

IARU PRESIDENTS' MEETING OUTCOMES

Session 2: Regional round up

- As part of the Presidents' regional round up, the University of Tokyo proposed discussing characteristics of world class universities, particularly in terms of governance.

Action: Secretariat to liaise with Tokyo to see how they would like to take this forward.

Session 3: Maintaining connectivity while reducing our carbon footprint

The outcomes of this session focused on the sharing of best practice and resources between institutions, particularly on the following:

- Creating principles or categories around essential travel.
- Facilitating digital interactions, with a focus on shared standards.
- Creation of carbon budgets.
- Sharing experience around off-setting and how to create genuine off-sets.
- Building materials and technologies, acknowledging that the building industry can be slow to adapt and considering whether there are approaches to address this.
- Sharing investment strategies across institutions.

The Secretariat will facilitate the sharing of these materials.

Action: Secretariat to contact Sustainable Campus Initiative as a first step to establish what is already being shared, then work out what could be shared and identify who would be the best person at each institution to receive and supply the information.

Session 4: Mentoring for successful academic careers

Following the presentation on building a successful mentoring culture by Professor Tan and Associate Professor Lum (NUS), the following outcomes were noted:

- Associate Professor Lum (NUS) asked how feasible it would be to establish a mentoring programme across IARU and how best practice could be shared amongst members.
- The possibility of hybrid roles split between academia and industry was discussed, with the Presidents debating the proportion of time spent in each role, the difficulties around intellectual property and the need to make salaries competitive.
- Some of the Presidents shared details of what had worked well with their own mentoring schemes, noting the challenges of scalability and changing existing institutional cultures.

- As this debate raised many issues, NUS offered to reflect on the discussions and questions and provide a written response including potential next steps to the other Presidents, via the Secretariat.

Action: having provided these notes to NUS, the Secretariat will circulate their response and provide whatever assistance is then needed/possible to take matters forward.

Session 5: What does it mean to be a global alliance in an age of growing nationalism and regionalism?

- The Presidents acknowledged that international engagement had become more complicated, and that universities needed to develop an informed, strategic approach to manage global collaboration in the face of emerging political barriers.
- The Presidents valued the open discussion and agreed that the conversations should continue, drawing on each other's experience and support.
- A key concern of many IARU universities was how to manage interactions with Russia, given the current war in Ukraine.

Action: Secretariat to reach out to SOs with a suggestion that universities share, as desired, procedures they have in place in terms of Russia.

Session 6: IARU Group Presentations

- The success of the Ageing Longevity and Health Initiative was noted and the Presidents felt that it was important to build on this achievement. The Secretariat will be developing a case study of the initiative to see what can be learnt from ALH's example for future research initiatives.

Session 7: The future of work

In addition to sharing best practice, approaches and experience about hybrid working and teaching, these outcomes were agreed:

- There was great interest in UCT's online high school and, in partnership with UCT, the Secretariat will share information with IARU institutions about this scheme.
- The subject of transforming digital pedagogy is an important consideration for all IARU members and the Secretariat will reflect on how to take this discussion forward, with initial discussion on how to approach this at the Senior Officers' Meeting in September 2022 if possible.
- Oxford has developed 'News Ways of Working', a guidance framework which it offered to share with IARU members.

Actions:

1. Secretariat to facilitate sharing of approaches, strategies. Oxford already offered to share its 'New Ways of Working' guidance framework.
2. Secretariat to share information about UCT's online high school with members.

Session 8: IARU Chair and Secretariat 2023-25

- Professor Toope confirmed that all the IARU Presidents had approved the proposal for the Cambridge Secretariat to continue until spring 2023, with the new interim Vice-Chancellor, Dr Anthony Freeling, serving as IARU Chair for that time.
- Professor Mamokgethi Phakeng of UCT was unanimously elected IARU Chair for 2023–25, with UCT acting as Secretariat for the same period.
- The Cambridge Secretariat will liaise with their counterparts at UCT to organise the transition in due course.

Session 9: IARU Business Matters

9.1 IARU membership

- After discussion, it was agreed that, subject to a suitable candidate being found, an invitation to join IARU could be extended to a university from Latin America, a geographical area not currently represented by the alliance.
- The Secretariat will form a working group to identify potential candidate institutions.
- IARU members will have the opportunity to suggest universities for consideration, perhaps supported by information from their respective International Offices and Latin American Studies departments.
- The criteria for selection proposed by the Secretariat were approved by the Presidents who confirmed that global university rankings should be used as a guide, rather than the key criterion.
- It was agreed that after consideration of a Latin American university, there would be no further plans to expand for 5 years.

Action: Secretariat to arrange set up of committee, solicit information from all SOs about which Latin American universities IARU members have the most engagement.

9.2 Summaries of Groups and Initiatives

- The Secretariat will check that all member universities are represented in the Cybersecurity Forum and will encourage the Forum to feedback to the Presidents on their activities, as this is currently an important area for IARU members.

Action: Secretariat to check that everyone is represented on the Cybersecurity Forum.

- To improve the reporting process and for wider communication, the Secretariat will contact group leads and ask them to complete a summary template.

Action: Secretariat will ask group leads to write/revise a short (one page) description of what their group does and what its aims are.

- The Presidents decided that budget for individuals to travel to annual group meetings (as opposed to budget for the groups to meet the costs of setting up these meetings) should continue to come from individual institutions, rather than central IARU funds.

Action: Secretariat to report back to the group/person in question.

- On the subject of collaborative alumni events, the Presidents commented that this could be difficult to carry out in practice and that they would be open to suggestions from the Alumni Associations Network about other ways in which the IARU universities could work together in this area.

Action: Secretariat to report back to the Alumni Association Network.

9.4.4 Committee on education initiatives

- Several of the Presidents were wary of introducing an additional layer of administration to the education initiatives. Additionally, they were concerned that it would be seen as imposing top-down control of initiatives that were already functioning well.
- It was agreed that UCPH (who have volunteered to lead on this) should contact the relevant IARU group leads to gauge the need and appetite for such a committee.
- The proposal would also be amended to clarify that the role of the committee would focus on providing support and coordination, instead of exercising oversight.

Action: Secretariat to amend and consult.

9.4.5 Early career funding

- It was agreed that the proposal should be focused on junior academics, rather than exclusively postdocs.
- There was also agreement that the initial budget should be doubled to raise the profile of the scheme.
- The Presidents agreed that the possibility of matched funding should be a matter for internal discussion by individual institutions.
- The details of the funding scheme will be worked on by the Secretariat and Senior Officers.

Action: Secretariat to revise and bring to SOM 2022.



9.5 Host and date of PM 2023

- The Presidents have been asked to hold the dates of 15-16 January provisionally, pending the announcement of the 2023 dates for the World Economic Forum at Davos.
- Secretariat will monitor the preparations for Davos 2023 and will contact IARU members to confirm or adjust the PM 2023 dates accordingly.

Action: Secretariat to finalise date of PM 2023 with members.