---|--|
| | | | | discussion with invited specialists. |
| TOK4 | Nanoscience | 2 | 1,070 | 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 active laboratories in the University of Tokyo. |
| YAL1 | The Sustainable Preservation of Cultural Heritage: An Introduction to a Global Challenge of Our Time | 5 | 3,515 | 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. |
| YAL2 | Understanding Chinese Foreign Policy Making | 5 | 3,515 | 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 |

| Code | Course | Length (weeks) | Total course fees in USD (estimates only, include tuition fees, textbooks, accommodation and field trips) | Course Description |
|------|--------|-------------------|---|---|
| | | | | 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. |

*(estimates only, include tuition fee, textbooks, field trips and accommodation, exclude travel and visa expenses)



7.2 GSP-Santander Agreement Renewal

Message to the Presidents

Dear IARU Presidents,

We have attached two documents to this message: the Global Summer Program Vision document requested by the Presidents and a request for continued funding for the Global Summer Program from Santander Bank.

The documents you have before you are the result of robust conversation amongst the partner universities, all of which strongly support the GSP. The GSP has provided unparalleled opportunities for students from across all 11 universities to live and study together in cross-cultural communities. The interdisciplinary curricula, focused on challenges of the 21st century, and access to top faculty at all of the IARU schools has insured that students can engage with the cutting-edge research shaping academic and geo-political discussions across the globe.

We share the following observations with you as you review these documents:

GSP Vision

The document we have submitted reflects a wide-ranging discussion about the GSP in the context of IARU. One of the hallmarks of the program is the diversity of points-of-view enabled by the geographic and cultural diversity of our partner institutions. It is not in the purview of the GSP Working Group to recommend an expansion of IARU membership; however, we did discuss the pedagogical and programmatic benefits of expanding membership to an institution in the global south. We would support such an expansion.

Santander Funding Request

The GSP depends on Santander funding to support student mobility. For many of our partner institutions, Santander monies are the only support available for students. The funding request we have submitted to you is conservative because we have been advised that Santander may not be amenable to a significant increase in funding. Therefore, we have asked Santander to renew funding at the current level of US\$ 20,000 per school, with a full share for the University of Capetown, our newest IARU partner school. This brings the total request to US\$ 220,000 per year, a 10% increase over our current funding of US\$ 200,000.

However, we have discussed—and have prepared—an alternative proposal requesting an additional US\$ 10,000 per partner to support student scholarships. Should the negotiating team from IARU wish to use that alternative proposal in its conversations with Santander, we would be happy to provide it. Increased funding would allow the GSP to expand access to the program to students from all of the partner institutions.

We look forward to the results of your negotiations with Santander and welcome your comments and questions on the GSP.

Sincerely,

Anne Bruun, University of Copenhagen

Jeanne Follansbee, Yale University

Michael Klemm, National University of Singapore

Tracy Weber, University of California at Berkeley

On behalf of the GSP Working Group

IARU GSP Vision Paper

Vision for the IARU Global Summer Program 2018-2022:

BACKGROUND

The Global Summer Program (GSP) has served more than 2500 students from its 11 member institutions in the ten years since the program was founded in 2008. The GSP has drawn on the expertise of top faculty in each of its partner universities to provide rigorous, interdisciplinary courses focused on major challenges of the 21st century. Topics have included sustainability, world politics, international environmental policy, urbanism, and the economics of globalization.

A major strength of the program is the diversity of participating students. The admissions process is highly selective, and the availability of funding through Banco Santander and from many of the partner institutions, has insured that the GSP attracts the very best students from each IARU University. Students live and learn together in cross-cultural communities, making for a vibrant classroom experience and bringing a truly global perspective to key contemporary issues.

The Global Summer Program began modestly, with ten course offerings from ten member institutions. Course offerings have doubled over the past ten years and in 2017, eleven GSP partners will offer 22 courses.

In its ten years, the GSP has more than fulfilled its founding mission.

The Global Summer Program is an initiative undertaken as part of the collaboration among a group of leading research universities committed to the internationalization of their campuses and the preparation of their students to be global leaders. Faculty on each campus teach intensive summer courses designed for students drawn from member institutions who, learning together in the classroom, form an international community of young scholars who also learn from and about each other.

In the most recent student survey (2014), 99% of students confirm that their GSP experience was “rewarding,” and 70% report that their GSP course has affected their thinking about their future study or career. GSP alumni have gone on to a range of careers, with 30% pursuing graduate study after completing their undergraduate degrees.

Despite these successes, the GSP faces challenges. First, competition among summer programs has grown in the last ten years, and GSP surveys suggest that student awareness of IARU and of the GSP is uneven across the partner universities. This information points to the difficulties associated with creating a distinct profile for the program. Second, student participation varies by year and by home institution, which is a function of cost, as well as awareness.

The GSP has a solid academic foundation which can be further strengthened and developed. Increasing student participation and refining the distinct features of the program that make it stand out to students need to be addressed. It is crucial that the GSP *maintain*—at minimum—and work toward *increasing* funding support in order to continue to deliver high quality courses to outstanding students.

VISION FOR THE GSP 2018-2022

The GSP is the preferred summer program for students from the IARU partners who seek a summer academic experience dedicated to addressing challenges of the 21st century in a cross-cultural community of learners.

- **Focus on major challenges of the 21st century**

GSP courses explore existing challenges of global interest or introduce students to developing/future challenges. Together, the GSP courses take an interdisciplinary, and often hands-on, approach to a range of issues that draw on the methodological tools of the social sciences, humanities, natural sciences, and health sciences.

- **Expose students to cutting-edge research**

GSP students are guaranteed to learn about cutting edge research within the scope of each course. All courses are taught by top IARU faculty and often include other experts who conduct research themselves.

- **Teach research-skills**

Students develop practical research skills through their work in research-based courses. Their experience in GSP courses will prepare them to design and implement research projects in their current degree programs and will provide a foundation for more advanced research programs such as Master's or PhD programs.

- **Increase opportunities for the application of knowledge to real-life problems**

All GSP courses integrate perspectives on how students may use their research and academic skills to support innovative problem solving. GSP courses' pedagogy—project-based learning, case study, workshops—may also demonstrate how the competencies the students gain in the course can add value to a business, organization, community or other. Courses may introduce students to the ways that the host institution encourages innovation and entrepreneurship. Select GSP courses may have innovation and entrepreneurship as their main focus.

- **Use new pedagogical approaches and new teaching technology**

GSP courses apply new didactic and pedagogical methods and use the latest technologies to support teaching. Faculty employ cutting-edge teaching methods that enhance academic learning and support social and cultural interaction amongst the students in an international classroom.

FUTURE INITIATIVES

To realize the vision for the Global Summer Program 2018-2022 and to build the strongest possible program for our students as they enter the third decade of the 21st Century, the GSP Working Group recommends the following initiatives:

- **Increase support for program and course development**

Allocate funding specifically for curricular development and new course design. Each partner may choose how to allocate funding to faculty and academic departments at their institution. The Working Group recommends that course development funds also support courses developed collaboratively by more than one partner University. New course development will focus on enhancing experiential learning, as well as innovation in pedagogy, in research, and in building bridges between academic work and the real world.

- **Align courses across programs**

Create a plan and timeline for developing a more cohesive slate of course offerings across the program around common themes—without repetition or overlap—and will commit to exploring the possibility of standardizing the length of courses offered. GSP courses will continue to emphasize interdisciplinary and/or multidisciplinary approaches, which has been a hallmark and strength of the program.

- **Include courses co-planned and co-taught by three or more partners**

Create courses that draw on academic resources from multiple IARU partners, such as the research partnership course offered by Australian National University, the University of Copenhagen, and the University of California, Berkeley. The students benefit from the strengths of the combined resources and the multiple perspectives the various partners bring to the course, while faculty benefit from working closely with colleagues from other IARU partners.

- **Diversify membership**

The GSP Working Group strongly encourages IARU leadership to consider selectively adding at least one member institution within the next five years that would contribute to the Alliance by offering a GSP Summer Program, as well as add diversity from a geographic area not currently represented in the Alliance. One of the clear strengths of the GSP is the opportunity for students to work closely in small cohorts with international students who bring a multitude of diverse perspectives. Adding select member institutions would increase these opportunities for students and add perspectives not currently represented, but necessary to achieve innovative solutions to global issues.

IARU GSP Santander Funding Proposal

INTRODUCTION

Santander Bank has been a key partner in the success of the Global Summer Program (GSP), an initiative of the International Alliance of Research Universities (IARU). Santander scholarships have helped to enable more than 2,500 students to participate in the program over the last ten years. Our students and the IARU member universities are very grateful that Santander Bank has been such a strong and loyal supporter of IARU and its GSP in particular. With this proposal we seek renewed funding for the next three years of the program.

BACKGROUND

Launched in 2008, the Global Summer Program is a unique collaboration among 11 of the most prestigious research universities from around the world.¹ Offering interdisciplinary summer courses to students from its member institutions, the GSP focuses on intensive experiences that draw on the expertise of top faculty at each university.

The GSP's case-based, innovative pedagogy takes an interdisciplinary—and often hands-on—approach to major challenges of the 21st century, drawing on the methodological tools of the social sciences, humanities, natural sciences, and health sciences. Course topics have included sustainability, world politics, international environmental policy, urbanism, the sociology of aging, and the economics of globalization. Students live and learn together in cross-cultural communities, bringing a truly global perspective to the most pressing contemporary issues.

Admission is highly selective, insuring that each GSP classroom includes the best students from around the world.

SUCSESSES AND CHALLENGES

Over the last ten years, IARU partners have offered a total of 164 courses, and 22 courses are planned for Summer 2017. GSP courses have consistently met or exceeded students' expectations, delivering intensive, high-quality, interdisciplinary academic experiences for participants.

In the most recent GSP comprehensive survey, 99% of students confirm that their GSP experience was “rewarding,” and 70% report that their GSP course has affected their thinking about their future study or career. A third of GSP alumni have gone on to graduate study after completing their undergraduate degrees.

A major strength of the GSP lies in the diversity of participating students. Because students live together, their experience extends beyond the classroom, enabling them to form long-term international connections and provoking them to explore new ideas. As one GSP student observed, “everyone had different perspectives and ideas, many of which I had not considered before.”

¹ IARU institutions are Australian National University, ETH Zurich, National University of Singapore, Peking University, University of California, Berkeley, University of Cambridge, University of Cape Town, University of Copenhagen, University of Oxford, The University of Tokyo, and Yale University.

As the GSP program enters its second decade, we will address two key challenges with the support of Santander funding:

1. Expanding Participation: We are committed to making the GSP experience accessible to a wide pool of highly qualified students. Santander funding will be critical to our ability to make the experience available to all students. As one student last year reported, “I come from a low-income background, so I never had any real expectation of studying in Japan. Thanks to the generosity of the scholarship provided by Banco Santander, [studying at The University of Tokyo] was one of the most formative experiences of my life.”

2. Building Opportunities for Experiential Learning: We are committed to increasing opportunities for students to put academic and theoretical learning to work by creating courses that allow students to apply their knowledge to real life situations.

GOALS

By all measures, the GSP program has met and exceeded its founding mission.² By bringing together outstanding students from around the world, the GSP has become an exemplary instance of the power of the IARU partnership to further research and teaching on problems requiring international collaboration.

The GSP’s multi-disciplinary, case-based pedagogy has built a foundation for the program to develop courses that will help bridge the gap between academic and theoretical knowledge and practical applications in the real world. Our chief goal going forward is to build courses that allow students to test knowledge in the field and to develop practical competencies.

Accordingly, IARU GSP has set high objectives and goals for the next ten years of the program.

1. Attract the highest quality students from around the world

GSP’s stringent selection process requires sending and host universities to recommend their strongest students for the program. This insures excellent students and geographic diversity in every course, resulting in the consistently high quality of discourse in- and outside of the classroom.

2. Draw upon expert faculty at each university

World-class faculty teach GSP courses. The program’s emphasis on undergraduate teaching by the best experts at each university reflects IARU’s commitment to a model of intellectual exchange and collaborative pedagogy designed to address key problems of the 21st century. With experts guiding conversations on contemporary challenges, GSP courses insure that students are introduced to cutting-edge research in the field and that they are invited to think collaboratively about strategies for addressing those problems.

3. Foster international collaboration and develop future leaders

² Mission Statement for the Global Summer Program: *The Global Summer Program is an initiative undertaken as part of the collaboration among a group of leading research universities committed to the internationalization of their campuses and the preparation of their students to be global leaders. Faculty on each campus teach intensive summer courses designed for students drawn from member institutions who, learning together in the classroom, form an international community of young scholars who also learn from and about each other.*

As a university network, IARU remains committed to sustaining its collaborative, reciprocal partnership as one strategy for addressing problems at a moment of geo-political uncertainty. Because the GSP focuses on intellectual collaboration in- and outside of the classroom, the program models cross-cultural collaboration and serves as an accelerator to foster future leaders.

4. Invest in courses that showcase innovation and encourage entrepreneurship

Experiential learning has always been a key pedagogical approach for GSP courses. Small class size, case-based pedagogy, social and cultural interaction with stakeholders, and study trips outside the classroom are just some of the tools employed in GSP courses.

As GSP courses evolve to reflect changes in the economic and technological landscape, the program will build on its successes, allowing the GSP to move seamlessly toward courses that incorporate a focus on technological, economic, political, and social entrepreneurship as a mode of problem-solving.

This focus will allow GSP to build bridges between the classroom and the real world and will allow students to test ideas in the field, to encourage innovative thinking, and to develop transferable skills. Today, innovation is required for any job, and universities are expected to help students develop marketable skills by teaching them how to transfer critical thinking to real world situations. IARU universities with their proven capabilities in applied research can play a pivotal role in creating opportunities for students to develop innovative orientations and entrepreneurial skills. One possible result is that GSP students identify entrepreneurship as a career option and bring research innovation to the market.

BUDGET

Santander has been a great supporter of IARU and especially the IARU Global Summer Program. In the past, Santander supported the GSP with a total of US\$ 20,000 per university and US\$ 200,000 in total annually. The funding amount of US\$ 20,000 per university was entirely used to provide scholarships to support students' expenses associated with attending the GSP, ie. airfare, housing, course-fees.

Since 2016, IARU has a new member with the University of Cape Town.

We respectfully request that Santander renew its support of the GSP by providing a full share to each of IARU's 11 partners. Accordingly, IARU would like to request a funding amount US\$ 20,000 per university annually for a total of \$220,000.

1-Year Budget:

| | IARU member | Country | Funding amount per Year |
|----|------------------------------------|----------------|--------------------------------|
| 1 | Australia National University | Australia | US\$ 20,000 |
| 2 | ETH Zurich | Switzerland | US\$ 20,000 |
| 3 | National University of Singapore | Singapore | US\$ 20,000 |
| 4 | Peking University | PRC China | US\$ 20,000 |
| 5 | University of California/ Berkeley | USA | US\$ 20,000 |
| 6 | University of Cambridge | UK | US\$ 20,000 |
| 7 | University of Copenhagen | Denmark | US\$ 20,000 |
| 8 | University of Oxford | UK | US\$ 20,000 |
| 9 | University of Tokyo | Japan | US\$ 20,000 |
| 10 | University of Cape Town | South Africa | US\$ 20,000 |
| 11 | Yale University | USA | US\$ 20,000 |
| | TOTAL | | US\$ 220,000 |

3-Year Budget request:

| Programme | 2018 | 2019 | 2020 | TOTAL |
|------------------|-----------------|-----------------|-----------------|---------------------|
| IARU GSP | US\$ 220,000 | US\$ 220,000 | US\$ 220,000 | US\$ 660,000 |



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Session 8: Updates from IARU Initiatives

- 8.1 Alumni Associations Network**
- 8.2 Global Transformation**
- 8.3 Librarians' Contact Group**
- 8.4 Technology Transfer**
- 8.5 Joint Online Course**
- 8.6 Real Estate Working Group**

8.1 Alumni Associations Network

| | |
|--------------------------------------|---|
| Lead | <i>University of Oxford</i> |
| Reporting | <i>Christine Fairchild</i> |
| Executive summary | <p>Alumni Relations Directors from 9 IARU universities gathered in Oxford for their annual meeting, 24-25 October 2016. The Alumni Association plans to hold its next meeting in 2018 in conjunction with the Presidents' Meeting, which will be held at Peking University in Spring 2018. The Alumni Association aims to host another Presidents' Panel in Beijing, similar to Tokyo (2015) and Oxford (2016).</p> <p>This report includes:</p> <ol style="list-style-type: none"> 1. Report of the 8th Alumni Directors Summit 2. Article about the 2016 Presidents' Panel in Oxford |
| Funding to date | <p><i>USD 7,500 Remaining balance from 1st World Alumni Forum</i></p> <p>USD 2,500 2016 Presidents' Panel (own resources) USD 12,705 Alumni Association Summit, October 2010</p> |
| Outcomes of previous meetings | <p>Senior Officers Meeting, November 2016</p> <p>Loren Griffith (Oxford) reported that the Alumni Associations Network met briefly in April 2016 at the time of the Presidents' Panel in Oxford and again at their formal meeting in October in Oxford. The Alumni Association plans to hold its next meeting in 2018 in conjunction with the Presidents Meeting, which will be held at Peking University in Spring 2018. The Alumni Association would like to host another Presidents Panel in 2018, similar to the panels held in Tokyo (2015) and Oxford (2016). There will be no meeting in 2017.</p> <p>Presidents' Meeting, April 2016</p> <p>The Presidents' Panel and Alumni Reception were successfully held on Sunday 24th April. Loren Griffith from Oxford thanked all Presidents for their participation; the Panel was a success and Mr. Griffith recommended having it at future Presidents' meetings, possibly incorporated in the program.</p> <p>The Chairman thanked all Presidents for their availability and for the good discussion, and the Alumni Office of Oxford for the perfectly organized event.</p> <p>ANU hosted the previous meeting between Alumni Directors in October 2015 attended by 7 IARU members, the following reception gathered 130 alumni; the next Alumni Directors' summit will take place at Oxford in October 2016. President Brian Schmidt suggested considering the</p> |

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| | <p>possibility to create outposts eg. joint alumni clubs in places where partners do not have strongholds, as a way to collectively use the 11 members and enable to bring people in. The suggestion will be communicated to the Alumni Directors who will then have the chance to discuss the idea.</p> |
|--|--|

Alumni Associations Network

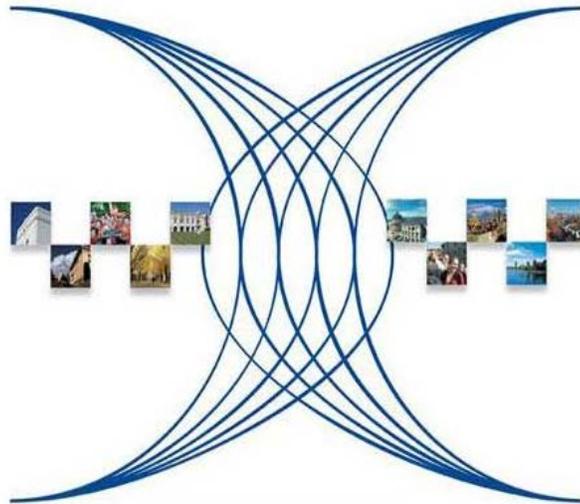
1. The 8th IARU Alumni Directors Summit

University of Oxford, 24-26 October 2016

Alumni Relations Directors from 9 IARU universities gathered in Oxford for their annual meeting, 24-25 October 2016. Over the course of the two days, the group discussed a range of shared themes:

- How best to manage through change in leadership
- The need for a reliable database to support staff work and alumni engagement
- How best to measure alumni engagement
- How to use metrics to evaluate programmes
- How to streamline communications so as not to overwhelm alumni (print vs electronic communications, effective use of social media, etc.)
- Managing outreach with shrinking resources
- The relationship between fundraising and alumni relations
- How to identify, manage and incentivize volunteers

The meeting adjourned and colleagues proceeded in to London for an IARU alumni reception attended by over 200 alumni and guests.



**INTERNATIONAL ALLIANCE
OF
RESEARCH UNIVERSITIES**

THE 8th IARU ALUMNI DIRECTORS SUMMIT

24 - 26 OCTOBER 2016

OXFORD UNIVERSITY, OXFORD, UK

PROGRAM

INTERNATIONAL
ALLIANCE OF RESEARCH
UNIVERSITIES



Sunday 23 October 2016

During the day: **Arrivals and check in at your hotel; free time**

18.00 Gather at the University Club and set off for an informal dinner.

Monday 24 October 2016

Meeting at: Blavatnik School of Government, Walton Street

Coffee and tea on arrival

09:00 Welcome by Nick Rawlins, Pro-Vice-Chancellor for Development and External Affairs

09:10 Discussion Topic: Building student engagement

10:30 Tea/coffee break

10:50 Presentation by Suzi Ardley, Head of Digital Communications at Oxford

11:30 Discussion Topic: Harnessing social media

12:15 Lunch

13:30 Discussion Topic: Maximising global engagement

14.30 Walking tour of Oxford with Alastair Lack, Oxford alumnus and experienced tour guide; worked for the BBC for 26 years, most recently as head of English programmes at BBC World Service radio.

16:00 Free time

18:00 Dinner

Tuesday 25 October 2016

- Meeting at: Blavatnik School of Government, Walton Street
- Coffee and tea on arrival
- 09:00 Overview of the day
- 09:10 Discussion Topic: Metrics Project for Alumni Relations, presentation by Nik Miller, More Partnership
- 10:30 Tea/coffee break
- 10.50 Discussion Topic: volunteering (identifying, incentivizing, holding them accountable, thanking them
- 11:40 Discussion Topic: Chapter management
- 12:30 Lunch
- 13:30 Discussion Topics: Hosting alumni events with an impact
- 15:00 Afternoon tea
- 15:30 Group discussion – Planning for IARU Meeting in 2017
- 16:30 Free time
- 18:00 Evensong, Christ Church Cathedral
- 18.50 Pre-dinner drinks at Christ Church
- 19.20 Dinner in Christ Church Dining Hall, followed by port and cheese

Wednesday 26 October 2016

Travel to London

- 18:00-20:00 IARU Alumni Networking Reception featuring a talk by Professor Richard Hobbs
Venue – The Savoy, River Entrance, Savoy Place, London WC2R 0BP

Professor Richard Hobbs, head of Primary Care Health Sciences at the University of Oxford, will share his experiences in cardiovascular research and reflect on the successes and challenges of medical trials tackling stroke prevention; in regards to IARU, he will describe how international research universities are playing a leading role in this field.

2. Presidents' Panel and Reception

University of Oxford, 24 April 2016

Over 170 alumni and guests from IARU gathered in Oxford on Sunday, 24 April to hear a panel of IARU Presidents discuss 'What makes a great university in the 21st century?' Moderated by Professor Ngaire Woods (Dean of the Blavatnik School of Government at Oxford), the discussion covered a wide range of topics including academic freedom, pressures of working with private enterprise, what it means to be an ethical/moral leader. Following the panel discussion, guests moved to the Divinity School for a reception at which alumni could meet the presidents of their universities as well as alumni from the other universities.

IARU Alumni Financial Resources

The first IARU Alumni World Forum held in 2015 at the University of Tokyo left a positive balance of 10,000 USD; the IARU Secretariat is holding this on behalf of this group.

The Alumni Directors agreed to allocate part of these funds (up to 2,000 GBP) to the Presidents' Panel organised in 2016 at the University of Oxford. The set amount has been used and invoiced to the IARU Secretariat, which reimbursed to Oxford 2,000 GBP. The remaining resources are 7,500 USD.

Article about the Presidents' Panel

The following article was drafted by the University of Oxford Alumni Relations Office. The article was published on IARU's website and circulated to all partners for publication.

Heads of leading international universities share future challenges and opportunities



Vice-Chancellors and Presidents spoke about the moral purpose of universities and the many pressures facing higher education during a wide-ranging discussion in Oxford. They emphasised the long-term benefits of universities, warned against political short-termism, and referred to the effects of globalisation and social media during the frank and open debate at the Sheldonian Theatre.

Six Vice-Chancellors and Presidents from Oxford, Beijing, Singapore, Canberra, Cape Town, and Copenhagen addressed a 200-strong audience of alumni and staff from all of their universities. Held to mark the 10th anniversary of the International Alliance of Research Universities (IARU), the event on 24 April also witnessed the admission of the University of Cape Town to IARU – a distinguished group of 11 international research-intensive universities.

Professor Ngaire Woods, Dean of the Blavatnik School of Government at the University of Oxford, moderated the discussion at the IARU Presidents' Panel. She began the debate by highlighting how universities are confronted by a 'hostile environment' because of ongoing financial instability caused by the 2008 crash, and the 'febrile' climate of 'populism' in many countries.

Professor Tan Chorh Chuan, President of the National University of Singapore, emphasised the need for universities to adapt, especially as it is difficult to predict what areas of study will be important in the future. He said: 'We have to preserve a rich and diverse brains' trust. We need to remain fully engaged. We need to produce evidence. Universities must not be seen as self-serving.' Professor Tan later spoke about the need to 'zoom in and zoom out' to make connections between different areas of knowledge, and to be able to foster the learning of new skills.

Such a wide perspective was also advocated by other leading academics on the panel. Professor Brian Schmidt, Vice Chancellor of Australian National University, explained that universities add value by creating knowledge over many years, which leads to a long-term view. Professor Louise Richardson, Vice-Chancellor of the University of Oxford, agreed and urged 'a robust defense' of the long-term value of universities. Professor Ralf Hemmingsen, Rector of the University of Copenhagen, also supported the benefits of a broad education, and warned against the tendency of politicians to focus on short-term goals. Professor Lin Jianhua, President of Peking University, mentioned the difficulties faced by universities when facing multiple pressures, including from government, faculty and students.

Globalisation was another theme explored by the panelists. Dr Max Price, Vice Chancellor of the University of Cape Town, described how globalisation is affecting higher education, and called for less of a colonial, Eurocentric, and Anglo-American model for universities. He said: 'The challenge is to broaden and diversify our knowledge systems.' Professor Hemmingsen echoed these sentiments by calling for less of an Anglo-Saxon approach. Professor Lin spoke of the need to understand China and the West, and for plans to include more regional studies at his university.

Extolling the advantages associated with international students, Professor Richardson described exponential increases in students studying abroad and said universities need to persuade governments about these benefits. As well as the international dimension, Professor Richardson also reiterated the role of universities at national and local level. She added: 'We need to be cognisant of the local community, and ensure that is a benefit to the local community.'

The challenges of public debate in an era of instant communications were also raised. Dr Price added: 'Social media has an enormously chilling effect. It produces a massive response that closes down debate.'

Professor Tan added: 'We live in an extremely polarising environment. People tend to read what they believe in. Polarisation can be very damaging.'

The audience asked questions about a range of ethical, moral and technological topics, including the recognition of donors and controversial historic figures, academic freedom, and the future of teaching.

The complexity of divestment, as well as taking positions on social and global issues, was raised. Professor Schmidt said: 'Universities do need to be consistent with their moral values.' Dr Price agreed. He said: 'In some ways universities have become the moral compass of society.' There was less certainty regarding the impact of technology and Massive Open Online Courses (MOOCs) upon future teaching. Dr Price said the verdict is still out on MOOCs because of their high dropout rates. Professor Schmidt said that classes will change in the next 10 years with more interactivity and online learning.

Professor Richardson emphasised the importance of academic freedom and hearing different views on campus as universities are the best places to counter objectionable speech.

The IARU Presidents' Panel took place on the first day of IARU's three-day meeting at the University of Oxford.

Article by Guy Collender, University of Oxford Alumni Relations

8.2 Global Transformation in IARU Member Strategies

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|--------------------------------------|---|------------------------------|---|----------------------|----------------------------|----------------------|-----------------------------------|----------------------|--|
| Lead | ETH Zurich | | | | | | | | |
| Reporting | <i>Dr. Barbara Becker</i> | | | | | | | | |
| Executive summary | <p>The GT group held its second workshop at UCT in May 2016. The full workshop report is included in the documentation of the SOM 2016. The workshop outcome is a list of agreed activities with assigned responsibilities and a timeline of agreed steps (Annex 1).</p> <p>In order to capture the Asian perspective on GT, the group suggested to hold the next workshop at PKU in May 2017. PKU has agreed to host the workshop from 7-9 May 2017, and has nominated Prof. Yu Miaojie of the National School of Development as responsible person. The SOM has approved funding for the third GT meeting.</p> <p>Workshop preparation is well under way (Annex 2), with PKU, UCT and ETH being responsible for developing the programme. Nine IARU members have confirmed their participation or indicated their interest.</p> <p>As discussed at UCT in 2016, the GT group will agree on a new chair at its next meeting.</p> <p>The GT group expressed its interest that GT be tabled as agenda item at the PM in 2018, with a representative of the GT group presenting the objectives and workplan in more detail.</p> <p>This report contains:</p> <ol style="list-style-type: none"> 1. Update on activities 2016/17 2. Table of agreed activities (outcome of GT workshop 2016) 3. Draft agenda of 3rd GT Workshop at PKU, May 7-9, 2017 | | | | | | | | |
| Items for decision | -- | | | | | | | | |
| Funding request | No requests for funding. | | | | | | | | |
| Funding to date | <table> <tr> <td><i>USD 10,000 (May 2017)</i></td> <td><i>3rd GT Workshop (PKU)</i></td> </tr> <tr> <td>USD 5,000 (May 2016)</td> <td>“Going Global” Speaker fee</td> </tr> <tr> <td>USD 6,255 (May 2016)</td> <td>2nd GT Workshop (UCT)</td> </tr> <tr> <td>USD 3,300 (May 2015)</td> <td>1st GT Workshop (ETH Zurich)</td> </tr> </table> | <i>USD 10,000 (May 2017)</i> | <i>3rd GT Workshop (PKU)</i> | USD 5,000 (May 2016) | “Going Global” Speaker fee | USD 6,255 (May 2016) | 2 nd GT Workshop (UCT) | USD 3,300 (May 2015) | 1 st GT Workshop (ETH Zurich) |
| <i>USD 10,000 (May 2017)</i> | <i>3rd GT Workshop (PKU)</i> | | | | | | | | |
| USD 5,000 (May 2016) | “Going Global” Speaker fee | | | | | | | | |
| USD 6,255 (May 2016) | 2 nd GT Workshop (UCT) | | | | | | | | |
| USD 3,300 (May 2015) | 1 st GT Workshop (ETH Zurich) | | | | | | | | |
| Outcomes of previous meetings | <p>Senior Officers Meeting, November 2016</p> <p>Jürg Brunnschweiler (ETH) reported that there have been two Global Transformation meetings to date, one in Zurich (2015) and one in Cape Town (2016). Currently, Barbara Becker from ETH is driving this initiative. However, Barbara will retire at the end of 2017, and ETH will not continue to lead this initiative after she retires. Jürg posed the concern of whether or not this initiative will continue after 2017. The Joint Global Summer School Program that involves UC Berkeley, UCPH and ANU on “Including Global Transformation in Research Activities” will, however, continue.</p> | | | | | | | | |

Senior Officers expressed that it seems premature to end this initiative now. There is enough enthusiasm from different partners to continue this initiative but the future goals of this project need to be clearly defined and new leadership must emerge.

The Senior Officers approved funding of \$10,000 USD to hold the next GT meeting at PKU in 2017. This meeting will discuss the future objectives and proposed direction of this initiative. It should produce a document for the Presidents Meeting in 2018. PKU, as the host of the 2017 GT meeting, will play a chief role in drafting the meeting agenda. UCT will assist in drafting the agenda and ETH, Yale, UCPH, and UTokyo partners will be consulted.

PKU requests that Prof. Barbara Becker email the contact persons for this Initiative, informing of her retirement and introducing some situations for follow-up. Prof. Yu Miaojie, who will be the responsible person from PKU, should be included in this correspondence and be brought up to speed as he did not attend the two previous meetings.

Presidents' Meeting, April 2016

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

Global Transformation in IARU Member Strategies

1. Global Transformation Activities 2016/17

Workshop 2016

GT workshop at UCT, 2-3 May 2016

The workshop consisted of four elements: (i) inputs on global transformation and its interpretation by participants from UCT (host), ETH Zurich (chair) and the Pro-Vice-Chancellor for Institutional & International Relations of Cambridge; (ii) activity reports by each participating university; (iii) a discussion on the perception of GT and its relevance for IARU; (iv) an outline of joint action and next steps.

The discussion evolved around five topics: (i) the definition and understanding of GT; (ii) strategic considerations of dealing with GT in the context of IARU; implementation in (iii) research, (iv) education, and (v) at the institutional level.

The workshop benefitted greatly from being hosted at UCT: by being exposed to an environment of dynamic transformation processes, and by UCT sharing its experiences in dealing with these challenges.

The group elaborated a list of envisaged joint activities in the fields of education / curriculum development; partnership and networking; and visionary action. The outcome is a list of agreed activities with assigned responsibilities and a timeline of agreed steps ([Annex 1](#)).

In order to capture the Asian perspective on GT, the group suggested to hold the next workshop at PKU in May 2017.

Participation in the Going Global Conference, Cape Town, 3-5 May 2016

The GT workshop was organised back-to-back with the Going Global Conference “*Building nations and connecting cultures: education policy, economic development and engagement*”. The GT group had suggested **Prof. Eilís Ferran**, Pro-Vice-Chancellor for Institutional & International Relations of the University of Cambridge, to participate as IARU representative in the conference programme. She was assigned to the fish-bowl session **#ResearchMustRise: global solutions**. She opened the fish-bowl group discussion with an excellent statement on Global Transformation as the new paradigm to replace North-South collaboration, and she presented Cambridge’s seven strategic partnerships principles. Most of the IARU participants in the Going Global conference were present at this session and contributed actively to the discussion.

Joint GT activities of individual IARU member

Since the workshop in May 2016 some joint activities have already started, e.g. linking GT and GSP, entering in a dialogue with ARUA, and preparing the 3rd workshop 2017.

Linking GT and GSP: GSP Working committee, NUS, 25 to 27 September 2016

Prof. Khatharya Um (UC Berkeley) introduced the IARU Global Transformation initiative. At their last meeting in May 2016, the members of this initiative discussed the desire of building synergies among IARU initiatives and saw clear potential with the GSP for holding a GT based course in the summer program.

At the Mobilising Research course taught at ANU this summer, Prof. Um met with other faculty colleagues from UCPH and ANU also teaching the course and started exploring the possibility of transforming the course with a specific GT focus and host it in the global south.

The conversation between the three institutions (UC Berkeley, ANU and UCPH) will continue over 2017, investigating the logistics and administrative feasibility. The group is also looking for global south destinations, e.g. Myanmar, where a research institute could host the course in 2018.

At its meeting in November 2016, the SOM confirmed that the Joint Global Summer School Program that involves UC Berkeley, UCPH and ANU on “Including Global Transformation in Research Activities” will continue.

Entering in a dialogue with ARUA

With the facilitation of UCT Barbara Becker had the opportunity to invite the first [Secretary General](#) of the African Research Universities Alliance ARUA, Professor Ernest Aryeetey, to a national consultation with representatives from the “Global South” in Switzerland on Nov 8, 2016. She used this opportunity to explore potential interaction between the GT group and ARUA.

Ernest Aryeetey reported on the [ARUA meeting on Oct 9](#) in Nairobi, where he had met the UCT VC Max Price, who confirmed the strong interest of liaising IARU and ARUA and expressed his satisfaction on the forthcoming visit of Ernest Aryeetey to Switzerland.

At the Nairobi meeting ARUA agreed on three types of joint activities: (i) collaboration in thematic areas, both in the social and natural sciences; (ii) graduate training at centres of excellence, and (iii) short courses on research management.

ARUA is still in the phase of establishing its initial activities, but will remain on the agenda of the GT group for potential interaction, once the ARUA programme becomes more operative.

GT activities at IARU member universities

University of Copenhagen: UCPH appointed a new staff member, Andreas Egelund Christensen, as International Network Coordinator - Global Development, to strengthen Global Transformation activities at UCPH.

UCPH has appointed one representative from each of the six faculties to join a work group on global development/global transformation where the IARU initiatives are part of this. Andreas Egelund Christensen will be referring to this work group and Helle Samuelsen as the chair of group. He comes from a position as assistant professor at the department of geosciences and natural resource management, faculty of science, being educated geographer. He also taught a IARU GSP at ANU this summer together with Khatharya Um.

Workshop 2017

Preparation of the 3rd GT workshop at PKU, 7-9 May 2017

In order to capture the Asian perspective on GT, the group suggested to hold the next workshop at PKU. PKU agreed to host the workshop from 7-9 May 2017, and nominated Prof. Yu Miaojie as responsible person.

Prof. Miaojie Yu is the Deputy Dean of the *National School of Development* and Deputy Director of the *China Center for Economic Research (CCER)*. He had visited ETH Zurich in October 2016 as part of a larger PKU delegation, where he met Barbara Becker, who introduced him to the GT initiative and shared the intention to hold the next workshop at PKU.

Workshop preparation is well under way (Annex 2), with PKU, UCT and ETH being responsible for developing the programme, in consultation with UT. UCT has nominated Prof. Lungisile Ntsebeza, Chair in African Studies, as representative in the GT group and preparatory committee.

The meeting will discuss joint action and proposed direction of this initiative. It will produce a document for the Presidents Meeting in 2018.

So far, nine IARU members have confirmed their participation or indicated their interest.

Transfer of leadership

As discussed at UCT in 2016, the GT group will agree on a new chair at its third meeting in May 2017. Initial discussions with potential candidates already took place during the 2016 meeting. It was, however, premature, to nominate a new chair at the UCT workshop. The hand-over will be prepared further via email and/or Skype for smooth transition of responsibilities.

Suggestions of SOM 2016

The GT group will take up the topics raised at the SOM 2016, and explore the implementation of related activities:

SOM Item 5.2: *Capacity building may be a direction the Global Transformation Group can take with a mandate from the Presidents in 2017. The Chair recommends that the topic of capacity building be brought up to the Presidents in 2017 as a possible topical session or new IARU initiative for 2018.*

SOM Item 8.2: *Jonathan Dampney (ANU) suggested combining certain aspects of GSP with Global Transformation. ANU has discussed creating a program with UC Berkeley and UCPH in Southeast Asia.*

While this may not fit within the “innovation and entrepreneurship” framework, it shows that conversations of growing and expanding the GSP are happening amongst the coordinators.

bb, February 20, 2017

2. Annex 1: Outline of envisaged joint actions in Global Transformation – as agreed during second GT workshop at UCT, May 2016

| Activity Description | Comments | Participating universities | Commit ment | Priority |
|--|---|--|----------------------------------|----------|
| Education / Curriculum development | | | | |
| <p>Develop a (joint) curriculum on global studies and/or global health This joint curriculum shall incorporate aspects from different courses on area/development studies and possibly global health studies of different universities. Staff exchange could be envisaged in the frame of this activity.</p> | <p>Strong in global health: Oxford, Yale, Tokyo, Cambridge and ETH Zurich. UCT is strong in public health. <i>Explore commitment of mentioned universities</i> Target different levels: undergraduate, graduate and postgraduate levels</p> | <p>UCPH (lead) UCB</p> | <p>HS, KUM</p> | <p>A</p> |
| <p>Discuss curriculum reform Share experiences and review best practice on curriculum reform / decolonializing curriculum</p> <ul style="list-style-type: none"> Develop a GSP course on comparative studies (Africa and Asia) | | <p>UCT, (lead), CAM, UT</p> | <p>LN, MS, EF, KF</p> | <p>A</p> |
| <p>Develop GSP course with GT components or include GT aspects in already existing GSP course Two suggested strains:</p> <ul style="list-style-type: none"> Sharing best practices of researchers Critical pedagogy for the 21st century / critical approaches to methodology <p>Cover ethics of research; include research component and/or fieldwork</p> | <p>Extend to non-IARU members from the South (past GSP in Costa Rica open to non-IARU participants as precedence) Include partners from the South in setting up curriculum Take financial constraints into account: high travel costs for Asian students to UCT and <i>vice versa</i>. Discuss fundraising (limited Santander grant).</p> | <p>UCB</p> | <p>KUM</p> | <p>A</p> |
| <p>Course around the SDGs</p> | <p>with above-mentioned methodology</p> | <p>UCT</p> | | <p>B</p> |
| <p>GT on-line course Build on existing UT/UCB on-line course on states and peace-making starting in September 2016 in the frame of The Berkeley Global Campus initiative in Richmond Bay complement it with GT components and “brand” it as IARU GT on-line course relate other courses of global / development studies to this new programme</p> | <p>relatively cost-effective UCB cannot deliver grades for an on-line course, but on-line courses can surround a physical / GSP course. Preparation and post-processing of a GSP course could be done as an online course.</p> | <p>UT, with inputs from UCB and UCPH</p> | <p>KF</p> | <p>A</p> |
| <p>Joint capacity building activities / student exchange programme Develop a programme, working with partners and in an alliance, based on the outcome of the mapping exercise; share experiences on student exchange; career tracking of foreign students</p> | <p>Prepare graduate students going back to their home country to find a position Could be small, symbolic activity</p> | <p>Yale</p> | <p>DF, KF</p> | <p>A</p> |

| | | | | |
|---|--|--|--|-----|
| <p>Integrate GT in the UC Berkeley and ANU GSP research hub GSP course on GT topic in summer 2017 as part of existing research hub at ANU campus</p> | ANU is open to host a GSP course. Bring ANU on board of the GT group in this context. | UC Berkeley (lead) ANU (tbc) (potential inclusion of UCPH) | KUM will identify a liaison person within ANU for GT activities | A |
| Partnership and networking | | | | |
| <p>Map existing research collaborations / partnerships of IARU members in Global South Identify overlaps and synergies to pool experiences of different Africa or country-specific programmes Synthesize experiences on African partnerships</p> | ETH Zurich: draft and share a template to map joint collaborations and suggest parameters of measurements. Template will be complemented by GT contact persons. Based on this format, individual universities map their collaborations. First focus will be on ARUA member universities. Later, SE Asian institutions shall be included. | ETH, all The responsibility for SE-Asia: UT and UCB | BB (lead) | A |
| <p>Approach ARUA as strategic partner of the GT group Respond to ARUA's needs: How can IARU support ARUA? What does ARUA need? How can we meet their needs?</p> | Max Price to consult with ARUA whether they are interested in collaborating with IARU and if so, in which fields. | UCT (lead) | through Max Price | A |
| <p>Establish bridges to Southern networks, explore synergies Notion of GT could work well when working in/with other alliances or networks</p> | Focus on complementarity, avoid "2 nd class circle" | UCT as broker | MS | B |
| <p>Review and promote guidelines for research collaborations and ethical standards Compile existing guidelines on ethical standards / research collaborations / out-going student briefings from different Universities. Share / promote resource material within IARU universities.</p> | review the 11 KFPE principles from UCT perspective Brainstorm how to make them available to faculty in IARU institutions | ETH, UCT, CAM | PH/BB,MS, EF | A |
| Visionary action / conceptual development | | | | |
| <p>Conference or sequence of workshops on GT (as part of the visionary action) Organise a conference on visionary challenges, area study and methodologies of the 21st century to advance the intellectual debate on GT. Format to be defined. Exchange of experiences / and physical meetings are crucial.</p> | The conference needs substantial preparation and is planned in 2-3 year time. It will be open for non-IARU members. A possible site could be Myanmar to get Oxford on board. | ETH (lead) | BB (kick-off) | A |
| <p>GT project presentation at SOM 2017 / PM 2018 Preferably by member of the host institution</p> | Similar to presentation of Gender Project in 2016 | (ETH) PM Host, tbc | (BB) | A/B |
| <p>Build on Presidents' statement about sustainability Identify innovative pathways of implementation</p> | Aligned with elaboration of two-year plan / GT conference | (ETH) | (BB) | B |
| <p>Prepare a paper on GT principles for joint fundraising</p> | | | | C |

3. Annex 2: 3rd Global Transformation workshop, PKU, 7-9 May 2017

Tentative Program Schedule, (Version 3, 24 February 2017)

*Location: PKU, Beijing, China
China Center for Economic Research (CCER), Room tbd*

Sunday, 7 May 2017

| Time | Agenda item |
|-------|---|
| 18:30 | Pick-up at The Lake View Hotel <i>127 Zhongguancun North Street, Haidian District, Beijing 100080, China</i> <i>Transfer to restaurant</i> |
| 19:00 | Dinner |

Monday, 8 May 2017

| Time | Agenda item |
|---------------|---|
| 08:30 – 09:00 | <i>Registration and Coffee</i> |
| 09:00 – 09:15 | Welcome Address Prof. Yang Yao, Dean, National School of Development, PKU |
| 09:15 – 09:30 | Opening and introduction to the workshop Dr. Barbara Becker Director Global Transformation Affairs, ETH Global, ETH Zürich |
| 09:30 – 10:00 | IARU member updates, Part 1 New developments concerning Global Transformation (5 min each) <ul style="list-style-type: none"> – The University of Tokyo – University of California, Berkeley – University of Copenhagen – University of Cape Town – ETH Zurich |
| 10:00 – 10:30 | <i>Coffee Break</i> |
| 10:30 – 11:00 | IARU member presentations, Part 2 <ul style="list-style-type: none"> – National University of Singapore – University of Cambridge – University of Oxford (tentative) – Australian National University – |
| 11:00 – 12:00 | New-structural economics and China's development with its implications to developing countries Prof. Justin Lin, Honorary Dean, National School of Development, PKU |
| 12:00 – 13:00 | <i>Lunch</i> |
| 13:00 – 14:00 | <i>Campus tour</i> |

Monday, 7 May 2017, contd.

| Time | Agenda item |
|---------------|---|
| 14:00 – 15:30 | Global Transformation in IARU activities, Part 1 Discussion of workplan for PM 2018 |
| 15:30 – 16:00 | <i>Coffee Break</i> |
| 16:00 – 17:00 | Global Transformation in IARU activities, Part 2 Joint activities Conclusions and topics for Day 2 |
| 17:00 – 18:30 | “Excursion” |
| 18:30 | <i>Back to hotel or transfer to restaurant</i> |
| 19:30 | <i>Dinner</i> |

Tuesday, 9 May 2017

| Time | Agenda item |
|------------------|---|
| 09:00 – 09:10 | Re-cap of Day 1 |
| 09:10 – 09:30 | Presentation on Chinese economy Prof. Yang Yao, Dean, National School of Development, PKU |
| 09:30 – 10:00 | China and Africa’s economic cooperation and poverty reduction Prof. Miaojie Yu, Deputy Dean, National School of Development, PKU Prof. Lungisile Ntsebeza, Chair in African Studies, UCT |
| 10:00 – 10:30 | <i>Coffee Break</i> |
| 10:30 – 12:00 | Joint activities and workplan |
| 12:00 – 12:15 | Synthesis of the workshop: Recommendations for SOM 2017 |
| 12:15 – 12:30 | Next steps and fare-well |
| 12:30 | End of meeting |
| 12:30 – 13:30 | <i>Lunch</i> |
| <i>afternoon</i> | <i>Excursion / Institute visit (facultative)</i> |

8.3 Librarians' Contact Group

| | |
|--------------------------------------|---|
| Lead | <i>Yale University</i> |
| Reporting | <i>Susan Gibbons</i> |
| Executive summary | <p>The next meeting of the University Librarians will be hosted by Yale University, 9-12 July, 2017. The gathering will begin with dinner on July 9. The meetings will take place on July 10-11, and then an optional cultural tour to NYC on July 12th.</p> <p>There has been discussion about the possibility of a joint meeting with the IARU research administration group. The IARU point person for research administration at Yale retired from the post in June 2016, and thus the transition may make a joint meeting difficult to arrange.</p> <p>If there isn't a joint meeting, the focus of the university librarian's meeting will be on the topics of 1) digital humanities; 2) digital preservation; 3) conservation of physical collections; and 4) facility design.</p> <p>This report contains:</p> <ol style="list-style-type: none"> 1. Report on the 5th Librarians' Meeting |
| Funding to date | n/a |
| Outcomes of previous meetings | <p>Senior Officers Meeting, November 2016</p> <p>Jürg Brunnschweiler (ETH) reported that the Librarians' Contact Group has formed a close link with the Research Administrators' Network. The next Librarians meeting is being planned in conjunction with the Research Administrators meeting, to be held at Yale in June 2017. The Librarians' Group lead rotates each year; therefore Susan Gibbons (Yale) will be responsible for the next meeting.</p> <p>Presidents' Panel and Presidents' Meeting, April 2016</p> <p>The three posters created by the IARU Librarian Group were presented at the Meeting (pictures of the posters are attached at the end of this report):</p> <ul style="list-style-type: none"> • 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 |

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| | <p>distributed IARU library collections, with the digital copies brought together.</p> <p>The posters were seen as quite helpful and good for the discussions.</p> |
|--|--|

Librarians' Contact Group

5th Librarians' meeting

8-10 June, 2016 ETH Zurich

The 5th meeting took place at 08.-10. June at ETH Zurich in Switzerland.

10 members attended (Koichi Hori from Tokyo was excused)

| University | Participant |
|------------|--------------------------|
| ANU | Roxanne Missingham |
| Berkeley | Jeff MacKie-Mason |
| Cambridge | Sue Mehrer (Deputy Dean) |
| Cape Town | Gwenda Thomas |
| Copenhagen | Kira Stine Hansen |
| ETH Zurich | Dr. Rafael Ball |
| NUS | Lee Cheng Ean |
| Oxford | Richard Ovenden |
| PKU | Zhu Qiang |
| Yale | Susan Gibbons |

Following issues were among others discussed:

1. Professional Program

A variety of issues and topics concerning all IARU Libraries was presented and discussed broadly such as Libraries as Spaces, Digitalization, Text and Data Mining, Collection and Archives and Research Data. Ideas on problem solving strategies and strategic development concerning these topics were exchanged and discussed.

2. Libraries Benchmarking

ETH has for the second time undertaken a survey on a range of general measures of library funding, size and use among the IARU libraries. The Group reviewed the report of this second survey and discussed the outcomes which gave an impressionistic view on trends and priorities of the different libraries. The benchmarking has up to now not been used for decision-making in the IARU libraries and there is a common understanding that this shouldn't be the goal for the future either since the circumstances and definition of indicators vary across the libraries so interpretation always will be needed. However, the IARU Libraries Benchmarking is appreciated in general and should be continued for another year. A review should be prepared for the 2017 IARU Libraries meeting in Yale.

3. Cooperation on Leadership Development

A common leadership training forming a cooperative team across IARU Libraries was discussed by the group. It was decided to start a pilot where the deputies of some of the IARU Libraries will meet during one year. After this pilot phase there will be a short report on the outcomes and a reflection on possible improvements before the roll out of such an IARU wide cooperation might be installed.

The pilot will be organized by the Libraries Copenhagen, Singapore, Cape Town, Zurich and possibly Australia.

4. Short papers for Presidents' Meeting 2017

Since the Program for the Presidents' Meeting 2016 already was set, an input by the IARU Libraries for the following meeting in 2017 was discussed.

The idea to present some of the major topics which are on mind of all the IARU libraries and which also might be important to be discussed on the presidential level was born.

The group agreed on the following three topics: Open Access, Information Literacy and (digital) Preservation of cultural and scientific records. For each of these three most important and commonly shared issues, a short paper will be written and the organizers of the IARU Presidential Meetings will be asked to schedule a brief input by the IARU Libraries on those topics.

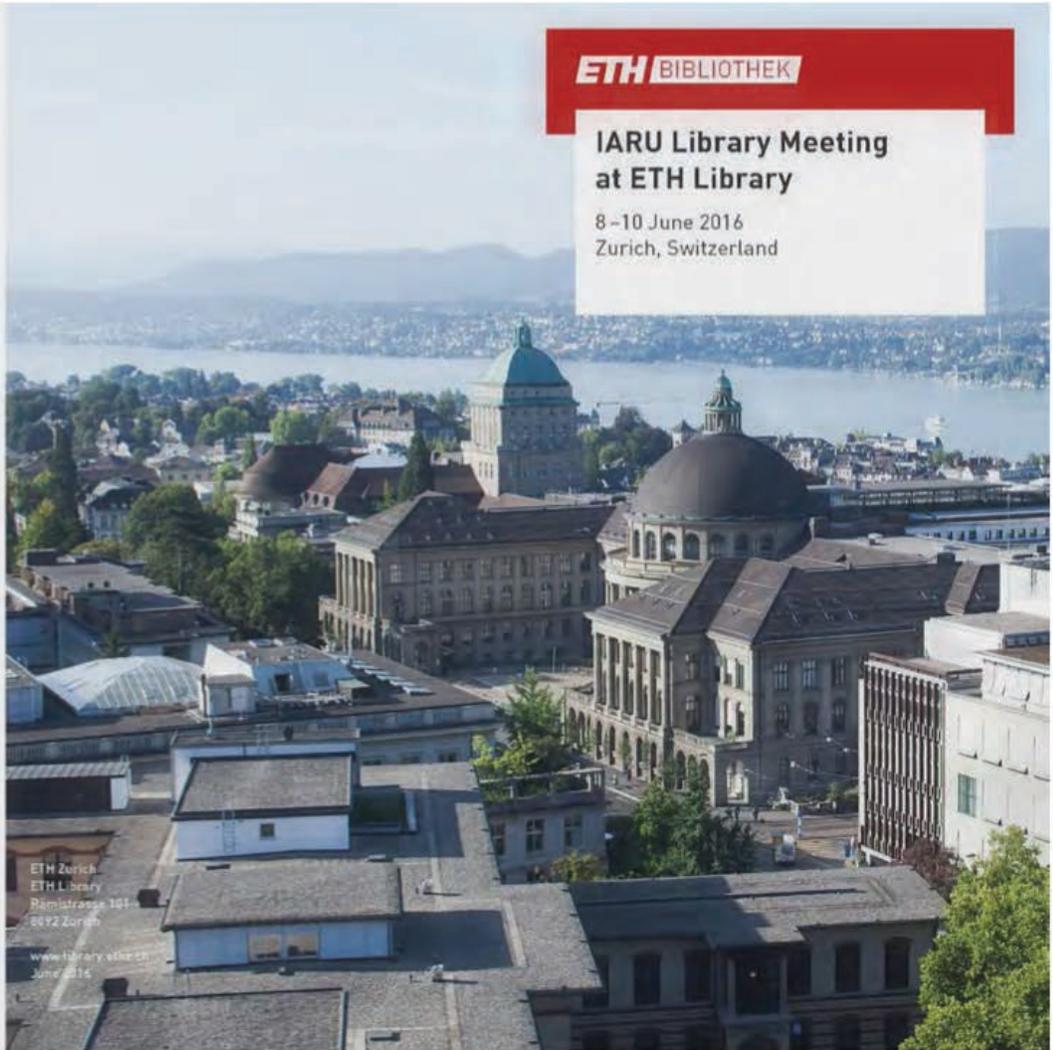
At the Presidents' Meeting in Beijing, Zhu Qiang (PKU) will represent the libraries.

The next meeting is planned for June 2017 (calendar week 28) in Yale; Susan Gibbons has the lead for planning the program.



Wednesday, 8 June

06.00 pm **Welcome dinner at restaurant "ZunftHaus zur Zimmerleuten"**
meeting point: main hall at ETH Zurich
(next to fountain)



Programme

Thursday, 9 June

- 08.45 am **Meeting point: main hall**
(next to fountain)
Short welcome address
Rafael Ball, Director
- 09.00–10.00 am **Session 1: Libraries as Spaces**
Input: "Using Design Thinking to create Library Spaces"
Franziska Regner, Head of Innovation and Development, Claudia Lienhard, Innovation and Development
- Best Practice: Examples of Library Spaces – Digital Humanities Lab**
Susan Gibbons, Deputy Provost, Libraries & Scholarly Communication Yale University
- 10.00–11.00 am **Session 2: World Café**
Coffee and five-minute report from each IARU library on important developments and topics since the last meeting
All participants
- 11.00–12.00 am **Session 3: Digitization**
Input: "From Analog to Digital" and Tour of ETH Library's DigiCenter
Andreas Kirstein, Deputy Director
- 12.00–12.15 pm **Group Photo**
- 12.15–01.15 pm **Lunch at Dozentenfoyer, ETH Zurich**
- 01.15–01.45 pm **Session 4: IARU-Libraries Benchmarking**
Presentation and discussion on the IARU-Libraries Benchmarking 2014/2015
Franziska Regner, Head of Innovation and 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**
- 04.30–06.00 pm **Transfer and recreation at hotel**
- 06.00 pm **Meeting point: main hall** (next to fountain), tram tour with sightseeing in Zurich and dinner at restaurant "Razzia"

Friday, 10 June

- 08.45–10.30 am **Session 6: Collections and Archives**
Visit: Collection of Prints and Drawings
Input: "The Importance of Collections and Archives for Research and Science"
Presentation of selected items from ETH Library's Collections and Archives
Stefan Wiederkehr, Head of Collections and Archives
- 10.30–12.00 am **Session 7: Roundtable Cooperation IARU Libraries**
Coffee, input and discussion: "Bibliometrics and Scientometrics – Perspectives on Cooperation"
Rafael Ball, Director
- Report and discussion on cooperation on leadership development and mentoring across the IARU Library Group**
Kira Hansen, Deputy Director General of Copenhagen University Library
- Exchange of ideas and discussion on IARU Library Posters and IARU Library Website**
Roxanne Missingham, Chief Scholarly Information Services of Australian National University

- 12.00–01.00 pm **Lunch at Dozentenfoyer, ETH Zurich**
- 01.00–01.30 pm **Session 8: IARU Research Administrators Network**
Input: "IARU Research Administrators Network: Possible Collaborations and Interfaces with IARU Library Network"
Agatha Keller, Co-Head EU GrantsAccess
- 01.30–02.00 pm **Welcome Address**
Prof. Dr Ulrich Weidmann, Vice President, member of ETH Zurich's Executive Board
- 02.00–03.00 pm **Session 9: Research Data**
Input: "Research Data Management and the Data Life Cycle"
Matthias Töwe, Head of Digital Curation
- 03.00–03.45 pm **Final Session: Roundtable on next meeting**
Exchange of ideas for the next meeting and relevant future topics
- 04.00–06.00 pm **Optional tour of the Höggerberg campus**
Departure ETH Zentrum: ETH-Link bus: 04.14 pm, arrival Campus Höggerberg: 04.29 pm
- 04.30–05.45 pm: Campus Tour**
Departure Höggerberg: ETH-Link bus: 05.54 pm, arrival ETH Zentrum: 06.09 pm

Wireless Code
SSID: public
Login: library
Password: ethiaru

8.4 Technology Transfer Network

| | | |
|--------------------------------------|---|--|
| Lead | Peking University | |
| Reporting | <i>Dongmin Chen (Peking University)</i> | |
| Executive summary | <p>The 5th Technology Transfer Network workshop was held at UC Berkeley on 6-9 October 2016. The workshop addressed special topics, such as “Distributed Innovation Ecosystem,” “Software licensing,” and “IP marketing.”</p> <p>Regarding the joint IP license, the meeting concluded that a pilot study must be conducted to determine whether a joint IP license is advantageous versus individual IP licenses. Prof. Poh Kam (NUS) volunteered to conduct this study, which can take six months to one year, conditional to there being funding support for the study.</p> <p>The bulk of the discussion dealt with developing a university innovation and entrepreneurship ecosystem and the expansion on industrial sponsorship. There was conversation that UC Berkeley and PKU could sponsor a international research cooperation program jointly.</p> <p>PKU expressed interest in exploring if there is a method to link technology transfer and licensing to innovation and entrepreneurship in education. Some ideas include possibly creating a “global entrepreneurship partner program” at PKU. Senior Officers suggested that this opportunity could be tied to GSP.</p> <p>There are no plans to hold a Technology Transfer Network meeting in 2017, but a meeting is likely in 2018.</p> | |
| Items for decision | -- | |
| Funding request | No requests for funding. | |
| Funding to date | 1,501 (Oct. 2016) | Technology Transfer Workshop, UC Berkeley |
| | Up to 10,000 (April 2015) | Technology Transfer Workshop, NUS – this event was cancelled |
| | 9,573 (April 2014) | Technology Transfer Workshop, ETH |
| | 15,091 (March 2013) | Academic IP Pooling Workshop, PKU |
| Outcomes of previous meetings | <p>Senior Officers’ Meeting, November 2016</p> <p>Prof. Dongmin CHEN (PJU) reported that the Technology Transfer Network met at UC Berkeley in October 2016. Attendance was low: only UC Berkeley, PKU, NUS and ANU participated.</p> <p>Regarding the joint IP license, the meeting concluded that a pilot study must be conducted to determine whether a joint IP license is advantageous versus individual IP licenses. Prof. Poh Kam (NUS) volunteered to conduct this study, which can take six months to one year,</p> | |

conditional to there being funding support for the study.

The bulk of the discussion dealt with developing a university innovation and entrepreneurship ecosystem that potentially leads to industrial sponsorship. There was conversation that UC Berkeley and PKU manage the IP licensing and corporate sponsorship research jointly.

PKU expressed interest in exploring if there is a method to link technology transfer and licensing to innovation and entrepreneurship in education. Some ideas include possibly creating a “global entrepreneurship partner program” at PKU. Senior Officers suggested that this opportunity could be tied to GSP.

There are no plans to hold a Technology Transfer Network meeting in 2017, but a meeting is likely in 2018. The Senior Officers asked that Prof. Dongmin Chen circulate a written report summarizing the October 2016 meeting since no report was available in the Tome.

Presidents' Meeting, April 2016

Professor Dongmin Chen (PKU) presented the IARU Collaborative Technology Transfer Portal.

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

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

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

The Chairman congratulated for the well-structured portal, he further reminded that the upload of patents is based on individual IARU

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| | <p>members' decision. Those who intend to participate to the IP Portal are encouraged to progress on the content review and to contribute to the discussion about the rules for collaborative use to take place at the next meeting. Presidents' agreed that at this stage the IP Portal is not yet ready for publication and exploitation. The group is invited to report on progress and further details at the Senior Officer meeting.</p> |
|--|---|

Technology Transfer Network

IP Pooling Web Portal

With the help of the IARU members, a test version of the IARU IP portal has been completed prior to the OTT officer workshop held at Berkeley Oct. 6-7 2016. A special session was organized to collect the feedback on the IP portal's design, format and functions, and to discuss the collaborative use of the pooled IP database. The consensus amongst the attendees is that before the launch of the IP portal can be determined, a pilot study focusing on a specific sector of technology should be conducted to determine whether a joint IP license is advantageous versus individual university IP license model. Prof. Poh Kam from NUS volunteered to conduct this study, which estimate to can take six months to one year, conditional to there being funding support for the study. The conclusion therefore is to suspend the IP portal development until a positive outcome can be shown by the study.

OTT Group Workshop

As part of the IARU 10th anniversary celebration, IARU Office of technology Transfer/Licensing (OTT) group held the 4th workshop on "Research Intensive University Innovation & Entrepreneurship Ecosystem Development" on Berkeley campus on Oct. 6-7, 2016 (See OTT Workshop Agenda below). The attendance was relatively low and only UC Berkeley, PKU, NUS and ANU participated.

The focus topic of workshop was "Distributed Innovation Ecosystem." Berkeley reported a significant increase in Industrial sponsored research as a result of a more open policy that makes university research resources more accessible to the industries. PKU also experienced similar growth in Industrial sponsorship in their open innovation program that allows industrial sponsors to co-define and manage the research topics.

Entrepreneurship program has becoming an active learning experience for the students in all the attended members.

"Software licensing", and "IP marketing". A special presentation on US National Science Foundation Innovation Corps (I-Corps) program (<https://steveblank.com/category/nsf-national-science-foundation/>), which was created with the aim to change faculty member's mind-set on what takes to commercialize scientific inventions, was also arranged.

The bulk of the discussion dealt with developing a university innovation and entrepreneurship ecosystem and larger scale industrial sponsorship. There was conversation that UC Berkeley and PKU could co-sponsor an international research cooperation project jointly.

PKU expressed interest in exploring if there is a method to link technology transfer and licensing to innovation and entrepreneurship in education. Some ideas include possibly creating a "global entrepreneurship partner program" at PKU. Senior Officers suggested that this opportunity could be tied to GSP.

There are no plans to hold a Technology Transfer Network meeting in 2017, but a meeting is likely in 2018. About 20 attendees from IARU members are expected to be present at this workshop. The workshop will exchange ideas on Global Learning and Partnership on Entrepreneurship.

IARU TT Group

Oct. 6-7 Berkeley, CA – 2150 Shattuck Ave., Suite 1000 10th floor

October 6th

- | | |
|---------------|---|
| 9:00 – 9:30 | Breakfast- catered in conf. room |
| 9:30 – 10:00 | Intros and statement of expectations for the meeting |
| 10:00 – 10:45 | <p>Evolution of Tech Transfer at the Office of Intellectual Property and Industry Research Alliances at UC Berkeley</p> <p style="padding-left: 40px;">A brief overview of how the function of tech transfer has evolved over the last 10+ years.</p> |
| 11:00-11:45 | <p>NSF I-CORPS Program Description</p> <p style="padding-left: 40px;">Errol Arcylic, will discuss the origins of the National Science Foundation Innovation Corps (I-Corps), how and why it was created, and how it changed the way the government commercializes scientific research.</p> |
| 12:00 – 1:00 | Lunch |
| 1:00 – 1:45 | <p>Distributed Innovation Ecosystem paper</p> <p style="padding-left: 40px;">Discussion led by Mike Cohen, Innovation Ecosystem Development about distributed innovation ecosystems</p> |
| 2:00 – 3:30 | <p>Dr. Dongmin Chen presentation on IARU IP Pooling</p> <p style="padding-left: 40px;">Presentation by Dr.Dongmin Chen regarding the capabilities of the future IARU IP portal, provided by PatSnap.</p> |
| 3:30 – 3:45 | Break |
| 4:00 – 5:00 | <p>Visit SkyDeck Accelerator</p> <p style="padding-left: 40px;">Visit to SkyDeck, UC Berkeley's start-up accelerator, which supports the translation of research.</p> |
| 6:00 – 8:30 | Dinner at Revival or Shattuck Hotel – depends on # of attendees |

October 7th

9:00 – 9:30 **Breakfast – catered in Conf. room**

9:30 – 10:00 **Recap of last day**

10:00 -11:00 **Presentation by UC Berkeley Sutardja Center for Entrepreneurship & Technology**

 Presentation by the Sutardja Center for Entrepreneurship and Technology to discuss how they support entrepreneurial thinking.

11:00 - 12:00 **Discussion on collaborations**

12:00– 1:30 **Lunch**

1:30 – 2:30 **New funds & funding models**

2:30 – 4:15 **Industry Sponsored Research, Software licensing, IP marketing**

4:45 – 5:00 **Wrap-up and future planning**

8.5 Joint Online Course

| | |
|--------------------------------------|---|
| Lead | <i>University of California, Berkeley</i> <i>University of Tokyo</i> |
| Reporting | <i>Professor Pradeep Chhibber</i> <i>Professor Kiichi Fujiwara</i> |
| Executive summary | <p>The first IARU Joint Online Course on State Fragility and Peacemaking was taught in Fall 2016 through a joint effort of faculty from four institutions: University of California Berkeley, University of Cambridge, National University of Singapore, and the University of Tokyo. The course was included in the academic calendar as a credit-bearing. It provided enrolled students with a cross-national learning experience within the IARU network. Common course materials were developed by the faculty. Some classes were held simultaneously across at least three partner universities.</p> <p>For their final project students were divided into groups (ideally, 1-2 students per university per group) and assigned a country for the duration of the teaching period (i.e. Afghanistan, Congo, Syria, etc.). Students worked in cross-campus teams to produce a policy brief on their selected country to explain the root causes of state fragility. Students produced multi-media presentations suitable for an international organization on a proposed policy solution for state fragility in their selected country. The multi-media presentations can be viewed here: https://berkeley.box.com/s/quprdjyceulowh1xj0xw8wy1df6t7bo</p> <p>Prof. Suzaina Kadir (NUS) has agreed to lead this initiative in 2017. Issues that must be addressed in the second year include technology, the ability to teach across different time zones and separate academic calendars, methods of grading, and the academic level of the students (i.e. all students must be graduate level or all students must be undergraduate level).</p> <p>After the second cycle, the aim is for the Joint Online Course model to be presented to other partners.</p> <p>The report includes:</p> <ol style="list-style-type: none"> 1. Joint Online Course syllabus (UC Berkeley) 2. Instructions for Final Paper (UC Berkeley) |
| Items for decision | -- |
| Funding request | -- |
| Funding to date | 4895.82 USD Joint video production costs (Fall 2016) 6,358 USD Organization of two workshops in 2016 8,870 USD DOOC Workshop (July 2015, Yale) |
| Outcomes of previous meetings | <p>Senior Officers Meeting, November 2016</p> <p>A short video was shown introducing the Joint Online Course currently being taught between UC Berkeley, Cambridge, NUS, and UTokyo on State Fragility (https://vimeo.com/184009906).</p> |

Prof. Kiichi Fujiwara (UTokyo) reported that while the Joint Online Course offers a unique opportunity for students, it has encountered some difficulties, mainly with technology.

Prof. Fujiwara requested IARU to support this project for a second year. Once the challenges of the first year have been solved, the second year will operate more smoothly. Prof. Suzaina Kadir (NUS) has agreed to lead this initiative in 2017 and will host a Joint-Course meeting(s) at NUS. As reported by Prof. Andrew Wee (NUS), Prof. Kadir named other issues that must be addressed in the second year, apart from the main issue of technology: partners must consider the different time zones, separate academic calendars, methods of grading, and the academic level of the students must be the same (i.e. graduate level or undergraduate level).

Prof. Pradeep Chhibber (UC Berkeley) reported that after the second year, the aim is for the Joint Online Course model to be presented to other partners. A report will be written so that other universities can setup their own courses with the ultimate goal of adding more partners to this project in the third year.

Senior Officers approved a second year of support for the Joint Online Course. The Joint Online Course requested no further funding at this time. The Chair recommended that a report be given at the Presidents Meeting in 2018 outlining how other partners can setup similar joint online courses.

Presidents' Meeting, April 2016

Collaboration between IARU and NUPI

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

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

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

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

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

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

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

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

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

The IARU joint program will focus on State Fragility and Peacemaking through a joint effort of faculties from four institutions: University of California Berkeley, University of Cambridge, National University of Singapore, and the University of Tokyo. Through a hybrid of joint teaching and individual teaching, the classes will take place in each of the four campuses, and will be included in the academic calendar as

credit-giving courses, starting from October 2016. The faculty members met in January 2016 and will meet again in late May 2016 in Berkeley to develop joint course materials.

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

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

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

1. IARU Joint Online Course Syllabus (UC Berkeley)

**UNIVERSITY OF CALIFORNIA, BERKELEY
DEPARTMENT OF POLITICAL SCIENCE**

PS 191: STATE FRAGILITY AND PEACE-MAKING

Fall Semester 2016
Wednesdays 6-8 PM
223 Moses Hall

Prof. Leonardo Arriola
lariola@berkeley.edu

Prof. Pradeep Chhibber
chhibber@berkeley.edu

This course provides students with an in-depth understanding of state fragility in the contemporary international system. Whether described as “failed,” “weak,” or “fragile,” these states appear to lack the political legitimacy and administrative capacity typically attributed to governments that meet the basic developmental and security requirements of their populations. In this context, the course begins with an introduction to current debates on the sources of state fragility and then proceeds over subsequent weeks to explore the consequences and responses of that fragility.

The course is a joint effort of faculties from four institutions: University of California, Berkeley, University of Cambridge, National University of Singapore, and University of Tokyo. The course will follow a hybrid format in which students across the four campuses follow a common set of readings and resource videos. Beyond seminar discussions at their home institutions, students will have access to faculty at the other institutions and participate in cross-campus group projects.

ASSIGNMENTS

1. Seminar Participation (20%): Attendance at weekly discussion sections is required. Students are expected to participate actively by offering comments that demonstrate command of the course material.
2. Response Papers (20%): Students will write four response papers that cover three tasks: (1) summarize one argument from the week’s readings; (2) identify a country/region to which the argument might apply and provide brief descriptive context for how the argument applies; and (3) identify one theoretical or empirical critique of the argument that might raise doubts about its suitability or generalizability. Reaction papers are limited to 500 words. Students can choose any four weeks throughout the semester to write reaction papers, but must submit them one day before at 5 PM.
3. Policy Brief (15%): Students will work in cross-campus teams to produce a policy brief on a selected country to explain the root causes of state fragility. The brief should be no more than 1000 words. The brief is due on October 30, 2016.
4. Multi-Media Presentation (15%): Students will work in cross-campus teams intended to produce a multi-media presentation suitable for an international organization on a proposed policy solution for state fragility in a selected country. This assignment is due on November 20, 2016.

5. **Research Paper (30%):** Students will write a 15-page research paper that seeks to identify the source of state fragility in a selected country case. The paper will consist of a theoretical argument; a brief review of competing explanations; and a case study. Students will submit a one-page proposal for approval by the instructors. The instructors will provide further guidance on how to develop the paper throughout the semester. The paper will be due by 5 PM on Friday, December 16, 2016.

SCHEDULE

Aug 24: Introduction

Aug 31: No Class

Sep 7: The State & Fragility

Sep 14: The State & Fragility

Sep 21: Causes—Economic

Sep 28: Causes—Economic

Oct 5: Causes—Ethnicity & Religion

Oct 12: Causes—Ethnicity & Religion

Oct 19: Causes—Authoritarianism

Oct 26: Causes—Authoritarianism

Nov 2: Consequences—Refugees & Terrorism

Nov 9: Consequences—Refugees & Terrorism

Nov 16: Post-Conflict Governance

Nov 23: No Class

Nov 30: Post-Conflict Governance

2. IARU Joint Online Course Final Paper Instructions (UC Berkeley)

PS 191: STATE FRAGILITY AND PEACE-MAKING

FALL 2016

RESEARCH PAPER

Students are required to write a 15-page research paper. The purpose of the paper is to explain why a country has experienced state fragility, broadly defined. Papers are expected to have the structure described below.

1. Introduction: The introduction should be written in three parts. (1-2 pages)
 - a. The first paragraph specifies the research question involving your country. It should provide just enough background to understand the context for the question.
 - b. The second paragraph identifies the country's particular pattern of state fragility. State whether the country represents the typical pattern for its geographic region or whether it is an outlier. Provide some metric by which your assigned country can be compared to others.
 - c. The third paragraph summarizes the argument being made to explain the outcome in your country case. Identify the main independent variable of your argument.

2. Existing Explanations: This section discusses at least two explanations from the relevant literatures. When summarizing each explanation make sure to succinctly state its main hypothesis. After describing the logic behind an explanation, you should state why it might be inadequate or insufficient to answer the question. (2 pages)

3. Theoretical Argument: Provide an explanation for the question involving your country. You may employ an argument already found in the literature or advance your own original argument. Make sure you clearly state a hypothesis that addresses the research question. (1 page)

4. Empirical Analysis: Write a case study that shows how your country's experience corroborates the theoretical argument. This will require a discussion of actions taken by relevant actors and the factors that may have motivated them. Students may include figures and graphs showing quantitative data to corroborate their case study. (9-10 pages)

5. Conclusion: Summarize your findings and discuss their implications for how we think about state fragility. (1 page)

Citations: All sources used for the paper must be properly referenced using standard citation. Citations should be from recognized academic sources such as journals and university presses.

8.6 Real Estate Working Group

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|--------------------------------------|---|
| Lead | <i>ETH Zurich</i> |
| Reporting | Dr. Dominik Brem (ETH Zurich) |
| Executive summary | <p>The Public Real Estate Management (PREM) at ETH Zurich initiated a IARU working group on real estate issues to share knowledge, good practice examples, benchmarks and conceptual frameworks in the field of real estate development at IARU universities. The concrete goals of this group and the elaboration of a roadmap will be discussed and agreed upon at the first meeting. Relevant fields of activities may include facility management, governance, virtual laboratories/rooms etc.</p> <p>To get started, ETH Zurich asked the partner universities to nominate a Real Estate representative by the end of February 2017. The representatives will then be contacted by the group lead to set up the meeting agenda and agree on a date of the first workshop which will be held in late summer 2017 at ETH Zurich.</p> |
| Funding to date | <p><i>Up to 10,000 Real Estate Working Group Meeting (2017)</i></p> <p><i>Up to 10,000 Real Estate Working Group Meeting (2018)</i></p> <p><i>Up to 10,000 Real Estate Working Group Meeting (2019)</i></p> |
| Outcomes of previous meetings | <p>Senior Officers Meeting, November 2016</p> <p>Jürg Brunnschweiler (ETH) reported that the first Real Estate workshop will be held in Zurich in 2017 to define the goals of this new working group.</p> <p>Senior Officers approved the funding request of \$10,000 USD for the first meeting in 2017 and the same amount for each annual meeting in 2018 and 2019.</p> |

At the first meeting in late summer 2017 (presumably September 2017), ETH Zurich proposes to start the discussions with the following two topics:

- Establish a benchmarking tool to compare infrastructure needs among universities. E.g. how much space is allocated per professorship/PhD/student. How is it calculated and managed? What policies are in place? Strategies and concepts for efficient space use.
- Shared facilities / technology platforms. What type of shared facilities are offered to researchers. How are they managed and funded? What are the lessons learned?

To foster discussions in those two suggested fields of activities and facilitate an efficient workshop at the first meeting, ETH Zurich will prepare a questionnaire to collect some first key figures and insights from all IARU universities prior to the meeting. The questionnaire will then be analyzed by ETH Zurich and

results will be prepared for discussion at the workshop. The questionnaire will be sent out in March/April 2017.

The concrete goals of the group and the elaboration of a roadmap will be discussed and agreed upon at the first meeting.

The representatives of the universities are characterized as follows:

Ideally, the representatives for the IARU Real Estate working group should be senior staff from the real estate management with the following expertise at their universities:

- Knowledge on the strategic real estate management
- Experienced in the process of space allocation (e.g. to faculties)
- Knowledge on relevant organizational structures
- Experienced in the supply and demand management of room and space
- Access to data(sets) on real estate (e.g. key figures)
- Strategic portfolio management

ETH Zurich is aware that we are asking for a broad field of expertise. Therefore, also more than one representative per institution are welcomed to the group. As the group will develop and new topics will be explored, further expertise might be necessary in future.

As of mid-February 2017, the following representatives of IARU universities have been communicated:

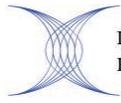
| University | Name | Function |
|------------|--|--|
| ANU | <i>tbd</i> | |
| ETH Zurich | Beat Kientsch Reto Grimm Dominik Brem | Head Portfoliomanagement Portfoliomanager Sustainability & Scientific Concept |
| NUS | Yong Kwet Yew | Vice President Campus Infrastructure |
| PKU | <i>tbd</i> | |
| Berkeley | Judy Chess | Director for Special Projects, Physical and Environmental Planning |
| Cambridge | <i>tbd</i> | |
| UCT | Andre Theys | Executive Director, Properties and Services |
| UCPH | Hans Halvorsen | Head of Campus Development |
| Oxford | <i>tbd</i> | |
| UTokyo | Masayuki Mori Tetsuya Nagai | General Manager, Facilities Department/Asset and Property Management Department Assistant Manager, Facilities Planning Group |
| Yale | <i>No participation in the working group</i> | |



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Session 9: Update from IARU Research Collaboration

9.1 Aging, Longevity and Health & Graduate Student Conference



9.1 IARU Research Collaboration: Aging, Longevity and Health

| | |
|--------------------------|---|
| Lead | The University of Tokyo |
| Reporting | <i>Tina Gottlieb (UCPH)</i> <i>Naoko Tobari (UTokyo)</i> |
| Executive summary | <p>Two summer courses in ALH</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 ran a second summer course for the first time in the ALH area under the EIT Health umbrella.</p> <p>a) New summer course in 2016</p> <p>The new course titled <i>Alive and KICKing – innovative solutions to aging-related challenges</i> contributes 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 and an on-campus part at the UCPH (August). To date, the online part have had more than 2050 online learners and the “on campus part” had 23 participants from 9 different countries worldwide (from the Netherlands, Poland, Croatia, Hungary and Portugal, as well as participants from the IARU partners in Japan, China, United Kingdom and Denmark).</p> <p>Three IARU students were awarded the Novo Nordisk International Talent Program scholarship for the <i>Alive and KICKing</i> summer course, representing two IARU partner universities: PKU and Berkeley.</p> <p>The course runs again in 2017. A funding application to the EIT Health Consortium to further course development has been submitted in 2017. If successful, two new partner universities (Uppsala, Sweden, and Rotterdam, The Netherlands) are incorporated, and new activities will be included from 2017: 1) Teacher Training Network and, 2) On-line tool for students as first contact to explore their business idea. IARU key contacts and ALH network partners will be informed about deadlines and application procedures primo 2017.</p> <p>b) IARU summer course on Healthy Aging</p> <p>The 6th IARU Summer School on Healthy Aging took place in July, 2016, at UCPH. Students were from seven IARU universities (ANU, UTokyo, PKU, NUS, Oxford, Cambridge and UCPH) and two non-IARU universities (Mexico and Finland). The scientific program included the IARU lecturer Prof. George Leeson (Oxford).</p> <p>Three students from IARU Universities received a scholarship in the range of USD 380–3500 from the Novo Nordisk International Talent Program, representing the IARU partner universities: PKU, ANU and UTokyo.</p> |

3rd Graduate Student Conference in Tokyo

The third IARU Graduate Student Conference (GSC) was held by the Institute of Gerontology, the University of Tokyo, between November 3rd and 5th, 2016. 21 graduate students from 7 IARU member universities (UCPH, ANU, NUS, Oxford, Berkeley, PKU and UTokyo) gathered in Tokyo, and they had an opportunity to strengthen their networks and present their research. The conference consisted of three programs across three days.

- Day 1 Scientific Symposium (Open to the Public)
- Day 2 Graduate Student Conference Workshop
- Day 3 Site Visits

With support from IARU funding (USD 15,000), the GSC at UTokyo was a success.

The 4th ALH Steering Committee Meeting in Tokyo

The ALH Steering Committee held its fourth meeting in the afternoon on November 4th, 2016, concurrently with the ALH Graduate Student Conference (GSC) workshop. Participants were committee members from 7 out of the 11 IARU universities: UCPH, ANU, Cambridge, Oxford, Berkeley, PKU, and UTokyo. The next meeting may be at either the International Association of Gerontology and Geriatrics (IAGG) in July 2017, or at Oxford's conference in September 2017, which ALH members will be attending.

As evidenced by the past three conferences, the ALH GSC has taken place every two years, but the Committee has agreed to assemble every year, holding both the ALH GSC and the ALH Steering Committee meeting at the same time. The University of Oxford will host the 2017 GSC and the committee meeting. The event will be a joint conference on the twentieth anniversary of the establishment of the Oxford Institute of Population Ageing.

The host University for the 2018 GSC has not yet been decided. Continuing discussion is necessary among the Committee members to ensure the GSC is held every year. There is a possibility that Berkeley and/or Cambridge will be able to host the event over the next three years.

The IARU Project: Walkability

The IARU research project titled Walkability – mobility and social relations among the elderly involves Oxford, UCPH/CEHA and the Helen Hamlyn Center for Design. Joint project meetings were conducted (Aug. Sept); local meetings by the Danish team (Nov. and Dec.). The Danish part of the group attempted to finance the Danish part of the project by participating in an EU H2020 application in 2016. An additional aim was to extend the network to other European partners working on similar issues. However, the application was not successful. The project group continues to investigate funding options.

This report contains:

1. Report on ALH courses (2016 & 2017)
2. Report on the 3rd ALH GSC conference
3. Updates on The IARU project: Walkability
4. Proposal for 4th ALH GSC conference (granted at 2016 SOM)

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| Items for decision | -- |
| Funding request | No requests for funding. |
| Funding to date | <p>13,000 (2017) <i>ALH Graduate Student Conference, Oxford</i></p> <p>14,600 (2016) ALH Graduate Student Conference, UTokyo</p> <p>15,000 (2014) ALH Graduate Student Conference, Copenhagen</p> <p>38,000 (2009) for project management salary, Oxford</p> |
| Outcomes of previous meetings | <p>Senior Officers' Meeting, November 2016</p> <p>Aging, Longevity and Health Steen Ulrich (UCPH) reported that ALH hosted two interdisciplinary summer schools at UCPH in 2016. A Graduate Student Conference would soon take place at UTokyo along with the ALH steering committee meeting (3-5 November 2016).</p> <p>ALH 3rd Graduate Students' Conference Prof. Kiichi Fujiwara (UTokyo) reported that the third ALH GSC would meet 3-5 November 2016 at the same time as the ALH steering committee meeting in Tokyo. The conference targets graduate students working on aging, longevity, and health issue-related fields and are interested in multidisciplinary research regarding aging and aged societies.</p> <p>Senior Officers approved the £9,740 (approximately \$13,000 USD) proposal circulated by Loren Griffith (Oxford) to fund a fourth Graduate Student Conference in 2017.</p> <p>Presidents' Meeting, April 2016</p> <p>The ALH initiative continues to successfully run a summer course within the IARU GSP and recently expanded its offer with a new course. The ALH Steering group met in Copenhagen in August and discussed future activities, funding and areas of common interest, as well as possibilities for MSc and PhD student exchanges.</p> <p>The ALH initiative plans to hold the ALH Graduate Student Conference to be hosted by the University of Tokyo on 3 – 5 November 2016. On the first day students will attend a scientific symposium organized by the Institute of Gerontology at the University of Tokyo and co-organized by IARU ALH initiative, while on the 2nd day graduate students will present their own research plans and findings, followed by group seminars. Last, students will visit the community where the University of Tokyo research groups are working with residents for enabling 'aging in place'. High profile guest lecturers from the WHO Centre for Health Development, OECD and the Mayor of Toyama city have been invited. The group requested funding up to 15,000 USD for the organization of the event.</p> |

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

1. ALH Courses (2016 & 2017)

EIT Health Summer School

In 2016, UCPH/CEHA offered a new summer course titled *Alive and KICKing – innovative solutions to aging-related challenges*. The summer course is one of the UCPH's first activities in the *EIT Health* project. The Alive and KICKing summer course is developed by the Center for Healthy Aging (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 on the Coursera platform, as well as two weeks on-campus teaching at the UCPH. To date, the online part of the course has had more than 2050 online learners and the on campus part had 23 participants from nine different countries. Hence, 11 students from three IARU partners: Tokyo, PKU and UCPH. Three IARU students (representing the IARU partner universities: PKU and Berkley) were awarded the Novo Nordisk International Talent Program Scholarship, which is open for talented IARU students (http://studies.ku.dk/exchange/admission/nnitp_scholarship/).

The course runs again in 2017. An application to the EIT Health Consortium for funding to further development has been submitted in January 2017. If successful, two new partners (universities of Uppsala (Sweden) and Rotterdam (The Netherlands)) are incorporated, and new activities will be included in course of 2017: 1) Teacher Training Network across partner universities and, 2) An on-line tool for students as first contact with our student incubator to explore their business idea. IARU key contacts and ALH network partners will be informed about deadlines and application procedures for the 2017 summer course during spring.

More information on the *Alive and KICKing* summer course, including a short video about the course, is available at: http://healthyaging.ku.dk/for_students/eit_summerschool/2017/

A video featuring the students' experiences is available at: <https://video.ku.dk/interdisciplinary-summer-school-healthy-aging>



Students and teachers at the new EIT Health Summer School in Copenhagen, Denmark, August 2016.

IARU summer school

CEHA hosted the 6th interdisciplinary Summer School on *Interdisciplinary Aspects of Healthy Aging*, 4 – 24 July, 2016 at UCPH. The 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 included lecturers from CEHA and from the IARU network (Prof. George Leeson, Oxford).

Inspired by the focus on health innovation in connection with the *EIT Health* project, the summer course successfully included lectures and student project work within this field as a new initiative. Students came from seven IARU universities (ANU, UTokyo, PKU, NUS, Oxford, Cambridge and UCPH) and two non-IARU universities (Mexico and Finland). Three students from PKU, ANU and UTokyo received scholarships from the Novo Nordisk International Talent Program. The course will run again in 2017.

More information is available at: http://healthyaging.ku.dk/for_students/iaru_summerschool/2017/

A video featuring IARU students experiences at the course is available at: <https://video.ku.dk/interdisciplinary-summer-school-healthy-aging>

2. 3rd ALH Graduate Students' Conference

From November 3 to 5, The Third Conference of the ALH Graduate Students' Conference in The University of Tokyo, Japan, was held. Students and post-doctoral fellows from 7 IARU member universities (UCPH, ANU, NUS, Oxford, Berkeley, PKU and UTokyo) participated. The aims of the conference were to present the latest developments and applications of their research to the ageing/aged society and to have an opportunity to strengthen their research networks by different disciplines and from different perspectives. The Conference consisted of three programs across three days.

Day 1: Scientific Symposium

The theme of the conference was "Society for 2050: What Science and Technology Can Do to Build a Dynamic Aged Society," and it was open to the public. Over one hundred students and working professionals interested in ageing societies attended. The IARU ALH Steering Committee members presented and discussed challenges and opportunities the aging societies are facing, what themes should be urgently tackled worldwide, and the topic of a sustainable working society for elderly citizens and possibilities relating to development of technology to assist seniors, allowing them to participate in their communities and in activities. There were many excellent questions from young people, and all the participants expressed that ageing is the biggest challenge for society and humanity as a whole. They also expressed the importance of analyzing the challenges that arise with each generation. After the symposium GSC participants and ALH Steering Committee members were invited to the welcome dinner.



Scientific Symposium at Fukutake Learning theatre, University of Tokyo, Japan, November 2016

Day 2: Graduate Student Conference Workshop

The GSC participants gave individual presentations of their research and received feedback from people including ALH Steering members in the morning session. After lunch and a poster session by GLAFS UTokyo students, the GSC students discussed the topic of challenges and opportunities in an aging but long-lived society, given what they had learned from the previous day's symposium. They had further developed their ideas for a presentation during the last part of the afternoon session.



*Students and ALH Steering members in the Ito International Research Center,
University of Tokyo, Japan, November 2016*

Day 3: Site Visits

Site visits were planned and guided by GLAFS UTokyo students. They prepared three visits: two to places where visitors could better understand the everyday lives of elderly Japanese in the Tokyo metropolitan area, and a tour of a science event called "Science Agora" held by the Japanese Science and Technology Agency (JST). The event showed the latest technologies needed by our society. GSC participants and committees chose which courses to join depending on their interests. During the three to four hours' visits, participants enjoyed communicating with Japanese elders, staff members at the day-care facility for elderly people, and among participants.

3. 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 Danish group attempted to finance the Danish part of the project by participating in an EU H2020 application (Greek/Belgian/German consortium) in the spring of 2016. An additional aim was to extend the network to other European partners working on similar issues. However, the application was not successful. The Walkability group continues to investigate funding options.

4. 4th ALH GSC Funding Proposal (granted at 2016 Senior Officers' Meeting)

University of Oxford
Oxford Institute of Population Ageing

Director:
 Professor Sarah Harper
 Professor of Gerontology
www.ageing.ox.ac.uk



66 Banbury Road
 Oxford
 OX2 6PR
 United Kingdom

Tel: + 44 (0)1865 612800
 Fax: + 44 (0)1865 612801
sarah.harper@ageing.ox.ac.uk

Mr Loren Griffith
 Director of International Strategy
 International Strategy,
 University Offices,
 Wellington Square,
 Oxford, OX1 2JD

3rd September 2016

Dear Loren,

IARU Graduate School Oxford October 2017

The Ageing Longevity and Health (ALH) Stream of the IARU collaboration would like to hold the 4th IARU Ageing, Longevity and Health Graduate Student Conference in Oxford in October 2017. This follows on from the 1st conference at ANU (2014), 2nd Copenhagen (2015) and 3rd to be held 3-5th November 2016 in Tokyo, Japan.

We should like to request from the IARU Council financial support for the holding of this conference. While the details of the conference will be finalised at the November 2016 meeting in Tokyo, I understand that the Scientific Officers meeting will be held in September and thus I here produce a draft outline of proceedings for your consideration.

The proposed 4rd IARU Aging, Longevity and Health Graduate Student Conference, University of Oxford, October 2017 (the exact dates are to be confirmed) will comprise a one day high level scientific meeting including presentations from invited scientists and IARU members, followed by a focused one day graduate seminar covering four scientific areas :

- (1) Cohorts, Cognition and the Brain;
- (2) Changing Demographic, Economic, Social and Physical Environments and Healthy Ageing;
- (3) Biology of Ageing;
- (4) Technology and Ageing.

IARU members will cover the travel and accommodation costs of steering committee members, post-docs and graduate students. Oxford will cover the costs of invited speakers, meeting refreshments, meeting rooms and conference administration.

I attach a proposed budget for your consideration.

With best wishes

Professor Sarah Harper



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Session 10: Business Matters

- 10.1 Financial Report**
- 10.2 Presidents' Meeting 2018 and 2019**
- 10.3 2017 IARU Calendar**



10.1 Financial Report

IARU Income & Expenditure Statement

1 January 2016 --- 31 December 2016

| | max. amount | Total (USD) |
|--|-------------|----------------|
| Carried forward from 31 December 2015 | | 237,571 |
| INCOME | | 420,000 |
| Members' contribution | 220,000 | |
| IARU---Santander sponsorship for GSP | 200,000 | |
| Total available funds | | 657,571 |
| EXPENDITURE | | |
| Meetings | | 42,418 |
| Presidents' Meeting 2016 | 26,668 | |
| GSP Working Committee Meeting 2016 | 6,681 | |
| Senior Officers' Meeting 2016 | 9,069 | |
| Running Initiatives | | 65,255 |
| Campus Sustainability Officers' Workshop (June 2016) | 2,505 | |
| International Students Support Group Meeting (Apr 2016) | 2,650 | |
| GSP alumni participation to GSP 2016 meeting (Sep 2016) | 10,797 | |
| <i>Alumni from Oxford</i> | 1,245 | |
| <i>Alumni from ETH Zurich</i> | 1,105 | |
| <i>Alumni from UTokyo</i> | 1,029 | |
| <i>Alumni from UC Berkeley</i> | 1,871 | |
| <i>Alumni from PKU</i> | 1,157 | |
| <i>Alumni from Yale</i> | 1,671 | |
| <i>Alumni from ANU</i> | 1,268 | |
| <i>Alumni from UCPH</i> | 1,451 | |
| Global Transformation in Member Strategies (May 2016) | 6,255 | |
| Going Global High Speaker Participation fee (May 2016) | 5,000 | |
| Workshop of the Gender Group (July 2016) | 3,004 | |
| IARU Joint Online Course Meetings (Two meetings in Spring 2016) | 6,358 | |
| IARU Joint Online Course Video Production (Fall 2016) | 4,896 | |
| IARU 10th Anniversary : #1 Green Campus video | 5,688 | |
| <i>Contribution to UCPH video---making</i> | 1,000 | |
| <i>Contribution to UCB video---making</i> | 1,000 | |
| <i>Contribution to ETH video---making</i> | 1,000 | |
| <i>Contribution to NUS video---making</i> | 1,000 | |
| <i>Contribution to Utokyo video---making</i> | 1,000 | |
| <i>Contribution to ANU video---making</i> | 688 | |
| Contingency reserve (UCB) | 2,000 | |
| Tech Transfer Innovation & Entrepreneurship Ecosystem (Oct 2016) | 1,501 | |
| ALH GSC Conference (Nov 2016) | 14,600 | |
| Disbursements | | 220,000 |
| IARU---Santander sponsorship for GSP 2016 | 200,000 | |
| Contribution to the IARU GSP UCT Courses (9 students from UCT) | 18,000 | |
| Contribution to the IARU GSP UCT Courses (1 student from UCPH) | 2,000 | |
| Secretariat costs | | 80,000 |
| Contribution to Secretariat costs at UCPH | | |
| Contribution to Secretariat costs at UCB | 66,667 | |
| | 13,333 | |
| Total expenditure | | 407,673 |

| | | |
|-----------------------|---------|----------------|
| BALANCE | | 249,898 |
| Total available funds | 657,571 | |
| Total expenditure | 407,673 | |

Budget 2017

| | max. amount | Total (USD) |
|--|-------------|-------------------|
| Carried forward from 31 December 2016 | approx. | 249 898.00 |
| INCOME | | 400 000.00 |
| Members' contribution | 200 000.00 | |
| IARU---Santander sponsorship for GSP | 200 000.00 | |
| Total available funds | | 649 898.00 |
| EXPENDITURE | | |
| Meetings | | 55 000.00 |
| Presidents' Meeting 2017 | 30 000.00 | |
| GSP Working Committee Meeting 2017 | 10 000.00 | |
| Senior Officers' Meeting 2017 | 15 000.00 | |
| Running Initiatives | up to | 78 500.00 |
| Workshop of the Gender Group (March 2017) | 8 000.00 | |
| Gender Group Interns (2017) | 12 000.00 | |
| <i>Gender Group: Intern to assess the role of incentives</i> | 4 000.00 | |
| <i>Gender Group: Intern for data collection, survey and training preparation</i> | 8 000.00 | |
| Global Transformation 3rd Workshop (May 2017) | 10 000.00 | |
| Campus Sustainability Officers' Workshop (June 2017) | 10 000.00 | |
| Sustainable Campus Projects | 15 500.00 | |
| <i>Energy Management and Behavior Change (Oxford)</i> | 8 000.00 | |
| <i>Presentation to the IARU Presidents at PM2017 (ANU)</i> | 3 000.00 | |
| <i>IARU Universities as Catalysts for a Sustainable Society (Yale)</i> | 4 500.00 | |
| Research Administrators' Meeting (July 2017) | 10 000.00 | |
| ALH GSC Conference (October 2017) | 13 000.00 | |
| New Initiatives | | 10 000.00 |
| Real Estate Working Group | 10 000.00 | |
| Disbursements | | 200 000.00 |
| IARU---Santander sponsorship for GSP 2017 | 200 000.00 | |
| Secretariat costs | | 80 000.00 |
| Contribution to Secretariat costs at UC Berkeley | 80 000.00 | |
| Total Expenditure | up to | 423 500.00 |
| BALANCE | | 226 398.00 |
| Total available funds | 649 898.00 | |
| Total expenditure | 423 500.00 | |

Alumni Associations Network*(own funds resulting**from a positive balance from the World Alumni Forum held at UTokyo in 2015)*

| | max. amount | Total (USD) |
|--|-------------|---------------|
| INCOME | | |
| Balance of 1st World Alumni Forum | | 10,000 |
| Total available funds | | 10,000 |
| EXPENDITURE | | |
| Contribution to the 2016 Presidents' Panel (up to GBP 2,000) | | 2,500 |
| Total Expenditure | | 2,500 |
| BALANCE | | |
| Total available funds | 10,000.00 | |
| Total expenditure | 2,500.00 | |

10.2 Presidents' Meeting 2018 and 2019

Next Presidents' Meetings

2018

Peking University will host the 2018 Presidents' Meeting to coincide with its 120th anniversary. The proposed dates are 4-6 May, 2018.

2019

No offer has been received to host the 2019 Presidents' Meeting.

Past Presidents' Meetings

2017 @ Australian National University (26-28 March)

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)

10.3 IARU Calendar

Meetings and Activities 2017

| Date | Event | Host |
|-------------------|--|---|
| 26-28 March | Presidents' Meeting | ANU |
| 27-28 March | Women and Men in Globalizing Universities (Workshop VII) | ANU |
| 7-9 May | Global Transformation Workshop | PKU |
| May-August | Global Internship Program (GIP) | all |
| June-August | Sustainability Fellowship Exchange Program | all |
| June-August | Global Summer Program (GSP) | all |
| 20-22 June | Campus Sustainability Officers' Workshop | UC Berkeley |
| 10-11 July | Librarians' Meeting | Yale |
| September-January | Joint Online Course | UC Berkeley, UTokyo, NUS, Cambridge |
| September | Real Estate Working Group Meeting | tbd |
| 25-26 September | GSP Working Committee Meeting | UC Berkeley |
| October | ALH Graduate Student Conference | Oxford |
| 26-27 October | Senior Officers' Meeting | Yale |

IARU Meetings – Overview

Presidents' Meetings

2018 @ Peking University (4-6 May proposed)

- 2017 @ Australian National University (26-28 March)
- 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

2018 @ The University of Tokyo (dates tbd)

2017 @ Yale University (26-27 October)

- 2016 @ Peking University (2-3 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

2017 @ UC Berkeley (25-26 September)

- 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)



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Appendix

Participants' Biographies

Participants' Biographies

Australian National University



Professor Brian P. Schmidt
Vice Chancellor and President

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

Professor 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 Marnie HUGHES-WARRINGTON
Deputy Vice-Chancellor (Academic)

Professor Hughes-Warrington's key aim is to make ANU a world-leader in education innovation, including strengthening local and global connections in curriculum and education commercialisation.

She is an active researcher, with six books and \$18 million in grants to her name. She was a key driver with the head of Philanthropy in developing the Tuckwell program and has a particular interest in providing support for outstanding students and citizens from any background to reach their full potential.

In 2016 she was awarded Principal Fellowship of the Higher Education Academy, recognising her sustained record of effective strategic leadership in academic practice and academic development as a key contribution to high quality student learning.

She is Chair of the Tuckwell Scholarships Board, the Freilich Foundation Board, National Secretary of the Rhodes Scholarships for Australia and a member of the Office for Learning and Teaching's Expert Advisory Group.



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)

The Pro Vice-Chancellor (Education and Global Engagement) provides leadership across a broad portfolio, including international alliances and partnerships, national and international government relations, marketing, brand management, media relations, online learning, learning and teaching innovation, and educational technologies.

Previously, Professor Leitch was Dean of the College of Business and Economics at the Australian National University. While Dean, her major strategic initiatives centred on increasing external engagement with industry, public sector, and international partners, including the establishment of an Innovation Hub, internship programs, and expanding international university partnerships.

Professor Leitch has a longstanding interest in online education and currently co-chairs the Revenue Committee of edX, which offers massive open online courses (MOOCs) to millions of students. Prior to joining the ANU, 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.

Professor Leitch's own research is focused on public discourse and change, including science-society engagement in relation to controversial science and technology. She has been a CI within research teams that have received more than \$5m in national competitive grants, including for an Australian Research Council project on the Mineral Resources Rent Tax, and a NZ Foundation for Research Science Technology project *Building our Productivity: Understanding sustainable collective productivity in NZ firms*. In 2017 she commences work on a new ARC Linkage project in partnership with Sydney Trains.



Ms. Anne BALY

Director, International Strategy and Partnerships

Anne has been Director, International at The Australian National University since April 2016. She came to ANU after a long period with the Australian Government, most recently as the Head of the International Group in the Department of Education and Training. In that role, she had responsibility for international strategy and engagement across education and research. This followed a three-year period as Head of the Science and Research Division in the Department of Innovation, Industry Science and Research. Anne was a member of the Australian- American Fulbright Board from 2013 to 2016 and is currently a Fulbright Ambassador. Anne has extensive experience in tertiary education policy development and strategy, including as Secretary to the Review of Australian Higher Education (Bradley Review). During 2007, Anne was Minister-Counsellor (Education, Science and Training) at the Australian Embassy in Brussels. She has a Bachelor of Science degree from the University of Queensland.



Mr. Jonathan DAMPNEY

Manager, Strategic Partnerships

Jonathan was appointed as the Manager, Strategic Partnerships at the Australian National University in July 2016. In this role he has lead responsibility for developing the university wide International strategy. Jonathan also manages key university partnerships, including membership of the International Alliance of Research Universities (IARU) and Association of Pacific Rim Universities (APRU). This appointment follows seven years working in the ANU Joint Colleges of Science as Executive Officer (International Development) and

Manager of Student Recruitment. Jonathan holds a Bachelor of Advanced Science (Honours) from the University of Sydney and a Graduate Diploma in Science Communication from the ANU. He has 10 years' experience in science communication and has worked in the higher education sector for over seven years.



Ms. Alice GRAINGER
Coordinator, International Projects

Alice joined the ANU International Strategy and Partnerships team in January 2017. In this role she supports the team to maintain key university partnerships and membership of the International Alliance of Research Universities (IARU) and Association of Pacific Rim Universities (APRU). Alice has a Bachelor of International Relations (Honours) and a Diploma in Mandarin from La Trobe University. Since graduation in 2014 she has worked in the higher education sector, firstly in the field of student enrichment and employability, before moving to ANU to pursue her interests in international projects and collaboration.

ETH Zurich



Dr. Sarah SPRINGMAN
Rector

Sarah Marcella Springman has been Full Professor for Geotechnical Engineering at ETH Zurich since January 1997 and Rector of the university, with responsibility for all aspects of teaching, since January 2015.

Born in London in 1956, Professor Springman studied Engineering Sciences at Cambridge University before embarking on a career in industry. She worked for five years as an engineer on several geotechnical projects in England, Fiji, and Australia (Adelaide, Canberra) before returning to Cambridge, where she earned her PhD in 1989 and established an academic career as a lecturer. She has been a full professor at the ETH Zurich Institute for Geotechnical Engineering since 1997, heading the institute from 2001 to 2005 and again from 2009 to 2011. Professor Springman also served as the Director of the ETH Zurich Network for Natural Hazards from 2007 to 2009 and as Joint Deputy Head of the Department of Civil, Environmental and Geomatic Engineering from 2013 to 2014.

Her research interests focus on soil-structure interaction and the geotechnical aspects of natural hazards, in particular landslides and melting permafrost. She uses geotechnical modelling to develop solutions that can improve the design of structures.

Professor Springman has published numerous journal articles and monographs, as well as co-editing and reviewing submissions for a range of scientific publications. She has contributed to more than 100 presentations at refereed conferences and given many keynote lectures. She received an honorary Doctor of Science degree from the University of Bath in 2016. Professor Springman has been active in a number of research organisations in Switzerland and abroad, including seven years as a member the Swiss Science

and Technology Council (2000–2007), forerunner to today's Swiss Science and Innovation Council. She is currently a member of the Swiss Academy of Engineering Sciences (SATW) and a fellow of the Royal Academy of Engineering.



Dr. Jürg BRUNNSCHWEILER

Head of 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, the staff unit for international relations 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 Park Holdings.

NUS President Professor Tan Chorh Chuan was the IARU chairperson from 2009 to 2012.



Professor WEE Andrew

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.



Mr. Yong Min HO

Senior Manager (University and Global Relations)

Mr. Yong Min HO is Senior Manager in the Office of Vice President (University and Global Relations) at the National University of Singapore (NUS). He is responsible for ensuring NUS' active participation in the seven global networks it belongs to, including the International Alliance of Research Universities (IARU).

In his role, he works with the Vice President (University & Global Relations) to formulate and advance NUS' engagements in Southeast Asia, Middle East and Latin America, strengthening the University's efforts as a leading global university centred in Asia.

Peking University



Professor LIN Jianhua

President

Professor 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, Professor and Associate Dean, School of Life Sciences

Dr. Chenjian Li is currently the Vice Provost of Peking University, Executive Dean of Yuanpei College, and Professor and Associate Dean of School of Life Sciences, Peking University. Prior to his return to China, he was an assistant professor and associate professor at Weill Medical College of Cornell University (2003-2009), and then Aidekman Endowed Chair of Neurology at Mount Sinai School of Medicine (2010-2013). Dr. Li's scientific achievement is in the field of molecular and cellular mechanisms of neurological diseases.

Parallel to research, Dr. Li is devoted to education reforms for the next generation of global-citizen leaders, ranging from high school, undergraduate, graduate and medical student education. He was one of the organizers of the influential "*Science Outreach Program*" in USA. Since his return to China, he has played a leading role in important initiatives such as the establishment of *Cambridge-PKU Center for China Study*, inauguration of *Rhodes Scholar program* in China, reform of college admission by holistic evaluation, and design and implementation of liberal education curriculum at PKU, etc. He received many awards for excellence in teaching, including a student-voted "Pied Piper Mater" at Weill Cornell Medical College in 2006, a student-voted "Best Teacher" at PKU in 2015, and Outstanding Educator Award by the world-wide Chinese Biological Investigator Society in 2016. He also received 2001 National Book Award for the translation of Richard Feynman's book in Chinese.



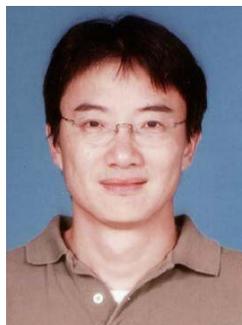
Professor CHEN Dongmin

Dean, School of Innovation and Entrepreneurship

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 ZHANG Xudong
Vice Dean, Faculty of Humanities

Dr. Zhang Xudong is currently the Peking University Chair Professor of Humanities 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 19th 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 20th 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.



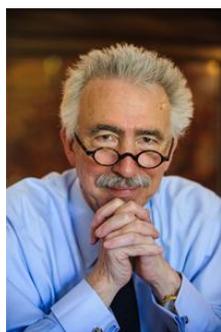
Mr. CUI Zhe

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

Cui Zhe is Deputy Chief of the Division for Exchange Programs of the Office of International Relations, Peking University. He received his Bachelor degree in Arts from Peking University in 2004, and went for postgraduate studies at Leiden University and received the Master degree of Asian Studies in 2007.

Cui Zhe started his work at Peking University as a program officer in the Office of International Relations and was promoted to deputy chief in 2014.

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.

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 became 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. Russell ALLY

Executive Director, Development and 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



Dr. Henrik Caspar WEGENER

Rector

Henrik C. Wegener has been rector at the University of Copenhagen since March 2017. He is an expert on food safety, zoonoses, antimicrobial resistance and emerging infectious diseases. He has served as advisor to national and international authorities & governments, (including the position as Chair of the High Level Group of the EC Scientific Advice Mechanism), international organizations and private companies, and universities and research foundations, and he has served, and is presently serving, on several national and international committees and boards on food safety, veterinary public health, and research policy. Mr. Henrik Wegener is a former prorector at the Technical University of Denmark.



Dr. Lykke FRIIS
Prorector for Education

Ms. Lykke Friis is Prorector for Education since August 2013. Ms. Friis has once before been Prorector at the University of Copenhagen and held the position from 2006 until she was appointed Minister of Climate and Energy in November 2009–2011 and from 2010 also Minister for Gender Equality. She was member of the Danish Parliament from 2011–2013. Earlier in her career, she has held positions at the Confederation of Danish Industries, the Danish Institute of International Affairs (Head of Research), the European Parliament and the Danish Ministry of Business Affairs. Ms. Friis holds a 1992 Master of Science in European Studies from the London School of Economics and Political Science. The following year, she graduated from the University of Copenhagen as Master of Political Science. In 1997, she received her PhD in International Politics from the University of Copenhagen. In 2008 Lykke was appointed member of the EU Reflection Group established by the European Council.



Mr. Steen ULRICH
Director, Rector's Office

Steen Ulrich is the Director of the Rector's Office at the University of Copenhagen, a position he has held since August 2006.

Main responsibilities include: to advise the executive management on strategic, political and organisational issues, to act as chief of staff in Rector's Office, to ensure legal advice and legal control of institutional matters, to ensure and improve decision-making procedures throughout the university and to ensure internal communication to all administrative leaders at the University of Copenhagen.

Prior to his current position, Mr. Ulrich has worked as Policy Adviser at the Confederation of Danish Industry, the main Danish business organization and as Political Adviser to a Member of the European Parliament.

Mr. Ulrich holds a M.Sc. in Political Science from the University of Copenhagen and a M.A. in European Political Studies from College of Europe, Bruges, Belgium.

University of Oxford



Dr. Rebecca SURENDER
Pro Vice Chancellor for Equality and 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. 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. She has worked as a consultant and advisor for various multilateral and government agencies including the World Bank, UNRISD, UK DFID and SA DSD.

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 Pro Vice-Chancellor and University Advocate for Equality and Diversity in 2015. The post is designed to provide strategic leadership and coordination to equality and diversity initiatives throughout the university.



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.



Professor 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. 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



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



Ms. Rexille UY
IARU Secretariat

Rexille has worked at the Institute of International Studies at UC Berkeley since 2011. She manages the operations, events, and financial matters of the Institute. Rexille has worked in some capacity with IARU since 2013 and has been the IARU Secretariat since November 2016. She has degrees in both Sociology and Media Studies from UC Berkeley.



Ms. Savannah PORTILLO HEAP
IARU Secretariat

Savannah has worked as a student assistant at the Institute of International Studies at UC Berkeley since January 2015. She spent the fall of 2016 interning at NPR in Washington D.C. and in January 2017, began assisting with the IARU Secretariat position. She will graduate from UC Berkeley in 2017 with a degree in Political Economy and a concentration in Inequality in the United States.