



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Session 9: IARU Business Matters

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9.2 Summaries of Group and Initiative Activities

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(Please note that at the start of each section the Secretariat has indicated if decisions are required, or if the paper has been provided largely for information.)

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9.1 IARU Membership

For discussion and decision by the Presidents. Submitted by the Secretariat.

Background

From time to time, the Secretariat receives inquiries from universities about joining the Alliance. Most recently, the Secretariat has been approached by Mohammed VI Polytechnic University, Morocco, in 2021 and King Abdullah University of Science and Technology, Saudi Arabia, in 2019.¹

The size of IARU's membership has been discussed at regular intervals since 2006. The question of admitting new members was last considered in detail in 2013–14. The Presidents asked Senior Officers to propose one or two universities from Latin America and Africa for consideration as new members, as well as a mechanism for selecting new members. A committee comprising the Senior Officers of UCPH, OXF and NUS wrote and submitted a report to the Presidents in 2014. The report identified two potential new members: the University of São Paulo and the University of Cape Town, which were then invited to join. São Paulo ultimately did not respond to IARU's invitation. Cape Town accepted the invitation and joined in 2016. In 2016 the decision was taken to impose a five-year moratorium on admitting new members. The Secretariat has therefore included the question of membership in this year's programme so that the Presidents can decide if this moratorium should be lifted and, if so, how many new members might be considered and what criteria should be taken into account by the Senior Officers in identifying candidate institutions.

This paper provides relevant background information and presents arguments for and against expansion that the Presidents may wish to discuss. The Senior Officers' 2014 report framed the question of expanded membership in terms of the following fundamental questions, which the Presidents may also find helpful to consider: What does IARU stand for? What do we want to achieve as an alliance? What are IARU's shared values? What is the optimal/maximum size of an effective alliance? What regional or thematic gaps exist?

Items for Decision

- 1) **Should IARU again be open to new members?**
If the answer to Question 1 is 'yes':
- 2) **How many new members should be considered?**
- 3) **Should the process that was used in 2013–14 for identifying and admitting new members be used again?**
- 4) **Are the criteria that were used to identify potential new members in 2013–14 still sound?**

Question 1: Should IARU again be open to new members?

¹ Earlier membership inquiries include Stellenbosch University (2013), Seoul National University, the University of Toronto (2012), the Chinese University of Hong Kong and MIT (2007).

Potential drawbacks of expanded membership

Arguments against expansion, some of which were made in 2014, include:

- IARU is currently functioning well and there is no pressing need for expansion.
- Adding new members could dilute existing levels of trust and rapport. For this reason, some Senior Officers expressed concern about admitting new members in 2013–14. Though not asked about potential new members, several respondents in the Secretariat's 2021 survey of IARU members emphasised that IARU's comparatively small membership has been critical in enabling high levels of trust between members at all levels of decision-making. This trust was believed to be a key part of what makes IARU distinctive and worthwhile.
- The process of identifying and welcoming new members could detract from the effort, post-COVID, of reinvigorating links between members.

Potential benefits of expanded membership

Arguments in favour of expansion, some of which were made in 2014, include:

- New members would enlarge IARU's global reach. The current lack of representation from Latin America may be regarded as a major omission for an alliance that aspires to be genuinely global. The lack of members from the Middle East and India, for example, might also be considered undesirable.
- IARU would gain new institutional and national perspectives on common opportunities and challenges.

Question 2. How many new members should be considered?

In 2014, Senior Officers recommended a maximum of two additional members largely because of concerns that a rapid expansion in the size of IARU would be difficult to manage in terms of onboarding new members into IARU's organisation and administration, and run the risk of undermining cohesion and rapport.

Would the Presidents be open to re-inviting the University of São Paulo if its research profile and members' level of interest still warrant an invitation?

Question 3. Should the process that was used in 2014 for identifying and admitting new members be used again?

If so, the process would be as follows:

1. The Senior Officers, with the help of the Secretariat, would form a working group with members from 3–4 universities.

2. This working group would undertake research and identify the desired number of candidate institutions, setting out its rationale and findings in a report to be discussed at the 2023 Presidents' Meeting.
3. The Presidents would consider the working group's report. If its recommendations are endorsed, the IARU Chair and Secretariat would send letters of invitation to the potential new member(s).
4. If an invited institution accepts, its representatives would join the 2023 Senior Officers' Meeting.

Question 4. Are the criteria that were used to identify potential new members in 2014 still sound?

There was general agreement in 2013–14 that: “the admission of new members must add value to IARU and not just be an exercise to be inclusive. New members should be research-intensive, dynamic, and bring an interesting mix in terms of institutional character to IARU.”² The 2014 Senior Officers' report used three main criteria to compare institutions and identify potential members:

- **Research-intensity**

A potential member must be a globally-leading research university. This was the most important consideration. The following metrics were used to determine research strength:

- Global university rankings (*Times Higher Education*, QS, Shanghai)
- *THE* research intensity rankings (research volume, income, reputation, research impact as measured by citations)
- Bibliometrics. An analysis was conducted that concentrated on research productivity, impact, and excellence (see the annex to this paper for details).

- **Ability to contribute to IARU**

A new member should bring new skills and insights, and/or broaden members' collective involvement in specific research fields or areas of education. One indication of potential in these areas was the level of strategic interest that members already had in an institution, as measured by connections like research collaborations, student exchange or scholarship programs.

- **Geographic diversification**

² ‘IARU Membership’, *2014 Presidents Meeting Tome*, p.155.

A new member should strengthen IARU's ties to a specific country or region with which it is not currently engaged but would like to be. One indication is, again, the level of strategic interest that members already have in a country or region, as measured by connections like the presence of university press offices, alumni groups, and agreements with state or national governments.

While not a primary consideration, a fourth aspect was also taken into account in 2013–14: **compatibility**. It was felt that new members should have enough in common with existing members in terms of research, education, and administration that they would be able to participate fully in the Alliance.

Universities in India were considered, but it was decided that none were, at the time, sufficiently research-intensive to be comparable to existing IARU members. This judgement was based on the absence of any Indian university in the top 200 in the *THE*, QS and Shanghai rankings. The 2014 report also noted a perception that Indian universities tend to concentrate their research expertise in specific areas. São Paulo and Cape Town were ultimately invited to join the Alliance based primarily on their global rankings, research intensity, and members' existing interest in intensifying links.

Annex: Breakdown of the bibliometric metrics used in 2013–14

Criteria	2012 Overall Performance Indicators	Weighting	
Research productivity	Number of articles over the last 11 years (2002–12)	10%	25%
	Number of articles over the current year (2012)	15%	
Research impact	Number of citations over the last 11 years	15%	35%
	Number of citations over the last 2 years	10%	
	Average number of citations over the last 11 years	10%	
Research excellence	h-index of the last 2 years	10%	40%
	Number of highly cited papers (2002–2012)	15%	
	Number of articles in current year in high-impact journals (top 5%)	15%	

9.2 Summaries of Group and Initiatives

The Secretariat will summarise groups' achievements, plans and current challenges in the Business Matters session. These reports, updated since the Senior Officers' meeting, are provided for information.

9.2.1 IARU Courses

Lead	<i>n/a</i>
Reporting	<i>IARU Secretariat</i>
Executive summary	<p>2022 IARU Courses 18 courses have been offered in 2022 by 9 institutions. It is hoped that the easing of travel restrictions will have a positive effect on application numbers.</p> <p>2021 IARU Courses The pandemic has continued to impact opportunities for global student exchange. A total of 17 courses, some online and some virtual, were offered by 8 institutions and attended by 51 students (2020: 12 courses from 4 institutions with 65 students attending). Some courses did not receive any IARU students. Though the provision of opportunities has increased since last year, the continued difficulty of travel and loss of Santander's scholarship funding from 2018 onwards has meant that total involvement cannot yet compare to earlier levels under the previous Global Summer Program (2018: 23 courses from 10 universities with 299 students attending).</p> <p>IARU-Santander Scholarships Two universities, Copenhagen and Cape Town, have unused funds (c. USD 2,500 in total) carried over from the end of the Santander Scholarships in 2018. D. Javier Roglá, Director of Global Santander Universidades, confirmed to the Secretariat that IARU could have discretion over how the remaining funds were used.</p>
Funding to date	<i>n/a</i>
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2021 The Senior Officers were asked to confirm that Copenhagen and Cape Town be allowed to use the funds from Santander to support outgoing or incoming student exchange with other IARU universities as they see fit. The Senior Officers approved this proposal and the two universities will report back at the 2022 Senior Officers' Meeting.</p> <p>Senior Officers' Meeting, October 2020 Most of the 2020 IARU Courses were cancelled or postponed to 2021 due to the COVID-19 pandemic. a total of 12 courses were offered online by 4 universities and attended by a cumulative total of 65 students from 8 universities. IARU Courses had carried over funds from 2019, but as</p>

students could not travel, no one used the funds. It remains unclear when IARU Courses would be able to resume its activities that involves student travel and in-person interaction. The Secretariat have asked Banco Santander whether it is possible to return the unconsumed funds this August; however, the Secretariat have not yet received their answer. The Secretariat will continue to remind them.

An online meeting was held by PKU in May 2019, and IARU Courses Coordinators from ten member universities participated. All of them were concerned about finance, as most of the units offering courses are self-financed units in their institutions. However, they believed online courses had merits and expressed their enthusiasm to explore for new forms of cooperation for the future. There was no funding request.

Senior Officers' Meeting, September 2019

Masaki Kato (IARU Secretariat) reported that the 2019 IARU Courses offered 43 courses from 9 partner universities. Out of the 43 courses, 13 were previously established Global Summer Program (GSP) courses, 3 were newly added, and 27 were general summer school courses. A cumulative total of 129 IARU students participated from 9 universities. The number of students attending IARU courses was less than a half of that attending 2018 GSP courses probably due to the termination of Banco Santander funding for student scholarships.

Several institutions had remaining Santander funds as carryovers from 2018. In February Banco Santander authorized the unconsumed funds to be used towards student travel for IARU courses. As a few universities still could not use up the carryovers in 2019, they will be used for 2020 IARU Courses. The Secretariat will submit a report to Santander twice, by the end of 2019 and 2020 respectively.

It was the first year that IARU Courses were held as a replacement for GSP, shifted to a more decentralized system. The details of IARU courses were listed on the official website, but, as agreed, IARU was not involved in the operation of the IARU courses, such as in the application process, or with student surveys and improvement of IARU courses. Some universities decided not to appoint a specific staff to be in charge of IARU Courses from this year. Senior Officers agreed that appropriate information sharing among institutions continues to be required as a follow-up to changes in the operation system.

Kiichi Fujiwara (UTokyo) requested partners' support to renew the MoU (Memorandum on student exchange for the global summer program within the IARU that was signed at Presidents' Meeting (PM) 2014), which UTokyo needs in order to receive students from member institutions to IARU Courses held at UTokyo. The IARU Secretariat will approach key contacts to get Presidents' signatures when the MoU is ready.

2022 IARU Courses

CAM	Summer Programme
NUS 1	FASStrack Asia: The Summer School
NUS 2	Global Science Summer Programme
OXF 1	English Literature Summer School
OXF 2	History, Politics & Society Summer School
OXF 3	International Politics Summer School
OXF 4	Statistical Genomics Summer School
PKU 1	Arts of Chinese Traditional Performance
PKU 2	Belt & Road Initiative and the International Practice from the Perspective of New Structural Economics
PKU 3	Flower in the Mirror: the Chinese Values
PKU 4	The Rise of China and Change in World Politics
UCB 1	Disc* (Design & Innovation for Sustainable Cities)
UCB 2	Summer Sessions
UCPH	Cultural Rights: A Promising Global Discourse?
UCT 1	Afropolitanism, Social Justice and Entrepreneurship
UCT 2	Sustainable Water Management
UTOK	Global Unit Courses
YAL	Summer Session

2021 Report on the IARU-Santander Scholarships

Two universities, Copenhagen and Cape Town, have unused funds carried over from the end of the Santander Scholarships in 2018 (see below). Both the Tokyo and Cambridge Secretariats alerted Santander to the existence of these unused funds on multiple occasions throughout 2020 and 2021, and asked if Santander wished them to be returned.

Very recently, the Secretariat has been contacted by the Secretary to D. Javier Roglá, Director of Global Santander Universidades, who on behalf of Mr Roglá informed us that IARU can use the funds 'for what you consider most convenient for the interests of your organization'.

At their meeting in October 2021, the Senior Officers confirmed that Copenhagen and Cape Town be allowed to use these funds to support outgoing or incoming student exchange with other IARU universities as they see fit. The Secretariat will ask the universities to report back to the Senior Officers at SOM 2022 about how the funds were used.

IARU-Santander Scholarships Carryover

University	Carryover from 2019 (USD)	Awarded Scholarships 2020 (USD)	Number of Supported Students	Carryover to 2022 (USD)
University of Copenhagen	194	/	/	194
University of Cape Town	2,362			2,362
Total	2,556	0	0	2,556

9.2.2 Global Internship Program (GIP)

Lead	n/a
Reporting	<i>IARU Secretariat</i>
Executive summary	<p>GIP 2022</p> <p>In 2022, Oxford are offering a graduate student internship at the Oxford Institute of Population Ageing.</p> <p>GIP 2021</p> <p>Three universities (Peking, Oxford, UTokyo) offered a total of eight internship positions across three different programs. UTokyo and Peking each selected a single intern, Oxford four (although only 2 engaged). The internships were successfully completed online at Peking and Oxford. However, the in-person UTokyo internship was initially delayed due to travel restrictions and, in the end, the student was unable to take up the opportunity due to her dissertation deadline.</p>
Funding to date	<p>22,000 USD <i>GIP (2021)</i></p> <p>---</p> <p>22,000 USD GIP (2020)</p> <p>10,000 USD NUS, UCPH, Oxford, UTokyo, Yale (2019)</p> <p>8,000 USD UCPH, Oxford, UTokyo, Yale (2018)</p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2021</p> <p>As in previous years, a request of USD 22,000 was made (USD 2,000 per member university) and was approved by Senior Officers. The programme continues to be impacted by COVID. Travel restrictions had no doubt deterred some from applying, and in some cases had delayed people taking up their internship (as is the case with UTokyo). Oxford transferred its internship online. The student feedback from the virtual internships had been very positive.</p> <p>It was hoped that next year would see improved international travel, enabling greater take up of exchange opportunities, and an expansion of the programme. Oxford and Copenhagen had already informally expressed interest for next year.</p> <p>Senior Officers' Meeting, October 2020</p> <p>Three universities, Oxford, UTokyo and Yale, planned to offer a total of four internship programs this year; however, UTokyo and Yale decided to cancel them due to the COVID-19 pandemic. Oxford selected two interns after extending their deadline for applications, and started conducting their program this October. GIP submitted funding request, aiming to provide USD 2,000 to each university that plans to offer GIP in 2021. As supplemental information, it was mentioned that a total of five universities have contributed in this initiative up until now and according to the survey carried out by the Secretariat last year, both the intern and coordinators felt that the USD 2,000 was effective in promoting the program. Nina Tomlin (Oxford) stated that the funding provides an important incentive to the Oxford Institute of Population Ageing to hire an intern from one of IARU member universities every year. Carolyn Newton(UCT) commented that for many students at UCT,</p>

participating in internship programs at other IARU universities has been a challenge because they could not afford to pay the cost even with the support of USD 2,000. However, if internship program can be provided virtually, it could give chances to students at UCT to participate. Kiichi Fujiwara pointed out that new budget request guideline allows each university, if necessary, to request more than the standard amount.

Senior Officers' Meeting, September 2019

As of 2019, five universities (NUS, Oxford, UCPH, UTokyo, and Yale) offered internship opportunities. A grant of USD 2,000 was given to each of these universities from IARU central funds. As feedback from participating universities was requested at Senior Officers' Meeting (SOM) 2018, the Secretariat collected feedbacks about the financial support from one intern and three coordinators. All of them expressed positive impression towards the program, and coordinators regarded the USD 2,000 as crucial incentive for interns to participate in GIP, even though it only covers a small portion of the travel and living costs. The intern stated that the level of GIP was quite intense and she had a great experience, but the internship would have not been financially feasible without the funding support due to high cost of living.

Anders Hagström (ETH Zürich) reported that strict visa and work permit rules have prevented them from providing GIP for students from non-European countries.

Senior Officers agreed to continue GIP. If each IARU university submits a proposal, the maximum funding amount allocated for GIP in 2020 would be USD 2,000 per university, for a total of USD 22,000. Proposals will be automatically approved as they are received by the IARU Secretariat and posted to the IARU website.

2021 Global Internship Program Positions

Three universities (Peking, Oxford, UTokyo) offered a total of eight internship positions across three different programs. UTokyo and Peking each selected a single intern, Oxford four. The Secretariat asked those students who have so far completed their internships for feedback.

Peking University

PKU received two applications and accepted a student from UCPH. The online internship ran March-April 2021. The internship was based at the Arthur M. Sackler Museum of Archaeology and Arts at Peking University. The intern's responsibilities included assisting the leading faculty and curator as the Curatorial Assistant, and assisting the IARU coordinator for the promotion of IARU Virtual Museum Tours.

University of Oxford

Oxford's internal application deadline was moved from April to October 2020, so the internships in practice spanned 2020/21. Four interns were accepted but only two engaged; one student from PKU and another from UCPH. The internships were based at the Oxford Institute of Population Ageing, a multidisciplinary research institute concerned with the processes and implications of global demographic change. The interns were able to engage in graduate level, multidisciplinary research on different aspects of population ageing.

Both students engaged in all institute events (formal seminars, informal seminars and reading groups), which collectively provided a comprehensive insight into global ageing issues. Both interns presented on their work. Both worked with the institute for the whole 2020-2021 academic year.

One of the interns kindly provided detailed feedback to the Secretariat. They praised the learning experience as flexible and rigorous, adding that they received excellent support. They also noted that while the original internship was to run for three months, the student's decision to participate virtually due to travel restrictions allowed them to continue working with the Institute, for which the student was very grateful. In this time they received further feedback on their work and continued to benefit from the institute's online seminars.

University of Tokyo

Three internship positions were advertised. One student was accepted. The student, from ETH, actually applied for two of the three internships and was accepted for both. However, due to Covid-related travel restrictions the student was not able to commence their studies immediately and eventually had to decline the internship due to her thesis deadline.

Global Internships Program Background

The Global Internship Program was proposed by the Senior Officers during the SOM2017 to provide students from IARU member universities opportunities to engage in an internship at another IARU member university. Universities that are interested in providing such internship opportunities may submit a proposal, and with the Senior Officers' approval USD 2,000 will be allocated per university.

In 2021, as in 2020, the ongoing difficulty of international travel interfered with the running of the GIP. However, whereas only one university was able to offer an internship opportunity in 2020, three universities offered positions in 2021. The students spoke very highly of the quality of the instruction and support that they received. The Secretariat has distributed information about the GIP to key contacts

in anticipation of its potential continuation in 2022, noting the greater accessibility of internships that are either wholly or partly virtual.

GIP is an important way for IARU member universities to provide their students, faculty and staff opportunities to engage in a collaborative and creative effort with other IARU members. Its full potential has yet to be realised. It is anticipated that, as international travel becomes more feasible over the next twelve months, a greater number of IARU members will offer opportunities and more students will apply, thereby increasing the importance and impact of the programme.

Funding Request Form submitted to the Senior Officers' Meeting, 2021

Project Name/Year:

2022 Global Internship Program

Total Requested Amount & Breakdowns:

Item	Amount
A grant of up to USD 2,000 per university (on a request basis)	USD 22,000
Total Requested Amount	USD 22,000

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Other Financial Resources (if applicable):

Depending on institutions, there could be other financial resources that support the internship program.

Participants List (Please specify the lead by adding "Lead" next to the name):

The Secretariat is the lead in this initiative.

University	Name of the institution	Years when programs held
ANU		
ETH Zurich		
NUS	Global Relations Office	2019
PKU		2021
Berkeley		
Cambridge		
UCT		
Copenhagen	UCPH Global Development, Faculty of Social Science	2018, 2019
Oxford	Institution of Population Ageing	2018, 2019, 2020, 2021
UTokyo	School of Science	2018, 2019, 2021
Yale	Office of International Affairs	2018, 2019

*The list does not need to be complete in case not all participants are confirmed yet.

9.2.3 IARU Joint Online Courses

Lead	<i>The University of Tokyo</i>
Reporting	<i>Kiichi Fujiwara</i>
Executive summary	<p>The online course ‘Sustainable Aging’ was conducted on 12-16 April 2021 by UCPH and UTokyo. Program planning, funding acquisition, and course organization were mainly conducted by UCPH along with UTokyo in the planning of lectures and student recruitment. In total 27 students from 15 universities including 16 persons from 4 IARU universities (ANU, Cambridge, UCPH, UTokyo) completed the course and received the certificate.</p> <p>The lecture covered topics such as ‘Space and Design for Aging Communities’ and ‘Sustainable Healthcare Systems’ and were followed by group work and presentations at the end of the course.</p> <p>This online course was an opportunity for collaborative activities among Aging, Longevity and Health initiative members. UCPH and UTokyo members have begun discussing possible collaboration in research and education.</p>
Outcomes of previous meetings	<p>Senior Officers’ Meeting 2021</p> <p>No budget request was made at this meeting.</p> <p>Senior Officers’ Meeting 2020</p> <p>Kiichi Fujiwara (UTokyo) reported that UTokyo-PKU Joint Online Course, currently taught under this umbrella, has been quite successful, and stated that courses shown below are currently under discussion to be taught:</p> <ul style="list-style-type: none"> Sustainability (UTokyo and ETH Zurich) Gerontology Studies (UCPH and UTokyo) Environmental Issues and Policies in China (PKU) <p>He also encouraged IARU member universities’ active participation in this program.</p> <p>Carolyn Newton (UCT) suggested that, to get more institutions to participate in this program, it would be better to arrange courses so that it does not necessarily require credits. For example, students who are taking similar courses in different institutions can get together in groups to discuss comparisons of their different contexts.</p> <p>Masaki Kato (IARU Secretariat) shared a format of certificate for this program, which would be given to students upon request and successful completion. The certificate format was made based on certificate used for IARU Courses. Senior Officers approved the format.</p> <p>Takeaways:</p> <p>The Secretariat will share the latest participant list of each working group and initiative.</p>

Senior Officers' Meeting 2019

6.1 IARU Education Initiatives (UTokyo)

There was a consensus among the Senior Officers in SOM 2018 that IARU would seek opportunities for a new form of joint educational programs that operates independent from the former GSP network. Senior Officers discussed the need of coming up with other ways to provide student opportunities between IARU universities and concluded that a new committee should be formed to develop these ideas further. At PM 2019, President Gonokami (UTokyo) proposed developing a new student joint education program that could be at once financially sustainable and more accessible, and that could bring benefits to more students. This idea was supported by the attending presidents.

Kiichi Fujiwara (UTokyo) stated that the new proposal was based on the successful experience of IARU Joint Online Courses between Cambridge, NUS, UC Berkeley and UTokyo, but could also incorporate other good practices as well. Essential points of the program were as follows.

Credits will be given to students by participating universities.

Faculty members of IARU universities will work together to create teaching materials that are available online.

Students should respond to assignments online on a joint basis.

It does not require much travel expenses, while some programs may allow student to move around if a budget is available.

Kiichi Fujiwara further stated that this new education framework can work as an umbrella and also incorporate already existing initiatives. One topic of the courses would be sustainability, which faculty members from ETH Zürich, Yale, Copenhagen, UCT, and UTokyo have cooperated to develop. A GT Summer Course would be another candidate program to be incorporated under the umbrella. Although a budget problem for student travel would still remain, it would be meaningful to set a framework that could locate the summer course as one of the whole of education initiatives. There was no budget request as this point.

Andrew Wee (NUS) suggested that Life Long Learning could be the area that IARU universities can collaborate by offering micro-credentials. One option would be offering a joint master's program on lifelong learning that is combined with real exchange opportunities, where targeted students may be able to pay full tuition fees.

Takeaways:

Kiichi Fujiwara will work on shaping one or possibly more courses. UTokyo will elaborate and table it again in PM 2020. Kiichi Fujiwara requested partners' continued cooperation for the further development. No decision was made over what other existing programs to include in the proposed umbrella structure.

9.2.4 Ageing, Longevity and Health (ALH) Initiative

Lead	<i>University of Cambridge</i>																		
Reporting	<i>Dr Louise Lafortune</i>																		
Executive summary	<p>The University of Cambridge hosted the ALH Research Conference online (06/10/21 to 08/10/21), focusing on capacity building, research collaborations and engagement. The objectives were to bring senior and early career researchers together to brainstorm and identify concrete collaborative projects. The workshop sessions raised a number of issues in multidisciplinary ageing research that should provide the building blocks for papers, workshops and conferences as well as opportunities for funding and impactful research projects. Six topics were deemed ripe for useful and sustainable collaborations.</p> <p>In addition to maintaining and developing bilateral collaborations, the group is writing an ALH Research Strategy with clear objectives to guide their work on these topics over the next 2 years and developing an Early Career Researchers' network to engage early career researchers across IARU's membership and concretely integrate them into the ALH Initiative. The aim is to launch the network at the next ALH Conference, to be hosted by University of Copenhagen, 19–21 Oct 2022.</p>																		
Funding to date	<table> <tr> <td>USD 15,000 (2022)</td> <td><i>ALH Graduate Student Conference, Copenhagen</i></td> </tr> <tr> <td>USD 15,000 (2021)</td> <td>ALH Research Conference Cambridge</td> </tr> <tr> <td>USD 15,000 (2020)</td> <td>ALH Graduate Student Conference, Cape Town</td> </tr> <tr> <td>USD 11,505.73 (2019)</td> <td>ALH Research Conference, ANU</td> </tr> <tr> <td>USD 15,000 (2018)</td> <td>ALH Graduate Student Conference, NUS</td> </tr> <tr> <td>USD 13,003.20 (2017)</td> <td>ALH Graduate Student Conference, Oxford</td> </tr> <tr> <td>USD 14,600 (2016)</td> <td>ALH Graduate Student Conference, Tokyo</td> </tr> <tr> <td>USD 15,000 (2014)</td> <td>ALH Graduate Student Conference, Copenhagen</td> </tr> <tr> <td>USD 38,000 (2009)</td> <td>for project management salary, Oxford</td> </tr> </table>	USD 15,000 (2022)	<i>ALH Graduate Student Conference, Copenhagen</i>	USD 15,000 (2021)	ALH Research Conference Cambridge	USD 15,000 (2020)	ALH Graduate Student Conference, Cape Town	USD 11,505.73 (2019)	ALH Research Conference, ANU	USD 15,000 (2018)	ALH Graduate Student Conference, NUS	USD 13,003.20 (2017)	ALH Graduate Student Conference, Oxford	USD 14,600 (2016)	ALH Graduate Student Conference, Tokyo	USD 15,000 (2014)	ALH Graduate Student Conference, Copenhagen	USD 38,000 (2009)	for project management salary, Oxford
USD 15,000 (2022)	<i>ALH Graduate Student Conference, Copenhagen</i>																		
USD 15,000 (2021)	ALH Research Conference Cambridge																		
USD 15,000 (2020)	ALH Graduate Student Conference, Cape Town																		
USD 11,505.73 (2019)	ALH Research Conference, ANU																		
USD 15,000 (2018)	ALH Graduate Student Conference, NUS																		
USD 13,003.20 (2017)	ALH Graduate Student Conference, Oxford																		
USD 14,600 (2016)	ALH Graduate Student Conference, Tokyo																		
USD 15,000 (2014)	ALH Graduate Student Conference, Copenhagen																		
USD 38,000 (2009)	for project management salary, Oxford																		
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2021</p> <p>The ALH initiative requested USD 15,000 for their annual research conference, as in previous years. The 2021 conference was held online the week before the Senior Officers' Meeting, and the organisers were very happy with what was achieved. A report on the conference would be circulated after the meeting.</p> <p>Senior Officers' Meeting, October 2020</p> <p>As well as the Student activities and annual conference, the emphasis of the theme now includes more bi-lateral collaborations and the production of working papers, academic papers and policy briefs. In addition, several smaller research themes have developed within the broad ALH theme. Outcomes: Successful series of bi-meetings, UCPH's IARU</p>																		

summer school, Conference arranged at Cape Town, October 2020, conference planned at Cambridge, 2021.

Senior Officers' Meeting, September 2019

Nina Tomlin (Oxford) reported that there was a great progress in ageing research collaborations. The Aging, Longevity and Health & Graduate Student Conference (ALH & GSC) is the only research focused group. Senior Officers believed that more progress could be expected by continuous funding support and agreed to fund USD 15,000 for the group's annual meeting and GSC in 2020.

Funding Request Form submitted to the Senior Officers' Meeting, 2021

Project Name/Year:

Ageing, Longevity and Health Theme - Annual Graduate and Research Conference 2022

Total Requested Amount & Breakdowns:

Item	Amount
Item 1 Conference Support	USD 15,000
Item 2	USD
Item 3	USD
Total Requested Amount	USD 15,000

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Other Financial Resources (if applicable):

Participants List (Please specify the lead by adding "Lead" next to the name):

University	Title/Position	Name
ANU	Associate Professor	Nicolas Cherbuin
ETH Zurich	-	-
NUS	Associate Professor and Executive Director, Centre for Ageing Research and Education	Angelique Chan
PKU	Director, Institute of Population Research	Xiaoying Zheng
Berkeley	Director, CITRIS Health Initiative	David Lindeman
Cambridge	Senior Research Associate, Cambridge Institute of Public Health	Louise Lafortune
UCT	Senior Specialist of Internal Medicine and Head of Geriatric Medicine	Sebastiana Kalula
Copenhagen	Managing Director, Center for Healthy Ageing	Lene Juel Rasmussen
Oxford	Professor of Gerontology and Director, Institute of Population Ageing	Sarah Haper
UTokyo	Professor of Gerontology	Hiroko Akiyama
	Project Lecturer, Institute of Gerontology	Ikuko Sugawara
Yale	-	-

*The list does not need to be complete in case not all participants are confirmed yet.

Details of the Project (background, purpose, expected outcomes, schedule, project's continuity, etc.):

USD 15,000 is requested for the 2022 Graduate and Research Conference. The location will be decided at the 2021 ALH meeting in Cambridge, which will take place before the Senior Officers' Meeting but after the Tome will be distributed. It will follow on from productive meetings hosted by Tokyo (2016) Oxford (2017), Singapore (2018), ANU (2019), and Cape Town (2020). This will enable the successful continuation of graduate and early career training and development, and the collaborative research strands within the ALH theme.

9.2.5 Alumni Associations Network

Lead	<i>University of Oxford</i>						
Reporting	<i>Christine Fairchild</i>						
Executive summary	Due to COVID, IARU Alumni Directors were unable to meet in person in 2021. Instead, a Zoom meeting was convened on 22 May 2021 during which participants shared how they and their teams have adapted to the new way of working and the impact it has had on overall engagement with alumni. A second call took place on 30 September 2021 at which Alumni Directors shared further lessons learnt over the last 18 months, and discussed plans for the next 12 months regarding in-person versus virtual gatherings. We are currently planning our next Zoom catch-up which we expect to be scheduled in the first half of 2022.						
Funding to date	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;"><i>USD 7,500</i></td> <td style="width: 50%;"><i>Remaining balance from 1st World Alumni Forum</i></td> </tr> <tr> <td><i>USD 2,500</i></td> <td><i>2016 Presidents' Panel (own resources)</i></td> </tr> <tr> <td><i>USD 12,705</i></td> <td><i>Alumni Association Summit, October 2010</i></td> </tr> </table>	<i>USD 7,500</i>	<i>Remaining balance from 1st World Alumni Forum</i>	<i>USD 2,500</i>	<i>2016 Presidents' Panel (own resources)</i>	<i>USD 12,705</i>	<i>Alumni Association Summit, October 2010</i>
<i>USD 7,500</i>	<i>Remaining balance from 1st World Alumni Forum</i>						
<i>USD 2,500</i>	<i>2016 Presidents' Panel (own resources)</i>						
<i>USD 12,705</i>	<i>Alumni Association Summit, October 2010</i>						
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2021</p> <p>The Alumni Associations Network made no budget request at the meeting.</p> <p>Senior Officers' Meeting, October 2020</p> <p>The IARU Alumni Directors met for the 10th time at NUS on 9-10 December 2019. Alumni directors from six universities (Oxford, ANU, ETH Zürich, PKU, Cape Town and NUS) discussed a wide range of topics from volunteerism to communications, fundraising, international alumni, and how their respective universities were measuring or assessing the value of engagement. They planned to hold the 11th Summit at Berkeley or Cape Town, however COVID-19 forced them to hold a virtual meeting in May instead. There was no funding request.</p> <p>Senior Officers' Meeting, September 2019</p> <p>Masaki Kato (IARU Secretariat) reported that the Alumni Directors Network held its 9th meeting at PKU on 13-15 December 2018. Alumni directors from five universities (Oxford, ETH Zürich, NUS, UTokyo, and PKU) discussed a variety of topics: the major initiatives underway, how to use alumni donations to support an alumni association and how to better capture and report on alumni impact. The 10th meeting will be held on 9-10 December 2019 at NUS. As the group covers meeting fees by themselves, there was no funding request.</p>						

Alumni Associations Network Summary

Representatives of six of the network's member institutions gathered on 30 September 2021 for an engaging discussion about alumni engagement during the pandemic. In some jurisdictions, member institutions were able to continue to offer in-person events, whereas in many others, digital engagement has become the new normal in the past 12 months. Creative engagement of alumni online has helped to broaden the impact of programming with alumni around the world.

Looking ahead, most institutions will be delivering events in hybrid mode when safe to do so, where audiences will participate both in-person and online. It is hoped that there may be an opportunity for Directors to meet in the latter half of 2022. A poll will be conducted before the end of 2021 to gauge interest and seek input about potential dates/times and locations. It was hoped that a panel discussion with the IARU Presidents may be included in the programme for the in-person Presidents' Meeting in Cambridge next year, followed by a reception for IARU alumni. However, after discussion with the Secretariat, it was felt that it would be difficult to guarantee attendance from enough alumni directors to make the panel discussion viable. This idea will be revisited for a future Presidents' Meeting.

9.2.6 Cybersecurity Forum

Lead	<i>ETH Zürich</i>
Reporting	<i>Dr. Rui Brandao</i>
Executive summary	<p>The Cybersecurity Forum 2021 did not take place due to the continued restrictions of the Covid-19 pandemic. Instead, the team met in a series of virtual meetings to discuss cybersecurity challenges during the pandemic and exchange experiences on other selected topics such as zero trust and multi-factor authentication.</p> <p>The group had a (virtual) planning meeting on 28 January 2022 to define topics for discussion and schedule further online meetings. It is planning to meet in person again in late summer 2022 if the pandemic situation permits.</p>
Funding to date	<p>USD 10,000 <i>Cybersecurity Forum (2022 – carried over from 2021)</i> ---</p> <p>USD 10,000 Workshop (2020), not used due to Covid pandemic, carried over to 2021</p> <p>USD 10,000 Workshop (April 2019)</p> <p>USD 8,000 Workshop (April 2018)</p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2021</p> <p>The Senior Officers approved the request to carry over funding for the Cybersecurity Forum 2021 to 2022 (USD 10,000).</p> <p>Senior Officers' Meeting, October 2020</p> <p>The Cybersecurity Forum's plan to hold an annual meeting at ETH Zürich in June was cancelled, and it is arranging the dates for an online meeting. Although its concrete plan of activities for 2020 and 2021 remains unclear, the group plans to share the information on new workstyles of faculty and administrative staff under the COVID-19 pandemic, discuss the effect of remote teaching/learning on cybersecurity, and update on focus areas as defined last year, in a virtual meeting. The group submitted a request of carryover of 2020 funding to 2021, which is USD 10,000. Senior Officers approved the request of carryover.</p> <p>Senior Officers' Meeting, September 2019</p> <p>The initiative lead transferred from NUS to ETH Zürich. Jürg Brunnschweiler (ETH Zürich) reported that the Cybersecurity Forum was one of the most productive groups that worked on urgent issues. At the second forum on 4-6 April at UCT, the group set their area of focus and principal leads for each task.</p> <p>So far no participants have participated from Yale, Cambridge and UC Berkeley. Each Senior Officer will sound out their chief information officer about attendance at the next meeting in June 2020 at ETH Zürich.</p> <p>Senior Officers approved the funding request of USD 10,000 for the next meeting.</p>

Cybersecurity Forum 2022

The IARU Cybersecurity Forum (CF) aims to facilitate exchange on cybersecurity topics between IARU members. It was initiated in 2018 at a 2-day inaugural event at NUS. The second Forum took place at UCT in 2019 where several focus areas were identified. Each of the universities attending the CF 2019 agreed to take the lead for one focus area.

The CF 2020 was planned to take place at ETH Zürich. However, the 2020 Forum was cancelled due to COVID-19 related travel and meeting restrictions and the same happened in 2021. The CF is therefore being shifted to 2022. The dates for the CF 2022 will be announced based on how the COVID-19 situation evolves. We hope that we can host the event in the first half of 2022 at ETH Zürich.

Currently, we plan to have two streams for the CF 2022:

Stream 1: Key Focus Areas

Sharing information on the key focus areas identified at the workshop in Cape Town:

- KPI framework – principal lead: National University of Singapore (NUS).
- Risk tolerance framework – proposed principal leads: University of Tokyo and National University of Singapore (NUS)
- Connectivity per team – principal lead: ETH Zürich
- Benchmarking – principal lead: University of Cape Town (UCT)
- Policy development/ discussion – principal lead: University of Copenhagen
- Intelligence sharing – principal lead: Australia National University (ANU)

This stream is intended for participants on CIO or CISO level.

Stream 2: Sharing amongst CERTs

We would like to extend the invitation for 2021 to leading members of your Computer Emergency Response Teams (CERT). The idea is to launch a more technical stream, where members of CERTs can share information and experiences with peers of other universities on a more technical level.

Cybersecurity Forum Meetings 2021

In 2021 the team met in a series of virtual meetings due to the continued restrictions of the Covid-19 pandemic.

- Cybersecurity during the pandemic: Challenges and actions taken by the participating universities.
- Further ongoing cybersecurity initiatives of the participants
- Presentation and discussion of the Public Key Infrastructure service provided by ETH Zürich's internal IT Services
- Multi-Factor Authentication at the University of Cape Town
- Multi-Factor Authentication and Zero Trust at the University of Oxford
- ID integration at the University of Tokyo

Funding Request Form (Carryover Request) submitted to the Senior Officers' Meeting, 2021

Project Name/Year:

IARU Cybersecurity Forum 2022

Total Requested Amount & Breakdowns:

Item	Amount
Transfer amount for Cybersecurity Forum 2021 to 2022	USD 10,000
Total Requested Amount	USD 10,000

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Total of expected costs:

Item	Amount
Accommodation	CHF 12,000
Social event incl. food & drinks	CHF 1,500
Dinner	CHF 3,500
Other expenses (e.g. breakfast, drinks for meetings, tickets, etc.)	CHF 3,000
Total Amount	CHF 20,000

Current exchange rate CHF to USD is 1.08

Participants List (Please specify the lead by adding "Lead" next to the name):

Registration for the event was not started yet. We intend to invite the following people. However, we assume that some will not be able to participate (we assume approx. 12 participants).

University	Title/Position	Name
ANU	Chief Information Security Officer	Suthagar Seevaratnam
ETH Zurich	CIO	Rui Brandao (Lead)
ETH Zurich	Chief IT Security Officer	Anja Harder
NUS	Head IT Security	Leong Boon Ang
NUS	Associate Director, Strategies and Development	Caren Chua
PKU	Vice Director	Ma Hao
PKU	Vice Director	Yang Jia
Berkeley	Associate Vice Chancellor and CIO	Larry Conrad
Berkeley	Chancellor	Carol Christ
Cambridge	Director University Information Service	Ian Leslie
Cambridge	Chief Information Security Officer	Vijay Samtani
UCT	Director: Enterprise Infrastructure Services	Andre Le Roux
UCT	Senior Manager: Information and Cybersecurity Services	Roshan Harneker
UCT	Technical Specialist: Information and Cybersecurity Services	Jamiela Dawood
UCT	Senior Technical Specialist IT Security	Michael Michiel
UCT	Systems Engineer	Ghamza Jacobs

Copenhagen	CISO	Poul Nielsen/ Thomas Schlichting (successor)
Copenhagen	IT-security manager	Kim Otto Ursin
Copenhagen	CISO	Poul Halkjær
Copenhagen	Senior Adviser on Information Security and Datamanagement	Thomas Schlichting
Oxford	Chief Information Security Officer	Graham Ingram
Oxford	CIO	Anne Trefethen
UTokyo	Associate Professor	Yuji Sekiya
Yale	Chief Information Security Officer	Morrow Long

9.2.7 Gender Group

Lead	<i>Yale University</i>
Reporting	<i>Dr Karen Lee Anderson</i>
Executive summary	<p>This report contains:</p> <ol style="list-style-type: none"> 1. Overview on funding for 2021 2. Report on 2021 virtual meetings of the IARU Gender Group's Senior Officers 3. Funding carry-over from 2021 to 2022 <p>The Gender Group met online in March 2022 to outline plans for the coming year. It was agreed that the group would try to meet in person at the University of Copenhagen, most likely in August 2022. The group agreed that the topics for discussion would include:</p> <ul style="list-style-type: none"> • Gender equity planning: developing and implementing strategic plans or action plans to enhance gender equity. • Plans to prevent and respond to sexual harassment and gender-based harassment • The effect of the COVID pandemic on women's research productivity, and how to support that productivity in order to advance women's career progress.
Funding to date	<p><i>USD 8,000 Meeting (2021 – carried over from 2020)</i></p> <p>---</p> <p>USD 8,000 Workshop (2020)</p> <p>USD 6,500 Workshop (September 2019)</p> <p>USD 6,575 Workshop (September 2018)</p> <p>USD 4,000 IARU Intern for data collection and analysis of gender differences in educational achievements (ETH)</p> <p>USD 4,000 IARU Intern to assess role of incentives (ANU)</p> <p>USD 8,000 Workshop (March 2017)</p> <p>USD 4,000 IARU Intern to assess the role of implicit bias training (Yale)</p> <p>USD 3,011 Workshop (July 2016)</p> <p>USD 5,200 Workshop (June 2015)</p> <p>USD 3,638 Workshop (2013)</p> <p>USD 6,512 Workshop (March 2012)</p> <p>USD 8,500 For project development (PM2006)</p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2021</p> <p>The Senior Officers approved the request to carry over the funding for the Gender Group meeting in 2021 to 2022 (USD 8,000).</p> <p>Senior Officers' Meeting, October 2020</p> <p>The Gender Group held an online meeting attended by seven IARU universities. In the meeting, they shared each institution's initiatives on diversity, discussed impacts of COVID-19 on conditions for women in research, and reported how they have been handling protest movements related to "Black Lives Matter". Karen Kennedy (Cambridge) added that while the group has been trying to set a common goal, they have not been able to do so and she expects the group to set goals in the coming meetings. Senior Officers approved the request of carryover.</p>

Senior Officers' Meeting, September 2019

Jürg Brunnschweiler (ETH Zürich) pointed out that critical issues of Gender Group including the group's name and focus remained unresolved. Equally, as discussed in SOM 2018, Senior Officers considered the agenda of the group's annual meeting scheduled to be held on 25-27 September to be too broad and casted doubt on the meaning of broadening the scope of activities from 'Gender' to 'Equity, Diversity, Inclusion (EDI)'.

[Excerpt from SOM 2018 outcomes]

Senior Officers agreed that terms like "inclusion" and "equity" are broad and may carry different weights at each IARU university, so Senior Officers suggest this initiative maintain its focus on gender specifically. This can include—but is not limited to—sexual violence and harassment and how these are addressed on university campuses, family policies, and intersectionality within gender issues.

Jürg Brunnschweiler referred to the difficulty in grasping the group's current situation due to lack of efficient information sharing. It was suggested that adding member lists of each activity carried out will be helpful to increase the visibility of the Gender Group. This might go with other initiatives as well. Senior Officers came to the conclusion that the approval or refusal of USD 7,000 funding request for 2020 meeting depends on outcomes of the group's annual meeting held on 25-27 September 2019.

Takeaways:

Senior Officers requested that Gender Group submit outcomes of their annual meeting. The report needs to include the following items:

- Attendee list
- What the group has achieved so far
- What was discussed and "decided" at the meeting
- A clear outline of where the group sees itself going
- How the group plans to achieve these goals
- The purpose of holding 2020 meeting (draft agenda)

It is also required for Gender Group members to share information about group's activities with Senior Officers more frequently. The Secretariat regularly shares member lists of all IARU initiatives at least before PM and SOM.

***Note**

The outcomes of the 2019 annual group meeting submitted by the Group leads were circulated to Senior Officers via email in November 2019, and USD 8,000 was approved for 2020 annual meeting at Copenhagen.

Gender Group 2022 Summary

A meeting was held on 03 March 2022 and the discussion focused on:

1. Meeting in-person at the University of Copenhagen in 2022

The majority of attendees said they would like to meet in person and would attend if the timing works for them. Two attendees noted differing reasons why they would not be able to attend: in one case, the country does not currently allow international travel, and in the other case, the staffing of the relevant gender-focused role is in flux. These two said they would like to participate virtually if possible. Dates were discussed and the timeframe narrowed to late August, most likely August 22–24, 2022.

2. Topics to prioritize for the in-person meeting

We agreed on these topics, in this order of priority:

- a. Gender equity planning: developing and implementing strategic plans or action plans to enhance gender equity.
- b. Plans to prevent and respond to sexual harassment and gender-based harassment.
- c. The effect of the COVID pandemic on women's research productivity, and how to support that productivity in order to advance women's career progress.

Gender Group 2021 Summary

The Gender Group's agenda for 2021 was to learn from each other about how to develop gender equity plans (with note to the Horizon Europe funding platform requirements), how to understand and respond to gender disparities in research productivity during COVID – especially in terms of the compounding effects that will emerge in a few years from now – and discussions on sexual harassment, intersectionality, LGBTQ+ issues and gender equality in a post-COVID world.

Our group's own activities have all been virtual due to the pandemic, and our meetings have been productive and lively. The pandemic reminds us of how much our institutions have in common, even if we also have significant differences.

Regarding our activities: the most significant effect of the pandemic is our need to defer our in-person meeting twice. We had planned to meet at the University of Copenhagen in June 2020, but this had to be postponed due to the pandemic. We continue to be hopeful that we might hold this meeting in person in Copenhagen in June 2022. The University continues to wish to host it, if health conditions allow.

Regarding funding: We have so far not had, and expect not to have, any expenses in 2021. We ask to carry over the budget allocation for the meeting at the University of Copenhagen June 2022 with the hope that we will be able to hold it.

The Gender Group's Senior Officers have had two virtual meetings in 2021, with plans to meet again in December 2021. These meetings were convened by Yale University (Karen Anderson).

Funding Request (Request of carryover) submitted to the Senior Officers' Meeting, 2021

Project Name/Year:

The annual meeting of the IARU Gender Group at the University of Copenhagen in 2022

Total Requested Amount & Breakdowns:

Item	Amount
Annual meeting to be held in Copenhagen, Denmark in 2022	USD 8,000
Total Requested Amount	USD 8,000

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Other Financial Resources

Each IARU member university will cover the cost of travel and accommodation of their delegate who will attend the annual meeting – see table below for list of participants

Participants List

University	Title/Position	Name
ANU	Convenor, Gender Institute	Fiona Jenkins
	Postdoctoral Fellow	Joyce Wu
ETH Zurich	Associate Vice President Equal Opportunities	Renate Schubert
NUS	Associate Professor, Department of Sociology	Eric Thompson
PKU		
Berkeley	Professor of Chemistry	Angelica Stacy
Cambridge		
UCT	Deputy Vice-Chancellor: Transformation	Sianne Alves
	Deputy Vice-Chancellor: Research and Internationalisation	Sue Harrison
	Executive Director Research	Linda Mtwisha
Copenhagen	Health and Safety Manager	Ingrid Skovsmose
	Dean, Faculty of Law	Jacob Skovsmose
Oxford	University Advocate and Pro Vice-Chancellor (Equality & Diversity)	Rebecca Surender
UTokyo	Professor, Graduate School of Arts and Sciences	Akiko Shimizu
Yale	Associate Dean for Graduate Student Development and Diversity	Michelle Nearon
	Associate Provost for Academic Resources and Faculty Development	Karen Anderson (Current Lead)

9.2.8 Global Transformation Summer Field Research Course

Lead	<i>University of California, Berkeley and UCPH</i>	
Reporting	<i>Dr. Khatharya Um (UC Berkeley), Dr. Bjarke Oxlund (UCPH)</i>	
Executive summary	<p>Due to the global pandemic, the GT group was unable to offer the 2020 and 2021 summer courses in Chiang Mai. Currently, the GT group is exploring the possibility of offering the summer course in 2023, but the decision is still pending and contingent on the COVID-19 situation in Thailand where the course will be held, as well as in other parts of the world where our IARU students and course instructors are based.</p> <p>In view of the summer 2021 course cancellation and uncertainties about the pandemic, the GT group held its Spring virtual meeting on April 9, 2021 to explore alternative GT activities for 2021 and 2022.</p> <p>The main outcomes of the meeting were 1) the decision to maintain the governing structure of the working group and 2) a commitment to organize a IARU roundtable at the international conference “Asia and Africa in Transition,” at UCPH, 28-30 June 2021. Our GT roundtable, titled ‘IARU Roundtable on Global Transformation: Strengthening institutional capacities within African or Asian research and education hubs’, was successfully held on June 28, 2021.</p> <p>The GT group also discussed other activities such as joint convening around research themes that cut across many GT member institutions, such as migration and new mobilities, and the possibility of a joint publication related to our Borderland course. There is interest among members in these proposed activities, though details remain to be worked out.</p>	
Funding to date	<p>USD 13,500 (GSP 2020)</p> <p>USD 10,000 (GSP 2018)</p> <p>USD 4,029 (May 2018)</p> <p>USD 2,000 (GSP 2018)</p> <p>USD 10,000 (May 2017)</p> <p>USD 5,000 (May 2016)</p> <p>USD 6,255 (May 2016)</p> <p>USD 3,300 (May 2015)</p>	<p>GT Summer Field Course</p> <p>GT Summer Field Course</p> <p>4th GT Workshop (Cambridge)</p> <p>GT-GSP course reserve</p> <p>3rd GT Workshop (PKU)</p> <p>“Going Global” Speaker fee</p> <p>2nd GT Workshop (UCT)</p> <p>1st GT Workshop (ETH Zurich)</p>
	<p>Senior Officers’ Meeting, October 2021</p> <p>The group requested USD 13,500 for next year (USD 10,000 for the Borderlands’ Field Course in Chiang Mai University, Thailand, with the remainder going to the group meeting).</p> <p>This request had previously been approved for 2020. The funds were, however, not used due to COVID and they were not carried over to 2021. The request was therefore presented as a new request to the Senior Officers. The Senior Officers approved this request.</p> <p>The Global Transformation Group was hopeful that they would be able to run the course in 2022, though it would remain contingent on the international situation.</p>	

Senior Officers' Meeting, October 2020

Due to the global pandemic, GT group was unable to offer the 2020 summer course in Chiang Mai. The group is exploring the possibility of cancelling GT course in summer 2021 as well, in addition to discussing possible future activities and initiatives. The GT executive team had discussed a few concrete activities such as the Graduate Student workshops.

Senior Officers' Meeting, September 2019

Patricia Heuberger (ETH Zürich), a member of the Global Transformation (GT) Group, reported the groups' activities in 2019. Based on Senior Officers' recommendations in SOM 2018, the GT Group decided to place a summer field course at Chiang Mai University as the center of their activities. At the second year of the summer school, either students or faculty from all the eleven IARU partners and Chiang Mai University engaged in the program. After students were exposed to various lectures for one week, they were provided with opportunities to apply the gained knowledge to field study, 14 research projects with local NGOs and villages.

Patricia Heuberger introduced a GT student-led initiative, which was derived from the GT summer course. This summer two Berkeley students who participated in the 2018 courses developed a student-centered online platform (<https://www.iarustudents.com/>) to promote exchange among IARU students. Moreover, the GT Group is considering extending the summer field courses to Global South areas.

Senior Officers unanimously appreciated the value of the GT Group activities; however, the following concerns were pointed out:

- It is unclear how the requested funding of USD 10,000 will be used in detail.
- The GT summer course is expensive as it needs to support students travel from all around the world. Overall cost should be clarified in order to judge whether the USD 10,000 support is sufficient or not.
- The administrative burden heavily depends on two faculty members from Berkeley and Copenhagen.

Senior Officers expressed understanding for the necessity of holding the summer course every year to keep up the momentum. They, however, came to the conclusion that at this point it is difficult to approve a funding request of USD 30,000 for the next three years.

Takeaways:

Senior Officers requested the GT Group to resubmit their future plan to explain how to manage their group activities sustainably at their earliest convenience. It should contain:

- overall budget of GT Group projects, a detailed breakdown of the requested funds, how the requested funding is located in the whole system,
- and how to streamline the management of the summer field course. The report will be circulated to Senior Officers to

	<p>determine whether IARU funding will be granted to the GT Group's 2020 activities.</p> <p>*Note</p> <p>The follow-up report, the whole picture of GT group's 2020 budget, and a list of participants from member universities was circulated to Senior Officers via email in January, 2020. Senior Officers approved the funding request for 2020 activities, USD 13,500 as follows.</p> <ul style="list-style-type: none"> - USD 5000 for student stipends - USD 5000 to cover local course related - USD 3,500 for GT Planning Meeting at NUS
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Global Transformation Summary 2022

The GT group is currently planning for an in-person meeting at NUS, tentatively scheduled for the second week of July.

We have also been actively recruiting other IARU members. The responses from Yale and Oxford have been positive and we are hopeful that we will have faculty involvement from those two partner institutions in future GT activities. This means that we will have 10 actively engaged IARU members involved in GT, with only Cambridge being not directly involved.

Our discussion at the next meeting at NUS will focus on the following, among other items:

- Borderland Field Course 2023: who will be involved and how?
- Governing structure of GT
- New thematic GT focus on migration and mobilities
- A joint publication drawing from the Borderland course on best practices for international collaboration
- New joint online initiative: 'IARU in Conversation' – a lecture series on different topics related to global development to be conducted six times a year. Each lecture will be led by a GT partner.

Funding Request Form submitted to the Senior Officers' Meeting, 2021

Project Name/Year:

Global Transformation Borderland Course*

* This budget request is the same request that was approved for 2020 in Jan 2020. The 2020 funds were not, however, used due to the pandemic and were not carried over to 2021.

Total Requested Amount & Breakdowns:

Item	Amount
Item 1 – Student Scholarships	USD 5,000
Item 2 – Onsite Coordination and Logistical Arrangements	USD 5,000
Item 3 – GT Planning Meeting at NUS	USD 3,500
Total Requested Amount	USD 13,500

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Other Financial Resources (if applicable):

Please see complete budget below. The overall GT budget does not include in-kind contributions of faculty and institutions that have been important in the past (e.g. course preparation, planning of meetings, onsite faculty preparation, development of graduate teaching opportunities).

Participants List (Please specify the lead by adding “Lead” next to the name):

University	Title/Position	Name
ANU	-	-
ETH Zurich		Patricia Heuberger. Provides outreach and other support for the course. ETHZ has also supported 1-2 faculty to join our course ever since 2018.
NUS		Maitrii Aung-Thwin
PKU		Tianyang Xi
Berkeley	Associate Professor. Chair and Co-convener.	Khatharya Um
Cambridge	-	-
UCT		Frank Matose
Copenhagen	Professor. Vice-Chair.	Bjarke Oxlund
	Dr. Secretary of the Group and Co-convener	Andreas Egelund Christensen
Oxford	-	-
UTokyo		Yuto Kitamura
Yale	-	-

*The list does not need to be complete in case not all participants are confirmed yet.

Details of the Project (background, purpose, expected outcomes, schedule, project's continuity, etc.):

Borderlands Field Research Course

The Borderland Field Research 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 focuses

on the *research process* rather than the mastery of a specific topic or method, with the aim of providing students with the tools to raise and address critical questions in their own research and establish a foundation from which they can apply the knowledge and practices from the course to future projects.

The course combines classroom learning with meaningful interactions and placement with local NGOs on ongoing research projects in and around Chiang Mai in northern Thailand. Through this placement, students will have the opportunity to engage with critical research, issues, and policies related to the themes of the course as well as communities and institutions impacted by, and working on, these issues through research, policy formulation, community program development, and/or advocacy. Drawing upon insights from these different forms of field engagement, they will reflect on the research implications, and develop a succinct research proposal.

The Borderland Field Research Course began in summer 2018 at Chiang Mai University, Thailand. Due to Covid, it could not be offered in 2020 and 2021. The last time it was offered was in 2019, with participation of staff, faculty and students that, combined, included representation from all IARU institutions.

GT has committed to offering the course for five years. Given the cancellation of the course in 2020 and 2021, we envision offering the course for three more years – hopefully starting again in 2022.

Additional Detail for Budget Request

- \$5000 for Student Scholarships

In developing the course, we are fully cognizant of the need to make it as cost effective as is possible for students. In essence, based on 2019 data, we are providing a month-long intensive field experience for 40 students for which they receive 7.5 ECTS credits at the cost of \$980.175 per student. This is, by far, one of the most economical, credit bearing travel study courses offered by IARU institutions.

That being said, the cost borne by students is uneven, with non-EU students paying a much higher fee. Unless, additional institutional support can be secured, the course will continue to reflect a grave imbalance in student participation.

Should the funding situation for the course become more robust in the future, we would consider increasing the allocation for student support, in terms of either the number or the size of the scholarships, or both. The provision of student support is important to ensure student diversity within and across IARU institutions.

- \$5000 for Borderlands Course onsite coordination and logistical arrangements.

Expenses at Chiang Mai include:

- room and facility rental
- translators
- transportation of students to field sites and to local NGOs
- field excursions
- welcome reception
- farewell dinner
- student public forum
- \$3,500 for GT Planning Meeting at NUS

GT Group Meeting

The GT group at its 2019 meeting mapped out a set of activities for the short, medium, and long term to build on the Borderlands Course.

- 1) The creation of educational opportunities for graduate students through the development of
 - a) a teaching assistantship program to be incorporated into the Borderland course (see attached proposal from SOM2019)
 - b) a series of graduate student workshops (see attached proposal from SOM2019)

- 2) The establishment of a longer term (summer or semester long) Global Transformation Internship Program that builds on the relationships with Thailand-based NGOs that we have developed through the field course.

Should it be possible to proceed with the Borderlands Course in 2023, these activities would be discussed at an in-person GT meeting in 2022. All the proposed activities build on the experiences of the Borderland Field Research Course, are interrelated, and aligned with the educational mission of Global Transformation. Combined, they constitute a reinforcing and synergistic educational initiative that will deepen collaboration within and beyond the Alliance, and expand opportunities for our students, both graduate and undergraduate. Members of the GT working group have affirmed their commitment to this Activity Plan, as underscored by their willingness to take the lead on respective initiatives

Full Borderlands Course Budget

Given our commitment to stay in Chiang Mai for a total of 5 years, it is likely that even with the anticipated change in course co-conveners, the budget items will remain essentially the same.

Income

Item	USD	Details	Comments
Student fees	28,700	20 x 675 + 7 x 1,790 + 3 x 895	Estimated 30 paying students with different tuition fee - not included 4 CMU students with waived fee
UCPH Grant	IARU 9,700	7,460 + 2,240	For covering general course expenditures + preparation trip
IARU	13,500	10,000 + 3,500	Covering: 5,000 for course related expenses in Chiang Mai + 5,000 for student stipends + 3,500 for GT planning meeting at NUS
Total income	51,900		

Costs

Institution	Item	USD	Comments
Chiang Mai	Operational costs:	18,500	Including: speakers, student transport to NGOs, field trips, public forum, welcome reception, farewell dinner etc.
UCB	Operational costs	10,800	Including: Faculty travel, faculty teaching, accommodation in Chiang Mai
UCPH	Operational costs	10,800	Including: Faculty travel, faculty teaching, accommodation in Chiang Mai
	Preparation trip: January 2022	2,800	
	Contingencies	500	E.g. extra rooms for sickness, representation etc.
	Total	14,100	
IARU	5 x 1,000 USD	5,000	Eligible for full paying IARU students
	GT Planning Meeting	3,500	GT Planning Meeting at NUS
Total costs		51,900	

9.2.9 HR Consultation Group

Lead	<i>National University of Singapore</i>
Reporting	<i>Kevin Chua</i>
Executive summary	<p>The HR Consultation Group held 3 virtual meetings in 2021. The constituent universities decided to rotate and take turns to host these meetings.</p> <p>The three meetings have since been held.</p> <ol style="list-style-type: none"> 22 February 2021 – hosted by the National University of Singapore on the theme of “COVID-19 and its impact on the University, and the HR response” 17 June 2021 – hosted by the University of Copenhagen on the theme of “Promotion and Tenure of Academic Staff” 20 October 2021 – hosted by the Australian National University on the theme of “Workforce Planning and Leadership Development”.
Funding to date	--
Outcomes of previous Senior Officers’ Meetings	<p>Senior Officers’ Meeting, October 2021</p> <p>The HR Consultation Group did not make a budget request.</p> <p>Senior Officers’ Meeting, October 2020</p> <p>HR Consultation Group had three meetings last year. New Chief People Officer at NUS has arrived and took over the role of lead for the group this October. The group will hold a virtual meeting before February 2021, aiming to reactivate the group activities. Li Ling Koh stated that she would like to update the contact list of the initiative and hopes each institution will inform NUS about HR personnel who are interested in joining the initiative.</p> <p><u>Takeaways</u></p> <p>NUS will share the agenda with IARU member universities so that each university can recommend suitable HR personnel to the group.</p> <p>Senior Officers’ Meeting, September 2019</p> <p>Andrew Wee (NUS) updated attendees about the HR Consultation Group which was proposed in PM 2019. The first online meeting in April established the group’s fundamental framework. As the group handles confidential data, member universities must submit the “Data Sharing Agreement”, which seven out of eleven partners have already signed. The group started a first survey for benchmarking studies, which five institutions completed as of SOM 2019. Items for the survey include general information such as student-faculty ratio and country-dependent information such as average monthly payroll.</p> <p>The first real meeting will be jointly held with the L3 Workshop held on 8-9 November 2019 at NUS. There was no funding request from the group.</p>

Presidents' Meeting, January 2019

Andrew Wee (NUS) presented a proposal focusing on HR consultation. This proposal is motivated by VP in HR at NUS, aiming to prepare a platform for HR VPs or directors to share practices that are unique to each country and university. This platform will be initially virtual and does not need any budget to run. Interested members will send the names and contact information to the Secretariat.

HR Consulting Group

Due to the on-going COVID-19 situation in the world and travel restrictions, the IARU HR Consultation Group does not plan to have any physical meetings in 2021 or in 2022.

The HR Consultation Group convened in February 2021 after a one-year hiatus. In our February 2021 meeting the Group members agreed to hold three virtual meetings per year with each participating university taking it in turn to host the meetings.

The main objective of these virtual meetings is for universities to share HR practices with each other. These would be thematic and dependent on the prevailing interest of the members at the time.

Three meetings have been held in 2021, and the details are as follows:

Date	Host	Topic of Sharing
22 February 2021	National University of Singapore	COVID-19 and its impact on the university, and the HR response.
17 June 2021	University of Copenhagen	Promotion and Tenure of Academic Staff.
20 October 2021	Australian National University	Workforce Planning and Leadership Development.

As these virtual meetings are cost-free, the HR Consultation Group does not have any plans to use the approved funding and proposes that these are postponed to be used in 2022.

For 2022, the IARU HR Consultation Group is likely to continue our 3-times a year virtual meeting to share HR practices. We may consider having a physical meeting in 2023.

9.2.10 Librarians' Contact Group

Lead	<i>Australian National University</i>
Reporting	<i>Roxanne Missingham</i>
Executive summary	<p>2022 continues to provide challenges for IARU member libraries. The pandemic is still affecting a number of universities. Curriculum reform and digital education remain areas of significant development. The IARU Librarians' Contact Group is beginning to plan a meeting to revitalize the network and share ideas and research to develop services for digital education and online research.</p> <p>Particular areas of work for the group:</p> <ul style="list-style-type: none"> • Continuing to provide support to University of Cape Town Library after the fire that tragically destroyed a significant part of the library collection. Members have offered support in many ways; • Launching the "IARU Libraries passport" designed to make the journey to libraries and their collections more transparent and valuable for physical and virtual visitors from other IARU institutions, see https://library-admin.anu.edu.au/iaru-passport/; • Reactivating the Libraries Exchange program; • General communication through digital means; • Planning a meeting in 2023.
Funding to date	<p>USD 10,000 <i>Staff Exchange Program (2021)</i></p> <p>---</p> <p>USD 10,000 <i>Staff Exchange Program (2020)</i></p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2022</p> <p>The Senior Officers approved the request to carry over funding for the Staff Exchange Program from 2021 into 2022.</p> <p>Senior Officers' Meeting, October 2021</p> <p>Some of the group's activities this year include the annual update on benchmarking data, providing support to the University of Cape Town Library after the tragic fire; guide to services available from all members' libraries during the period when universities could only offer limited physical access to campuses during the response to COVID-19 (see the IARU website); work on the "IARU Libraries passport"; An article "Sustainable Development Goals: Insights from Research Libraries" was published in the International Journal of Librarianship reporting of activities of IARU libraries implementing the UNSDGs (attached to report); and communications/networking through online means.</p> <p>Senior Officers' Meeting, October 2020</p> <p>Some of the group's activities this year include the annual update on benchmarking data, the creation of a webpage that contains the information about services available from IARU libraries during COVID-19, and update on "IARU Passport" that will help students and</p>

academics of IARU members access the collections and services of IARU libraries. Their pilot program of staff exchange was cancelled due to the travel restriction. There was no funding request.

Senior Officers' Meeting, September 2019

Nina Tomlin (Oxford) introduced new initiatives of the Librarians' Contact Group. In its annual meeting in July 2019 the possibility of reciprocal services have been discussed, and the group agreed that a new webpage on the IARU official website that collects user guidance information of member libraries would be useful for IARU researchers and students.

Another trial taking place is a staff exchange program. Its aim is for IARU future librarian leaders to form a global network, develop their capabilities in the digital age, and share best practices and experience. The group did not initially know that they could make a funding request, and this was their first time to do it. Senior Officers agreed to fund USD 10,000, which will be used to support participants' travel and accommodation costs.

Karen Kennedy (Cambridge) mentioned internal coordination across museums at Cambridge and shared an idea of IARU museum staff's learning from each other. Senior Officers' responses were diverse, and there remained room for discussion on future collaboration.

Takeaways:

Senior Officers will ask librarian or museum staff about their interests in adding a new focus in the Librarians' Contact Group or establishing a new initiative on museum matters. This topic will be discussed again at the next SOM.

Librarians' Contact Group

2021 was a year of dramatic change for IARU libraries. 2022 continues to be challenging. The COVID-19 shift to digital services has led to the development of more digital content and services.

Cape Town Support

The tragic fire at the University of Cape Town destroyed a significant archive collection and part of the library collection. Members continue to offer support in practical ways: support for the digitization of relevant collection material was made available to UCT to replace lost material, and information on insurance claiming for a similar disaster and personal support were provided.

Support for IARU scholars and students during COVID-19

The IARU Librarians' Contact Group has continued to provide access to collection material for other IARU libraries to support education and research. This has been particularly important at a time when some libraries have not been accessible due to campus access restrictions.

Benchmarking

The benchmarking report for 2020 commenced.

IARU Libraries Passport

The "IARU Libraries passport" designed to make the journey to libraries and their collections more transparent and valuable for physical and virtual visitors from other IARU institutions, see <https://library-admin.anu.edu.au/iaru-passport/>.

Reactivating the Libraries Exchange program

This initiative was paused during the pandemic as travel was not possible. It is being reactivated with hope for exchanges to occur in 2022/23.

Communication and Sharing Information

Individual IARU library leaders have kept in touch with each other through the year through digital means. It has not been possible to meet face to face because of the effect of COVID-19 on travel.

Summary and Future Activities

In terms of overall activities, scholars and students at IARU libraries are better informed about the support and services available from all members' libraries. The sharing of experiences and learnings during the pandemic has informed IARU libraries' strategies to support the work of their universities. The group is reviewing the appropriate approach to meeting and hopes to meet face to face in 2023.

Funding Request Form (Carryover Request) submitted to the Senior Officers' Meeting, 2021

Project Name/Year:

Staff exchange program 2022

Total Requested Amount & Breakdowns:

Item	Amount
Pilot Staff Exchange Program 2022 each participant will receive up to USD2,500 to cover costs of travel to the institution and other essential costs	USD 10,000
Total Requested Amount	USD 10,000

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Other Financial Resources (if applicable):

Participants List (Please specify the lead by adding "Lead" next to the name):

To be determined

University	Title/Position	Name
ANU	University Librarian (Chief Scholarly Information Officer)	Roxanne Missingham (Lead)
ETH Zurich	Director of the ETH Library	Rafael Ball
NUS	University Librarian	Lee Chang Ean
PKU	University Librarian	Jianlong Chen
Berkeley	University Librarian/Chief Digital Officer	Jeffrey Mackie-Mason
Cambridge	Director of Library Services/University Librarian	Jessica Gardner
UCT	Executive Director of Libraries	Ujala Satgoor
Copenhagen	University Librarian	Kira Stine Hansen
Oxford	Bodley's Librarian	Richard Ovenden
	Executive Assistant to the Vice-Chancellor	Rosemary Rey
UTokyo	Professor, Graduate School of Humanities and Sociology	Sumihiko Kumano
Yale	University Librarian/ Deputy Provost for Collections and Scholarly Communication	Barbara Rockenbach

*The list does not need to be complete in case not all participants are confirmed yet.

Details of the Project (background, purpose, expected outcomes, schedule, project's continuity, etc.):

Aim: to develop a lightweight staff development, exchange and mentoring network allowing bilateral and multilateral exchanges between the member libraries and to share learnings from these visits.

The Purpose of IARU and Libraries Contact group

The members of IARU have a shared global vision and values and are committed to educating future world leaders with an emphasis on academic diversity and international collaboration.

IARU's vision is to:

- Address the major challenges of our time
- Add value by providing opportunities to students and staff that would not arise otherwise
- Promote institutional joint working

The Libraries Contact Group is one of many collaborations between IARU Universities. The group meets to discuss the major issues facing libraries today. Shared topics of interest include library and resource discovery systems, services to readers and researchers, altmetrics and user studies, e-books and MOOCs.

At present there is no specific programme for staff exchange in place.

Purpose and Benefits of the IARU Libraries Exchange Scheme

The IARU Exchange Scheme is an opportunity for staff to:

- Pick up new ideas and innovations and gain a wider perspective by finding out what others are doing in specific areas or new developments
- Gain an understanding of how other libraries are run and learn from others
- Share ideas, knowledge and learning with colleagues during the exchange
- Share ideas about good or best practice
- Develop contacts and networks with international colleagues
- Report back to colleagues at the home institution and to others within IARU
- Deepen their knowledge of other IARU University libraries and the cultural context in which they operate

Who

Staff who want to take part in the scheme are likely to be:

- A specialist in a specific area, e.g. scholarly communications and therefore the most 'relevant' person to attend, and/or
- At 'middle management' level or someone who possibly has responsibility for leading a team or service, but doesn't necessarily need to be a manager

They will:

- Have enough expertise to enable them to get the most out of the visit and also pass on knowledge and learning
- Have a commitment to the library or other relevant profession and either have the appropriate qualifications or are working towards them.
- Have a role where they do not normally undertake international travel

Length of Time

We would recommend a visit to be between a minimum of 1 or 2 days and up to a maximum of 2 weeks depending on the location and topics to be covered. Distance and the objectives for the exchange will have a bearing on the number of days the staff member is away. For example, a visit to somewhere close by to find out about a specific topic may take 2-3 days whereas a visit further afield that involves

talking to a range of people and doing some research for a project or possibly involve some hands-on experience could take much longer.

Busy times of year should be avoided, such as the start of the academic year, examination time etc. and flexibility will be allowed for individual institutions to enable differences in time tables etc.

Exchange Scheme Timetable

TBA

Topics

A number of topics could be the subject of an exchange visit. They may include: the impact of technologies and digital trends; subject specific topics, e.g. digital humanities; scholarly communications; open access; systems; education/support; projects; strategic plans; library space; special collections and archives; public engagement; Research Data Management; cooperative collection development; understanding other collections; user experience; assessment; readers or reader services.

We would also like all participating university libraries to write a host profile which includes:

- A short description of their library
- A description of their current strategic focus
- A description of the library's strengths or areas they are a leader in
- A description of the areas they would be happy to cover if they hosted a visit from another IARU University.
- What kind of exchanges they can accommodate (length, accommodation, etc.)

This will enable applicants to make a judgement about where they can visit in order to fulfil their objectives.

Funding

The visiting institution covers the costs of accommodation, travel and subsistence whilst the person is on the exchange. The person will be doing the exchange in work time and paid during for their normal working time whilst there. Any extracurricular activities will be paid for by the staff member from their own funds.

Funds will be available of up to USD2,500 per participant to cover costs of travel to the institution and other essential costs to commence the exchange program.

How will the pilot work?

In the pilot we will organise 4 exchanges within IARU. Participating organisations will be asked to provide a profile (mentioned above) that will be shared on the IARU website.

Staff will be asked to apply for a visit to a university and will need to outline:

- The focus of the visit and objectives
- How it will benefit them
- How it will benefit the workplace
- How it will benefit the hosting organisation
- Their preference of hosting institution and why
- What they intend to bring back from the visit

- How they plan to report back and disseminate their findings/knowledge

The applications will then be sent on to the hosting organisation for them to make a decision about the best match for the exchange.

If staff are successful they will be encouraged to develop a virtual connection with the hosting organisation to develop a relationship, talk about objectives and develop a time table and make arrangements for the visit.

Guidelines

General

- Prior to the visit staff must connect virtually to meet and also talk through objectives and plan the visit.
- The exchange scheme will operate in English as the shared language of participants unless staff involved have a good working knowledge of the hosting country's language.
- The exchange will work on the basis of 1 person visiting another library rather than a group of people doing the visit.
- The learning will be reciprocal between the visiting staff member and host organisation.
- Staff involved in the exchange need to be established in post for at least a year in order that they have enough knowledge and expertise to pass on.
- Staff wishing to post on social media during their visit must check with the hosting organisation and follow the usual social media rules
- Template questions to guide people when they are on an exchange will be created
- A template time table to help hosting organisations manage the visit will be created
- A template report will be created to enable staff involved in the exchange to write up their experiences and findings.
- Any issues during the visit should ideally be sorted out between visitor and host organisation
- Bodleian Libraries, University of Oxford will evaluate the pilot to gain feedback and enable us to make improvements to the scheme
- After the visit staff may wish to stay in touch virtually with their contacts at the hosting organisation
- After the exchange staff may wish to contact others who have been on exchange. This could be done via a Skype conference call or via a mailing list. This can be for all people involved in the exchange or for topic specific groups, for e.g. those working in scholarly communications
- Feedback for improvements to the scheme should be sent to staff-dev@bodleian.ox.ac.uk

Hosting

- The hosting institution will help the visiting staff member to organise accommodation and other necessities such as travel from the airport for the exchange visit.
- The hosting institution will, if possible, provide a visitors account for the visiting staff member so they have use of a PC or a space where they can use their laptop or device during the exchange
- The host organisation will manage the visiting persons timetable and be responsible for their well-being whilst on exchange
- We recommend the hosting organisation organise for the visiting staff member to deliver a talk to staff during their visit
- If applicable the hosting organisation can arrange visits to other institutions which will

be of interest to the visiting staff member, for e.g. staff who come to Oxford on exchange may like to include a visit to Cambridge or another academic library, such as Oxford Brookes or Reading.

- The host organisation will share knowledge and information openly and honestly with the visiting staff member
- The hosting organisation will deliver a presentation to colleagues in the workplace about the visit and their learning from the exchange
- Hosts reports should be shared with the visiting organisation, colleagues at home and the other IARU libraries. Shared reports must be agreed between the visiting staff member and hosting organisation to ensure everyone is happy with the information being shared.
- The hosting organisation will have a point of contact that the visiting staff member can go to if anything goes wrong or if unforeseen circumstances mean the visit needs to be cut short, e.g. illness, bereavement in family etc. This hosting organisation will work with the point of contact at the visiting organisation to ensure the welfare of the visiting staff member.

Visiting

- Staff would be expected to undertake an exchange visit in work time.
- Staff should avoid arranging a visit during busy times of the year such as the start and end of term or at times when they need to be in the office, e.g. the start of the academic year
- Staff should take time to prepare in advance to ensure they develop clear objectives for a visit, are able to be released from work and can take advantage of cheaper travel costs.
- Managers of staff who are attending an exchange visit should give staff time in advance of the visit for planning and also afterwards for writing up their report.
- Managers of staff who are attending an exchange visit are also expected to support their staff member and ensure their welfare during the visit.
- The visiting organisation will have a point of contact that the hosting organisation or visiting staff member can go to if anything goes wrong or if unforeseen circumstances mean the visit needs to be cut short, e.g. illness, bereavement in family etc. They will work with the hosting organisation to ensure the welfare of the visiting staff member.
- The visiting institution will cover the arrangements and costs of travel, accommodation and meals during the exchange. Any extracurricular activities will need to be covered by the visiting staff member.
- You may be asked to deliver a presentation to the hosting organisation about your work
- Any personal holiday that a staff member might want to add on to an exchange visit must be funded by the individual concerned.
- The visiting person will write up a report of their visit to include their learning and any actions that they intend to carry out on return to their workplace.
- The visiting person will deliver a presentation to colleagues in the workplace about their visit and learning from the exchange
- Reports should be shared with the hosting organisation, colleagues at home and the other IARU libraries. Shared reports must be agreed between the visiting staff member and hosting organisation to ensure everyone is happy with the information being shared.

Environmental Impact

In order to reduce the environmental impact of the scheme and also keep in line with the IARU Green Libraries project, we need to consider the following:

- Offsetting flights – companies such as Climate Care can be used to offset carbon

emissions

- Using virtual where possible prior to the exchange and afterwards to stay in contact.
- Potentially tying in journeys to a conference with an exchange opportunity
- Make sharing good environmental practice part of the agenda
- Being transparent about the number of flights made

9.2.11 Lifelong Learning

Lead	<i>National University of Singapore</i>
Reporting	<i>Associate Professor Woei Wan Tan</i>
Executive summary	<p>The Lifelong Learning Working Group was formed at the L3 Workshop in November 2019. The consensus is to collaborate virtually, and where possible, meet on the sidelines of educational conferences.</p> <p>Due to COVID-19 travel restrictions, two virtual meetings were held using Zoom. In November 2020, the group shared best teaching continuity practices to cope with COVID-19 challenges. All institutions successfully switched to online delivery of continuous education classes, and with time, most instructors were able to teach using virtual conferencing platforms. The topic of micro-credentials was discussed on 22 April 2021. The group agreed to continue with the current collaboration format for another year.</p>
Funding to date	<p><i>No current funding allocation</i></p> <p>-- USD 10,000 Inaugural meeting at NUS (November 2019)</p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2021</p> <p>The Lifelong Learning group did not make any budget requests.</p> <p>Senior Officers' Meeting, October 2020</p> <p>The group planned to hold an online meeting to share experiences this October, but it was postponed. Li Ling Koh (NUS) gave an update and stated that the meeting will be held in November instead. There was no funding request as all of their activities are done virtually.</p> <p><u>Takeaways</u> The Secretariat will follow up on the group's activities and ask for their ideas on what they would do when they cannot meet for a short period of time, or a prolonged time.</p> <p>Senior Officers' Meeting, September 2019</p> <p>The Lifelong Learning initiative was first discussed in SOM 2018 and developed at PM 2019, and Andrew Wee (NUS) updated the information on the related meeting (L3 Workshop) held on 8-9 November 2019 at NUS. The workshop consists of open sessions on general topics for a wider audience and closed sessions on specific topics for IARU participants only. NUS recruited some panelists from partner institutions, but were still calling for additional speakers from IARU.</p> <p>Funding for the workshop (USD 10,000) was already approved in SOM 2018. Interested members would need to make a registration as soon as possible.</p> <p>Presidents' Meeting, January 2019</p>

Andrew Wee (NUS) introduced their Lifelong Learners Program (NUS L3) and proposed a two-day L3 meeting. USD 10,000 for NUS to host the meeting was already approved at the 2018 Senior Officers' Meeting.

NUS L3 is a list of skill-based, industry-relevant courses in 10 key disciplines that aim to reskill NUS alumni. Graduates who completed their degree at NSU and those whose enrolment is within 20 years from the point of first admission are eligible for the program. Because the Singapore government worries that the skills of university graduates easily become out-of-date in the rapidly changing society today, generous funding supports are offered to Singapore citizens attending NUS L3 for them to stay competent in the digital age. One key to the success is a close relationship with big companies like Microsoft and IBM, which gives the course a high credibility.

The goal of the L3 meeting is: 1) to introduce the new approach to continuous learning or lifelong education; 2) to discuss how the future of work might evolve and the role of universities; 3) and to explore the possibility of launching a new joint certificate course among IARU members. The core wide topics that NUS L3 covers could lead this proposal to a new student program. There was also an option to hold the meeting collaboratively with the Institute for the Future (IFTF), a US-based non-profit think tank that was established in 1968. NUS will seriously consider the option and check if the logistics work out.

All presidents especially PKU, UTokyo, UCPH, and UCT, showed their interests in the proposed program, but found it still premature to make some decisions to go forward. NUS will proceed with the project cautiously and table a more refined proposal at the 2019 Senior Officers' Meeting.

Lifelong Learning Summary

In April, representatives from ANU, ETH Zurich and NUS shared how micro-credentials are structured in the respective institutions. Brief meeting notes follow:

ANU	<ul style="list-style-type: none"> • Focusing on graduate programmes. 6 micro credentials stack to 1 course and 4 courses stack to a certificate. • Due to COVID-19 pandemic, Australian government has offered discounts for displaced workers to upskill and re-skill via a full-time programme. Consequently, interest in micro credentials has been diluted.
ETH Zurich	<ul style="list-style-type: none"> • A certificate is worth a minimum of 10 European Credit Transfer and Accumulation System (ETCS) points. • Any learners may enrol for a module (no entry requirement), but ETCS will not be awarded. If learners wish to earn credits, they must switch to a certificate programme within the stipulated time.
NUS	<ul style="list-style-type: none"> • Non-credit bearing short courses can stack towards a Professional Certificate. • An Executive Certificate is equivalent to a credit-bearing semester long module. • Executive Certificates may be stacked towards a Specialist or a Graduate Certificate.

9.2.12 Novo Nordisk International Talent Program

Lead	<i>UCPH</i>
Reporting	<i>Sara Dinesen</i>
Executive summary	<p>The Novo Nordisk International Talent Program supports student mobility between University of Copenhagen and partners in the International Alliance of Research Universities.</p> <p>On April 1st, 2022 an application round for Novo Nordisk International Talent Program closed. 38 applications have been submitted for a scholarship. The applications are currently being evaluated.</p> <p>It has previously been announced that the round of applications closing on April 1, 2022 would be the last. We are happy to announce, that this is not the case. An application round for Novo Nordisk International Talent Program will take place in October 2022 and will close on October 25, 2022.</p>
Funding to date	<i>n/a</i>
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2020</p> <p>Søren Nedergaard (UCPH) reported that due to COVID-19 pandemic, the program experienced drop in application for summer and fall. While the initial message from Novo Nordisk mentioned in the Tome remained positive, Novo Nordisk informed UCPH that the final decision on the continuation of the program is put on hold, and they are considering a different format. UCPH will update partner institutions on Novo Nordisk's final decision.</p> <p>Senior Officers' Meeting, September 2019</p> <p>Søren Nedergaard (UCPH) reported that 54 students would be awarded scholarship this year. Novo Nordisk were very satisfied with the program; however, the spring semester 2020 would be the final term of the program. UCPH is now exploring an opportunity to continue the program and inform partner institutions of the results later.</p> <p>Senior Officers' Meeting, September 2018</p> <p>Tina Bergløv Kjær (UCPH) reported that the Novo Nordisk International Talent Program was established in 2015 and has funded 219 students. Each year, Novo Nordisk donates approximately USD 400,000 to support either student travel to UCPH or UCPH students going to NNITP partner schools to conduct studies in science. This program includes all eleven IARU partners, as well as Harvard University and the newly added University of Sydney. Participating students are given scholarships totaling approximately USD 6,000.</p>

Novo Nordisk International Talent Program

The Novo Nordisk International Talent Programme (NNITP) supports student mobility between University of Copenhagen and partners in the International Alliance of Research universities (IARU). The programme was established in 2015 by University of Copenhagen (UCPH) and the Danish company Novo Nordisk. The programme offers scholarships for up to 335.000 Euro annually.

In 2020 the programme partners agreed to extend NNITP to the end of 2022. The programme will not be extended beyond 2022. As a consequence, the round of applications closing on 25 October 2022 will be the last.

NNITP supports student mobility between UCPH and the IARU partners within the area of Science and Health Sciences. The programme gives priority to projects pertaining to metabolism, insulin, haemoglobin, obesity, big data and digitalisation.

NNITP supports short term mobility, semester mobility and recently online courses have been added to the list of activities for which students can receive support.

Due to the COVID-19 pandemic the programme has experienced a drop in the applications and scholarships awarded. In the academic year 2020–2021 6 students were awarded a NNITP scholarship.

Please visit <https://studies.ku.dk/visiting/scholarships/> for further information.

9.2.13 Real Estate Working Group

Lead	<i>University of Cape Town</i>														
Reporting	<i>Mughtar Parker</i>														
Executive summary	<p>The Real Estate Working Group constituted a steering committee (Steerco) of members for ease of planning and logistics to assist in creating a path for the next 2 years.</p> <p>The Steerco of the Real Estate Working Group held quarterly meetings in the year ending 2021 plus a workshop in collaboration with the Sustainability Group on 'The Future of Work'.</p> <p>The SteerCo consists of the following members:</p> <table data-bbox="542 705 1244 1108"> <tr> <td>Mughtar Parker</td> <td>UCT (Chair)</td> </tr> <tr> <td>Nigel Haupt</td> <td>UCT</td> </tr> <tr> <td>Jehan Begg</td> <td>UCT Servicing Officer</td> </tr> <tr> <td>Jeremy Matthew</td> <td>ANU</td> </tr> <tr> <td>Paul Milliner</td> <td>Cambridge</td> </tr> <tr> <td>Reto Grimm</td> <td>ETHZ</td> </tr> <tr> <td>Roy Tan</td> <td>NUS</td> </tr> </table> <p>The committee has compiled and approved a working Terms of Reference to guide us on our purpose, strategic objectives and commitments (attached as appendix). A virtual meeting for the full group has been scheduled for 12 May – there have been time zone challenges but the entire committee has committed to attend at this stage. Due to lingering concerns about the pandemic, an in-person meeting will only be considered for Q3/Q4 2022.</p>	Mughtar Parker	UCT (Chair)	Nigel Haupt	UCT	Jehan Begg	UCT Servicing Officer	Jeremy Matthew	ANU	Paul Milliner	Cambridge	Reto Grimm	ETHZ	Roy Tan	NUS
Mughtar Parker	UCT (Chair)														
Nigel Haupt	UCT														
Jehan Begg	UCT Servicing Officer														
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Paul Milliner	Cambridge														
Reto Grimm	ETHZ														
Roy Tan	NUS														
Funding to Date	<table data-bbox="542 1400 1404 1713"> <tr> <td><i>17,000 USD</i></td> <td><i>Real Estate Working Group Meeting, Website, Annual Report (2021)</i></td> </tr> <tr> <td>---</td> <td></td> </tr> <tr> <td>10,000 USD</td> <td>Real Estate Working Group Meeting (2020)</td> </tr> <tr> <td>6,936 USD</td> <td>Real Estate Working Group Meeting (Sep 2019) *Jointly held with Sustainable Campus Initiative Meeting</td> </tr> <tr> <td>12,000 USD</td> <td>Benchmarking Initiative (2018)</td> </tr> <tr> <td>5,340.18 USD</td> <td>Real Estate Working Group Meeting (Sep 2018)</td> </tr> <tr> <td>5,516.20 USD</td> <td>Real Estate Working Group Meeting (Sep 2017)</td> </tr> </table>	<i>17,000 USD</i>	<i>Real Estate Working Group Meeting, Website, Annual Report (2021)</i>	---		10,000 USD	Real Estate Working Group Meeting (2020)	6,936 USD	Real Estate Working Group Meeting (Sep 2019) *Jointly held with Sustainable Campus Initiative Meeting	12,000 USD	Benchmarking Initiative (2018)	5,340.18 USD	Real Estate Working Group Meeting (Sep 2018)	5,516.20 USD	Real Estate Working Group Meeting (Sep 2017)
<i>17,000 USD</i>	<i>Real Estate Working Group Meeting, Website, Annual Report (2021)</i>														

10,000 USD	Real Estate Working Group Meeting (2020)														
6,936 USD	Real Estate Working Group Meeting (Sep 2019) *Jointly held with Sustainable Campus Initiative Meeting														
12,000 USD	Benchmarking Initiative (2018)														
5,340.18 USD	Real Estate Working Group Meeting (Sep 2018)														
5,516.20 USD	Real Estate Working Group Meeting (Sep 2017)														
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2021</p> <p>The Senior Officers approved the request to carry over the funding for the Real Estate Working Group meeting in 2021 to 2022 (USD 17,000).</p> <p>The Senior Officers also approved the funding request for a joint project on 'The Future of Work' between the Sustainable Campus Initiative and the Real Estate Working Group (USD 15,000).</p> <p>Senior Officers' Meeting, October 2020</p>														

COVID-19 turbulence prevented the group from tackling their original projects planned last year and from holding their annual face-to-face meeting in Cape Town. Instead they held two virtual meetings separately on a regional basis. The group shared information on impacts arising from the pandemic and recovery planning, and updated their future work program until 2022. Lead of the group will be transferred from Cambridge to Cape Town. Senior Officers approved the carryover request of USD 10,000.

Senior Officers' Meeting, September 2019

Karen Kennedy (Cambridge) presented REWG's report on the meeting on 4-5th September at Yale that was held simultaneously with CSI. Joint sessions dealt with diverse topics including space efficiency & productivity benchmarking, where both groups recognized significant added value in the cross-fertilization of ideas and in undertaking joint works. The annual meeting in 2020 will be held together with SCI again. There was also steady progress in other topics. The space norms project, the topic REWG works on independently, for example, collected information on policies and standards at IARU universities and commentary on practicing implementation. Identifying consistent themes will lead to a good practice guide and toolkit that will benefit the IARU partners.

Senior Officers approved the USD 10,000 funding request for the next annual meeting.

Presidents' Meeting, January 2019

On behalf of Dr. Dominik Brem (ETH Zürich), Rexilly Uy (IARU Secretariat) reported chief points of Dr. Brem's presentation including that:

- the group had a workshop in Oxford in autumn 2018 where they defined five fields of activities for 2019;
- and Paul Milliner (Cambridge) will lead the group from 2019.

Participants were encouraged to read through presentation slides for details and directly contact Dr. Brem if they have any questions.

Real Estate Working Group Summary 2022 Working Group

The Real Estate Working Group has agreed on:

- Terms of Reference (attached as appendix) and;
- Virtual re-alignment workshop with full Real Estate Working Group scheduled for **12 May 2022**.

The proposed agenda is as follows:

1. Short introduction - All
 2. Post-Covid statement - lessons learnt, common themes and innovation (30 mins) - All
 3. Recap/update on work streams and how Covid has impacted/changed/fast-tracked these work streams - All
- Space Use and Efficiency – 20 mins
 - Space Benchmarking (Cambridge)
 - Space Norms Project (Oxford/NUS)
 - Agile working
 - Future Learning Environment/MOOC – 20 mins
 - Digital Learning (UCB)
 - Student Experience (NUS)
 - Utilisation Technology (UCT/Oxford)
 - Resource Planning – 20 mins
 - Long term/range capital plan (UCB)
 - Life Cycle Costing 2021 (ETH/COP)
 - Energy Infrastructure Planning 2022 (ETH/NUS/UCB?)
 - Functional suitability 2021 (Cambridge)

Summary of 2021 Meetings

Group Meeting (Thursday, 17 June 2021)

This was the inaugural meeting of the Real Estate Working Group focused on introductions, setting of a term of reference for meetings as well as objectives for the period.

Conference

The conference will be planned in collaboration with the Sustainability Group however, this has been placed on hold due to the uncertainty around the Covid-19 pandemic and travel regulations. The committee agreed that an in-person conference would be preferred but will defer the decision to the new year based on how the situation unfolds for everyone concerned. Exploring a hybrid conference option was discussed as well.

Objectives for period

Work Stream 1 – Future Learning environment: best practice/design guidelines

Work Stream 2 – Space Use and Efficiency: benchmarks/space norms

Work Stream 3 – Resource Planning: resource toolkit

General discussion

The group shared information on impacts arising from the pandemic and recovery planning and updated their future work program until 2022. Focus was on rightsizing of the Real Estate portfolios and hybrids models for future ways of working.

Action Items

Website to updated with progress – Jehan

Workshop on the Future of Work: Real Estate Impact (Wednesday, 21 July 2021)

This was a collaboration between the Sustainability and Real Estate Working Groups to discuss the “the future of work” and explore the role of space, property and the way universities will use their space for staff and student activity. There is possibly a temporary or interim approach during Covid-19 lockdowns and a long-term approach, but this will certainly differ for various universities. The aim of the project is not to come up with solutions together, but to share thoughts, plans, actions, experiences, and findings with one another on this theme that may be beneficial to others in the group.

Dion Chang, Trend Analyst, was the guest speaker presenting on ‘why innovation matters’
Link to presentation available on request.

Group Meeting (Thursday, 26 August 2021)

This would have been the second meeting of the SteerCo but it was cancelled due to unforeseen circumstances. A Chair’s Circular will be shared in lieu of the meeting.

Funding Request Form (Carryover Request) submitted to the Senior Officers' Meeting, 2021

IARU Real Estate Working Group Jan 2021 – December 2023:

1. Annual Conference/Meeting in Cape Town, South Africa (Sept/Oct 2021)

2. Technology advancements – towards continuity, transparency and accessibility of information

Due to the onset of the current C-19 pandemic, there is a need to find a 'new normal' amidst the uncertainty ahead. Therefore, it is imperative that we explore ways to best use technology to keep the WG relevant and focused on closing out projects. We are aware of the Polybox and will research its capabilities in more depth over the next few weeks however would like to establish a dedicated space for IARU activities including a forum for online collaboration.

3. Annual Report. Publications and Toolkit Development

Consolidated reporting for documenting and sharing progress and achievements of the group over the year (i.e. online newsletter/mailer)

Total Requested Amount & Breakdowns (2021) for carryover to 2022

Item	Amount
1. Annual Meeting - Cape Town South Africa Includes: <ul style="list-style-type: none"> • Conferencing, • Meals, • Hosting activities 	USD 10,000
2. Technology: REWG Website Development and Updates	USD 5,000
3. Annual Report. Publications and Toolkit Development Miscellaneous	USD 2,000
Total Requested Amount	USD 17,000

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Other Financial Resources (if applicable):

UCT facilities and resources to be used for cost saving where possible

Participants List (Please specify the lead by adding "Lead" next to the name):

University	Title/Position	Name
1. ANU	Associate Director: Projects, Facilities & Services	Jeremy Matthew
2. ETH Zurich	Portfolio Manager	Reto Grimm

3.	NUS	Senior Vice President, Campus Infrastructure	Yong Kwet Yew
4.		Head & Senior Associate Director, Space Planning & Management	Roy Tan
5.	PKU	N/A	
6.	Berkeley	Director: Capital Planning, Planning Strategies	Judy Chess
7.	Cambridge	Head of Strategy & Planning	Paul Milliner
8.		Business Information Manager	Juliette Bourgeois
9.	UCT (Lead)	Executive Director: Properties & Services	Mughtar Parker
10.		Director: Capital Planning & Projects	Nigel Haupt
11.		Business Manager (IARU Servicing Officer)	Jehan Begg
12.	Copenhagen	Campus Drift of Digitisation Chief	Markus Lampe
13.	Oxford	Director Estates	Paul Goffin
14.	UTokyo	Professional Staff, Facilities Planning Group	Tsunehiro Hanayama
15.	Yale	N/A	

*The list does not need to be complete in case not all participants are confirmed yet.

Names extracted from the Contact list provided

[Details of the Project \(background, purpose, expected outcomes, schedule, project's continuity, etc.\):](#)

Background

The IARU Real Estate Working Group was initiated in 2017 and creates a forum for collaboration and information-sharing about the interests and challenges in the field of real estate management for research universities, contributing to a platform for learning through sharing our institutions' experiences and practice examples.

Purpose

Members will actively participate to the extent feasible to share knowledge about topics in higher education real estate development and management. Relevant topics include physical and land use planning, capital investment, facility management, space utilisation, fiscal constraints, and other associated administrative policies and practices that may emerge as the group's work progresses.

Outcomes

The current projects are Space Utilisation & Efficiency, Future Learning Environment and Resource Allocation – this is more topical now due to the C-19 pandemic.

Schedule

The funds requested are to ensure that we meet, debate and discuss our outcomes annually and further foster the global IARU relationships through personal social and professional relationships. Cape Town will hopefully be hosting the Conference next year and most of the requested funds will be for this. The additional ask for funds will be used to enhance our digital platform for information sharing, communication as well as add further rigor to our governance and administration processes. Since the

REWG is still in its inception it requires a bit more investment to ensure the base planning is solid for future Chairs and working group members.

Continuity

This is a perpetual working group that would perform continuous multi-year projects. Dependent on the current global context and landscape, the current and long-term funding requirements are aligned to current Projects timeframes as follows:

January 2022 – December 2022 - US 17 000 – current request

The Chairmanship has moved to Cape Town (University of Cape Town) for the 3 years with a new Chairman Elect to be chosen at the conference of the preceding year i.e.: September 2023 for Jan - Dec 2024. This allows for continuity, consistency and based on closing out of already Planned Projects which end in Dec 2023.

IARU REWG will also be appointing a voluntary Servicing Officer to manage the administrative affairs for the group. This officer will be appointed by the presiding Chair and can be from any institution pending capacity and practical considerations

9.2.14 Sustainable Campus Initiative

Lead	<i>University of Cape Town</i>
Reporting	<i>Manfred Braune</i>
Executive summary	<p>The group's meetings and activity has been similar to previous years except for the face to face annual meet up that has now been postponed for the 2nd year in a row due to Covid-19 travel restrictions.</p> <p>The steering group has continued to meet virtually on a monthly basis and collaborations continue to develop in this context.</p> <p>Three key projects have continued and progressed, namely the Scope 3 emission project, the biodiversity knowledge sharing project and the Global University Climate Programme.</p> <p>A new joint project between the IARU SCI and Real Estate Groups was initiated in 2021, namely the Future of Work, which explores the context of university real estate sustainability in the Covid and Post-Covid context.</p>
Funding to date	<p>2021:</p> <p>USD 15,000 <i>Carry over from 2020</i></p> <p>USD 15,000 <i>Scope 3 Carbon Emissions Project</i></p> <p>USD 10,000 <i>Global Climate University Programme</i></p> <p>USD 3,000 <i>Biodiversity Knowledge Exchange.</i></p> <p>USD 500 <i>Outreach Materials</i></p> <p>--</p> <p>2020:</p> <p>10,000 USD Part-time fellow to manage SDG collaboration</p> <p>5,000 USD Support for capacity building pilot event in Cape Town</p> <p>3,000 USD Good practice and knowledge exchange on biodiversity</p> <p>500 USD Outreach materials</p> <p>10,000 USD Sustainability Meeting 2020</p> <p>2019:</p> <p>5,000 USD Outward facing event in São Paulo during ISCEN</p> <p>2,000 USD Student support for communications and program development</p> <p>500 USD Student design assistant</p> <p>10,000 USD Part-time fellow to manage SDG collaboration</p> <p>3,000 USD Reimbursement for staff exchange: Yale visit to ETH</p> <p>6,936 USD Sustainability Meeting 2019 (Yale) *Jointly held with Real Estate Working Group Meeting.</p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2021</p> <p>The Senior Officers approved the funding request for a joint project on 'The Future of Work' between the Sustainable Campus Initiative and the Real Estate Working Group (USD 15,000). The Senior Officers also approved the request to carry over previous unused funding for the SCI Annual Meeting (USD 15,000) and IARU SCI Scope 3 Carbon Emissions Working Group (USD 15,000) to 2022.</p>

Senior Officers' Meeting, October 2020

The Sustainable Campus Initiative (SCI) had a very productive year in spite of the COVID-19 turbulence. The group added a chapter on Resilience and Response to Crisis, which features fresh case studies from six of the IARU members, to the publication on SDGs and Academia, originally launched online in 2019. In November, SCI will host the Global University Climate Forum, aiming to encourage students who will attend the 26th UN Climate Change Conference (COP26) in Glasgow, to share their ideas on feasible climate-related projects. The Forum received applications from 160 student groups from 121 universities of 40 countries, a total of 553 students. Staff exchange and an annual face-to-face meeting were cancelled due to the pandemic, however, the group held a virtual meeting for four days in October instead. The lead will be transferred from Oxford to Cape Town.

SCI requested carryover of a total of USD 15,000, and another USD 28,000 consisting of USD 15,000 for Scope 3 Carbon Emissions Project, USD 10,000 for Global Climate University Programme, USD 3,000 for Biodiversity Knowledge Exchange. Senior Officers approved the requests submitted by the initiative: carry over of USD 15,000, and funding request of USD 28,000 for their 2021 activities.

Senior Officers' Meeting, September 2019

Nina Tomlin (Oxford) reported that the Sustainable Campus Initiative (SCI) continued to be very active, holding its annual meeting on 3-5 September at Yale, partly together with Real Estate Working Group (REWG). The group is now formulating a long-term strategic plan with ambitious projects including integration with sustainability and climate. SCI's funding request of USD 18,000 consisted of USD 10,000 to set up a part-time fellow who would support Sustainability Offices' communication strategy, USD 5,000 to support capacity building pilot event in Cape Town, and USD 3,000 to promote good practices and knowledge exchange on biodiversity.

Senior Officers valued high productivity of the SCI group and approved the USD 18,000 funding request for their 2020 activities.

Sustainable Campus Initiative Projects 2022

Joint Project between the Sustainable Campus Initiative and Real Estate Working Group: 'The Future of Work'

All IARU universities have severely been impacted by Covid-19 and the related lockdowns, with much of our campus real estate standing empty. It has impacted how we have to think about our space use and supporting services in the future and requires exploratory thinking that most staff working in these real estate departments have little capacity for. While very few of us have firm plans ahead, there is already some good work happening in pockets – though much more work is required.

The purpose of this joint project between the IARU SCI and Real Estate Groups is to share and explore this theme together, to share our current thinking and plans as they evolve. The project is likely to extend over a few years as more clarity is gained on the state and impact of the Covid-19 virus and its variants, and what kind of response is required from our real estate services. There is a strong link between these real estate operations and our sustainability objectives, and so this project will also explore these opportunities.

For 2022, the project would include the following activities:

- Sharing progress, projects, ideas, successes, failures and opportunities via online meetings (these meetings would be recorded and information collected and collated)
- Specific research by real estate specialists into specific focus areas that need better understanding – the outputs would either be presentations or reports
- Presentations and feedback reports in our own management structures on the findings

Sustainable Campus Initiative Annual Meeting 2022 at the University of Cape Town

The SCI participants have been meeting annually and collaborating for over 10 years. During that time, the group has co-produced a book with guidance on greening universities, a website showcasing institutions' work to deliver the Sustainable Development Goals (SDGs) and numerous events engaging and upskilling students and staff on sustainability issues.

The group have recently decided that they plan to continue to meet regularly but reduce the in-person meetings to once every two years. The meeting has been postponed in 2020 and 2021 due to the Covid-19 impact on travel.

The 2022 meeting will have the following objectives:

- Sharing progress from working groups and developing action items on Scope 3 carbon emissions.
- Feedback and outcomes from the Global University Climate Programme.
- Finalising plans for the IARU / SCI presence at COP27 (scheduled for November 2022).

A 3 ½ day programme will be finalised once the final date is agreed.

SCI Scope 3 Carbon Emissions Working Group 2022 (deferred from 2021)

The aim of this project is collaboration on potential solutions and best practice tools and methodologies for some of the biggest common challenges when it comes to Scope 3 emissions in universities. In the first year of the project Scope 3 data for the participating groups was analysed and compared to decide which areas would be focused on. It was then decided that the working group would focus on 3 elements

of Scope 3 emissions, namely: air travel, procurement of goods and services, and construction. The first year was slower than expected due to other priorities during the Covid-19 affected year.

The project involves representatives from the following IARU member universities: ETH Zürich, Cambridge, UCT, Copenhagen and Yale. It is expected that the project will fund two student fellows (one in Cape Town, and the other in a university to be decided) for a period of 4-6 months to help with data collection and analysis on Scope 3 projects from IARU universities. At the end of the project, a report will be produced with recommendations on how to deal with measuring, managing and reporting Scope 3 emissions.

New Funding Request Form submitted to the Senior Officers' Meeting, 2021

Summary of Funding requested for 2022:

Project	Amount
01 – Future of Work Joint SCI & Real Estate Project	USD 15,000 (new)
Total New Funds Requested by the IARU SCI Group 2022	USD 15,000 (new)
02 – Sustainable Campus Initiative Annual Meeting in CT	USD 15,000 (carryover)
03 - IARU SCI Scope 3 Carbon Emissions Working Group	USD 15,000 (carryover)
Total Funds Proposed to be Deferred from 2021 to 2022	USD 30,000 (carryover)
Total Deferred and New Funds for 2022	USD 45,000 (new & carryover)

Details of each project funding request:

New projects: 01

Project Name/Year:

Future of Work Joint SCI & Real Estate Project

Total Requested Amount & Breakdowns:

Item	Amount
Work and presentations by real estate specialists for the project	USD 10,000 (new)
Part-time post-graduate student intern support to the project work, presentations, meetings and report for the full year.	USD 5,000 (new)
Total Requested Amount	USD 15,000 (new)

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Other Financial Resources (if applicable):

Participant institutions will cover the cost of their meetings and additional work on this theme.

Participants List (Please specify the lead by adding “Lead” next to the name):

University	Title/Position	Name
ANU	Associate Director Operations, Facilities and Services	Mathew Maclay
ETH Zurich	Environmental Officer/Deputy Head of Unit for Security, Human Health, and Environment	Domink Brem
NUS	Director, Office of Environmental Sustainability	Amy Ho
PKU	Section Chief of Reform, Office of Policy and Legislative Affairs	Wei Chen
Berkeley	Chief Sustainability & Carbon Solutions Officer	Kira Stoll
Cambridge	Head of Energy and Environment	Joanna Chamberlain
UCT	Director: Environmental Sustainability	Manfred Braune (lead)
Copenhagen	Head of Energy and Sustainability	Tomas Refslund Poulsen
Oxford	Head of Environmental Sustainability	Harriet Waters

UTokyo	Professor, Institute for Future Initiatives	Kensuke Fukushi
Yale	Director Yale Office of Sustainability	Virginia Chapman
UCT	Executive Director: Properties & Services	Mughtar Parker (co-Lead)
UCT	Business Manager: Properties & Services	Jehan Begg (support to co-Lead)
	<i>Plus the remaining IARU Real Estate group, whose names and details I don't have (only email addresses)</i>	

Details of the Project (background, purpose, expected outcomes, schedule, project's continuity, etc.):

All IARU universities have severely been impacted by Covid-19 and the related lockdowns, with much of our campus real estate standing empty. It has impacted how we have to think about our space use and supporting services in the future and requires exploratory thinking that most staff working in these real estate departments have little capacity for. While very few of us have firm plans ahead there is already some good work happening in pockets – though much more work is required.

The purpose of this joint project between the IARU SCI and Real Estate Groups is to share and explore this theme together, to share our current thinking and plans as they evolve. The project is likely to extend over a few years as more clarity is gained on the state and impact of the Covid-19 virus and its variants, and what kind of response is required from our real estate services. There is a strong link between these real estate operations and our sustainability objectives, and so this project will also explore these opportunities.

For 2022, the project would include the following activities:

- Sharing progress, projects, ideas, successes, failures and opportunities via online meetings (these meetings would be recorded and information collected and collated)
- Specific research by real estate specialists into specific focus areas that need a better understanding – the outputs would either be presentations or reports
- Presentations and feedback reports in our own management structures on the findings

Carryover Funding Request Form submitted to the Senior Officers' Meeting, 2021

Project funding deferred from 2021 to 2022: Project 02

Project Name/Year:

Sustainable Campus Initiative Annual Meeting at University of Cape Town March/October 2022
(THIS FUNDING WAS PREVIOUSLY AGREED FOR 2020 BUT HAS NOT YET BEEN CLAIMED IN 2020 or 2021)

Total Requested Amount & Breakdowns:

Item	Amount
Budget covers meeting accommodation and catering (not used in 2021– COVID impact. Proposed to be deferred to 2022)	USD 10,000 (carryover requested)
Capacity building pilot event in Cape Town (not used in 2021 – COVID impact. Proposed to be deferred to 2022)	USD 5,000 (carryover requested)
Total Requested Amount	USD 15,000 (carryover)

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Other Financial Resources (if applicable):

Participant institutions will cover the cost of travel to the destination. The Real Estate Group would need to request/defer funding in their own application to cover the accommodation costs and venue hire contribution, if they again plan to join this event.

Participants List (Please specify the lead by adding "Lead" next to the name):

University	Title/Position	Name
ANU	Associate Director Operations, Facilities and Services	Mathew Maclay
ETH Zurich	Environmental Officer/Deputy Head of Unit for Security, Human Health, and Environment	Domink Brem
NUS	Director, Office of Environmental Sustainability	Amy Ho
PKU	Section Chief of Reform, Office of Policy and Legislative Affairs	Wei Chen
Berkeley	Chief Sustainability & Carbon Solutions Officer	Kira Stoll
Cambridge	Head of Energy and Environment	Joanna Chamberlain
UCT	Director: Environmental Sustainability	Manfred Braune (lead)
Copenhagen	Head of Energy and Sustainability	Tomas Refslund Poulsen
Oxford	Head of Environmental Sustainability	Harriet Waters
UTokyo	Professor, Institute for Future Initiatives	Kensuke Fukushi
Yale	Chief Manager for Sustainability Operations & Strategic Data Yale Office of Sustainability	Lindsay Crum

Details of the Project (background, purpose, expected outcomes, schedule, project's continuity, etc.):

The SCI participants have been meeting annually and collaborating for over 10 years. During that time, the group has co-produced a book with guidance on greening universities, a website showcasing institutions' work to deliver the Sustainable Development Goals (SDGs) and numerous events engaging and upskilling students and staff on sustainability issues.

The group have recently decided that they plan to continue to meet regularly but reduce the in-person meetings to once every two years. The meeting has been postponed in 2020 and 2021 due to the Covid-19 impact on travel.

The March or October 2022 meeting will have the following objectives:

- Sharing progress from working groups and developing action items on Scope 3 carbon emissions,
- Feedback and outcomes from the Global University Climate Programme
- Finalising plans for the IARU / SCI presence at COP27 (scheduled for November 2022).

A 3 ½ day programme will be finalised once the final date is agreed.

Project funding deferred from 2021 to 2022: Project 03

Project Name/Year:

IARU / SCI Scope 3 Carbon Emissions Working Group 2022

Total Requested Amount & Breakdowns:

Item	Amount
Student fellow (4-6 months), one in Cape Town and the other in a university to be decided - to help with data collection and analysis on Scope 3 projects from IARU universities in working group (not used in 2021 – COVID impact. Proposed to be carried over to 2022)	USD 6,000 (carryover)
Support from a consultant / specialist to produce a report with recommendations on how to deal with measuring, managing and reporting Scope 3 emissions (not used in 2021 – COVID impact. Proposed to be carried over to 2022)	USD 7,500 (carryover)
Graphic design of final report to be shared online (not used in 2021 – COVID impact. Proposed to be carried over to 2022)	USD 1,500 (carryover)
Total Requested Amount	USD 15,000 (carryover requested)

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Other Financial Resources (if applicable):

No financial contribution. Only time from members contributing to the project.

Participants List (Please specify the lead by adding “Lead” next to the name):

University	Title/Position	Name
ANU		
ETH Zurich	Environmental Officer/Deputy Head of Unit for Security, Human Health, and Environment	Domink Brem
NUS		
PKU		
Berkeley		
Cambridge	Head of Energy and Environment	Joanna Chamberlain
UCT	Director: Environmental Sustainability	Manfred Braune (lead)
Copenhagen	Head of Energy and Sustainability	Tomas Refslund Poulsen
Oxford		

UTokyo		
Yale	Chief Manager for Sustainability Operations & Strategic Data Yale Office of Sustainability	Lindsay Crum

*The list does not need to be complete in case not all participants are confirmed yet.

Details of the Project (background, purpose, expected outcomes, schedule, project's continuity, etc.):

The aim of this project is collaborate on potential solutions and best practice tools and methodologies for some of the biggest common challenges when it comes to Scope 3 emissions in universities. In the first year of the project Scope 3 data for the participating groups was analyzed and compared to decide which areas would be focused on. It was then decided that the working group would focus on 3 elements of Scope 3 emissions, namely: air travel, procurement of goods and services and construction. The first year was slower than expected due to other priorities during the Covid-19 affected year.

Sustainable Campus Initiative Summary 2021

The group had a somewhat productive year (less so than previous years, pre-Covid). The highlights offered here include activity over the past year or so.

1. Publications:

No new publications have been published over the past year, although work has continued towards projects that will be publishing some kind of shared report/publication.

The draft report from the Biodiversity Knowledge sharing project has been prepared and is under review with the Oxford team, who are leading this project.

The Scope 3 emissions project has not progressed far enough to get a sense of what the final publication might look like – further development work will be needed. This project requires a lot more engagement (online meetings and workshops) between IARU SCI universities to develop the content for a publication – this has slowed substantially due to other priorities team members have had to focus on due to Covid-19 impacts on universities. For this reason funding on this project has also not been used in 2021 and is proposed to be used in 2022.

2. Agenda, Events & Meetings

The Sustainability group has committed to ensuring that all projects have tangible outcomes, that key projects enhance the visibility of IARU, and that group members maximize the value of their travel. Steering group meetings are continuing on a monthly basis.

Scope 3 emissions working group meetings have continued, as well as interviews for the biodiversity knowledge sharing project.

The Global University Climate Forum work has slowed since Melissa Goodall's departure from Yale, but she is still leading the project.

A number of online workshops are planned for the Scope 3 working group and a general online meeting in October and November 2021.

3. Exchanges

No current staff / student exchanges were undertaken or planned in 2021 due to Covid-19.

4. Annual Meeting

After the successful collaboration with the Real Estate Working Group in Yale in 2019, it is was planned to hold this year's annual meeting at the same time as again. However, as the pandemic did not allow this to happen, plans are being made for a physical meeting in 2022 either in March or October depending on travel restrictions at the time. The Real Estate Working Group will be consulted on whether they would like to meet at the same time.

5. IARU SCI Governance and Administration

The steering group is currently represented by universities of Cape Town (current lead/chair), Oxford, Cambridge and Berkeley.

9.2.15 Virtual Museum Tours

Lead	<i>Peking University</i>
Reporting	<i>Ms Li Yun, Ms Lu Jiao, Ms Han Yifei</i>
Executive summary	<p>In 2021, virtual tours by ETHZ, UCPH and PKU were presented and added to the IARU website.</p> <p>ETHZ's focusTerra museum produced a number of videos, lectures and a live virtual Q&A session on Mars and the NASA InSight mission.</p> <p>UCPH's contribution took the form of a 360° digital experience of the living botanical collections in Copenhagen's historic Palm House.</p> <p>PKU offered a virtual tour on the work of French master Eugene Delacroix.</p> <p>In early 2022, PKU launched an exhibition of artefacts from Shanxi bronze culture and it is hoped that contributions from Oxford and Tokyo will be added to the range of tours.</p>
Funding to date	<i>USD 40,000 (up to) 2021 Funding</i>
Outcomes of previous Senior Officers' Meetings	<p>Senior Officers' Meeting, October 2021</p> <p>Peking University requested USD 14,200 for 2022. This would fund three planned projects at three universities: Oxford, Peking, and Tokyo. The University of Tokyo also joined the programme for 2021, a development that occurred too late to be included in the Tome.</p> <p>While Peking had made progress in its planned programmes this year, COVID had again affected what NUS, ETHZ and UCPH had been able to do. It is likely, therefore, that the Secretariat will ask Senior Officers to approve funding carryovers for these universities in the coming weeks.</p> <p>Anders Hagström (ETH) expressed thanks to Peking for this initiative, saying it was a great example of a creative response to the current situation.</p> <p>Senior Officers' Meeting, October 2020</p> <p>Xia Hongwei (PKU) introduced Virtual Museum Tour, which was proposed in SOM in July. PKU have conducted survey among IARU universities to find out that there are more than 50 museums among 11 IARU universities which covers various academic disciplines. They would like to establish multi-disciplinary/multicultural learning platform, utilizing these museums. In addition to PKU, ETH Zurich, Copenhagen, NUS are currently confirmed to participate in this initiative. They requested a funding of USD 2,000 for each participating university. With this fund, they wish to cover the cost of following items:</p> <ul style="list-style-type: none"> ▪ Costs for Online Exhibition ▪ Honoraria for Invited Lectures ▪ Publication ▪ Translation

	<p>Nina Tomlin (Oxford), Jane O'Dwyer (ANU), Karen Kennedy (Cambridge), and Carolyn Newton (UCT) raised a concern about paying honorarium to faculty members participating in this initiative, as IARU working groups has not paid honorarium to faculty members before. Søren Nedergaard (UCPH) also agreed with not paying honoraria from the IARU fund.</p> <p>*The Senior Officers otherwise supported the initiative. \$40,000 was subsequently awarded for 2021 to allow members to join in addition to those who were already involved at the time of SOM 2020.</p>
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Virtual Museum Tours Summary

Background

University museums serve the important roles of educational, cultural and social service on campus, and provide the faculty and students with unique opportunities to understand and enjoy special topics of wide interest. The collections and exhibitions of a university museum represent its unique history and features, and can be an excellent channel for communication among the universities as well as to the public.

The eleven member universities of IARU have more than 50 museums in total, covering topics such as art, archaeology, anthropology, agriculture, biology, botany, zoology, history, natural science, earth and planetary science, health and medicine, music and musical instruments, etc.

In response to the calls and discussions by IARU Presidents Meeting and Senior Officers Meeting held in June and July 2020, the IARU Virtual Museum Tours initiative was proposed as part of the IARU Virtual Campus Initiative and received warm feedback among the member universities.

In the COVID-19 pandemic/post pandemic era, the Virtual Museum Tours and lectures will constitute a multi-cultural and multi-disciplinary platform for faculty and students across the continents to visit university museums online, to see their distinct collections, and to learn about background knowledge the beyond the exhibits.

Purposes and Expected Outcomes

The purposes of the IARU Virtual Museum Tours include:

- To promote multilateral exchange and collaboration among IARU member universities
- To create a cultural and academic platform for shared experiences and dialogue on museums and related history, arts and science topics, enriching the virtual campus life of IARU students and faculty
- To share the museum resources of IARU member universities with the wider public, therefore serving society and promoting international understanding as a whole at this difficult time

9.3 Financial Report

The Secretariat will summarise the reports in the Business Matters session.

IARU Income & Expenditure Statement

1 January 2021 – 31 December 2021

	max amount	Total (USD)
Carried forward from 31 December 2020		358,667
INCOME		200,000
Members' contributions	200,000	
Total available funds		558,667
EXPENDITURE		
Meetings		0
Presidents' Meeting 2021 (online)	0	
Senior Officers' Meeting 2021 (online)	0	
Running Initiatives		30,852
ALH Conference (online)	1,417	
Sustainable Campus Initiative	13,870	
<i>Biodiversity Knowledge Exchange</i>	2,710	
<i>Global Climate University Program</i>	10,000	
<i>Scope 3 Emissions Project</i>	1,160	
Virtual Museum Tours	14,785	
<i>PKU</i>	2,000	
<i>UCPH</i>	2,000	
<i>ETH</i>	5,785	
<i>UTOK</i>	5,000	
Secretariat costs		
Contribution to Secretariat costs at Cambridge	780	
<i>IARU domain renewal (5 years), hosting for IARU archive</i>	780	
Total Expenditure		30,852
BALANCE		<u>527,815</u>
Total available funds	558,667	
Total expenditure	30,852	

Projected Overview 2022

	max amount	Total (USD)
Carried forward from 31 December 2021		527,815
INCOME		200,000
Members' contributions	200,000	
Total available funds		727,815
EXPENDITURE		
Meetings	up to	45,000
Presidents' Meeting 2022 (in-person)	30,000	
Senior Officers' Meeting 2022 (in-person)	15,000	
Running Initiatives	up to	156,785
Global Internship Program	22,000	
ALH Conference	15,000	
Cybersecurity Forum (2022)	10,000	
Gender Group Meeting (2022)	8,000	
Global Transformation	13,500	
<i>Borderlands Field Course</i>	<i>10,000</i>	
<i>Global Transformation Group Meeting</i>	<i>3,500</i>	
Librarians' Contact Group Pilot Exchange Program	10,000	
Real Estate Working Group	17,000	
<i>Group Meeting</i>	<i>10,000</i>	
<i>REWG Website Development and Updates</i>	<i>5,000</i>	
<i>Annual Report, Publications and Toolkit Development</i>	<i>2,000</i>	
Sustainable Campus Initiative	43,840	
<i>SCI Officers' Workshop (UCT)</i>	<i>10,000</i>	
<i>Scope Three Carbon Emissions Project</i>	<i>13,840</i>	
<i>Support for capacity building event in Cape Town</i>	<i>5,000</i>	
<i>Future of Joint SCI & Real Estate Project</i>	<i>15,000</i>	
Virtual Museum Tours	17,445	
<i>OXF</i>	<i>7,200</i>	
<i>PKU</i>	<i>5,000</i>	
<i>UTOK</i>	<i>2,000</i>	
<i>NUS</i>	<i>2,200</i>	
<i>ETH</i>	<i>1,045</i>	
Secretariat Costs	up to	80,000
Contribution to Secretariat Costs	80,000	
Total Expenditure		281,785
BALANCE		446,030
Total available funds	727,815	
Total expenditure	281,785	

Alumni Associations Network

*(Own funds resulting from a positive balance from the World Alumni Forum held at UTokyo in 2015.
Funds held on behalf of Network by the Secretariat)*

	max amount	Total (USD)
INCOME		
Balance of 1 st World Alumni Forum		10,000
Total available funds		10,000
EXPENDITURE		
Contribution to the 2016 Presidents' Panel		2,500
Total Expenditure		2,500
BALANCE		
Total available funds	10,000	<u>7,500</u>
Total expenditure	2,500	

9.4 An overview of Secretariat activity and proposals at SOM 2021

The Secretariat will provide an overview of its activity so far in the Business Matters session. The following papers were created for the Senior Officers' Meeting last year and, where appropriate, have been updated to reflect the outcomes of that meeting. They are provided here for background and information.

9.4.1 IARU Survey

IARU Secretariat Survey 2021: Summary Report

Introduction

In May 2021 the incoming Cambridge Secretariat launched an online survey of Senior Officers, key contacts and group members. The survey aimed to engage the IARU membership on specific questions and to capture the ideas and current concerns of members. It was structured as a mixture of required and optional questions, and respondents were able to provide free text responses to almost every question. This report summarises the responses and highlights the key messages that emerged. Direct quotations from selected respondents are also provided for illustrative purposes. The list of survey questions can be found in the appendix at the end of the report.

Participation

- There were around 120 potential respondents. 54 people responded to the survey.
- Respondents were not required to give their names, but many respondents self-identified as members of a particular group, as current Senior Officers, or key contacts. This made it possible to infer that at least one member from every current group or initiative responded to the survey.
- More experienced members of IARU were more inclined to respond: 42% had been involved in IARU for at least 5 years, 81% for at least 2 years.

The survey results tend to reflect the perspective of the majority of respondents, that is, more experienced, ordinary group and initiative members.

Responses

How active is your group/initiative?

- The overwhelming majority (84%) of those who belonged to a group described it as being 'fairly' or 'very' active before the pandemic.
- The consequences of not being able to meet in person over the past year have varied between groups: it has meant minor disruption to groups that were accustomed to meeting online before 2020, but more significant disruption to groups that built annual activity around an in-person meeting.

What makes a group productive?

There was a handful of recurring answers to this question. Those mentioned most often were:

Response	Number of Mentions
Clear planning about the work programme and goals	16
Committed leadership in the group/initiative	14
Engaged members	13
Face-to-face meetings	13
Clear communication from the Senior Officers	6

Other recurring answers were (in descending order of frequency): having members' IARU work recognised and supported by their institutions; being able to access funding to attend meetings and to seed projects; frequent communication; having the right individuals from a university on the group. One respondent also singled out the importance of groups having a realistic sense of the administrative and resource requirement of work.

The importance attached to in-person meetings was notable. Several respondents said that they felt the loss of these meetings, and that in-person events were important for allowing members to get to know one another, for providing additional focus and motivation, and for overcoming the barrier of different time zones. Groups will have to balance the value of meeting in-person with the efficiency and reduced environmental impact of meeting online.

'Clear leadership and engagement of the members in projects/programs is important. There should be consensus among all members regarding projects and programs to ensure commitment and engagement.'

'Support from, and the commitment being valued by, the home institution. Enthusiastic and active group leads. Demonstrable benefit to both the institution and the individual involved. Support and direction from the IARU Senior Leaders.'

'The relatively small size of the group - generally about 20 - helped to foster a collegiality and closeness of the group. The annual face-to-face meeting and the activities associated with the annual gathering helped to deepen these collaborations. This led to generous sharing of experience and projects undertaken at each of the respective universities that continued through on-line discussions of sub-committee activities.'

Would it be helpful to have written guidance?

Type of Guidance	Yes	No	Unsure
Guidance for Creating New Groups	40	3	10
Guidance for Rethinking / Retiring Groups	38	6	9
Guidance for Identifying and Prioritising Work	32	10	11

A clear majority of respondents were in favour of all suggested types of group guidance. The main point of concern was about providing guidance for how groups can identify and prioritise work. Respondents

were also concerned that the guidance in general might be too prescriptive, too rigid for everyone to follow, lead to more paperwork, or not be relevant for everyone.

'I have previously attempted to help my campus develop IARU initiatives. The communication was challenging and although I was looked to as the point person for such activities, I did not have somewhere to go for guidance, nor do I completely understand where or how IARU activities are tracked.'

'It should be intended to be purely a guidance and not to increase the amount of administrative tasks for the groups.'

'Guidance per the suggested areas above will assist with alignment at institutional level and enhance consistency in bench marking whilst still allowing for flexibility regarding the identification and prioritisation of detailed work.'

'Written guidance could provide a checklist that could help potential applicants make sure their proposals are aligned with IARU's funding structure and both short-term and long-term mission objectives. Three areas currently exist that are designed for students, research, and university administrators but it is not clear to me what are the broad objectives of IARU and what it's hoping to achieve. Our working groups and initiatives need to connect to those broader, IARU objectives.'

What makes IARU different?

Respondents were clear about what sets IARU apart. Three responses appeared far more frequently than any others:

Response	Mentions
Diverse, truly global membership	23
Small number of members	19
Shared perspectives and issues	13

In their comments, respondents added that IARU was a valuable way of getting global (as opposed to regional) perspectives on problems from like-minded institutions, since this provided a blend of diversity and common ground. The small number of members was repeatedly emphasised: members believe that it sets IARU apart because it allows people to get to know and trust each other, and so to work more openly and quickly. Related to this, multiple respondents mentioned the particular value of the Presidents' Meeting. It was pointed out how exceptional it is in global HE to have such a small group of leaders from truly world-leading institutions coming together for face-to-face discussions over multiple days.

'It's a small group of elite, diverse institutions. There are other settings where we interact and brainstorm and problem solve with professional peers, but they tend to be both larger and, geographically (and thus culturally), less diverse.'

'The global nature of the network and the fact that most institutions are not competing against each other encourages the sharing of useful information and examples of best practice. I have benefitted personally from being able to contact my counterparts at IARU institutions to ask how they have addressed particular sector challenges'

What opportunities do we have?

The three most frequently mentioned opportunities were:

Opportunity	Mentions
Best practice sharing	13
Provide more support and encouragement for research collaborations	8
Staff and student exchange	4

The continuation and strengthening of best practice sharing was the most frequently mentioned opportunity, which in part reflects the significant amount of work that is already being undertaken in this area.

Beyond these top three opportunities, there were a number of other responses about current opportunities. Some respondents encouraged the resumption or intensification of established activities, such as:

- Professional networking
- Bench marking
- Intensified exchange on the Presidential and Senior Officer levels. One respondent placed particular stress on the need to maximise opportunities for constructive, off the record discussion in meetings.
- Others suggested new ideas:
- Using digital tools to enable shared classrooms and staff best practice sharing
- Sharing of Covid-related lessons
- Encouraging connections between Senior Officers and IARU members in individual universities
- Providing more funding to group initiatives
- Allowing university partners to attend IARU meetings to stimulate new ideas

'Opportunities continue to be best practice sharing and joint projects, staff exchanges and benchmarking.'

'The only ongoing IARU research project is the Ageing, Longevity and Health Initiative. Several other research initiatives started but rapidly lost momentum and have since been shelved. There would seem to be scope (and benefit) from the institutions working together on research addressing global challenges.'

'It would be ideal for meetings to have less diplomatic fanfare and more time for real 1:1 communication and 'off the record' type communication...How can we foster this in a remote setting and create more opportunities for real time conversation and collaboration...?'

What challenges do we face?

Two, closely related challenges were noted more frequently than any others:

Challenge	Mentions
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Securing funding within universities to support an individual's participation in group work (esp. travel costs).	6
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Getting institutions and managers to incentivise members to be active in IARU	3
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There was a sense that greater institutional backing (financial support as well as encouragement and recognition), would make it easier for individuals to participate more fully, and incentivise others to join for the first time.

The other challenges identified were a mix of long-standing and pandemic-related issues:

- Current difficulty in meeting in-person and working virtually across time zones
- Ensuring members make and have time to participate
- Loss of resources from universities due to pandemic impact (which is likely to have exacerbated the problem of institutional support for IARU participation)
- Finding common ground between different institutions
- Having a IARU-wide vision so that the time spent ultimately pays off
- Reviewing whether some groups need to be overhauled or retired

'The most engaged members are the ones from institutions that underscore the importance of IARU and their commitment to IARU, or are individuals who are truly invested in the vision of the Alliance and are actively engaged despite the lack of enthusiasm, support or clear commitment on the part of their home institutions. The latter case is most unsustainable as it makes faculty recruitment near impossible. For the alliance and its initiatives to be vibrant and robust, all institutions must provide incentives or clear mandates to their representatives.'

'Academia and students of the member universities may lack knowledge about the purpose and activities of IARU at a local level.'

What could the Secretariat start or stop doing?

30 people offered suggestions. By far the strongest message was that better communication within IARU would be very welcome. 30% of those who responded to the question said that they had little understanding of what other groups were doing. Multiple respondents also wanted:

- The Secretariat's activities to be more visible to those who are not group leaders
- The website to contain more information and up to date content. One respondent suggested having website contact lists that are downloadable and editable by IARU members.
- To have a clearer sense of IARU's strategic priorities and direction to help inform their work, especially in a post-pandemic context.

New proposals to facilitate better communication included a quarterly IARU newsletter and some all-IARU events, for example, a seminar organised by one university on topics of shared interest.

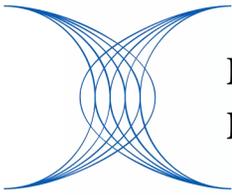
Appendix: Survey Questions

- For how long have you been involved with IARU [Less than 2 years / 2 – 5 years / 5 years or more]
- Please describe your involvement in IARU over this time (you can specify groups/initiatives if you wish).
- If applicable, how active is your group/initiative (e.g. not very, fairly, very), and was the level of activity significantly different before Covid-19?
- In your opinion, what are some of the factors that assist in the productivity of groups and initiatives?
- Do you feel it would be helpful to have written guidance suggesting things to consider when setting up a new group or initiative? [Yes / No / Unsure]
- Do you feel it would be useful to have written guidance to help groups and initiatives evaluate their performance and decide if their purpose should be redefined - or if the group/initiative has served its purpose? [Yes / No / Unsure]
- Do you think it would be useful to have general written guidance to help groups and initiatives identify and prioritise work? [Yes / No / Unsure]
- Do you have any further thoughts or comments about making written guidance available?
- In your experience, what is the distinctive value of IARU compared to other professional organisations in which you are involved, within your particular area?
- What do you think are the key areas of opportunity and challenge for IARU in providing value to its members?
- Do you have any suggestions for things the Secretariat could do more or less of, or start doing?

9.4.2 IARU Newsletter

At SOM2021, the Secretariat proposed the creation of a IARU-wide newsletter that would feature summaries of current work being undertaken, upcoming events (both for groups and universities) and profiles of IARU members. The idea of having a IARU newsletter was also suggested by a number of survey respondents (see paper 9.4.1). It was hoped that the newsletter would enhance communication between the different parts of IARU and help groups and initiatives have a better sense of what the other groups are working on.

The first IARU newsletter was launched by the Secretariat in February 2022 and has also been posted on the website and social media channels. The Secretariat anticipates sending two newsletters per year and the next issue is scheduled for autumn 2022 (after the Senior Officers' Meeting).



INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

First IARU Newsletter

Welcome

We are delighted to launch the first IARU newsletter, which we hope will keep members updated about discussions and decisions from the Presidents' and Senior Officers' meetings, showcase the work of our groups and initiatives, and share other news from within the IARU community. We would love to receive any feedback, suggestions or content for future newsletters, so please do get in touch.

IARU Secretariat (iaru@admin.cam.ac.uk)

News from the Senior Officers' Meeting, 2021

On 19 and 20 October 2021, the Senior Officers met online, with the discussion held over two group meetings in order to accommodate the different time zones.

The Senior Officers exchanged news and updates about their experiences of reopening universities during the pandemic and reflected on the lessons learnt from the process. The Senior Officers also considered the balance between online and in-person teaching, how this might develop in the future and the challenges of maintaining team cohesion with hybrid working patterns.

The Secretariat shared plans to enhance communication within the IARU community (beginning with the launch of a newsletter) and develop guidance to help support groups, especially those that are newly established or have new leadership. A proposal to form a new committee to support the coordination of education initiatives was supported, while it was agreed that further thought was needed on the Secretariat's proposals to foster new research collaborations. The Secretariat's proposals drew strongly on key themes that emerged in the IARU members' survey conducted in May 2021 (more details about the survey can be found on page 7).

Reports from each IARU group were received, highlighting the breadth of activity across the IARU network. Further details about the work of our groups and initiatives can be found in this newsletter.

The meeting was an opportunity to begin re-thinking how local, regional and global relationships are approached (esp. in terms of travel), with the Senior Officers affirming that the need for international collaboration is stronger than ever.

IARU Members can access the confirmed outcomes and meeting Tome on the [website](#).

We now look forward to the Presidents' Meeting which we hope, travel regulations permitting, will be an in-person meeting hosted by Cambridge in May 2022.



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IARU Diary

- Deadline for Novo Nordisk International Talent Programme
1 April 2022
- Presidents' Meeting
(hosted by the University of Cambridge)
23-25 May 2022
- Senior Officers' Meeting
(hosted by the University of Oxford)
19-21 Sept 2022



Updates from Our Initiatives

IARU Courses and Joint Online Course

The global COVID-19 pandemic has continued to impact student travel and so, in turn, IARU Courses have had to adapt and revise their offerings to work within these constraints. The participating institutions have endeavoured to produce a stimulating and varied programme, covering topics such as 'Environmental Challenges and Sustainable Development in China', 'Afropolitanism, Social Justice and Entrepreneurship' and 'Sustainable Ageing'. Despite the challenges of the pandemic, a total of 17 courses were offered by 8 institutions and were attended by 51 students. It is hoped that IARU Courses will be able to expand and realise their full potential as restrictions ease in many parts of the world and in-person courses will be able to take place once more.

Building on the success of the University of Tokyo-Peking University Joint Online Course on 'East Asia and the World under the Pandemic' in 2020, the 2021 IARU Joint Online Course between the University of Copenhagen and the University of Tokyo was conducted on the subject of 'Sustainable Ageing'. In total, 27 students from 15 universities (with the majority of students from IARU institutions) completed the course and received a certificate. This online course was an opportunity for collaborative activities among Ageing, Longevity and Health initiative members. As a result, Copenhagen and Tokyo members have begun discussing possible collaboration in research and education.

[The programme for the 2022 IARU Courses has now been published on the IARU website.](#)

GIP Student Feedback

"Overall, I was extremely happy with the internship, especially regarding the difficult circumstances due to COVID-19. The team from the Oxford Institute of Population Ageing and Prof. George Leeson were extremely helpful from the beginning and offered me different possibilities on how to pursue the internship programme.

During the course of the internship I worked on my Master's thesis and received guidance mainly from Prof. Leeson but also other Institute personnel and PhD students. Both the thesis supervision and the seminars were excellent and provided me with a lot of new insights for my research as well as other perspectives on the topic of population ageing."

2021 GIP Student

Global Internship Program (GIP)

Three IARU universities were able to offer internships in 2021, enabling students to gain invaluable experience in their chosen field. Oxford was able to provide two virtual internships (to one student from Peking University and another from the University of Copenhagen) based at the Oxford Institute of Population Ageing, a multidisciplinary research institute concerned with the processes and implications of global demographic change. The participants praised the learning experience as flexible and rigorous, adding that they received excellent support.

Another student from the University of Copenhagen took up a role as Program Assistant for the IARU Virtual Museum Tours project, working with Peking University. The impressive results of the Virtual Museum Tours initiative are now being published on the [IARU website](#) and form a wonderful resource for the longer term.

The University of Tokyo has awarded an in-person internship to a student from ETH Zürich based at the International Research Center for Neurointelligence, which will begin once travel restrictions ease.

Ageing, Longevity and Health (ALH) Initiative

The annual ALH Graduate Student Conference was hosted online by the University of Cambridge on 6-8 October 2021, focusing on capacity building, research collaborations and engagement. The objectives were i) to select topics and develop 2-3 project outlines to kick-start funding applications and early career researcher collaborations; ii) develop the blueprint of a short video presenting why engaging older people in research matters and examples of how it is done in some of our universities; iii) identify the topic for another position paper on an emerging and/or an under-researched, ageing-related challenge. The report will be published on the IARU website in due course.

The group also [published a paper in 2021](#) entitled 'The Societal Need for Interdisciplinary Ageing Research' (2021), outlining their vision and the unique position of our interdisciplinary network to produce new knowledge to promote healthy ageing and encourage societal change via novel, science-informed interventions.

Novo Nordisk International Talent Program

The Novo Nordisk International Talent Program supports student mobility between the University of Copenhagen and partners in IARU universities within the area of Science and Health Sciences. The programme gives priority to projects pertaining to metabolism, insulin, haemoglobin, obesity, big data and digitalisation. In the academic year 2020-21, 6 students were awarded a NNITP scholarship. The final deadline for the scheme is 1 April 2022 (the scheme will be closing in 2022). We encourage our partners in IARU to share this opportunity with students. Please visit <https://studies.ku.dk/visiting/scholarships/> for further information.



News from the IARU Groups

Cybersecurity Forum

During the course of 2021, the Cybersecurity Forum met in a series of virtual meetings to discuss cybersecurity challenges during the pandemic and exchange experiences on other selected topics, such as zero trust and multi-factor authentication.

The Forum's future plans include focussing on areas such as intelligence sharing, KPIs and risk tolerance frameworks, and policy development. They also hope to launch a more technical stream designed for Computer Emergency Response Teams to share experience and best practice.

Gender Group

The central topics for the Gender Group in 2021 have included how to address the effects of COVID-19 on women's research productivity, how to develop gender equity plans (with reference to the Horizon Europe funding platform requirements), Gender Group administration and future planning.

Later in the year, the Group met to debate sexual harassment, intersectionality, LGBTQ+ issues and gender equality in a post-COVID-19 world. They hope to meet in person in Copenhagen in 2022.

Global Transformation



The Global Transformation group successfully held a [IARU roundtable at the international conference](#) "Asia and Africa in Transition" at the University of Copenhagen, 28-30 June 2021. The discussion on 'Strengthening Institutional Capacities for Trans-Continental Collaborations with African or Asian Research and Education Hubs' covered key points such as innovative formats for collaboration and advice for universities engaged in trans-continental collaborations.

In 2023, the group hopes to restart its Borderland Field Research Course in Chiang Mai, Thailand, which has been impacted by travel restrictions.

HR Consultation Group

The National University of Singapore hosted the first meeting of the HR Consultation group in 2021, where the group considered the impact of the COVID-19 pandemic and the HR response. In the summer, the promotion and tenure of academic staff was discussed at a meeting convened by the University of Copenhagen.

Sustainable Campus Initiative

The steering group has continued to meet virtually on a monthly basis and collaborations continue to develop in this context.

In addition to a new joint project with the Real Estate Working Group, ('The Future of Work'), three key projects have continued and progressed, namely the Scope 3 Carbon Emissions project, the Biodiversity Knowledge Sharing Project ('Campus Biodiversity in the IARU Universities') and the Global University Climate Programme.

- 'The Future of Work' project was initiated in 2021. It explores the subject of university real estate sustainability in the COVID-19 context and its aftermath.
- Scope 3 emissions are the emissions that an institution is indirectly responsible for, up and down its value chain (e.g. from suppliers, customers and consumers). The aim of the project is to collaborate on potential solutions and best practice tools and methodologies for some of the biggest common challenges when it comes to Scope 3 emissions in universities.
- The Biodiversity Knowledge Sharing Project completed their report which has been [published on the IARU website](#).
- Feedback and outcomes from the Global University Climate Forum will be shared at the 2022 Annual Meeting of the SCI.

UCT Library Fire

In April 2021, the Jagger Reading Room at the University of Cape Town was tragically destroyed by a fire, resulting in the loss of a significant archive and part of the library collection.

Although the fire detection system prevented the spread of the fire to other parts of the library, the direct damage from the fire and water damage from the firefighting efforts had a devastating impact.

The Jagger Reading Room housed the African Studies collection, which was begun in 1953, along with collections of journals, ephemera, manuscripts, film and video, maps and rare antiquarian books.

Throughout April and May 2021, a salvage operation was conducted to remove the surviving material for cold storage, dehumidifying and freeze drying. This process was a huge undertaking, involving many UCT staff and 2,000 volunteers, and was completed while maintaining normal library services for researchers and students.

Once the painstaking process of removing the delicate materials from the library had been concluded, archivists began the huge task of digitising the resources.

Members of the IARU Librarians' Contact Group offered practical support for the digitisation of collection items, the replacement of lost materials, and in making preparations for insurance claims.

Further information about the disaster and a panorama tour of the library can be found on UCT's website: [Jagger Library Support | UCT Libraries](#).

Librarians' Contact Group

2021 was a year of dramatic change for IARU libraries. COVID-19 necessitated a shift to digital services, together with the development of improved ways of sharing information to support online education and research.

IARU libraries also created [a guide to the online services](#) available from all members' libraries to help scholars and students when universities could only offer limited physical access to campuses during the COVID-19 response.

After discussion about the need to make the journey to libraries and their collections more transparent and valuable for in-person and virtual visitors from other IARU institutions, a '[IARU Libraries Passport](#)' has been developed and is currently being reviewed, with the hope that it will launch soon.

Individual IARU libraries have undertaken a wide range of activities that implement the UNSDGs. An article, '[Sustainable Development Goals: Insights from Research Libraries](#)'

by Roxanne Missingham (ANU), was published in the *International Journal of Librarianship*, contextualising and reporting on initiatives that support the framework.



Alumni Associations Network



2018 meeting of IARU Alumni Directors

A meeting of IARU alumni directors was convened in May 2021 to share how they and their teams have adapted to the new way of working and the impact it has had on overall engagement with alumni.

The network discussed the creative ways in which online engagement has helped to broaden the reach of alumni activities around the world.

In their September 2021 meeting, the Alumni Associations Network explored plans for the next 12 months regarding in-person versus virtual gatherings, with most institutions planning to deliver events in a hybrid mode.

Lifelong Learning

The Lifelong Learning Working Group met virtually in 2021, sharing best teaching continuity practices to cope with COVID-19 challenges. All institutions successfully switched to online delivery of continuous education classes, and with time, most instructors were able to teach using virtual conferencing platforms. Micro-credentials were discussed at the group's April meeting, with ANU, ETH Zürich and NUS sharing how their institutions structured micro-credentials for their courses.

Real Estate Working Group

The 2021 meeting of the Real Estate Working Group went ahead on 17 June, as well as a workshop in collaboration with the Sustainable Campus Initiative on 'The Future of Work'. Discussions focussed on introductions to the group and setting terms of reference for meetings, as well as objectives for the period.

The workstreams that have been identified for 2020-23 are:

- 1) Future Learning Environment: best practice/design guidelines.
- 2) Space Use and Efficiency: benchmarks/space norms.
- 3) Resource Planning: developing a resource toolkit.



A previous meeting of the Real Estate Working Group

The group plans to hold a conference in collaboration with the Sustainable Campus Initiative once COVID-19 restrictions and travel regula-

Virtual Museum Tours

The [Virtual Museum Tours initiative](#), spearheaded by Peking University, provides support to the efforts of IARU museums to make more of their collections accessible to our university communities and the wider world, through online virtual tours of exhibits, the translation of exhibition materials, and pre-recorded lectures by subject experts.

The first tour to be published was the Mars initiative of ETH Zürich's *focusTerra* museum, the Earth & Science Discovery Center of ETH Zürich. IARU is proud to have supported [the translation of a web video](#), which joins [a three-part video tour of Mars](#), in exploring what we know about the structure and dynamics of a planet with many similarities to our own. The web video came second in an international science communication contest in 2020.

You can take a [virtual tour](#) of the three levels of the museum's permanent exhibition and check out the current special exhibition on ["Waves - Dive in!"](#).

This was followed by ["Letter to a Cycad"](#), a 360° digital experience of the living botanical collections at Copenhagen. Visitors can navigate around the historic Palm House.

Using a fictional voice of the late botanist Frederik Liebmann (1813-1856) who found and described the cycad species *Dioon edule*, the oldest specimen in the Palm House, the tour explores life histories and the current biodiversity crisis. In January 2022, 'Letter to a Cycad' gained a VimeoStaff Pick Award and has received over 11,000 views.

["Minstrel of the 19th Century – the Delacroix Print Exhibition"](#) is a collection of prints by the French master Eugene Delacroix that was donated to Peking University. It highlights Delacroix's love of Shakespeare and Goethe, and his critical views on social issues and interest in Eastern cultures.

PKU also presented ["The Auspicious Treasures: An exhibition of bronzes from Shanxi"](#), which showcases remarkable exhibits from Shanxi bronze culture to promote cross-cultural communication. The exhibition blends an online VR tour with Chinese-English bilingual guidance.

Image from 'Letter to a Cycad', a Virtual Museum Tour from University of Copenhagen



Handbook for Groups

At the Senior Officers' Meeting in 2021, the Secretariat made a proposal to create a Handbook for groups. In addition to capturing the knowledge and experience of our current groups, the Handbook will also offer advice on:

- How to set up a new group.
- The practicalities of running a group.
- The expectations for each kind of group (working group vs networking group etc.).
- How groups interact with the Secretariat and the support that would be offered.
- Evaluating the activities of a group to make decisions on current and future work.

The Handbook is not intended to be prescriptive but would be especially useful for anyone setting up a new group, or a current group that has experienced staff turnover.

The Secretariat will be contacting all group leads to draw on their experience, understand what has worked well for them and where they feel changes could be made. This feedback will be incorporated directly into the Handbook.

We would also be very happy to hear from any IARU group members that would like to contribute to the planning of the Handbook, so please feel free to get in touch by emailing iaru@admin.cam.ac.uk.

In the Spotlight: getting to know our group members

Zeba Salman

Director of Alumni Relations
Australian National University

IARU Alumni Associations
Network Member

As Director of Alumni Relations at the Australian National University, Zeba is responsible for connecting ANU's global network of over 126,000 alumni.

Previously at the University of Newcastle NSW, Zeba's relocation to Australia in 2017 followed extensive sector experience in London-based universities, including SOAS, the University of London (School of Oriental and African Studies) and Imperial College London.

Zeba is a graduate of King's College London, and her professional experience spans the development of



international networks, membership and external engagement, higher education and related fundraising, marketing, communications, and recruitment activities.

IARU Alumni Associations Network

Zeba shared her thoughts with us on what the priorities are for the IARU Alumni Associations Network and the value it brings to its group members:

"Alumni are an important stakeholder group for IARU institutions, with Alumni Relations teams serving a broad University-wide remit, nurturing relationships between alumni and with students, academics and industry partners.

The IARU Alumni Associations Network is a key body connecting IARU alumni directors, providing a platform for an exchange of experiences and paving the way for best practice across partner institutions. Over an annual schedule of online and in-person summits, delegates discuss sector updates and developments, as well as opportunities to collaborate on joint programs and activities.

The Network has proven to be particularly supportive over the pandemic era, with international members connecting online and sharing 'alumni engagement pivot plans' in an uncertain environment. Having the opportunity to hear about localised challenges in this international framework first-hand has helped to add context to each member's own strategic plans, with members being very much unified in their respective approaches. In navigating a COVID-influenced environment, IARU alumni leaders have met the moment with innovation and enterprising alumni programming.

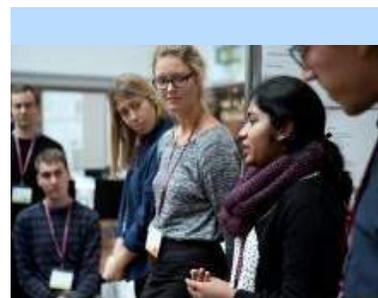
In this way, the Network brings together the critical role alumni can have as influencers, advocates, and supporters in advancing the vision and reputational aims of IARU partners."

2021 IARU Survey Insights

In May 2021 the incoming Secretariat launched an online survey open to everyone currently involved in IARU. The survey aimed to engage the IARU membership on specific questions and to capture the ideas and current concerns of members. It was structured as a mixture of required and optional questions, and respondents were able to provide free text responses to almost every question.

It was striking to see how a few key themes emerged from the responses, with around half of the potential respondents putting forward their views. The survey received feedback from a broad cross-section of the IARU community, representing Senior Officers, Key Contacts, Group and Initiative Leads and Members.

The feedback from the survey has directly informed the Secretariat's proposals at the Senior Officers' Meeting in 2021 (please see page 1) and [the survey summary can be found on the IARU website.](#)



'The global nature of the network and the fact that most institutions are not competing against each other encourages the sharing of useful information and examples of best practice.'

Survey response, May 2021

Survey Feedback on Groups

How active is your group and what makes a group productive?

Many noted the difficulties of maintaining activities during the pandemic and remote working, but the majority described their groups as fairly or very active.

Group productivity was attributed to four factors:

- Clear planning about the work programme and goals.
- Committed leadership in the group/initiative.
- Engaged members.
- Face-to-face meetings.

Would it be helpful to have written guidance?

The feedback on this question indicated that members would welcome guidance on:

- Creating new groups.
- Rethinking/retiring groups.
- Identifying and prioritising work.

IARU-Wide Themes

Below are the themes that came up most frequently for the three questions that focussed on more general IARU matters.

What makes IARU different?

- Diverse, truly global membership.
- Small number of members.
- Shared perspectives and issues.

What opportunities do we have?

- Best practice sharing.
- Provide more support and encouragement for research collaborations.
- Staff and student exchange.

What challenges do we face?

- Securing funding within universities to support an individual's participation in group work (esp. travel costs).
- Getting institutions and managers to incentivise members to be active in IARU.

What should the Secretariat stop or start doing?

- Make activities more visible to those who are not group leaders.
- Put more information and up to date content on the website.
- Provide a clearer sense of IARU's strategic priorities and direction to help inform group work, especially in a post-pandemic context.



Group and Initiative Contacts

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Global Internship Programme (GIP)

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Thank You to IARU Colleagues

We would also like to take this opportunity to thank the following colleagues who have now finished their work for IARU; we are very grateful for all their time and effort:

Vibeke Raaschou-Nielsen (UCPH), Romana Mayer (ETH), Lu Jiao (PKU), Biquan Chua and Li Ling Koh (NUS).

Secretariat

If you have any questions or comments, the Secretariat would be delighted to hear from you. Please contact us at iaru@admin.cam.ac.uk.



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IARU Chair

Vice-Chancellor, University of Cambridge



Dr Karen Kennedy

Senior Officer, IARU
Director, Strategic Partnerships
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Head of Public International
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Dr Robert Sing

Research Analyst



Hannah Flewitt

International Projects
Coordinator, Cambridge Key Contact

9.4.3 Draft IARU Group Handbook (*no paper*)

At SOM2021, the Secretariat proposed drafting a Handbook to support the work of the IARU groups and initiatives. The Handbook would distil best practice, offer guidance on how to set up and wind down groups, and provide assistance on administrative matters. Responses to the IARU member survey (see paper 9.4.1) indicated that this guidance would be helpful to groups and initiatives, especially those that were new or had new representatives joining them. The draft Handbook will be circulated to group and initiative leads for comment and feedback, and it is anticipated that it will be regularly updated in response to new queries and developments.

9.4.4 Committee on Education Initiatives

(The Secretariat's Proposal 4 at the 2021 Senior Officers' Meeting)

Introduction

IARU currently has several concurrent educational initiatives (IARU Courses, Joint Online Courses, Joint Educational Programme, GT Summer Field Course, GIP). It is the task of the Secretariat to maintain oversight of these, but this is a task which the Secretariat, with its many administrative responsibilities, lack of pedagogic expertise, and two-year duration, is not well-equipped to undertake. Educational initiatives primarily managed by a single institution are also at risk of disruption or cessation due to staff changes.

To ensure that IARU's educational initiatives are effective and appropriate, the Secretariat proposed to the Senior Officers that a new education committee be formed to provide coordination and communication. The proposal was supported. The need for a central group focused on education (specifically developing new initiatives – though this would not be the primary purpose of the committee being proposed) was also endorsed at the 2019 Senior Officers' Meeting (*Outcomes*, p.6).

Now is an opportune moment to create the committee, as international travel starts to become possible once more, and we confront the danger that the COVID-induced hiatus imposed on many educational initiatives, together with a lack of external funding for student exchange since 2018, will see momentum permanently stall.

Responsibilities

While in many respects the group would be very similar to other IARU working groups, it would differ in being primarily focused on working with others, rather than producing work of its own (hence, 'committee' rather than 'group' or 'network'). It is important to note that the committee would cooperate with the leads of the educational initiatives – it would not control or instruct groups, since the aim of the committee is to facilitate their work, not interfere with it. It is possible that some committee members, moreover, will be the individuals directly involved in running existing initiatives.

Specifically, the primary responsibilities of the committee would be to:

- Keep in contact, as appropriate, with the different educational initiatives so as to maintain an up to date oversight of the state of play. As a result it would also:
- Identify and facilitate opportunities for cooperation between the initiatives.
- Act as a forum for discussion and a place to share good practice and ideas relevant to IARU's work in education.
- Assess how education initiatives are performing (individually and as a collective offering), and suggest, as appropriate, whether additional support is required or changes should be considered.
- Act, in time, as a source of institutional memory for new IARU members and incoming Secretariats for education initiatives.

The committee would also be expected to spend time on subjects of general relevance to IARU's educational work, including:

- Identifying a potential new source of funding for student exchange (cf. the support of Santander prior to 2018). The costs of in-person exchange discourage many students from participating, and some countries are impacted more than others.
- Discuss/develop ideas for new education opportunities or changing existing initiatives. For example, the 'virtual classrooms' initiative as set out in the SOM2021 Tome (p.16).

Membership

Membership would be open to anyone (academic or professional) who has been or is involved in IARU educational initiatives, or educational exchange and related fields more generally.

The priority would be to recruit members from universities currently most interested/active in student exchange, ideally to have as wide a representation as possible

Senior Officers and Key Contacts will be asked for suggestions. Those who were previously involved in the Global Summer Programme could be asked first. If some people already know each other than might be welcome.

Finding a committee leader, someone who is prepared to put in more work than most, and who could potentially bring resources and contacts to the role, will be critical. Here, the enthusiasm of UCPH in volunteering may be particularly valuable.

Expectations

- In cooperation with the Chair/Secretariat, and relevant individual members, the committee would establish a high-level work plan for the next 1-2 years based on the responsibilities outlined in this document.
- Meet at least twice a year (virtually).
- Produce a report on IARU education initiatives for the Senior Officers' Meeting. This report would chart plans and progress on the priorities.

The time commitment would vary depending on how the committee decides to work and its work load. As an initial estimate, it would be sufficient for ordinary members to commit about half a day a month.

Funding

- The group could apply for funding if it wishes to meet in person once a year.

9.4.5 Early Career Collaboration Grants

(Revised Version of the Secretariat's Proposal 6 at the 2021 Senior Officers' Meeting)

Introduction

The Secretariat originally proposed a funding scheme to foster new research collaborations amongst IARU members. Under this scheme, financial support would have been provided to researchers at different IARU universities to meet and work together to develop a formal research programme and then apply for external funding. Senior Officers were generally not supportive of this proposal because:

- It was felt that the amount of funding IARU could offer (up to US\$5,000) per application would be too little to be effective
- Researchers do not have difficulty in identifying potential research collaborators, and this scheme may be perceived as an effort to seed collaborations in a top-down fashion (though this was not its intention)
- There was a significant risk that the funding would not eventually lead to a fruitful collaboration

Senior Officers stressed that a vast amount of research is already taking place between members. They were of the opinion that the most effective use of IARU's resources would be to support existing research collaborations in new ways. More than one attendee suggested focusing on early-career researchers.

The Revised Proposal

The COVID-19 pandemic has made it very difficult for researchers to travel and engage in in-person research. While the pandemic has demonstrated the possibilities and value of virtual collaboration, in many cases there is no substitute for in-person presence. Spending time at other institutions can provide invaluable access to expertise, equipment and facilities, as well as providing new perspectives and approaches.

The loss of this connectivity has been particularly acute for early-career researchers as they work to develop new research projects, acquire experience, and build their professional networks. Early-career connections can have a formative effect and have the potential to generate long-term collaborations.

The Secretariat therefore proposes that IARU create an 'Early Career Collaboration Grant Scheme'. It would aim to help current postdoctoral researchers meet the costs of a short-term placement at another IARU university during which they would work with other researchers, and benefit from expertise and/or facilities and equipment not available at their home institutions.

Eligibility

Current postdoctoral researchers at any IARU university can apply. All placements must be at another IARU university. The university does not need to have an existing connection to the applicant's research project.

Funding and Eligible Expenses

Individuals could apply for a total of US\$5,000. IARU would earmark US\$20,000 for the scheme each year.

Subject to the presentation of receipts to the Secretariat, applicants would be reimbursed for the costs of travel, accommodation, maintenance and other expenses related to their placement.

Application Requirements

Note: Applicants must confirm that they have secured the necessary approvals from both their home and host institutions, before applying to the scheme.

Applicants should submit the following to the IARU Secretariat:

- 1) A covering letter (absolute max 1,000 words) setting out, in plain English:
 - The area of their research and their specific research project
 - Why they are seeking the placement (i.e. additional/different expertise, equipment, facilities etc.)
 - A summary proposed research outline for their placement. This should include plans to share information about their research and their placement at their host institution (for example, at departmental seminars or other relevant research meetings).
 - How they expect their research placement will facilitate further collaborative links between their home institution and host institution (e.g. reciprocal exchanges, joint funding applications)

- 2) A CV (strictly no more than two pages long)

At the end of their placement, researchers will be asked to write a short statement explaining their research, what they accomplished (including any joint publications, for example), how they collaborated with colleagues, and how their placement has or is expected to further additional collaboration.

Selection

Successful applications would be decided by a panel of academics from IARU universities, drawn from different disciplines (e.g. Arts & Humanities, Life Sciences, Physical Sciences etc.), as well as a couple of Senior Officers.

Applications will be selected based on the following criteria:

- The expected impact that the placement will have on the applicant's research programme
- The applicant's explanation of how the placement will encourage new collaborative links or strengthen existing collaborative links

The panel may choose to give priority to proposed placements that have some or all of the following elements:

- Are connected to the work of IARU groups with existing or potential research links (the Ageing, Longevity & Health Group and the Sustainable Campus Initiative for example).
- Involve work that was in some way impacted or delayed by the pandemic

- Would take place between universities that are not in the same country/geographic region, in recognition of the greater financial obstacles to in-person collaboration between these institutions (e.g. between the University of Copenhagen and the National University of Singapore, or between the Australian National University and Yale University).

Decision Process & Timeline

If, after discussion and further revision, Senior Officers approve this proposal, applications will open in spring 2022. Volunteer panellists will be identified through the IARU network. Applications will close at the end of summer 2022. The Secretariat will vet the applications for basic eligibility before sending them to panellists. Successful applications will be announced at SOM2022 in September in Oxford.

9.5 Host and Date of PM 2023 and SOM 2022

This paper has been provided for information.

In 2019, it was decided that every second year the Presidents' Meeting should coincide with the World Economic Forum meeting at Davos, Switzerland, in January. ETH Zürich duly hosted the Presidents in 2019 and the University of Cape Town had been ready to host the Presidents in April 2020. COVID-19 has, of course, meant that in-person meetings have been impossible until now. The Secretariat has canvassed the Presidents about holding the 2023 Presidents' Meeting at ETH Zürich in order to coincide with the WEF, or at Cape Town. The Secretariat would like to thank both President Mesot and Vice-Chancellor Phakeng for their willingness to host. A clear majority of Presidents favoured meeting in Zürich, with the remainder being happy to follow the preference of the majority.

The World Economic Forum has not yet released dates for their 2023 Davos meeting. However, past meetings suggest that the WEF meeting will most likely take place either Tuesday 17 January – Friday 20 Jan 2023, or Tuesday 24 Jan – Friday 27 January 2023.

The Secretariat will liaise with the Cambridge Vice-Chancellor's Office as IARU Chair, and with President Mesot of ETH as the prospective hosting President, to identify an initial set of possible dates for a meeting in Jan 2023. These will be shared with the other Presidents. The Secretariat will update the Presidents at the meeting about the outcome of these discussions and confirm the date(s) we have provisionally asked Presidents to hold in their diaries, pending the official announcement of the WEF 2023 meeting date.

Past Presidents' Meetings

2020 and 2021 @ Online (Jan–Feb, University of Tokyo)
2019 @ ETH Zürich (21 January)
2018 @ Peking University (4–6 May)
2016 @ University of Oxford (25–26 April)
2015 @ The University of Tokyo (2–3 March)
2014 @ ETH Zürich (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)

Next Senior Officers' Meeting

Prior to COVID, the University of Oxford had agreed to host the next in-person meeting of Senior Officers. After consulting with the Senior Officers, it has been agreed that Oxford will host the 2022 Senior Officers' Meeting on 19–21 September.