



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

IARU Presidents' Meeting 2019

ETH Zürich

21 January 2019

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IARU Presidents' Meeting – Agenda

ETH Zürich, 21 January 2019

Meeting Room: Semper Aula (HG G 60)

Sunday, 20 January

- 18:00 Pick-up at hotel, transfer to Welcome Dinner
- 18:30 **Welcome Dinner**
Villa Hatt

Monday, 21 January

- 08:00 *Pick-up at hotel, walk to ETH Main Building*
- 08:30 **Opening and Welcome**
- 08:35 **Session 1: Presidents' Regional Round-up**
Limit 5 minutes per university
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.
- 09:45 **Session 2: Discussion on 2 Themes Submitted by IARU Presidents in Advance**
- 11:15 **Session 3: Presentation from NUS on Lifelong Learning** (NUS)
- 11:45 **Session 4: Presentation from IARU Real Estate Working Group on Benchmarking Initiative** (ETH)
- 12:00 *Lunch in Dozentenfoyer (Faculty Club)*
- 13:15 **Session 5: Presentation and Discussion on "IARU: A Twelve-Year Evaluation"**
(IARU Secretariat)
- 14:30 **Session 6: IARU Business Matters** (IARU Secretariat)
6.1 2019 Membership Dues
6.2 2018 Financial Report and 2019 Outlook
6.3 PM2020 host and dates (UCT or UC Berkeley) and PM2021 (ETH Zürich or elsewhere)
6.4 Handover of IARU Chair & Secretariat
- 15:00 Meeting concludes, afternoon tea
- 16:30 Optional transfer to Davos
- 19:30 Arrival in Davos

Participants

Australian National University

Professor Brian P. SCHMIDT – *Vice-Chancellor*

Ms. Jane O'DWYER – *Vice-President (Engagement and Corporate Affairs), Global Engagement Portfolio*

ETH Zurich (host)

Professor Joël MESOT – *President*

Professor Gisbert SCHNEIDER – *Associate Vice President, ETH Global*

Dr. Jürg BRUNNSCHWEILER – *Director, ETH Global*

Mr. Anders HAGSTRÖM – *Director Global Education*

Ms. Lucia ARPAGAUS – *Assistant, ETH Global*

National University of Singapore

Professor TAN Eng Chye – *President*

Professor WEE Andrew – *Vice President, University and Global Relations*

Peking University

Professor HAO Ping – *President*

Professor NING Qi – *Dean of the School of Foreign Languages and Executive Deputy Director of the Institute of Area Studies*

Professor HUANG Tiejun – *Chair of Department of Computer Science & Director of the Institute for Digital Media Technology, School of Electronic Engineering and Computer Science*

Dr. GONG Wendong – *Director of Office of the President*

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

Dr. REN Yuzhong – *Director of Office of Policy and Legislative Affairs*

Dr. LI Yun – *Chief, Division for Exchange Programs, Office of International Relations*

University of California, Berkeley

Dr. Carol CHRIST – *Chancellor and IARU Chair*

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

University of Cambridge

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

Dr. Karen KENNEDY – *Director of Strategic Partnerships Office*

Mr. Stephen DAVISON – *Head of Public International Partnerships, Strategic Partnerships Office*

University of Cape Town

Professor Mamokgethi PHAKENG – *Vice-Chancellor*

Ms. Carolyn NEWTON – *Manager, Global Strategy & Visibility, Research Office*

University of Copenhagen

Dr. Henrik C. WEGENER – *Rector*

Professor Bente Merete STALLKNECHT – *Prorector, Rector's Office*

Mr. Søren NEDERGAARD – *Director of Rector's Office*

University of Oxford

Professor Louise RICHARDSON – *Vice-Chancellor*

The University of Tokyo

Dr. Makoto GONOKAMI – *President*

Professor Kiichi FUJIWARA – *Special Assistant to the President, Director, Policy Alternatives Research Institute, Graduate Schools of Law and Politics*

Dr. Yasunori KIKUCHI – *Associate Professor of Integrated Research System for Sustainability Science, and Director of Presidential Endowed Chair for "Platinum Society"*

Ms. Yuko OHKUMA – *Administrative staff, International Strategy Group, Management Planning Department*

Mr. Takuro MASUDA – *Administrative Staff, Assistant to the President, Office of the President*

Yale University

Professor Peter SALOVEY – *President*

Mr. Don FILER – *Associate Vice President for Global Strategy and International Affairs, Office of International Affairs*

IARU Secretariat

Ms. Rexille UY – *IARU Secretariat*

Ms. Savannah PORTILLO HEAP – *IARU Secretariat*

Mr. Hiroyuki FURUYA – *(Incoming) IARU Secretariat, Assistant Manager, International Strategy Group, Management Planning Department*

Mr. Masaki KATO – *(Incoming) IARU Secretariat, Administrative Staff, International Strategy Group, Management Planning Department*



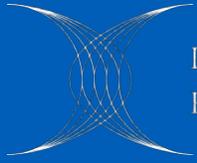
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Session 1: Regional Round-up

Limit 5 minutes per university

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 on 2 Themes Submitted
by IARU Presidents in Advance**

Session 2: Discussion on 2 Themes Submitted by IARU Presidents in Advance

1. Skills for the 21st century

ETH Zurich

This session is designed to generate content and insights from the IARU group as input for the World Academic Summit 2019. The theme of the meeting is “How Talent Thrives”, and part of the meeting will feature sessions on the subtheme: “Closing the Skills Gap”. In order to focus the discussions on structural considerations and implementation issues, we want to start addressing what these skills are and how they are defined.

The group draws up a list of skills that universities should be empowering their students with in order for them to be successful in the future configuration of the world of work/fourth industrial revolution. This includes proposing and agreeing on a definition for each skill on the shortlist. The group then attempts to create an initial ranking of these skills using the categories: critical, nice-to-have, and not that important.

This forms the basis for future opportunities to feed the list with additional skills and create new rankings -- thus, we will have an overall ranking but also be able to compare and contrast how different constituent groups rank the skills (IARU presidents, ETH Pavilion in Davos crowd, THE readers' poll, industry partners hosting site-visits, live-polling the audience at Summit, etc.) and eventually focus on those deemed “critical” for the discussions during the Summit itself. Various narratives would come out of this exercise, but the IARU meeting would be the kick-off brainstorming. This session will be scribed in order to have a visual representation of the key conclusions and takeaways.

2. Effects of increasing nationalism on the global aspirations of universities

University of Cape Town

The effects of increasing nationalism on the global aspirations of universities – for example, how nationalism poses restrictions on campuses both in international student enrolment numbers and academic freedom; a related issue is how to protect and encourage academic freedom in an age of polarisation, identity politics and social media.

The University of Tokyo

What is the new role of the university in a world that is increasingly challenged by de-globalization? And what is the role of IARU as an alliance?

Dramatic advancement in information and communication technologies is triggering a historic transformation in human society. Our economic activities are becoming increasingly borderless and the speed at which information is shared is becoming ever faster. The scope of human

activities is increasingly extending beyond national borders. The impact of globalization on society is enormous, creating many conflicts and difficult social issues, challenging the fundamental systems on which our society is based. The rise of populism, evidenced in BREXIT and the spread of “country first” policies, is one response to globalization. This has become a powerful force of driving us towards “de-globalization”.

What is the role of the university in actively engaging with global society to reestablish a collaborative force to realize harmonious and sustainable development?

How can IARU develop its role as a bridge between our countries as a force for global collaboration?



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**Session 3:
Presentation from NUS on Lifelong
Learning**

3 Presentation from NUS on Lifelong Learning

Lead	<i>National University of Singapore</i>
Reporting	<i>Ms. Wu Ye-Her, Executive Director, SCALE-Global School of Continuing and Lifelong Education</i>
Executive summary	<p>At SOM2018, NUS agreed to host an IARU meeting on Lifelong Learning in the second half of 2019. Many IARU members already offer lifelong learning opportunities online and on campus. This paper puts forth the proposed objectives and possible programme for this meeting.</p> <p>This report contains:</p> <ol style="list-style-type: none"> 1. Proposal for IARU Lifelong Learning and Continuing Education Meeting in 2019
Items for decision	The proposed programme is submitted as a starting point to assess what IARU members might be keen to learn on the lifelong learning front. Suggestions for topics and possible speakers are welcome.
Funding request	<i>n/a</i>
Funding to date	<i>10,000 USD Inaugural meeting at NUS (2019)</i>
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2018</p> <p>Senior Officers discussed the development of an IARU Lifelong Learning Program. This program could potentially utilize the existing framework in the NUS School of Continuing and Lifelong Education (SCALE) Global program, which is currently working on expanding continuing education in the global arena. Many IARU universities offer continuing education courses online and can make contributions to an IARU lifelong learning curriculum.</p> <p>At NUS, the majority of people who are looking to be "re-trenched" in the workplace are either in their 40s or 50s or graduates of NUS. Senior Officers also see these demographics as being the constituents of an IARU Lifelong Learning Program.</p> <p>The discussion on lifelong learning was continued after Session 9 on Meeting Day 2:</p> <p><u>Takeaways:</u></p> <p>Andrew Wee (NUS) volunteered to host a meeting at NUS to discuss a continuing education program that includes all IARU universities. Unlike the proposed IARU Urban Sustainable Development Program, which targets undergraduate students, this continuing education program will target post-graduates looking to learn and apply future skills and training in their professional lives. This program is not necessarily limited to IARU alumni.</p>

	<p>Senior Officers approved a budget of USD 10,000 for NUS to host a meeting on continuing education. Meeting topics can include an introduction to NUS SCALE and a brainstorming session on how a continuing education program could be implemented between multiple universities.</p>
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1. Proposal for IARU Lifelong Learning and Continuing Education Meeting in 2019

Proposed meeting objectives

The objectives of the proposed 2-day meeting in Singapore is as follows:

- i. Showcase Singapore's approach to continuous learning or lifelong education, for the purposes of employability and industry development
- ii. Explore how the future of work might evolve, and its impact on the role of higher education
- iii. Discuss the possibility of launching a joint online or blended learning programme co-created by several IARU members

Proposed programme

The preliminary agenda and possible speakers for the 2-day programme:

Day 1	
09:00-10:30	The future of work and the role of higher education <i>Speakers:</i> Dr Nancy Gleason, Director of the Centre for Teaching & Learning, Yale-NUS
1030-11:00	Tea break
11:00-12:30	The university as bastion for lifelong learning <i>Speakers:</i> Prof Susanna Leong, Vice-Provost (Lifelong Education) Dr Adrian Kuah, Director, Futures Office, Office of the President, NUS Overseas university guest
12:30-13:30	Lunch
13:30-15:00	Talent and skills when you need it <i>Speakers:</i> Mr Ng Cher Pong, CEO, SkillsFuture Singapore Company undergoing transformation Microsoft or LinkedIn guest
15:00-15:30	Tea beak
15:30-17:00	Discussion: Co-creating a blended or online programme Opportunity for IARU members to discuss how we might co-create an online, lifelong learning certificate programme
17:00-18:00	Tour of University Town, followed by dinner

Day 2	
09:00-10:30	<p>Creating an ecosystem of touchpoints</p> <p><i>Speakers:</i> Mr Gilbert Tan, CEO, Employment and Employability Institute Dr Gog Soon Joo, Chief Futurist, SkillsFuture Singapore</p>
1030-11:00	Tea break
11:00-12:30	Tour of Devan Nair Institute – A hub of training providers to equip workers with T-shaped skills comprising horizontal or broad based skills that apply across all industries and deep or industry-specific skills
12:30-13:30	Lunch
Afternoon	Tour or Future Discussions

Proposed discussion

It is proposed that IARU members use this platform to explore mounting a lifelong education project we can mount together. One possible mode would be to run a modular online certificate programme, where each institution offers one module, and the programme is offered globally. Examples of programme topics include Industry 4.0, AI, Data Analytics, Entrepreneurship and Global Studies. A possible platform we could leverage on is edX as ANU, Berkeley, ETH, Peking, Oxford, Tokyo are already Charter members, and NUS is in the process of joining.

Conclusion and for discussion

The proposed programme is submitted as a starting point to assess what IARU members might be keen to learn on the lifelong learning front. Suggestions for topics, and possible speakers are welcome.



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**Session 4:
Presentation from IARU Real Estate
Working Group on Benchmarking
Initiative**



4 Real Estate Working Group (REWG)

Lead	<i>ETH Zurich</i>
Reporting	<i>Dominik Brem (ETH Zurich)</i>
Executive summary	<p>REWG held its second annual workshop in Oxford in September 2018. The meeting was structured around sessions relating to benchmarking, shared facilities, capital planning/investment strategies, tools in real estate management, and highlights. All universities attending made positive contributions to the success of the meeting.</p> <p>It was agreed to undertake some further work on the benchmarking exercise to ensure the robustness of data sets and analysis. Also, to develop other workstreams in 2018/19 on space norms, space utilization, life cycle costing, estate strategies in the context of academic strategies (or lack thereof) and facilities management.</p> <p>The member universities face common estate challenges, there are pockets of excellence in each despite those challenges, and through continued collaboration we can identify best practice and transfer knowledge for the wider benefit of all.</p> <p>This report contains:</p> <ol style="list-style-type: none"> 1. Post 2018 Meeting Update 2. Presenter's bio
Items for Decision	--
Funding request	None
Funding to date	<p><i>10,000 USD Real Estate Working Group Meeting (2019)</i></p> <p>--</p> <p>12,000 USD Benchmarking Initiative (2018)</p> <p>5,340.18 USD Real Estate Working Group Meeting (Sep 2018)</p> <p>5,516.20 USD Real Estate Working Group Meeting (Sep 2017)</p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2018</p> <p>Jürg Brunnschweiler (ETH Zurich) reported that all activities for 2018 had gone well for the Real Estate Working Group. The 2018 Group meeting took place on 30 September-2 October at Oxford. The Group lead, Dominik Brem, is also the ETH representative for SCI, so the two groups work together closely. The Group requested to present at the 2019 Presidents' Meeting.</p> <p><u>Takeaways:</u></p>

Senior Officers approved the request for the Real Estate Working Group to give a brief presentation at the PM2019 in Zürich.

Senior Officers' Meeting, October 2017

Jürg Brunnschweiler (ETH) reported that the Real Estate Working Group held its first meeting at ETH Zurich on 24-26 September 2017. At the meeting, the Group more clearly defined its path forward and identified the benchmarking initiative as its next step.

The Group is guaranteed USD \$10,000 annually for meetings in 2018 and 2019, and requests an additional USD \$12,000 for a benchmarking initiative. ETH has been investing its own resources towards this project, and is requesting IARU support as more IARU partners become involved.

The foreseen deliverables of the benchmarking initiative, as defined in the Tome, are:

- Solid definition-framework (space, headcount, boundaries, etc.)
- Set of agreed KPIs regarding Real Estate Management at universities in the IARU context
- Short report on the results of the benchmarking initiative
- Definition of best case (regarding space efficiency concepts etc.)

Another topic the Group will explore is the way space is used and managed on IARU campuses.

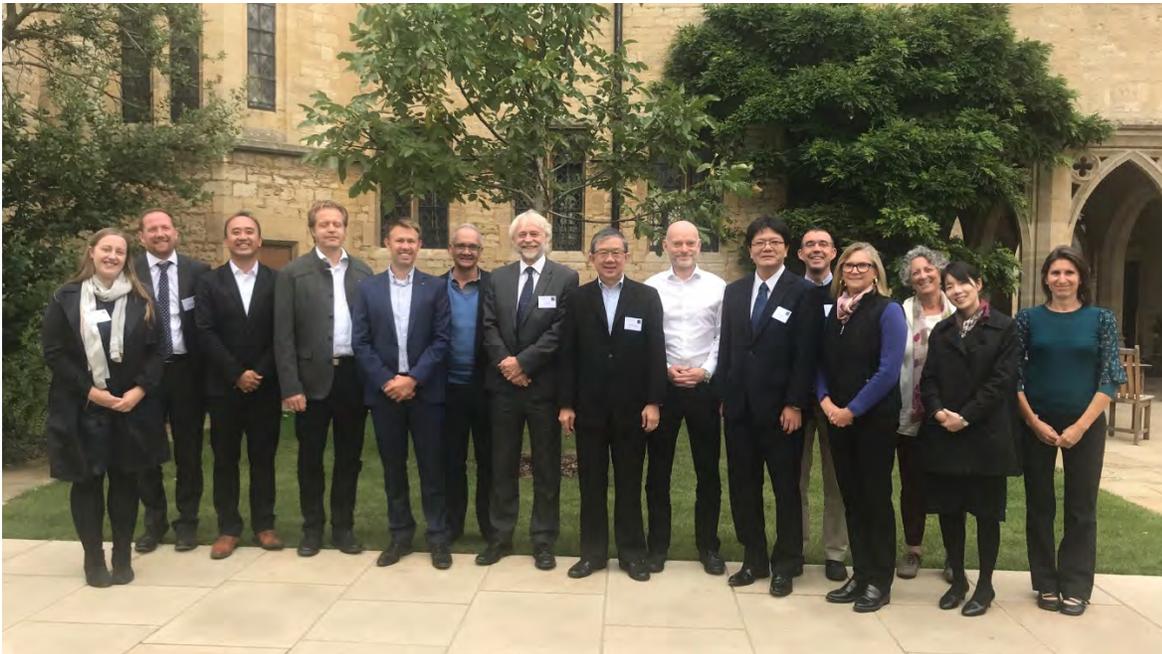
Jürg reports that the Real Estate Working Group has the potential to become a very useful initiative.

The Group also has close ties to the Sustainable Campus Initiative; Dominik Brem, who leads the Group, is the ETH Sustainability representative.

Senior Officers approved the request of USD \$12,000 for the benchmarking project.

1. Real Estate Working Group (REWG) – Post 2018 Meeting Update

REWG held its second annual workshop in Oxford in September 2018, attended by ETH Zurich (lead) and the Universities of Cambridge (Co-Lead), Singapore (Co-Lead), Oxford (hosts), Copenhagen, UC Berkeley, Cape Town and Tokyo.



The meeting was structured around five sessions:

Session 1 - Benchmarking

Presentation

Cambridge presented the results of the adapted space efficiency and productivity benchmarking of the participating IARU Universities elaborated during the last 12 months. The objectives were:

- To understand at a strategic level the size and use of space at each IARU institution
- To analyze how space is organized in relation to teaching and research activity and by three main academic subject groupings
- To try and collate useful data that is comparable between international institutions who have different terminology and data structures
- To share best practice in space data analysis and planning

A considerable amount of data has been collected on space, staff and student numbers and income, using definitions provided by the UK Higher Education Statistics Agency (HESA). There were, however, some omissions in data responses which made some analysis incomplete. In addition, different methodologies had been applied by some Universities (for example, Headcount/FTE; the apportionment of space between teaching and research).

Discussion

All participating universities see benchmarking as an important exercise, which should be followed to a conclusion in 2018/2019. After final clarification of the assumptions and transparent description of definitions that the data and analysis will enable:

- Identification of exemplars in the benchmarking and sharing of best practice
- Each University to access and use the consolidated raw data for own analysis – matching individual requirements.

Actions

- Cambridge to share raw data, definitions and presentation – ALL to review and identify any assumptions/caveats
 - o Cambridge initiates a verification loop to ask institutions that their data is valid
 - o All universities disclose transparently what are the assumptions behind the data provided and how it has been calculated
 - o Caveats need to be transparently disclosed
- Space norms in use at individual universities will be collected centrally and shared among IARU universities.
- Individual Deep dive into some KPI's – analysis of the “Top”
- A small set of slides/graphs will be prepared for a presentation to presidents (E.g. at the president meeting in January @ ETH Zurich) and for publication in the yearly report of the group.

Session 2 - Shared Facilities

Presentation

ETH Zurich and NUS presented the results of the shared facilities survey, including also 3 case studies from their universities. The better utilization of space and room is an issue at all IARU universities. However, fields of activities and tools applied to measure utilization varies among universities.

Discussion

The discussion also shows that governance for an improved utilization of space and facilities varies among universities. Due to this fact it was agreed that learning from case studies/Lessons learnt is very beneficial for all universities.

Actions

The following areas of common interest/next steps were defined during the discussion:

- Set-up of a university glossary in the context of real estate management (e.g. governance, organization, ownership). To know organizational and administrative differences and characteristics of universities is key to understand the success/failure of case studies.
- Fields of common interest are:
 - o Use of library space (e.g. -> joint action with IARU Librarian group)
 - o Teaching spaces (optimal use, tools to measure real occupancy, what is a good utilization rate)
 - o Storage space (an issue at all universities – not very much guidance in this field so far)
 - o Tools to measure real occupancy

Session 3 - Capital Planning/Investment strategies*Presentation*

Berkeley and Cambridge presented the outcome of the survey on capital planning within the IARU group. Further, they shared case studies on capital planning projects and investment strategies, including tools how to prioritize projects on their campus. Except for ETH Zurich, academics are highly involved in the process of setting priorities and focus.

Discussion

The discussion further showed, that for many of the universities PPP-projects and similar financing models are of high interest.

Actions

The following areas of common interest/next steps were defined during the discussion:

- Share more case studies on PPP-Projects, lessons learnt
- Share and explain the processes applied for capital planning
- Collection of «Tools/Processes» on how priorities are set, who is involved etc.

Session 4 - Tools in Real Estate Management

Presentation

Copenhagen and Cape Town presented a compendium of 11 different tools applied in real estate at universities and showed examples from their campus. The summary was also distributed as a hand-out.

Discussion

During discussion it became obvious that some universities are more advanced in application of some of the tools while others have their focus in other tools – depending on their campus strategy or governance. It was agreed that this offers a perfect setting to learn from each other

Actions

The following areas of common interest were defined to be further explored:

- Insights into FM (Organization, Costs, Preventative /Planned Maintenance, Soft Landing etc.)
- Lifecycle Costing (Tools, Results, Lessons learnt)
- Soft Landing of newly constructed buildings -> Handover process from Real Estate to users/Facility Mgmt.
- Space/Lease or utilities charging

Session 5 - Highlights

Presentations

Tokyo presented current practices in their real estate management, including building evaluation report, transparency in space use, how information will be share and rules will be adapted, based on the results of the reports and survey. Particular interest for some universities of the group is how Tokyo measures “Satisfaction of users” as a KPI.

NUS presented their strategy towards a smart and sustainable campus, where “Smart” and “Sustainability” complements each other. NUS showed impressively how different data streams, e.g. real time data on occupancy, on environmental performance, energy demand or mobility etc. are combined, analyzed and used to optimize the campus facilities and campus services to students and researches. Topics addressed and highlighted include Smart Land optimization, Smart Campus Movement, Smart Transportation Management, Smart Living, Smart FM and Smart Situation Awareness/Security

Group Organization And Workstreams For 2018/19

For the next period (until Workshop in 2019) the steering of the group is:

- Lead: University of Cambridge (new)
- CoLeads: NUS, ETH Zurich, Oxford (new)

At the yearly workshop the steering will be set for the next period.

The following projects are prioritized in the group:

<i>Project Topic</i>	<i>Leading University</i>	<i>Co-Leads</i>	<i>Remarks</i>
Set-up of a collaboration platform	ETH Zurich		<i>We suggest to use the "polybox"</i> <i>Completed by End of October 2018</i> <ul style="list-style-type: none"> • <i>Access for all group members is granted</i>
Collection of space norms	Oxford		
Glossary on structure, governance and ownership	ETH Zurich		
Benchmark report completed	Cambridge	<i>ETH Zurich</i>	
Teaching facilities and Space utilization tools	Cape Town	<i>Oxford & Berkeley</i>	
Life cycle costing	ETH Zurich	<i>Oxford</i>	Involvement of the IARU sust. group is intended
Strategy planning with or without the academic plan	Berkeley	<i>Cambridge</i>	
Facilities Management	Copenhagen	<i>ETH Zurich</i>	

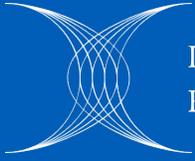
2. Presenter's Biography



Dr. Dominik BREM

Public Real Estate Management, Sustainability and Scientific Concepts

Dr. Dominik Brem leads the expert unit for building technology, sustainability and scientific concepts within ETH Zurich's real estate division. In his function he is responsible for the sustainable development of the two main campus (incl. buildings), environmental accounting and reporting. Dr. Brem obtained his PhD in Biology at ETH Zürich. After his PhD he worked as a project manager for several years for two international consulting companies, consulting international companies in the chemical, pharmaceutical and semiconductor sectors in question of energy efficiency, resource efficiency and sustainable management and strategy. Main expertise is in field of energy efficient building technologies, sustainable use of resources, sustainable construction and GHG emission.

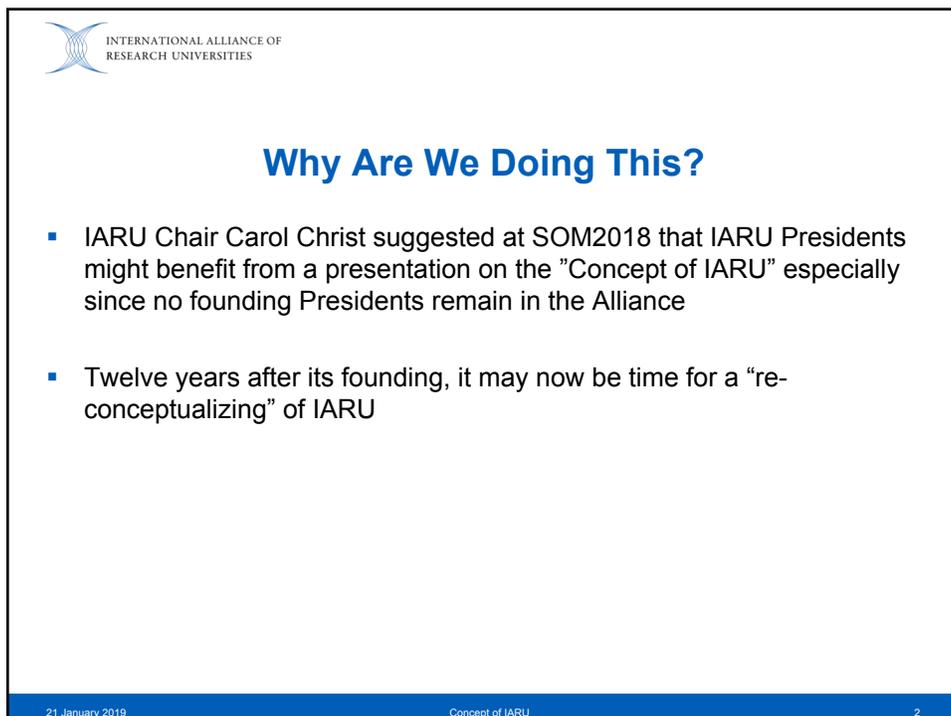
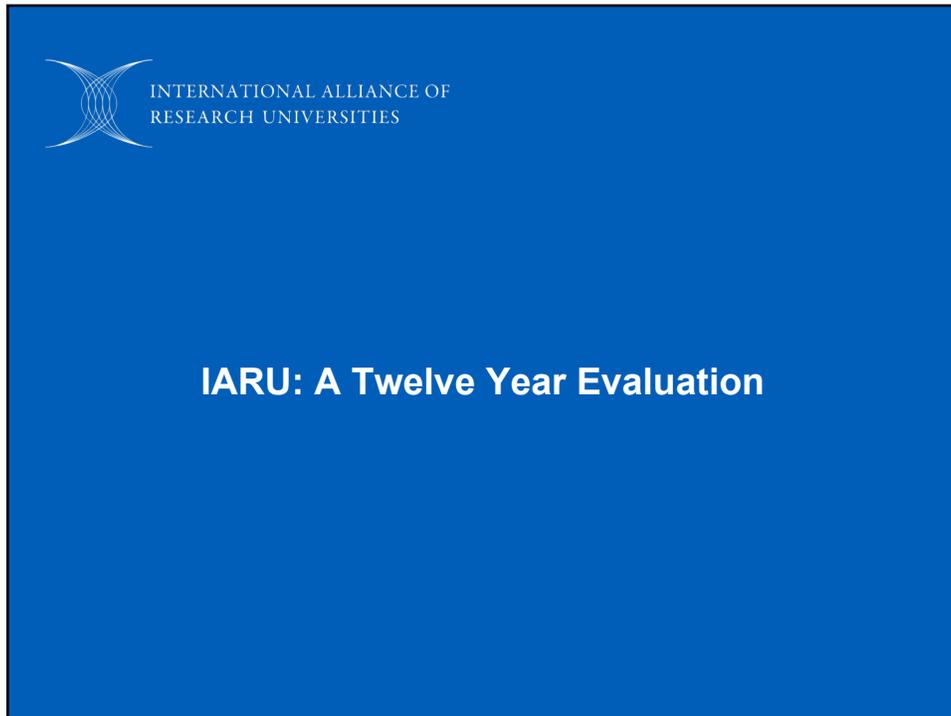


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Session 5: Presentation and Discussion on “IARU: A Twelve-Year Evaluation”

- 5.1 IARU: A Twelve-Year Evaluation (PowerPoint)**
- 5.2 IARU: A 12 Year Evaluation (Supplemental Document)**
- 5.3 Principles of IARU**
- 5.4 IARU Position Paper: Measuring the Value of
Research Intensive Universities**

5.1 IARU: A Twelve-Year Evaluation (PowerPoint)





Brief History

- 2006: IARU was established. Its founding members consisted of 10 research-intensive universities spread across nine countries around the world
- 2009: "Principles of IARU" was drafted
<http://www.iaruni.org/images/stories/About-IARU/IARU-Principles.pdf>
- 2016: University of Cape Town was added as IARU's 11th member and IARU Presidents & Senior Officers agreed on a 5-year membership freeze through the end of 2020

21 January 2019

Concept of IARU

3



IARU Vision

- In 2006, IARU's vision was three-fold:
 - To address the major challenges of our time
 - To add value by providing opportunities to students and staff that would not otherwise arise
 - To promote institutional joint working

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Concept of IARU

4



Institutional Joint Working

- The institutional joint working activities of IARU provide opportunities for university staff
- Current Initiatives
 - Alumni Associations Network
 - Cybersecurity Forum
 - Gender Group
 - Librarians' Contact Group
 - Real Estate Working Group
 - Sustainable Campus Initiative
 - Technology Transfer/Innovation Network

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Concept of IARU

5



Students

- IARU's student programs provide opportunities for students that may not otherwise arise outside of IARU
- Examples
 - Global Summer Program/IARU Courses
 - Global Internship Program
 - Global Transformation Field Course (Chiang Mai University, Thailand)
 - Joint-Online Course
 - Novo Nordisk International Talent Program
 - Global Cross-Disciplinary Tournament (2011-2014)
- Ideas for new student programs (discussed at SOM2018)
 - IARU Lifelong Learning
 - IARU Urban Sustainable Development Certificate Program

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Concept of IARU

6



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Research

- IARU's research activities focus on students
- Example:
 - Aging, Longevity & Health Graduate Student Conferences
- New research initiative (discussed at SOM2018)
 - IARU Future Research Scholars Program (presented by ANU)

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Concept of IARU

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Lapsed Initiatives

- IARU has also had a series of programs and initiatives that have lapsed, either due to lack of interest, funding, or leadership.
- These include:
 - Careers Professional Network (last met 2008, NUS)
 - Integrated Services (last met 2010, UC Berkeley)
 - Best Practice in Leadership Development (last met 2011, UCPH)
 - International Student Support Group (last met 2016, ANU)
 - Research Administrators' Network (last met 2016, UC Berkeley)
 - RAN continues to do some work online, but lack of funding for staff travel has prevented group members from meeting regularly in recent years
 - Global Summer Program (last met 2018, ETH Zürich)
 - Has since been redeveloped into IARU Courses

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Concept of IARU

8



The Benefits of IARU

- IARU allows for the sharing of university challenges of leadership, university development, national and global politics, and societal and cultural events which affect universities
 - Examples: Regional Round-Up
- IARU is a forum for universities to learn from one another's experiences and is flexible enough to create new working groups as new issues arise
 - Examples: Cybersecurity Forum, Real Estate Working Group
 - Plans for a group to discuss Global Communication Strategy after SOM2019 in Zürich
- IARU is not region-specific, but a *global* alliance
- IARU consists of a small group of members who have worked together for many years and who trust each other

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Concept of IARU

9



For Discussion: Looking Back

- Has IARU successfully met its Vision from 2006?
 - Address Global Challenges of our time
 - IARU is not an intellectual leader though its partner universities are leaders
 - IARU Position Paper on the *Value of Research Intensive Universities*:
<http://www.iaruni.org/images/stories/downloads/VRIU/IARU%20Position%20Paper.pdf>
 - Institutional Joint Working
 - Some working groups have been particularly successful: Aging, Longevity & Health, Campus Sustainability
 - Campus Sustainability has developed a *Green Guide for Universities* which includes 23 cases that have made a difference at IARU universities. This is available as a free, downloadable resource on the IARU website: <http://www.iaruni.org/sustainability/green-guide>
 - IARU chose to highlight the work of the Sustainable Campus Initiative for its 10-Year Anniversary: <http://www.iaruni.org/sustainability/10y-green-campus>
 - Regional Roundup very successful
 - Student Experiences
 - There have been successes and more can be done
 - From 2008-2018, 81 unique GSP courses were developed
 - 3052 IARU students have participated in GSP since its inception

21 January 2019

Concept of IARU

10



For Discussion: Looking Ahead

- Is the financial commitment for IARU valuable?

- Is it time for a new vision for IARU?
 - What might this vision look like?
 - What areas need a new focus? (operations, students, research)
 - Should this vision be evaluated regularly?

Date

Title

11

5.2 IARU: A Twelve-Year Evaluation – Supplemental Document

Institutional Joint Working (Slide 5)

Alumni Associations Network (2008 – present, currently chaired by Ms. ZHANG Yuanyuan at PKU)

Last met: December 2018 (PKU)

The IARU Alumni Associations Network connects all eleven IARU alumni directors.

The aims of this network include:

- connecting diverse practitioners in the field of alumni relations, exposing them to new ideas, uncovering shared opportunities, and enhancing mutual cultural understanding
- showcasing best practices at each institution and discussing applications within each institution
- exploring issues that present challenges at each institution: staff retention and development, maintaining engaging global alumni networks and leveraging broad reaching institutional support to enhance alumni relations activities without increasing expenditure
- connecting like-minded alumni worldwide through networking events and receptions

Notable achievements:

- 2016 Presidents' Panel and Alumni Reception at the University of Oxford
- 2015 World Alumni Forum at the University of Tokyo

Cybersecurity Forum (2018 – present, currently chaired by Mr. Tommy Hor at NUS)

Last met: April 2018 (NUS)

The Cybersecurity Forum is aimed at creating a mechanism for sharing knowledge, experiences, and methodologies regarding cybersecurity in higher education across participating universities. This Forum was developed after NUS faced cybersecurity issues in 2016 and allows for lessons learned by NUS to be shared with other IARU partners.

Objectives and outcomes from the inaugural meeting:

- Develop a standard set of KPIs that all members can use for engaging the Board/Senior Management
- Form sub-groups and virtual teams/conferences to discuss specific areas and consider mini-projects within the forum
- Establish a shared online platform
- Share contact points for specific issues

Gender Group (2007 – present, currently co-chaired by Dr. Renate Schubert at ETH and Dr. Rebecca Surender at Oxford)

Last met: September 2018 (Yale)

Women and Men in Globalizing Universities works on regular collecting, reporting, and comparison of data related to inequality, mobility, hiring practices, and academic success rates of women and men at global universities.

Key areas for future work include examining sexual misconduct and grievance procedures at IARU universities and broadening the remit of the group to include other underrepresented groups.

Notable achievements:

- Benchmarking study on the academic ladder conducted in 2013-2014. Outcomes from this comparative data analysis can be found on the IARU website: <http://www.iaruni.org/institutional-joint-working/women>.
- In 2017, the Gender Group employed three interns to conduct work on the gender attainment gap, implicit bias training, and financial incentives to progress the hiring of women. These reports are currently being drafted and will be circulated once finalized.
- In 2019, the Gender Group will work with the IARU Secretariat to share each institution's policies and grievance procedures regarding sexual misconduct via the IARU website.

[Librarians' Contact Group \(2010 – present, currently co-chaired by Dr. Jessica Gardner at Cambridge and Mr. Richard Ovenden at Oxford\)](#)

Last met: July 2018 (Cambridge & Oxford)

The heads of the IARU libraries meet annually to discuss the significant issues facing university libraries today, such as existing and next-generation library and discovery systems, new services for researchers, altmetrics and user studies, e-books, and MOOCs.

In the next 2-3 years the Librarians' Contact Group aims to:

- Continue to use the network for benchmarking & assessment, information gathering, and bilateral exchanges.
- Purposefully support intra-IARU researcher and student exchanges, through the development of an IARU library service offering, provisionally titled "IARU Research Passport."
- Develop a lightweight staff development and exchange & mentoring network, allowing bilateral and multilateral exchanges, to share learnings from these visits.
- Draft an overview of international trends in research publication costs in the context of the transformation of scholarly communication.
- Look at the support of libraries in curriculum change (e.g., decolonization / first nations).
- Benchmark Digital Preservation capability in IARU libraries, with a particular focus on AV Preservation.

Notable achievements:

- IARU Green Libraries Project – In 2014 the Group developed a report, aligned with the IARU Campus Sustainability Initiative, that showcases IARU libraries' activities to make a significant

contribution to the overall reduction of the campus carbon footprint, and where possible, reduce both recurrent and capital costs in libraries.

Real Estate Working Group (2017 – present, currently chaired by Dr. Dominik Brem at ETH)

Last met: October 2018 (Oxford)

The Public Real Estate Management (PREM) at ETH Zürich initiated the IARU Real Estate Working Group to share knowledge, good practice examples, benchmarks, and conceptual frameworks at IARU universities. Relevant topics for Group discussion include physical, and land use planning, capital investment, facility management, space utilization, fiscal constraints, and other associated administrative policies and practices that may emerge as the group's work progresses.

Notable achievements:

- 2018 Benchmarking Initiative (will be reported on at PM2019)

Sustainable Campus Initiative (2007 – present, currently chaired by Ms. Harriet Waters at Oxford)

Last met: June 2018 (Oxford)

The Sustainable Campus Initiative (SCI) aims to promote collaboration between member institutions and develop best practice strategies in environmental management.

Notable achievements:

- *IARU Green Guide for Universities (2014)* – jointly developed by sustainability representatives at IARU universities and the international think-tank Sustainia, the guide presents key issues, recommendations, and lessons learned by IARU universities. It addresses the challenges and opportunities of campus sustainability, with a particular focus on environmental aspects. The guide includes 23 inspiring cases that have made a difference at the IARU universities and is available for download on the IARU [website](#).
- 2015 Global University Climate Forum – Over 130 students from 27 universities attended the Global University Climate Forum, which was held during the 2015 United Nations Framework Convention on Climate Change Conference of Parties in Paris. This event was hosted by IARU in collaboration with the International Sustainable Campus Network (ISCN).
- *Behavior Change Interventions for Reduced Energy Use (2018)* – developed by Oxford, this report provides sustainability practitioners, policymakers, and building users with a framework for designing successful initiatives to reduce energy use on university campuses. Available for download on the IARU [website](#). SCI is currently drafting three other comparative case studies related to food, methods for sustainable communications, and virtual conferences.
- SCI regularly offers sustainability Fellowships for students by SCI. SCI has also facilitated staff and student exchanges, including supporting the attendance of four IARU students to the ISCN conference in Stockholm, Sweden in 2018.

Technology Transfer / Innovation Network (2014 – present, currently chaired by Prof. Dongmin CHEN at PKU)

Last met: October 2016 (UC Berkeley)

The Technology Transfer Network began as a forum where participants from technology transfer offices of IARU institutions could discuss topics related to university-industry-government partnerships, spin-offs and entrepreneurship, funding models, and incubation programs.

Since 2017, the group has changed its scope to focus on "innovation and entrepreneurship." The Network's new aim focuses on engaging students in social innovation. Professor Chen will present a proposal for the new scope at the 2019 Senior Officers' Meeting.

Students (Slide 6)

Global Summer Program (2008 – 2018)

The Global Summer Program (GSP) was a summer exchange program that connected students from IARU universities with peers around the world. GSP offered the unique opportunity for IARU students to come together to explore and discuss critical issues in a global perspective that required multidisciplinary approaches. A typical GSP course ranged in size from 10 and 25 students.

GSP ran from 2008 to 2018 and was supported by Banco Santander for USD 200,000 annually since 2012. After Banco Santander funding expired in 2018, GSP Coordinators decided to redevelop the program into IARU Courses, a broader summer exchange program for students between IARU universities.

Notable achievements:

- From 2008-2018, 81 unique GSP courses were developed.
- 3,052 IARU students have participated in GSP since its inception.

Global Internship Program

The IARU Global Internship Program (GIP) aims to provide IARU students with the opportunity to gain valuable international work experience by conducting research and projects at another member university.

GIP internships are only available to students enrolled at IARU universities.

Such internships enable students to gain real insights into their host university and provide an exciting platform to build cross-cultural understanding.

Since 2017, partner universities that participate in the GIP receive USD 2,000 from IARU to be used towards the intern's salary, lodging expenses, or travel costs.

Global Transformation Field Course (Chiang Mai University, Thailand) (2018, currently led by Professor Khatharya Um at UC Berkeley)

This field course, *Borderland: Critical Approaches to Field Research in the Global South*, was jointly developed and offered by UCPH and UC Berkeley as a collaborative initiative of the IARU GSP and the Global Transformation Initiative.

This course is designed to provide students with an opportunity to think critically about the research process, epistemologies, and ethics in the conduct of research. It combines classroom learning with field engagement and immersion in the local environment, including meaningful interactions and placement with local NGOs or ongoing research projects in and around Chiang Mai, in northern Thailand.

Emphasizing the research process, the course aims to provide students with the tools to raise and address critical questions in their own research and to provide a foundation from which they can apply the knowledge and practices from the course to future projects.

The Global Transformation Field Course in Chiang Mai will run again in Summer 2019.

Joint Online Course (2016 – present, led by Prof. Suzaina Kadir at NUS)

Launched in Fall 2016, four IARU partners—Cambridge, NUS, UC Berkeley, and UTokyo—developed a joint curriculum focusing on *State Fragility and Peacemaking* that would showcase the academic strength of IARU.

The Joint Online Course (JOC) is credit-bearing, and faculty from the above institutions work together to compose a shared syllabus. Student groups, comprised of peers from each of the four campuses, work together on projects during a "collaboration period" that stretches over six weeks during the academic year. During this time, student groups interact extensively with course instructors and peers to complete group assignments. The JOC provides an opportunity for students to discuss global issues from the unique perspectives of citizens from different areas around the world and is currently in its third cycle.

Novo Nordisk International Talent Program (2015 – present, led by UCPH)

The Novo Nordisk International Talent Program (NNITP) was established in 2015 and has funded 219 students since its inception. Partnering with UCPH, the Danish medical company Novo Nordisk developed this scholarship program designed to attract international talent and support students in gaining international study experience.

Since 2015, Novo Nordisk has donated approximately USD 400,000 to support either student travel to UCPH or UCPH students attending NNITP partner schools to conduct studies in science. This program includes all eleven IARU partners, as well as Harvard University and the University of Sydney. Participating students are given scholarships totaling approximately USD 6,000.

NNITP specifically supports student mobility within the areas of: Bioinformatics, Biochemistry, Biology, Biology-Biotechnology, Public Health, Food Innovation and Health, Global Health, Human Nutrition, Human Biology, Human Physiology, Immunology, Health Informatics, Chemistry, Medicine, Medicine and Technology, Molecular Biomedicine, Nanoscience, and Pharmaceutical Sciences.

Global Cross-Disciplinary Tournament (2011-2014)

The GXT was a competition where small cross-disciplinary teams of undergraduates were paired across universities. Through virtual communication and a residential program, the teams develop responses to global challenges that synthesize diverse academic and cultural perspectives.

GXT 2011: The Future of Education, ANU

GXT 2012: The Future of Cities, NUS

GXT 2013: The Future of Media, PKU

GXT 2014: The Future of the Body, ANU

Research (Slide 7)

Aging, Longevity & Health Graduate Student Conferences (2006 – present, currently chaired by Prof. Sarah Harper at Oxford)

The IARU Aging, Longevity & Health (ALH) initiative is one of the earliest joint research initiatives and has remained active over the years, hosting a variety of programs ranging from GSP courses on healthy aging to graduate student conferences. In recent years, ALH has focused on supporting young researchers.

The ALH Steering Committee focuses on the exchange of ideas and collaborative interdisciplinary research projects on areas including:

- Biology of Aging
- Cohorts, Cognition and the Brain
- Changing Demographic, Economic, Social and Physical Environments and Healthy Aging
- Technology and Aging

Graduate Student Conferences (GSC):

Hosted by ALH, IARU Graduate Student Conferences are an interdisciplinary platform for graduate students to share their research and explore the possibility of collaborative partnerships within the IARU network.

Since 2012, the GSC takes place every two years, and different IARU universities host it.

The last ALH Steering Committee Meeting and GSC were held in October 2018 at NUS. The 2019 meeting will occur as part of a larger symposium focused on aging with greater research exchange between students and scholars.

5.3 Principles of the International Alliance of Research Universities

IARU members have agreed that the alliance should operate in accord with the following principles:

- The Alliance will be strategic, drawing together a select group of research-intensive universities that share similar values, a global vision and a commitment to educating future world leaders. Central to these values is the importance of academic diversity and international collaboration.
- The Alliance should add value by providing opportunities to students and staff that would not arise otherwise, allowing Members to achieve things they would be unable to achieve on their own.
- The Alliance will offer the opportunity for substantially deeper and more wide-ranging associations than usual international university consortia or groupings.
- The Alliance will bring a new dimension to Members' international activities, including new opportunities for international research, teaching and learning.
- The Alliance will not be representative in nature (i.e. it is not meant to include "representatives" from every region of the world).
- The Alliance initially invited participants to utilize the complementary research capability of members to address issues of central importance; these include global security, ageing and health, and development and environmental sustainability. IARU will not centrally fund such research activities but rather call on individual institutions to support their researchers' participation in projects across IARU partners and encourage funding applications through traditional funding sources and processes such as foundations with peer-reviewed applications.
- The Alliance will provide a framework within which a range of protocols and templates can be developed to promote collaboration and allow cooperative activities to be undertaken more easily.
- Each Member will determine the extent of its involvement in each of the activities of the Alliance to suit its particular objectives and constraints – it is not expected that any Member will participate in all activities.
- Alliance activities will build on and strengthen existing relationships.
- Members will give prominence to the Alliance in order to allow and encourage multilateral and bilateral cooperation between Members.
- Membership of the Alliance will in no way preclude or limit activities with partners outside the Alliance.
- Decisions will be made through collaborative approaches – there will be no formal requirement for unanimity.
- Structures and processes will be as uncomplicated and non-prescriptive as possible.
- Those cooperative activities that can be undertaken immediately should be given effect as soon as possible. Difficulties in resolving more complicated issues should not be allowed to delay activity in more straightforward areas.

March 2009

5.4 IARU Position Paper

The Knowledge Ecosystem

Measuring the Value of Research Intensive Universities

IARU believes...

The purpose of research-intensive universities is to make ground-breaking discoveries and to seek and transmit knowledge and new understanding.

In its own right and to the benefit of society.

This research should of course be independent and respect the fundamental principles of academic freedom. And this applies to all areas of human endeavour from the medical and natural sciences to the arts and humanities. And it involves both education and research.

It will never be possible to quantify every aspect of the entire value produced by research-intensive universities by simple metrics.

It is however necessary for the universities to be able to document their value to society, including taxpayers and politicians.

Today, this is done by applying a wide range of metrics in order to measure the three elements which constitute the core of research-intensive universities: Research, education and (knowledge exchange) technology transfer. It is mainly done by measuring *input flows* such as money and the number of students and *output flows* such as citations, number of publications and graduates.

These methods do not adequately show what IARU considers to be the *special value* of research-intensive universities: The fact that research, education and technology transfer/knowledge exchange, are concentrated in the same physical space and constitute a critical mass of excellent researchers and students, state-of-the-art infrastructure and a spirit of curiosity and innovation. This is only indirectly encompassed in simple in- and out-put metrics.

The key to understanding how research-intensive universities create value lies in what happens when the elements co-exist and form what could be described as a “**knowledge ecosystem**”.

IARU suggests that a new and comprehensive way to describe the overall value creation of research-intensive universities should include this knowledge ecosystem.

As such, we must – in addition to metrics for isolated research, education and technology transfer flows – describe and tell the many stories of the effects of the *synergy* created by the **co-existence** of research, education and technology transfer.

Introduction

1. IARU's members share the experience that expectations from society and stakeholders towards universities and their ability to document their value are increasing and are likely to increase for the foreseeable future.
2. These increased – and legitimate - expectations are often translated into societal and/or political demands.
3. Historically universities have maintained a commitment to excellence in spite of resistance to measuring it. But this resistance is changing, as stakeholders demand more evidence. IARU recognizes a need for a dual response to this development.
4. IARU's members recognizes the need to meet the constant challenge to improve the understanding among decision-makers and the general public of the fundamental societal role played by research universities.
5. We also recognize the need to improve and refine the ways in which universities can demonstrate the direct and indirect value they bring to companies and society as a whole. This should be done in a balanced way that takes into account that a good part of the value of research intensive universities can and should not be measured by a simple metric.
6. For quite some time, IARU has constituted a forum for debating the issue of measuring the value of research intensive universities. The discussions were initiated at the IARU Presidents' Meeting in April 2010 and further developed at subsequent workshops and through discussions at ETH Zürich in October 2010, in Copenhagen in April 2012 and again at a IARU Presidents' Meeting in Singapore 2013.
7. The following position paper is the result of these discussions and constitutes IARU's position on documenting the value of research intensive universities.

The value of research intensive universities can and must be established – but it is an act of balance to do so

8. Research and higher education are a high priority on the political agenda these years. Taxpayers and politicians alike are asking for value for money. Universities are increasingly being held accountable through “hard” facts such as bibliometrics, rankings, ability to attract funding, number of students and bottom line numbers that show the value of universities for companies and society.
9. At the same time, universities have vastly extended their reach and ways of achieving economic and social impact:
 - Technology Transfer Offices have proliferated in order to manage and license a growing IP from research.
 - Universities have created incubators and science parks to nurture new enterprises.
 - Many universities have instituted courses to help undergraduates and graduate students acquire the skills for successful entrepreneurship.
 - Some universities have taken equity positions in spin-off firms.
 - Some universities are engaging their students in “science-dating”, internships or other activities through which they help companies solving specific research tasks during their education.

- Many universities participate in solving societal challenges in partnership with governments.
 - Research-intensive universities are increasingly trying to mix disciplines and in that way search for holistic solutions to problems by drawing upon both natural sciences, social sciences and the humanities.
 - And many of these universities have understood that for many - if not most - of their graduate students, education and research are inseparably linked: By definition the outcome of research must be unknown from the outset. But at the end of a failed experiment, a university has at least educated a researcher. This is an important part of the value that universities create.
10. IARU believes that research intensive universities play an important role in their respective countries and beyond by contributing to society by reaching for the highest level of education and research.
11. IARU also believes that it is important for both universities and society to be able to sensibly document the impact of universities in order to attempt to prove to "investors", the public and to ourselves how our research and education contribute to society.
12. The ability to demonstrate specific kinds of impact has greatly improved, especially with the development of powerful tools for collecting, interpreting, and displaying massive amounts of data.
13. It should however also be taken into account, that universities and the political system still face a real challenge when documenting the comprehensive value of universities. The breadth of the universities' contribution poses a particular problem for the analyst, and there are several pitfalls to be taken into consideration:
- It is relatively easy to measure the impact of new inventions sold to the industry or to measure the value of spinoffs, i.e. applied sciences. Measuring the impact of fundamental research is much more difficult because of the long term timelines over which the value of fundamental research becomes evident.
 - There is a longitudinal problem: How long past investments in research take to bear fruit, but also how long developments going forward need to (and sensibly can) be monitored.
 - It also poses a challenge to find ways to measure the value of humanities and arts, educating good historians, language teachers, psychologists etc.
 - Many analytics are devoted to measuring outputs mainly important to science – e.g. bibliometrics – rather than outcomes important to society.
 - There is a high risk of perverse incentives encouraging "bad" behaviour. "What you measure is what you get", a fact which can also, potentially challenge the academic freedom, which is crucial to research intensive universities.
 - There is a lamppost problem: Ignoring the immeasurable or the tendency to measure in favour of what *can* be measured.
 - And finally: There is a risk, that a too intensive focus on measuring and documenting will overburden administrators and researchers, taking up time from core activities.
14. The act of measuring is thus an act of balance, showing only a very limited part of the comprehensive value of a university. This is why IARU suggests that it is necessary to show the

value of research intensive universities in alternative ways in order to document their value towards stakeholders and taxpayers/the general public.

The value streams of research intensive universities

15. The fundamental contribution to society by universities lies in creating and passing on knowledge for its own sake *and* engaging with society in its application.
16. Universities today are an integral part of society, actively participating in fulfilling “a third mission” for universities, namely involvement in socio-economic development, thus becoming the third element of what has been described as the “triple helix” – the collaboration between Government, Industry and Universities in order to create innovation and economic growth.
17. Today there is a clear tendency that universities contribute more and more to solving the grand challenges of society. This also leads to an increasing demand (for instance from foundations) for more holistic solutions, involving interdisciplinary research in order to solve these challenges, which continues to grow in complexity. Thus there is not only a greater focus on the triple helix model, mixing Government, University and Industry, but also a demand for universities to mix disciplines in order to come up with *sustainable solutions* to the challenges societies are facing.
18. This means that the way of looking at the value of a university should change.
19. A common way to describe output of research intensive universities today is by measuring the output of the three main **value streams** of research intensive universities:
 - a. **Research** (production and distribution of new knowledge through articles, publication and access to research)
 - b. **Education** (the knowledge and “soft skills” of candidates)
 - c. **Technology transfer/knowledge exchange** (collaboration with the outside world, hiring of graduates by industry, consultancy, patent/licensing/spinoff companies)
20. The challenge is, that quantifiable indicators such as citations, graduate salaries, number of patents etc., most often describe the value streams as separated and in terms of a simple input/output logic.

A fourth and new way of describing the special value of research intensive universities: The knowledge ecosystem

21. While it can make sense to measure the value streams separately, IARU argues that the crux of the specific value of research intensive universities is that the three main value flows of universities are interrelated and interact in a way that creates value far beyond the simple sum.
22. The fact that the three flows are gathered in one university, in the same organisational and physical space, is a key to understanding the special value of research intensive universities. Research, education and exchange of knowledge with the outside world fertilize each other: Challenges met by industry and society may inspire new basic and applied research, contact with students inspires the researcher, researchers include students in their work on research projects, companies exchange knowledge with graduates when they employ them or through internships, student projects etc.

23. This means that research intensive universities are able to simultaneously perform fundamental research with a sufficiently broad scope, be the pacemaker for the creation of new products and technologies, a think-tank for governmental strategies and regulations, a provider of skilled manpower to industry and society and provide valuable input to society and the way we think about life, culture, history – i.e. research that expands intellectual breadth and develops ideas and discourses about human experiences which will prepare us more effectively for an increasingly global and cosmopolitan world: Things which are not only giving us something to live from, but also to live for.
24. Another valuable consequence of this inseparable link between education, research and knowledge exchange is that research intensive universities always will be sure of creating value for society: By definition the outcome of research must be unknown from the outset. But at the end of a failed experiment, a university has at least educated a researcher. This is an important part of the value that universities create.
25. A way to describe this special value of research intensive universities caused by intertwined value streams – and thus painting a fuller picture of the value of universities – could be to show the vitality of this “knowledge ecosystem”.
26. In the ecosystem we include the interaction between the three value streams, taking place at a research intensive university and in relation to the outside world: The special value produced in the space between research and education. Between knowledge exchange with the surrounding world and research. And between education and knowledge exchange.
27. This cannot be done by using numbers. It has to be done by using words, describing the cases from real life to show how the ecosystem creates value. IARU thus believes, that much more emphasis should be put on telling the many stories of how research, education and knowledge exchange at the research intensive universities creates value far beyond a mere input/output point of view.
28. As IARU members we will strive to tell the stories of how the knowledge ecosystem works and we will, when possible, urge politicians and other opinion makers to apply this perspective and not only the quantifiable perspective when discussing the value of universities in the future.

Conclusions

29. However difficult, IARU recognizes that documentation of the value of research universities is demanded and that it is in the interest of universities to contribute to the political debate on the value of universities by suggesting alternative methods to show value which are meaningful to the universities themselves.

The overall value of universities as cultural and societal institutions is next to impossible to measure by simple metrics. First of all, the value of good high school teachers, people with language skills, economists, doctors, lawyers, musicians, historians etc. etc. cannot be measured in exact numbers. Secondly, the value of investing in university research and education is more often than not visible only in a long-term perspective.

30. IARU believes that a good part of the value of research intensive universities lies in the fact that their three value flows, research, education and knowledge exchange coexist in the same physical space and that they are thereby closely interrelated, constituting a **knowledge ecosystem**.

31. It is only possible to understand or describe the full complexity of the research intensive universities, when being able to describe what happens when the three value streams interacts in this knowledge ecosystem.
32. In order to paint a fuller picture of the special value of research intensive universities, IARU suggests that the many excellent examples of how research, education and knowledge exchange collaborate in order to create new meaning, new inventions and new contributions to society should be described.
33. Only in this way, will it be possible to take fully into account the complexity and time span of research, education and knowledge exchange and to describe how these value streams are inseparably intertwined and how this is what creates true value for society – whether it is in the field of humanities, natural sciences or social sciences. Discoveries and research results that might seem without any immediate benefit can turn out to be extremely valuable to future generations of researchers – and to society.
34. This is also why we believe that describing universities as ecosystems is a more fruitful way instead of seeing universities in a simple input/output perspective.



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Session 6: IARU Business Matters

- 6.1 2019 Membership Dues**
- 6.2 2018 Financial Report and 2019 Outlook**
- 6.3 PM2020 host and dates and PM2021**
- 6.4 Handover of IARU Chair & Secretariat (*no paper*)**

6.1 Membership Dues

From 2006-2015, IARU partners each paid USD 20,000 per year in membership dues for a total annual budget of USD 200,000. Since 2008, it has been common practice for IARU members to offset their membership dues with the contribution from Banco Santander for the Global Summer Program.

With the addition of the University of Cape Town in 2016, membership dues were adjusted to USD 18,181 per university to maintain an annual budget of USD 200,000—equal to the yearly Banco Santander contribution towards the Global Summer Program.

Now that Banco Santander funding has expired, should membership dues remain at USD 18,181 for 2019, or revert to USD 20,000 per year?

If increased to USD 20,000 per partner, IARU's annual budget will be USD 220,000.



6.2 2018 Financial Report and 2019 Outlook

IARU Income & Expenditure Statement

1 January 2018 – 30 November 2018

	max. amount	Total (USD)
Carried forward from 31 December 2017		258,503
INCOME		400,000
Members' contribution	200 000	
IARU—Santander sponsorship for GSP	200 000	
Total available funds		658,503
EXPENDITURE		
Meetings		46,527
Presidents' Meeting 2018	23,969	
GSP Working Committee Meeting 2018	8,633	
Senior Officers' Meeting 2018	13,925	
Running Initiatives		65,299
Joint-Online Post-Course Workshop (April 2018)	895	
Campus Sustainability Officers' Workshop (June 2018)	8,460	
Sustainable Campus Projects	18,000	
<i>Event on role of academia in advancing the SDGs (June 2018)</i>	<i>10,000</i>	
<i>Design support for publications</i>	<i>3,000</i>	
<i>Student fellows to support communications and outreach</i>	<i>2,000</i>	
<i>Design and production of best practice guide</i>	<i>3,000</i>	
Global Transformation Workshop (June 2018)	4,029	
Global Transformation-GSP Course reserve	2,000	
Gender Group Meeting (Sep 2018)	6,575	
Real Estate Working Group Meeting (Sep/Oct 2018)	5,340	
Real Estate Working Group Benchmarking Initiative	12,000	
Global Internship Program (2018)	8,000	
<i>Oxford</i>	<i>2,000</i>	
<i>UCPH</i>	<i>2,000</i>	
<i>Yale</i>	<i>2,000</i>	
<i>UTokyo</i>	<i>2,000</i>	
New Initiatives		8,000
Cybersecurity Forum (April 2018)	8,000	
Disbursements		
Banco Santander sponsorship for GSP 2018	200,000	200,000
Secretariat costs		80,000
Contribution to Secretariat costs at Berkeley	80,000	
Total Expenditure		399,826
BALANCE		258,677
Total available funds	658,503	
Total expenditure	399,826	

Remaining Commitments for 2018*Projected until 31 December 2018*

Carried forward from 30 November 2018		258,677
EXPENDITURE		
Running Initiatives		18,000
Sustainable Campus Projects	up to 3,000	
<i>Staff exchange program</i>	3,000	
ALH Graduate Student Conference (Oct 2018)	15,000	
Total Expenditure		18,000
BALANCE		240,677
Total available funds	258,677	
Total expenditure	18,000	

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		2,500
Total Expenditure		2,500
BALANCE		7,500
Total available funds	10,000	
Total expenditure	2,500	

Overview 2019

	max. amount	Total (USD)
Projected carry forward from 31 December 2018	approx.	240,677
INCOME		200,000
Members' contribution	200,000	
Total available funds		440,677
EXPENDITURE		
Meetings	up to	45,000
Presidents' Meeting 2019	30,000	
Senior Officers' Meeting 2019	15,000	
Running Initiatives	up to	106,100
Real Estate Working Group Meeting 2019	10,000	
Campus Sustainability Officers' Workshop 2019	10,000	
Sustainable Campus Projects	21,000	
<i>Support for "outward-looking" pilot event in Cape Town</i>	5,000	
<i>Outreach materials (posters, printed reports, etc.)</i>	500	
<i>Student support for communications and project development</i>	5,000	
<i>Student design assistant</i>	500	
<i>Part-time fellow to manage SDG collaboration</i>	10,000	
Gender Group Meeting (Sep 2019)	6,500	
Global Transformation Collaborative Course 2019	10,000	
Cybersecurity Forum 2019	10,000	
Joint-Online Post-Course Workshop 2019	1,600	
ALH GSC Conference 2019	15,000	
Global Internship Program 2019	22,000	
New Initiatives	up to	38,000
IARU Future Research Scholars Program (ANU)	22,000	
Meeting on Lifelong Learning (NUS)	10,000	
Meeting on Urban Sustainable Development Certificate Program (UC Berkeley)	6,000	
Secretariat costs		80,000
Contribution to Secretariat costs at UTokyo	80,000	
Total Expenditure		269,100
BALANCE		171,577
Total available funds	440,677	
Total expenditure	269,100	

6.3 Presidents' Meeting 2020 and 2021

2020

The University of Cape Town has offered to host the 2020 Presidents' Meeting.

Proposed dates:

- 23-24 April 2020 with Welcome Dinner on Wednesday, 22 April
- 29-30 April 2020 with Welcome Dinner on Tuesday, 28 April

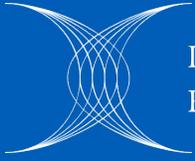
If the above UCT dates cannot accommodate a majority of Presidents' schedules due to the amount of time needed for travel to Africa, UC Berkeley can host PM2020 if necessary.

2021

Given the high attendance rate at PM2019 by IARU Presidents, should PM2021 be held at ETH Zürich, again back-to-back with the World Economic Forum in Davos?

Past Presidents' Meetings

- 2019 @ ETH Zurich (21 January)
- 2018 @ Peking University (5-6 May)
- 2017 @ Australian National University (27-28 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)



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Appendix

Participants' Biographies



Participants' Biographies

Australian National University



Professor Brian P. SCHMIDT AC FAA FRS

Vice-Chancellor and President, Australian National University
2011 Nobel Laureate Physics

Professor Brian P. Schmidt was appointed Vice-Chancellor and President of The Australian National University (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.



Ms. Jane O'DWYER

Vice-President (Engagement and Corporate Affairs), Global Engagement Portfolio

Jane is charged with leading innovative, strategic engagement activity that enhances the unique position and nature of ANU in Australia and overseas. As acting Head of the Global Engagement portfolio, the Vice-President directly oversees the Strategic Communications & Public Affairs (SCAPA) division, International Strategy & Partnerships (ISP), and the ANU liaison offices in China, Singapore and North America, as well as ANU Marketing & Recruitment Division and the Public Policy and Societal Impact Hub.

Jane has 25 years of Australian and international experience stretching across politics, media, peak bodies and corporate affairs. She was the foundation Director of ANU Strategic Communications and Public Affairs and foundation Director of the ANU North America Liaison Office in Washington DC from 2010 - 2012, where she oversaw the implementation of the ANU North America Strategy, introduced programs to foster access to US funding, worked on building the US alumni community and helped establish the ANU (US) Foundation.

Prior to joining ANU 2004, she spent four years in Tokyo working in journalism and public diplomacy. She has previously worked in corporate affairs at the Australian Local Government Association and Sports Medicine Australia, as well as a political advisor covering the portfolios of Trade, Regional Development and Resources and Energy. Jane holds a Master of Management (ANU), a Master of Journalism (Wollongong) a Bachelor of Arts (Curtin), and is a Graduate of the Australian Institute of Company Directors.

She has been actively involved in the establishment of the Canberra Writers Festival, and is the Deputy Chair of the Board. She also sits on the Canberra Convention Bureau Board and the ANU National Security College Board.

ETH Zürich



Prof. Joël MESOT
President, ETH Zurich

Joël Mesot, President of ETH Zurich, took up his new responsibility on 1 January 2019. Prior to his appointment, he served for more than 10 years as the Director of the Paul Scherrer Institute (PSI), the largest publicly funded research institute in Switzerland. In addition, Dr. Mesot has been a full professor in physics, both at ETH Zurich and EPF Lausanne. Since July 2010, he has also served as a member of the ETH Board.

Dr. Mesot studied physics at ETH Zurich and earned his doctoral degree in the field of solid state physics using neutron scattering, both at ETH and the Institute Laue-Langevin (France). Following his first position at the PSI, he spent several years at the Argonne National Laboratory in the USA, where he specialized in synchrotron techniques. In 1999, he returned to Switzerland to head the ETH and PSI's joint laboratory for neutron scattering.

For his scientific achievements, Dr. Mesot has received several awards, among which the Swiss Physical Society's IBM Award in 1995 and ETH Zurich's Latsis Prize for excellence in research in 2002. He is member of several national and international advisory boards, among them the Swiss Innovation Park's Foundation Board and the Senate of the Helmholtz Association, Germany.



Prof. Gisbert SCHNEIDER
Associate Vice President, ETH Global

Gisbert Schneider received a doctorate in biochemistry from the Freie Universität Berlin in 1994, where he also studied medicine and computer science. He then worked as a postdoctoral researcher at the Benjamin Franklin University Clinic, Berlin, the Massachusetts Institute of Technology, the University of Stockholm, and the Max-Planck-Institute of Biophysics in Frankfurt am Main.

From 1997 to 2002 he worked as a scientific specialist in the

Pharmaceuticals Division at F. Hoffmann-La Roche Ltd, Basel, Switzerland. From 2002 to 2009 he was a full professor at the Goethe University Frankfurt am Main (Beilstein Endowed Chair for Chem- and Bioinformatics).

Since 2010, Gisbert Schneider has been full professor of Computer-Assisted Drug Design at the Institute of Pharmaceutical Sciences, Department of Chemistry and Applied Biosciences at ETH Zurich. He has authored more than 400 scientific publications and holds nine patents. In 2018, he was appointed Associate Vice President ETH Global.



Dr. Jürg BRUNNSCHWEILER
Director, ETH Global

Jürg Brunnschweiler is the Head of ETH Global and Director of Global Institutional Affairs at ETH Zurich. ETH Global is the staff unit for international relations at ETH Zurich. It fosters international partnerships in research and education and enhances the institution's visibility abroad. ETH Global's crosscutting mission complements the international relations of research groups, departments or administrative units at the institutional level.

Jürg Brunnschweiler joined ETH Zurich in 2002. Before taking the helm of ETH Global in 2012, he worked first in the Presidents' Staff and the Lecturers' Office, then in the office dealing with the European Union Framework Programmes and in 2009 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 January 2017, Jürg Brunnschweiler is a member of the Board of Directors of the ETH Alumni Association.

Jürg Brunnschweiler holds a PhD in Biology from the University of Zurich.



Mr. Anders HAGSTRÖM
Director Global Education

Anders Hagström is the Director of Global Educational Affairs at ETH Zürich. His previous appointments included project manager of ETH Zürich's ICT development program, "ETH World", and various positions in the field of lifelong learning for engineers at Helsinki University of Technology, the University of Cambridge and the European Federation of National Engineering Associations, FEANI.

He is currently a member of the Board of Directors of CESAER, the Conference of European Schools of Advanced Engineering Education and Research.



Ms. Lucia ARPAGAUS

Assistant, ETH Global

Lucia Arpagaus is responsible for the administration of the bilateral collaboration programmes with Asian countries and of the finance of ETH Global. She supports student groups and visitors and the organization of various events. Further professional education in Human Resources Management and her interest in languages give her a broad knowledge of handling the internal workings of a departmental office.

National University of Singapore



Professor TAN Eng Chye

President, National University of Singapore

Professor Tan Eng Chye was appointed President of the National University of Singapore (NUS) on 1 January 2018. He is the University's 5th president, and the 23rd leader to head Singapore's oldest higher education institution.

Prof Tan, who attended Raffles Institution (1974 to 1979), obtained his Bachelor in Mathematics (First Class Honours, 1985) at NUS and his PhD (1989) at Yale University. He joined NUS as a faculty member in the Department of Mathematics in 1985, as a Senior Tutor, and has held visiting positions at various universities overseas such as the Rutgers University, University of Washington at Seattle, University of California at Berkeley and University of Maryland, USA; Universities of Tokyo and Kyoto, Japan; as well as the Hong Kong University of Science and Technology.

Prof Tan's research interests are in the Representation Theory of Lie Groups and Lie Algebras; and Invariant Theory and Algebraic Combinatorics. He has been invited to speak in numerous top conferences overseas, and has published more than 20 articles in top internationally-refereed journals and conference proceedings. He has co-authored three books on mathematics, including a well-known graduate text on non-Abelian harmonic analysis.

Prof Tan is a passionate and award-winning educator. He was a pioneer architect of the current academic system in NUS, and has seeded many initiatives such as the Special Programme in Science, University Scholars Programme, University Town Residential College Programme, Grade-free Year, and Technology-enhanced Education. He was recognised with the University Teaching Award for Innovative Teaching in 1998, and was President of the Singapore Mathematical Society (2001 to 2005) as well as the South East Asian Mathematical Society (2004 to 2005).

Prof Tan received the Public Administration Medal (Gold) at Singapore's National Day Awards in 2014 for his outstanding contributions to education. He was awarded the Wilbur Lucius Cross Medal from Yale

University and the Yale Graduate School Alumni Association in 2018 which honours exceptional alumni in the areas of scholarship, teaching, academic administration and public service.



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

Prof Wee, who was Dean of the NUS Faculty of Science from 2007 to 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.

For his scientific excellence as a Professor of Physics, Professor Wee was awarded the President's Medal in 2008 by the Institute of Physics Singapore, a Provost's Chair Professorship in 2013, as well as the Outstanding Scientist Award 2015 by NUS Science. A fellow of the Institute of Physics, UK, the SNAS, as well as the Institute of Physics, Singapore, he has published more than 500 internationally refereed scientific papers. He is an Associate Editor of the journal ACS Nano since 2011, and serves or has served on several journal editorial boards including Applied Physics Letters-Journal of Applied Physics (2009-2011), Surface and Interface Analysis, and Surface Review and Letters.

Prof Wee's research interests are in surface and nanoscale science, scanning tunneling microscopy (STM) and synchrotron radiation studies of the molecule-substrate interface, graphene and related 2D materials. He 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, where he received his received his DPhil (1990). He holds a Bachelor of Arts (Honours) in Physics (1994) as well as a Masters degree from the University of Cambridge, on a PSC Overseas Merit Scholarship (Teaching).

Peking University



Professor HAO Ping
President, Peking University

Professor HAO Ping is an internationally-recognized writer and scholar with a successful career in Government and University administration. Having served as Vice Minister of Education, he acted as the Chair of the University Council of Peking University from December 2016 to October, 2018.

Professor Hao Ping was born in Qingdao, Shandong Province. He gained his Bachelor's degree in history at Peking University (1982) and received his

Master's degree in history at the University of Hawai'i (1995) and later a Ph.D. degree at Peking University (1999) in international relations. He joined the workforce in August, 1982.

Professor Hao has enjoyed a life-long association with Peking University, first attending at the age of 19 to study History. Following his graduation he remained at the University, and has successively assumed the administrative positions at the Office of Policy Research, the President's Office, the Office of Student Affairs, and the Office of International Relations, Peking University. Later, Professor Hao served as the Assistant President, the Deputy Secretary-General of PKU Education Foundation and then Vice President of Peking University.

In 2005, Professor Hao became the President of Beijing Foreign Studies University. Later, he was appointed in 2009 Vice Minister of Education, Executive Member of the CPC Leading Group of Ministry of Education, Chairperson of Chinese National Commission for UNESCO and Executive Member of the Council of the Confucius Institute Headquarters. In 2013, he was elected as the President of the 37th session of the General Conference, UNESCO; the first ever Chinese to hold this position.

Professor Hao returned to Peking University in December, 2016 and serves as the Chair of the University Council. From October, 2018, he became the President of Peking University. He is an Alternate Member of the 19th Central Committee of the Communist Party of China and also a Member of the National Committee of the 11th Chinese People's Political Consultative Conference (CPPCC).

Professor Hao has published a number of academic papers and three books, which are *Peking University and the Origins of Higher Education in China* (1998, later translated in English, Russian and Korean), *Sun Yat-sen and America* (2000, later translated in English) and *John Leighton Stuart and China* (2011).

Professor Hao Ping is being recognized for his achievements as a scholar and a distinguished university leader, and for the major contribution that he has made to the internationalization of Higher Education in China in his capacity as Vice-Minister of Education. The intensity and quality of international collaboration that Chinese universities engage in today is in no small part thanks to his leadership and vision.



Professor NING Qi

Dean of the School of Foreign Languages and Executive Deputy Director of the Institute of Area Studies

Ning Qi is a professor of Russian Department at Peking University, and serves as Dean of the School of Foreign Languages and Executive Deputy Director of the Institute of Area Studies at Peking University. She is executive director and deputy secretary general of China's Society of Russian, Eastern European & Central Asian Studies, and secretary general of the Association of Chinese Teachers of Russian Language and Literature. She got her B.A. in 1991, M.A. in 1994, and Ph.D. in Russian language and literature in 1997 at Peking University. She was a visiting scholar at Moscow State University in academic year 2001-02. Her research interests include Russian linguistics and Russian study.



Professor HUANG Tiejun

Chair of Department of Computer Science & Director of the Institute for Digital Media Technology in the School of EE&CS

Prof. Huang Tiejun is the chair of Department of Computer Science in the School of EE&CS at the Peking University, and the Director of the Institute for Digital Media Technology in the School.

His research areas include video coding, image analytic, and neuromorphic computing. He joined PKU on 1 June 2007; before this he was for eight years a post-doctoral fellow, then associated professor of computer science at the Institute for Computing Technology and the Graduated School of the Chinese Academy of Sciences. Prof. Huang received the National Science Fund for Distinguished Young Scholars of China in 2014, and was awarded the Distinguished Professor of the Chang Jiang Scholars Program by the Ministry of Education of China in 2015.

Prof. Huang received Ph.D. degree in pattern recognition and intelligent control from the Huazhong (Central China) University of Science and Technology in 1998, and master's and bachelor's degrees in computer science from the Wuhan University of Technology in 1995 and 1992, respectively. He is a member of the Board of the Chinese Institute of Electronics, the Board of Directors for Digital Media Project, and the Advisory Board of the Computing Now of the IEEE Computer Society.



Dr. GONG Wendong

Director of Office of the President

Mr. Gong Wendong acts as the Director of the President's Office at Peking University from August, 2017. Previously, Mr. Gong was the Deputy Secretary for Disciplinary Inspection Committee (July, 2010 - August, 2017). Before joining the university administrative team, he worked in the law school and held the positions as the Secretary of Youth League Committee (July, 1996 - July, 1999), Assistant to the Dean (July, 1999 - July, 2001), Vice Secretary of CPC (July, 2001 - July, 2003) and the Vice Dean (July, 2003 - July 2010). Mr. Gong graduated from Peking University with the BA and MA in law.



Dr. XIA Hongwei

Director of 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.



Dr. REN Yuzhong

Director of the Office of Policy and Legislative Affairs

Born in January, 1980, Dr. Ren Yuzhong is the Director of the Office of Policy and Legislative Affairs at Peking University, responsible for the researches and analysis on university's policy making and development plans. Prior to the current position, he served in the President's Office.

Dr. Ren graduated from the School of International Studied, Peking University with the BA (2002) and MA (2005). In the year 2011, he received his Ph.D degree in Comparative Politics. He is the author of some academic writings, such as *Modern University Governance: Management with Chinese Characteristics*. He is also acting as the Deputy Secretary-General of the Institute of International and Strategic Studies, PKU.



Dr. LI Yun

Chief, Division for Education Abroad Programs, Office of International Relations

Dr. Li Yun is Chief of the Division for Exchange Programs, Office of International Relations of Peking University (PKU). She received the BA and MA from the School of International Studies, PKU and then Ph.D. in Management of Higher Education from the Graduate School of Education, PKU.

Dr. Li has been working at the Office of International Relations since 2006, responsible for the exchange programs with European partners and the coordinator for IARU affairs at Peking University. From April, 2018, she also acts as the Chief for Office of General Affairs of Institute of Area Studies, Peking University.

University of California, Berkeley



Dr. Carol CHRIST
Chancellor, UC Berkeley

Carol Tecla Christ began her term as the 11th chancellor of the University of California, Berkeley on July 1, 2017. A celebrated scholar of Victorian literature, Christ is also well known as an advocate for quality, accessible public higher education, a proponent of the value of a broad education in the liberal arts and sciences, and a champion of women's issues and diversity on college campuses.

Christ spent more than three decades as a professor and administrator at UC Berkeley before serving as president of Smith College, one of the country's most distinguished liberal arts colleges, from 2002 to 2013. She returned to Berkeley in January 2015 to direct the campus's Center for Studies in Higher Education, and was appointed interim executive vice chancellor and provost in April 2016 before being named chancellor in March 2017. Since returning to Berkeley, Christ has played an instrumental role in efforts to stabilize the institution's budget, confront sexual violence and sexual harassment on campus, create a long-term plan for housing students and scholars, and more.

As president of Smith for more than a decade, Christ supervised the development of the nation's only accredited engineering program at a women's college, oversaw a significant rise in student diversity, expanded Smith's global activities and reach, managed a major campus capital planning program, and shepherded the college through strategic planning exercises designed to improve its academic and financial models within the context of changing trends in higher education.

Prior to joining Smith, Christ served as UC Berkeley's executive vice chancellor and provost from 1994 until 2000. During her six years as the campus's top academic officer, she sharpened Berkeley's intellectual focus, strengthening many of the institution's top-rated departments in the humanities and sciences as well as advancing major initiatives in areas including neuroscience and bioengineering.

Christ received her B.A. (1966) from Douglass College, and her M.Ph. (1969) and Ph.D. (1970) from Yale University. She joined the Berkeley English faculty in 1970, and in addition to her other roles, has served as chair of that department, dean of the Division of Humanities, and provost for the College of Letters and Science. Christ has authored two books, *The Finer Optic: The Aesthetic of Particularity in Victorian Poetry* (1975) and *Victorian and Modern Poetics* (1994), and has edited or co-edited several others, including *The Norton Anthology of English Literature*. She is a member of the American Academy of Arts and Sciences and the American Philosophical Society.



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 Cambridge



Professor Eilís FERRAN

Pro-Vice-Chancellor for Institutional and International Relations

Professor Eilís Ferran, FBA PhD is Pro-Vice-Chancellor for Institutional and International Relations and Professor of Company & Securities Law at the University of Cambridge, and a Professorial Fellow of St Catharine's College, Cambridge.

Professor Ferran has written extensively on UK, EU and international financial regulation, company law and corporate finance law. Her publications include *Brexit and Financial Services* (Hart Publishing, 2017 (forthcoming) co-authored), *The Oxford Handbook of Financial Regulation* (OUP, 2015, co-edited) *Principles of Corporate Finance Law* (OUP, 2104, co-authored) and *The Regulatory Aftermath of the Global Financial Crisis* (CUP 2012, co-authored).

She has advised UK Parliamentary committees and served as an academic member of Stakeholder Group of the European Banking Authority.

She is a Fellow of the British Academy and an Honorary Bencher of Middle Temple.

As Pro-Vice-Chancellor she has strategic responsibility for Cambridge University's staff policies and significant international academic partnerships.



Dr. Karen KENNEDY

Director of Strategic Partnerships Office

Dr Karen Kennedy is Director of the University of Cambridge's Strategic Partnerships Office. The Strategic Partnerships Office provides expertise and support to the University's key partnerships and relationships, across disciplines and across the public and private sectors.

The focus is on partnerships that further the University's academic activity and align with university priorities. These partnerships could be with a wide variety

of entities, including public sector and private sector, other universities, research bodies, governments, companies, businesses, trusts and foundations.

Karen joined the University in July 2018 from the National Cancer Research Institute, where she had been Director since 2013. She has previously worked in strategic relations and programme management for research funders and scientific institutions, including Genome Canada and the Wellcome Trust. She holds a PhD in medicinal chemistry, and conducted post-doctoral research in France and at the Babraham Institute in Cambridge.



Mr. Stephen DAVISON
Head of Public International Partnerships

Steve is Head of the Public International Partnerships section within the Strategic Partnership Office at the University of Cambridge. He is responsible for developing institutional relationships with higher education and research institutions, governments, funders and NGOs internationally.

Steve has been a member of the University since 2008 when he joined as a Political Research Analyst. He went on to become Political Affairs Adviser before building and leading a new Public Affairs Team. He took up the role of Head of Public International Partnership following the formation of the Strategic Partnership Office in 2017. Prior to joining the University of Cambridge, Steve worked in Westminster as Head of Environment for Policy Connect: a UK think-tank.

He is a Senior Officer of the League of European Research Universities, a Senior Officer of the International Alliance of Research Universities, and a founding member and former chair of the Russell Group Political Affairs Network. He has degrees from the University of Hull and the University of Exeter, and is a Professional By-Fellow of Churchill College.

University of Cape Town



Prof. Mamokgethi PHAKENG, PhD(Wits), MASSAf, GCOB
Vice-Chancellor, University of Cape Town

Mamokgethi Phakeng (formerly Setati) began her term of office as Vice-Chancellor of the University of Cape Town on 1 July 2018, where she had been serving as Deputy Vice-Chancellor for Research and Internationalisation since January 2017. Previous to this appointment she served as Vice Principal for Research and Innovation at the University of South Africa (Unisa) for five years, after serving three years as Executive Dean of the College of Science, Engineering and Technology at the same university. She holds a PhD in Mathematics Education from the University of the Witwatersrand and is a highly regarded B1 NRF-rated scientist with over 60 research papers and five edited volumes published. She has been invited to deliver over 40 keynote/plenary talks at international conferences,

and as a visiting professor in universities around the world (in Australia, Botswana, Brazil, Canada, Denmark, Finland, Germany, India, Italy, Jamaica, Kenya, Lebanon, Lesotho, Mexico, Morocco, Mozambique, Namibia, New Zealand, Pakistan, Senegal, South Korea, Sweden, Switzerland, UK and USA). She has won numerous awards for her research and community work, including the Order of the Baobab (Silver) conferred on her by the President of South Africa in April 2016. In August **2014 CEO magazine named her the most influential woman academic in Africa** and in August 2016 she was **awarded the prestigious Businesswoman of the Year Award in the education category.**

Kgethi, as she is popularly known, was elected as a member of the Academy of Science of South Africa (ASSAf) in November 2007; an honorary member of the Golden Key International Honour Society in May 2009 and an honorary life member of the Association for Mathematics Education of South Africa (AMESA) in July 2009. In 2008 she became the first black South African researcher to be appointed to co-chair a study commissioned by the International Commission on Mathematical Instruction. The study entitled “mathematics and language diversity” has completed its work and published a volume in 2016, which she co-edited.

She is member of the board of the Oprah Winfrey Leadership Academy for Girls (OWLAG); trustee of the FirstRand Foundation and a member of the Board of the Dramatic, Artistic and Literary Rights Organisation (DALRO). In 2016 she was appointed by the then Deputy President of South Africa, Cyril Ramaphosa, to chair the Human Resource Development Council standing committee on Mathematics and Science Education. She served as member of the board of the Council for Scientific and Industrial Research (CSIR) and chaired its Research Development and Innovation Committee from January 2015 till September 2017. She was elected in 2011 as the first woman President of the Convocation of the University of the Witwatersrand and served for five years till 2016. She led the Association for Mathematics Education of South Africa (AMESA) as its first woman National President from 2002 to 2006, served as founding chairperson of the Board of the South African Mathematics Foundation (SAMF) from 2004 to 2006 and secretary and member of the executive committee of the International Group for the Psychology of Mathematics Education (PME) from 2003 to 2007.

Kgethi is founder of the Adopt-a-learner Foundation (www.adopt-a-learner.com), a non-profit organisation that started in 2004 and provides financial and educational support to students from township and rural areas to acquire higher education qualifications.



Ms. Carolyn NEWTON
Manager, Global Strategy and Visibility

Carolyn Newton heads the Global Strategy and Visibility team in the Research Office at the University of Cape Town. Her focus is on raising the international profile of UCTs through research partnerships and research visibility, working closely with and advising the Executive Director of the Research Office, the Director of the International Academic Programmes Office and the Deputy Vice-Chancellor for Research and Internationalisation.

Ms Newton graduated from the University of Cambridge with an MPhil in

Criminology, from the University of Stellenbosch with a BA (Hons) in Journalism, and from the University of Cape Town with a BA in English. She has worked as a journalist and editor in a range of media and publishing houses and in sixth-form education in Oxford before returning to Cape Town and her alma mater, UCT, in 2003.

University of Copenhagen



Dr. Henrik Caspar WEGENER
Rector, University of Copenhagen

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. Bente M. STALLKNECHT
Prorector

Bente M. Stallknecht is an accomplished research leader and educator who became prorector August 2018. She has pursued a career in health sciences with an ambition to combine research and teaching, and has experience both as Head of Studies for the Biomedical Engineering education and Head of the Department of Biomedical Sciences. While authoring and co-authoring 100+ peer-reviewed articles and books/book chapters on health-enhancing physical activity, obesity and metabolism, she is also a member of the high-level Scientific Panel for Health, DG Research and Innovation, European

Commission.



Mr. Søren NEDERGAARD
Director, Rector's Office

Mr. Nedergaard has pursued his career in education, research and innovation through 15 years at the Danish Ministry of Science and Higher Education, in later years in different management positions, and 2 years as a research attaché at the Danish Government's office in Palo Alto, California. He joined the University of Copenhagen in February of 2018 as

the Director of the Rector's office with the responsibility of advising Rector, Pro-rector and senior management on the strategic development of the university. Mr. Nedergaard's academic background includes a Master's degree in Political Science.

University of Oxford



Professor Louise RICHARDSON AAS ACSS FRSE RIIA
Vice Chancellor, University of Oxford

Professor Louise Richardson is Vice-Chancellor of the University of Oxford. She previously served as Principal and Vice-Chancellor of the University of St Andrews.

A political scientist by training, Professor Richardson received a BA in History from Trinity College, Dublin, an MA in Political Science from UCLA, and an MA and PhD in Government from Harvard University. Professor Richardson's research specialises in international security with a particular emphasis on terrorist movements.

Her work has been widely recognised through the awarding, amongst others, of prizes such as the Sumner Prize for work towards the prevention of war and the establishment of universal peace. She also holds a number of honorary doctorates.

Professor Richardson serves on several not-for profit boards including the Carnegie Corporation of New York and the Booker Prize Foundation.

The University of Tokyo



Dr. Makoto GONOKAMI
President, The University of Tokyo

Professor Makoto Gonokami became the 30th President of the University of Tokyo on April 1st, 2015, with a six-year term. Prof. Gonokami was previously the Dean of the School of Science. He became a full professor in 1998 having joined UTokyo as an academic staff in 1983. He has held several appointments in UTokyo including the positions of Vice President ('12-'14). He is a council member of the Science Council of Japan, and a Fellow of the American Physical Society (2012) and Optical Society of America (2013). Professor Gonokami is well-known in the field of photon science, and has established worldleading photon research centers in the

School of Science and School of Engineering.



Prof. Kiichi FUJIWARA

Special Assistant to the President, Director, Policy Alternatives Research Institute, 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).



Dr. Yasunori KIKUCHI

Associate Professor of Integrated Research System for Sustainability Science, and Director of Presidential Endowed Chair for "Platinum Society"

Dr. Yasunori Kikuchi is an Associate Professor in the Integrated Research System for Sustainability Science (IR3S), one of the three University of Tokyo Institutes for Advanced Study. He is also the Director of the Presidential Endowed Chair for "Platinum Society" situated under the Organization for Interdisciplinary Research Project at the University of Tokyo.

Dr. Kikuchi received his Ph.D. degree in Process Systems Engineering from the Department of Chemical System Engineering at the University of Tokyo in 2009. His research interests are in systems design and assessments in sustainability science where sophisticated technology assessments are conducted on technoeconomic, socioeconomic, and sociotechnical aspects with municipalities and regional industries. Through various adjunct positions such as the Academic Guest at ETH Zurich (2011), Visiting Scholar at International Institute for Carbon Neutral Energy Research in Kyushu University (2013-2016), Visiting Associate Professor at Center for Environment, Health and Field Sciences in Chiba University (2013-2017), and Adjunct Researcher at National Institute for Materials Science (2016-2018), he received the Award for Outstanding Young Researcher from the Society of Chemical Engineers, Japan and a similar award from the Institute of Life Cycle Assessment, Japan.



Ms. Yuko OHKUMA

Administrative Staff, International Strategy Group, Management Planning Department

Ms. Yuko Ohkuma is a member of the International Strategy Group, Management Planning Department of the University of Tokyo since 2014.

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).



Mr. Takuro MASUDA

Administrative staff, Assistant to the President, Office of the President

Mr. Takuro Masuda has been newly appointed as an assistant to the president in January 2019.

Having received his Master of Arts in Economics from Kyoto University, he joined to the University of Tokyo as an administrative staff in 2015 where he has worked in the Finance Division of the College of Arts and Sciences in charge of the supply and property management.

Before transferred to the current position, he has worked in the Student Support Division of the College and was involved in supporting student's various campus activities including overseas study programs and coordinating the negotiations between the College and the student union.

Yale University



Professor Peter SALOVEY

President, Yale University

Peter Salovey is the twenty-third president of Yale University and the Chris Argyris Professor of Psychology. He holds secondary faculty appointments in the School of Management, the School of Public Health, the Institution for Social and Policy Studies, and the Sociology Department. He became president of the university in July 2013.

President Salovey has led the development of new programs and facilities across the schools and departments of Yale, including restructuring the leadership of the Faculty of Arts and Sciences and opening two new residential colleges, expanding Yale College by 15 percent. He is advancing innovative teaching on campus; amplifying Yale's partnerships in Africa, Asia,

and other parts of the world; and enhancing interdisciplinary collaboration and entrepreneurial opportunity for faculty and students. President Salovey is committed to increasing access to a Yale education for students worldwide regardless of their financial background.

Prior to becoming president, President Salovey served as the provost of Yale University from 2008 to 2013. As provost, he facilitated strategic planning and initiatives such as enhancing career development and mentoring opportunities for all Yale faculty members; promoting faculty diversity; creating the Office of Academic Integrity; establishing the University-wide Committee on Sexual Misconduct; developing the West Campus; and overseeing the university's budget during the global financial crisis.

Other leadership roles at Yale have included serving as chair of the Department of Psychology (2000 to 2003); dean of the Graduate School of Arts and Sciences (2003 to 2004); and dean of Yale College (2004 to 2008).

After receiving an A.B. (psychology) and A.M. (sociology) from Stanford University in 1980 with departmental honors and university distinction, President Salovey earned three degrees at Yale in psychology: M.S. (1983), M.Phil. (1984), and Ph.D. (1986). Since joining the Yale faculty in 1986, he has studied the connections among emotion, health communication, and health behavior, with a special focus on emotional intelligence. He played key roles in multiple Yale programs including the Health, Emotion, and Behavior Laboratory, which President Salovey founded and is now the Center for Emotional Intelligence; the Center for Interdisciplinary Research on AIDS; and the Cancer Prevention and Control Research Program.

President Salovey has authored or edited over a dozen books translated into eleven languages and published hundreds of journal articles and essays. With John D. Mayer, he developed a broad framework called “emotional intelligence,” the theory that just as people have a wide range of intellectual abilities, they also have a wide range of measurable emotional skills that profoundly affect their thinking and action.

In addition to teaching and mentoring scores of graduate students, President Salovey has won both the William Clyde DeVane Medal for Distinguished Scholarship and Teaching in Yale College and the Lex Hixon '63 Prize for Teaching Excellence in the Social Sciences. He has received honorary degrees from the University of Pretoria (2009), Shanghai Jiao Tong University (2014), National Tsing Hua University (2014), Harvard University (2015), and McGill University (2018). In 2013, he was elected to the American Academy of Arts and Sciences and to the National Academy of Medicine.



Mr. Donald L. FILER

Associate Vice President for Global Strategy

Donald Filer has overall responsibility for Yale's Office of International Affairs (OIA), which he has led since its creation in 2004. OIA provides 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, Yale's Marketing and Trademark Licensing Office, 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 IARU Secretariat since November 2016. She holds degrees in both Sociology and Media Studies from UC Berkeley.



Ms. Savannah PORTILLO HEAP
IARU Secretariat

Savannah has worked at the Institute of International Studies at UC Berkeley since 2015. She manages the operations, events, and financial matters of the Center on the Politics of Development, and manages all grants held at CPD. In January 2017, she began supporting the IARU Secretariat at UC Berkeley. She holds a B.A. from UC Berkeley in Political Economy with a concentration in Inequality in the United States.



Mr. Hiroyuki FURUYA

Incoming IARU Secretariat, Assistant Manager, Assistant to the President, Office of the President

Mr. Hiroyuki Furuya is an Assistant Manager of the International Strategy Group, Management Planning Department of the University of Tokyo since 2018. He will be responsible for IARU Secretariat issues from 2019 through 2020.

Previously, he was appointed as assistant to the President Makoto Gonokami since president took his 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.



Mr. Masaki KATO

Incoming IARU Secretariat, Administrative Staff, International Strategy Group, Management Planning Department

Mr. Masaki Kato has been a member of the International Strategy Group, Management Planning Department of the University of Tokyo since 2017. He will be responsible for IARU Secretariat issues from 2019 through 2020.

Before transferring to the current position, he worked as a research support staff at the University of Tokyo's Kavli IPMU (Institute of Physics and Mathematics of the Universe) since 2015. His responsibilities included arranging visits of researchers from home and abroad, advising international researchers at Kavli IPMU on their applications for Japanese research grants, and managing their research grants.

He received his Master of Science in Agriculture from the University of Tokyo in 2012 and a Master of Arts in Higher Education from the University of Minnesota in 2018.