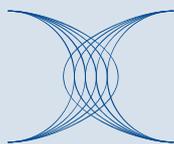




2009 Meeting of IARU Senior Officers



Meeting of IARU Senior Officers

University of Oxford

22 – 23 October 2009

Wednesday 21 October

1830 Guests to meet in the foyer, The Old Bank Hotel
 *Delegates to walk to/from Brasserie Blanc restaurant

1900 – 2100 *Informal dinner, Brasserie Blanc*

Thursday 22 October

1000 Guests participating in the Oxford historical tour to be collected from the foyer
 The Old Bank Hotel

1000 - 1130 Optional Oxford historical tour

By 1200 Guests to meet in the foyer, The Old Bank Hotel and depart for the Rhodes House
 *Delegates to walk to the Rhodes House meeting venue

1215 All guests to arrive at Rhodes House

1220 – 1330 *Lunch*

1345 – 1530 **Meeting Session 1**

1. Welcome– IARU Chair, Professor Tan Chorh Chuan (Approx. 10 minutes)
2. Future IARU directions discussion (Approx. 90 minutes)

1530 – 1545 Afternoon tea

1545 – 1700 **Meeting Session 2**

3. Global Summer Program (Approx. 45 minutes)
 - 3.1. 2009 GSP Working Committee recommendations
 - 3.2. 2009 GSP Working Committee Meeting Outcomes
 - 3.3. 2010 course proposals
4. Sustainable Campus Initiatives (Approx. 30 minutes)
 - 4.1. Campus Sustainability Strategy
 - 4.2. Sustainability Fellowships Program
5. Project updates and upcoming (approved) workshops

Please note: Papers for all ongoing IARU Projects have been tabled however items will only be discussed where requested

- 5.1. Open Access Publishing workshop
- 5.2. Transforming Power of Global Education workshop
- 5.3. Regional Perspectives on Global Security research project
- 5.4. Ageing, Longevity and Health research project
- 5.5. Demonstrative project on Sustainable Cities
- 5.6. Culture and Citizenship workshop

**End of session delegates walk to The Old Bank Hotel*

By 1800 Guests to meet in the foyer, The Old Bank Hotel and depart for Exeter College
**Delegates to walk to Exeter College*

1815 – 2130 *Pre-dinner drinks and dinner, Exeter College*
**Delegates to return to the Old Bank Hotel*

Friday 23 October

By 0915 Guests to meet in the foyer, The Old Bank Hotel
**Delegates to walk to the meeting venue at Rhodes House*

0930 – 1045 **Meeting Session 3**

6. Follow up from the 2009 Presidents' meeting
 - 6.1. Industrial Innovation (and the Role of the Modern Research University) (Cambridge) (Approx. 20 minutes)
 - 6.2. Academic Entrepreneurship and Spin-off Incubation (NUS) (Approx. 15 minutes)
 - 6.3. Women and Men in a Globalising University benchmarking (Cambridge) (Approx. 15 minutes)
 - 6.4. Career Development Professionals Network (Approx. 15 minutes)

1045 – 1100 *Morning tea*

1100 – 1230 **Meeting Session 4**

7. IARU partner initiative sharing
 - 7.1. Integrated Services - Benchmarking HR and Corporate Services Performance Data (Cambridge) (Approx. 10 minutes)
 - 7.2. Alumni Associations Summit (Yale) (Approx. 10 minutes)
 - 7.3. NUS/Oxford update on Global Internships pilot program (Approx. 15 minutes)
 - 7.4. Staff exchange (ETH Zurich/Oxford/ANU) (Approx. 10 minutes)
 - 7.5. Staff Sabbaticals (ETH Zurich) (Approx. 10 minutes)
 - 7.6. COP15 IARU Student Program (Copenhagen) (Approx. 5 minutes)
 - 7.7. Mentoring program (ANU) (Approx. 10 minutes)
8. General brainstorm/open discussion session

Please note: There will be no documents tabled for these topics. This session is viewed as an opportunity for members to exchange ideas, views and practices.

8.1. Developments in the Middle East (Approx. 30 – 40 minutes)

1240 – 1345 Lunch

1345 – 1600 **Meeting Session 5**

8.2. Other suggested topics of discussion

- Understanding and supporting International Academic staff
- Innovative travel tracking
- Non-traditional ways to get students abroad
- The question of best ways to integrate post doctoral fellows into the university
- How should we structure the presence of visitors – not on a traditional appointment - so their impact is greater?

9. 2010 IARU Meetings (Approx 10 minutes)

9.1. Presidents' Meeting at Peking University, 13-14 April

9.2. Senior Officers Meeting

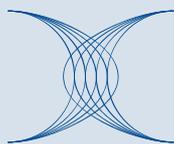
9.2.1. Date

9.2.2. Proposed location/host

10. Other Business

10.1. Finance update (Approx 10 minutes)

11. Closing summary of meeting outcomes and next steps (Approx 10 minutes)



Meeting of IARU Senior Officers

University of Oxford
22 – 23 October 2009

Attendees

Meeting Chair

Professor Tan Chorh Chuan
IARU Chair

University of Oxford

Professor Ian Walmsley
Pro Vice Chancellor (Research)

Dr Heather Bell
Director of International Strategy

Australian National University

Mr Darren Brown
Director, International Development

ETH Zurich

Dr Margrit Leuthold
Director, International Institutional Affairs

Mr Anders Hagström
Director, International Educational Affairs

National University of Singapore

Professor Barry Halliwell
Deputy President (Research and Technology)

Professor Lily Kong
Vice-President, University and Global Relations

Ms Denise Chua
Associate Director, International Relations Office

University of California, Berkeley

Professor Pradeep Chhibber
Director, Institute of International Studies

University of Cambridge

Professor Kate Pretty
Pro-Vice-Chancellor

Mrs Tao-Tao Chang
Head of the International Office

University of Copenhagen

Dr John E. Andersen
Director of International Affairs

The University of Tokyo

Professor Yoichiro Matsumoto
Executive Vice-President, Managing Director

Mr Tatsuo Kishi
General Manager, International Affairs Department

Mr Katsuyoshi Kanno
Head, Student Exchange Group, International
Affairs Department

Yale University

Mr Donald Filer
Associate Secretary of the University and Director,
Office of International Affairs

IARU Secretariat

Ms Amelia Whitelaw
Director

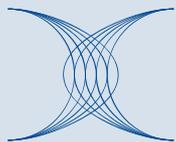
Mr Tim Mansfield
Coordinator

Mr Bernard Toh
(Shadow Secretariat)

Ms Yeap Su Phing
(Shadow Secretariat)

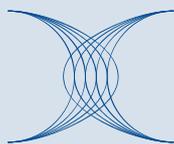
Oxford meeting coordinator

Ms Victoria Bullock
PA to the Director of International Strategy



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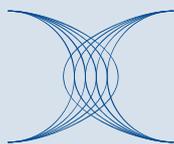
Summary of current IARU activity



Summary of current IARU initiatives

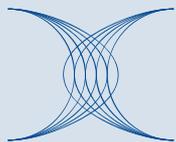
IARU Initiative/ activity	Partners engaged	Status	Most recent activity	Central funds to date (\$US)	Individual partner funding
IARU Campus Sustainability Project	All	Ongoing	Ongoing update of Campus Sustainability website and toolkit Regional meeting planned at Peking in October 2009 (involving ANU, NUS, Peking and Tsinghua)	\$30 500 + up to \$15 000 each year for annual meetings (2010, 2011, 2012)	
Sustainability Fellowships Program	In 2009: ANU, Yale, Copenhagen, NUS and Oxford. All partners expected to participate by 2011	Ongoing	Students have completed their fellowships.	\$0	Varying by institution
Global Summer Program	All	Ongoing	GSP Working Committee Meeting held at Oxford (14-15 September) Planning underway for 2010 course offerings	\$6 000 + Up to \$10 000 each year for GSP Working Committee Meetings (2009 & 2010)	Varying by institution
Open-Access Publishing	ETH Zurich (lead)	New Initiative (Approved at 2009 Presidents meeting)	Workshop details finalised and circulated to IARU partners with invitation to attend	Up to \$15 000 committed for workshop	
The Transforming Power of Global Education proposal	NUS (lead)	New Initiative (Approved at 2009 Presidents meeting)	Workshop details finalised	Up to \$15 000 committed for workshop	
Regional Perspectives on Global Security research program	ANU, NUS, Tsinghua, Copenhagen	Ongoing	Workshop in at Tsinghua (28-29 September)	\$16 925.25	Varying by institution + external funding secured

IARU Initiative/ activity	Partners engaged	Status	Most recent activity	Central funds to date (\$US)	Individual partner funding
Ageing, Longevity and Health research program	Copenhagen (lead), ANU, NUS, Oxford, Todai, Yale, PKU	Ongoing	Workshop at NUS September 2009	\$38 000	Varying by institution + external funding secured
Energy, Resources and Environment: Demonstrative Project on Sustainable Cities research program	ANU, Copenhagen, Todai	Ongoing (end date 2010)	Workshop at ANU (June 2009)	\$3629.41 for ERE proposal development (Todai 2006) Up to \$15 000 committed (to date unspent)	ANU, Copenhagen, Todai provided seed money for the project in the first 3 years
Culture and Citizenship: Towards A New Civic Pluralism	ANU (Lead), Berkeley, Cambridge, Copenhagen, Oxford, NUS	New Initiative (Originally approved at 2008 Presidents meeting, reviewed at SOM 2008)	Workshop details finalised (Copenhagen, 2-3 November)	Up to \$15 000 committed (to date unspent)	
Industrial Innovation (and the Role of the Modern Research University)	Cambridge (Lead) ,Oxford, ANU, UCB, NUS, ETH Zurich, Todai	Ongoing	Workshop in Cambridge (27 April 2009)	\$4 800 + up to \$15 000 committed for further project development (unspent to date)	
Women and Men in a Globalising University (proposed benchmarking project)	Cambridge (Lead)	Ongoing	2009 Presidents agree project should continue but with focus on benchmarking, not research	Up to \$15 000 committed at 2008 Presidents' meeting (to date unspent) \$8 508 Cambridge 2006	
Career Development Professionals Network	ANU (Lead)	Ongoing	Workshop in NUS (July 2008) Academic Guide proposal developed for consideration at the Presidents Meeting	\$3 000 Workshop hosted by NUS (July 2008)	

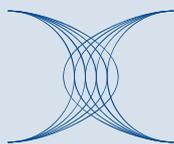


Schedule of IARU activity (post 2009 Presidents' meeting)

Date	Activities and Events	Research Workshops	Host(s)
2009			
25 May – 18 July	IARU Summer Internships @ NUS		NUS
1 June – 1 August	IARU Sustainability Fellowships Program		ANU, Yale, ETH Zurich, Copenhagen, Oxford, NUS, Today
14 June – 21 August	IARU Global Summer Program		All
6 July – 30 September	IARU Summer Internships @ University of Oxford		Oxford
14-15 September	GSP Working Committee		Oxford
21-23 September		New Concepts of Security Workshop	Today
21-24 October	Yale Alumni Associations Summit		Yale
22-23 October	IARU Senior Officers' Meeting		Oxford
30-31 October		CAST/IARU Security Workshop	Copenhagen
October (TBA)		Regional Campus Sustainability Meeting (Peking, NUS, UT, ANU)	Peking
2-3 November		Culture and Citizenship Workshop	Copenhagen
8-13 November		Sustainable Cities Workshop	NUS
2010			
15 January – 8 March	GSP Application Period		All
21-22 January		Open Access Workshop	ETH Zurich
3-5 February		Campus Sustainability Representatives Meeting	NUS
13-14 April	IARU Presidents' Meeting		Peking
12-13 August		Transforming Power of Global Education	NUS
13-14 September	GSP Working Committee		TBC (ETH Zurich/Cambridge)
September – October (TBA)	IARU Senior Officers Meeting		TBC



2. Future IARU directions discussions



2. Future IARU directions discussions

Paper prepared by:	Lily Kong (National University of Singapore)
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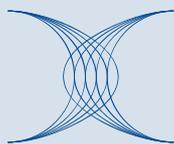
Document type:		Progress update
		Workshop
		Project proposal
	✓	Discussion paper
		No document tabled

Action required:	✓	For information only – no further action required
		Senior Officer's endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	

Previous recommendations:

2009 Presidents' Meeting (April 2009)	
2008 Senior Officers Meeting (October 2008)	



2. Future IARU directions discussions

Paper prepared by Professor Lily Kong, Vice-President, University and Global Relations

Background

1. In August 2009, Presidents of IARU universities were invited to identify areas in which IARU could:
 - a. be most useful to each individual institution
 - b. provide leadership or fresh models for other universities and alliances
2. This paper presents a summary of where the views and ideas converge, and develops some options for discussion about future directions of IARU.

Convergence of ideas

3. Two areas were consistently thought to be most useful to individual institutions: global education initiatives, and institutional sharing initiatives.
4. One area was clearly thought to have the most potential for IARU as an alliance to provide leadership or fresh models for other universities and alliances: Grand Challenges as flagship programmes.

Global education initiatives

5. Global education initiatives can take a variety of forms. The Global Summer Programme (GSP) was the most commonly named, followed by Global Internships (GI), student exchange, and joint programmes. Previous discussions suggest that not all institutions can support student exchange and joint programmes for understandable institutional reasons.
6. Both the *Global Summer Programme* and the *Global Internships* were the subject of discussion at the September 2009 GSP officers' meeting in Oxford. A separate report has been developed as an agenda item for the SOM. In brief, GSP officers converged on the view that the GSP and GI could form part of an umbrella programme on *Global Education Initiatives*. Other components could include: research projects and attachments, or even a PhD summer programme.
7. **GSP:** The following ideas were suggested as ways in which to develop a distinctive GSP
 - Maintain diversity of themes, with each university offering one course in an area which it has a comparative advantage
 - Attract high level of cross faculty involvement, i.e. academic staff to teach in other universities' courses

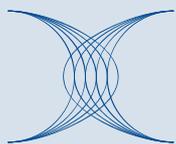
- Introduce an event to bring all GSP students together (physically or virtually)
 - Develop quality assurance of courses
 - Attract funding by big sponsor
 - Ensure consistency in branding (e.g. website, collaterals such as t-shirts, email addresses)
 - Develop an alumni network
8. **GI:** With respect to global internships, the secretariat offered to take charge of coordination. As with the GSP, it may be useful to articulate the desired outcomes, and the distinctive value proposition for GI, as well as to work out the arrangements that will enable its growth.
9. For future development, some possible options for discussion are:
- a. To continue to develop a strong GSP, rigorous, well-attended, with strong branding
 - b. To develop a GI programme, with clear value-add and distinctiveness from other internship programmes
 - c. To develop undergraduate research attachment programmes
 - d. To develop a PhD summer programme
 - e. To maintain and/or augment where possible student exchange among partner institutions that wish to participate
 - f. To continue with current bilateral arrangements for joint programmes where appropriate
 - g. To prioritise and strategically focus on one or two of the above for the next two years before possibly embarking on another one or two.

Institutional sharing initiatives

10. A majority of institutions saw promise and expressed interest in institutional sharing initiatives. Several existing examples and some new ideas were cited: selection/ admission of students, faculty and staff exchange, career services, international strategy, quality management, industrial innovation, open access publishing.
11. For future development, some possible options for discussion are:
- a. To continue to rely on emergent proposals from individual institutions on specific areas on an ad hoc basis
 - b. To share information about key contact persons in each university and leave it to them to make contact as and when helpful
 - c. To select one or two areas for development in greater depth, involving possibly workshops for sharing of practices, benchmarking, data sharing (e.g. through central repository on secure IARU site), matchmaking of staff for exchange.

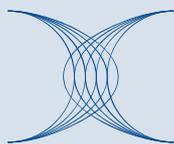
Grand challenges, flagship programmes

12. A majority of universities cited the Sustainability/Climate Change initiative as a Grand Challenge that IARU has undertaken well. This includes the Climate Change Congress, the Campus Sustainability benchmarking, target-setting, toolkit, and related student internships.
13. For future development, some possible options for discussion are:
 - a. To extend the reach and depth of the Sustainability/Climate Change initiative e.g. can an education dimension be developed? Would it be valuable to seek opportunities for public policy statements? To grow the internship programme? To consider another major conference? To bring together experts to engage governments and world organizations?
 - b. To develop another Grand Challenge initiative e.g. ideas which may have developed as institutional sharing or global education initiative, which then develops into a Grand Challenge. Possibilities might be:
 - i. Industrial innovation
 - ii. Value creation of research-intensive universities



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3. Global Summer Program



3. Global Summer Program

Paper prepared by:	IARU Secretariat, on behalf of GSP Working Committee
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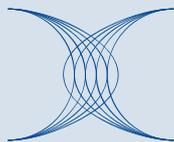
Document type:	✓	Progress update
		Workshop
		Project proposal
		Discussion paper
		No document tabled

Action required:		For information only – no further action required
	✓	Senior Officer’s endorsement requested
	✓	Central IARU funding requested

Funding provided to date (\$US):	USD 2500 GSP Workshop (Cambridge February 2008) USD 3500 GSP Working Committee Meeting (Antwerp September 2008) Up to USD 10 000 GSP Working Committee Meeting (September 2009) Up to USD 10 000 GSP Working Committee Meeting (September 2010)
Funding requested (\$US):	Funding for redesign of GSP website

Previous recommendations:

2009 Presidents’ Meeting (April 2009)	The Presidents agreed the GSP has proven successful. Senior Officer Meeting to set directions. GSP working group to draft a statement about the value of the IARU GSP ‘brand’. Explore developing networks between students outside GSP session times.
2008 Senior Officers Meeting (October 2008)	The meeting endorsed the following recommendations: 1. Continue GSP in 2009 based on the 2008 program; 2. Each university makes available financial support for their own students (a minimal number) participating in the program; 3. All host universities explore means to minimize tuition fees for GSP courses (where possible, zero tuition to be charged); 4. IARU universities will undertake the work necessary to provide credit to students participating in GSP courses by: i. Advising host universities of measurable qualifiers for credit; ii. Providing full course details to assist in credit allocation. 5. Current or proposed GSP courses should refer to the GSP Principles as guidelines.

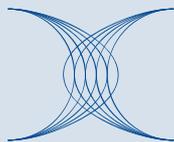


3.1. 2009 GSP Working Committee recommendations

The 2009 IARU Global Summer Program Working Committee met in Oxford on 14-15 September. The group reviewed the 2009 IARU GSP and agreed on the following recommendations to Senior Officers:

The Committee recommends that:

1. Senior Officers put forward a recommendation to Presidents, seeking each President to demonstrate their commitment to the GSP by providing some financial support to courses run by their own university; and supporting, where possible, students participating in partner GSP Courses;
2. IARU central funding be allocated to redesign the GSP website with a focus on improving aesthetic appearance and functionality
3. Senior Officers develop guidelines for the approval process for use of the IARU logo
4. Senior Officers explore the conceptual 'location' of the GSP as one element of a suite of IARU global education initiatives, including Sustainability Fellowships and Internships.



3.2. 2009 GSP Working Committee Meeting

The Committee redrafted the suite of strategic documents that underpin the GSP:

1. IARU GSP Aims
2. IARU GSP Description (Formerly titled IARU GSP Mission Statement)
3. IARU GSP Principles

These documents now read as follows:

IARU GSP Aims

Prepared by the GSP Working Committee at its meeting in Oxford, 14-15 September 2009

The IARU Global Summer Program aims to:

1. Enable students to develop a global perspective
2. Provide students with an intensive summer learning experience
3. Strengthen the ties between the member institutions of the International Alliance of Research Universities.

IARU GSP Description

Prepared by the GSP Working Committee at its meeting in Oxford, 14-15 September 2009

What is the IARU Global Summer Program?

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

The unique experience for students

Students participating in the GSP will:

Address critical issues in global perspective

GSP courses enable students to do this in a variety of ways:

- Taking a multidisciplinary approach to the subject of study
- Focusing on major challenges of the 21st century
- Exposing students to fields outside their core disciplines of study and/or
- Explicitly using the multinational, multicultural nature of the student group to help students move beyond a national perspective
- All GSP courses highlight the particular strengths of the host university

Work with outstanding peers from around the globe

GSP students are talented, motivated people at some of the world's top universities, the members of the International Alliance of Research Universities: Yale, Oxford, Cambridge, ANU, Berkeley, NUS, Copenhagen, Tokyo, Peking, and ETH.

Learn intensively at a foreign university

GSP consists of residential, multi-week summer courses at IARU member universities. Days are full. Students will be immersed in learning, in a variety of settings settings, formal and informal: from lectures and classes to tutorials and field visits, from student panels and debates to intense discussions over breakfast. Students also participate in social activities.

Learn from top researchers

All IARU universities are research-intensive. GSP is specifically designed to give students exposure to research-led learning. GSP professors are both leading researchers and teachers. Students will enhance their research skills by: conducting independent library-based research and writing papers; conducting field-based observation; and participating in team research projects.

IARU Global Summer Program Principles

Prepared by the GSP Working Committee at its meeting in Oxford, 14-15 September 2009

The following principles are ideals. Variance may be necessary or even desirable, but should be justified as such on a case-by-case basis, with the goal to achieve most of the principles in practice.

1. GSP courses are intensive and taught to rigorous standards. All students receive a grade. Students may not audit GSP courses.
2. GSP course curricula are based on research-led learning and overseen by regular faculty of an IARU university, drawing on relevant experts as appropriate. Involving faculty from multiple IARU universities in the design and delivery of GSP courses is encouraged.

3. GSP courses enable students to address critical issues in global perspective. This happens in a variety of ways:
 - Taking a multidisciplinary approach to the subject of study
 - Focusing on major challenges of the 21st century
 - Exposing students to fields outside their core disciplines of study and/or
 - Explicitly using the multinational, multicultural nature of the student group to help students move beyond a national perspective.
4. GSP courses highlight the particular strengths of the host institution.
5. GSP courses are assessed by students and faculty at host institutions and reviewed by the GSP Working Committee on an annual basis. This includes an assessment of academic rigor and achievement of desired learning outcomes.
6. GSP courses are taught in English ordinarily, unless teaching in another language serves an important academic purpose.
7. Students on GSP have a distinct, IARU-specific experience. This comes either from:
 - An entire course created specifically for GSP or
 - Significant GSP-specific academic and social programming added to a more general summer programme.
8. GSP courses have between 10 and 25 students enrolled.
9. GSP students are from IARU universities. Ideally 80% of seats are reserved for IARU students. Additional seats are allocated to partners from other leading universities at the hosts' discretion.
10. GSP students have full access to all university resources during their study, especially libraries, computer labs, and facilities available to other students.
11. GSP students, including those from the host university, live on campus, are housed together, and integrate into campus life. GSP encourages access to and learning about local cultures.
12. GSP costs are minimized for students as much as possible, both by sending institutions providing aid as well as hosting institutions minimizing tuition and other costs.
13. GSP applications are standardized, relatively un-bureaucratic, and easily accessible.

[Note: both 3 and 4 are mentioned in the Global Summer Program description. They are reiterated here because of their importance to course design.]

Attendee List - GSP Working Committee Meeting, Oxford (14-15 September 2009)

University of Oxford	Dr Heather Bell	Director of International Strategy
	Dr Angus Hawkins	Director, International Programmes, Department for Continuing Education
	Ms Liza Denny	Assistant Director, International Programmes, Department for Continuing Education
Australian National University	Mr Darren Brown	Director, International Development, Division of Registrar and Student Services
	Mr Tim Mansfield	International Development Officer, Division of Registrar and Student Services
ETH Zurich	Mr Anders Hagström	Director, International Education Affairs
	Dr Angelika Wittek	Head of Student Exchange Office
National University of Singapore	Professor Tai-Yong Tan	Dean, Faculty of Arts & Social Sciences
	Associate Professor Anne Pakir	Director, International Relations Office
	Ms Denise Chua	Associate Director, International Relations Office
Peking University	Mrs Zhou Manli	Deputy Division Chief, Division for Exchange Programs, Office of International Relations
University of California, Berkeley	Associate Professor Khatharya Um	Director, Berkeley Programs For Study Abroad
	Ms Tracy Weber	Manager of Programs, Berkeley Summer Sessions
University of Cambridge	Mrs Sarah Ormrod	Director, International Programmes, Institute of Continuing Education
	Mrs Barbara Stevens	International Officer, International Office, Academic Division
University of Copenhagen	Dr John E. Andersen	Director of International Affairs
The University of Tokyo	Professor Takeo Fujiwara	Project Professor, Center for Research and Development of Higher Education
	Mr Tatsuo Kishi	General Manager, International Affairs Department
	Mr Katsuyoshi Kanno	Head, Student Exchange Planning Group, International Affairs Department
Yale University	Dr Jane Edwards	Associate Dean for International Affairs, Yale College
IARU Secretariat	Ms Amelia Whitelaw	Director
	Mr Tim Mansfield	Coordinator
	Mr Bernard Toh	(Shadow Secretariat)
	Ms Yeap Su Phing	(Shadow Secretariat)

Summary of meeting outcomes

Session 1 – 2009 Course Review

Each university provided an overview of their 2009 course offerings. All partners indicated an interest in offering at least one GSP course in 2010.

Common issues arising from these overviews were:

- Length of the GSP course
- Intensity of the GSP course
- Skill level of students both at an academic level and English proficiency
- Student expectations/seriousness of academic engagement
- IARU and GSP unique qualities of the program
- Participation from non-IARU universities
- Identified there was a need to give some information and context about IARU
- Course content
- Number of GSP courses offered at a host institution

Session 2 – Big Picture

The committee discussed in small groups, the following key focus questions:

- 1a. What aspects of our GSP mission statement and principles are being fulfilled well/easily?
- 1b. What aspects of our GSP mission statement and principles are not being fulfilled well/easily? Are these aspects things we should fix or should they be disregarded?
2. Where would you like to see the GSP in 5 years?

Following small group discussions, the Committee agreed to a number of amendments to the GSP Mission Statement and GSP Principles. In day two of discussions, it was further noted that the GSP Mission Statement was more a description of the GSP, rather than an outline of its aims.

Incorporating the amendments to the GSP Mission Statement and principles, and in follow-up to discussions around developing a more concise ‘mission statement’ that reflected the aims of the GSP, Heather Bell (Oxford) agreed to draft/redraft/relabel the following documents (attached):

1. IARU GSP Aims
2. IARU GSP Description (Formerly titled IARU GSP Mission Statement)
3. IARU GSP Principles

A document reflecting discussions around Vision for the GSP in 2014 will be forwarded to IARU Partners at a later stage.

Session 3 - Nuts and Bolts

The committee agreed to a number of changes for the 2010 Application Form. A draft 2010 application form, incorporating these changes, will be circulated for comment in late November.

As a means of streamlining information flow, it was agreed that host institutions, once they have accepted nominations from a sending university, should notify applicants directly, including as cc., the sending university.

The Committee agreed that the current selection mechanism for the GSP seems to work (ie. Students are nominated by their sending university and this nomination is either accepted or not-accepted by the host university).

The issue of testing English proficiency was raised by some in the group. It was agreed that the current process of sending universities vetting/testing their applicants' English language proficiency was sufficient at this point in time.

Universities sending students whose first language is not English provided details to the group of how English proficiency is confirmed in the selection process:

- Peking has a native English speaker interview their students during selection
- Copenhagen either refer to the student's previous experience in courses delivered in English, or if this is not available, requires the student to undertake an English test
- Todai requires that all outgoing Japanese students have performed well in a standard English test

Regular and rigorous review of the GSP is seen by the Committee as critical. A sub-committee will be established to review the centralised questionnaire trialled in 2009, with a view to developing a revised questionnaire for the 2010 program. Members of the sub-committee will be Jane Edwards (Yale), John Andersen (Copenhagen), Tim Mansfield (ANU/IARU Secretariat) and Bernard Toh (Shadow IARU Secretariat).

The Committee agreed on the following naming architecture for the GSP:

- Overall program is referred to as the Global Summer Program (GSP)
- A course offered at a host institution is referred to as a (GSP) course
- Any sub-component of a GSP course is referred to as a module

Session 4 – 2010 GSP Timeline

The Committee agreed to a new timeline for the 2010 program (attached).

The timeline was determined, with efforts to accommodate the following:

- For some universities, such as Yale and Berkeley, students need to be able to have their participation in the GSP confirmed as early as possible
- ANU and NUS, who received particularly high numbers of applicants in 2009, expressed a need for a longer period for the selection of students
- ANU expressed a need to have the application period open long enough to be able to market the program to students who do not return from summer holidays until the end of February

The selection period needs to be timed so that it does not completely overlap with Berkeley's spring break.

Session 5 – GSP and Emerging Technologies

NUS discussed its use of the virtual-world technology, Second Life. It was noted that the take-up rate of this technology was not as high as originally hoped. Students lacked interest in and, in some cases, skills to use this technology.

Copenhagen confirmed that they had experienced similar experiences with Second Life technology.

Session 6 - Integrating the GSP with other IARU global education initiatives

Berkeley faculty indicated an interest in working collaboratively with partner universities for curriculum development with a focus on undergraduate research opportunities. NUS agreed, and mentioned that they are hosting an IARU Global Education workshop to explore the challenges in educating students to be “global citizens”.

Committee discussed the idea of IARU developing an umbrella of education offerings - with an element of “IARU’ness” - that include the GSP, Internships, Sustainability Fellowships, summer programs for PhD candidates etc.

ETH suggested the group look at other alliances (eg. IDEA League) for examples of best practice and suggested tabling this item next year. NUS highlighted other alliances such as GlobalTech, Universtas 21 and APRU.

Session 7 – How can the GSP be better promoted?

Based on the returned student questionnaires the Secretariat advised students found out about the GSP mainly through the website and through “word of mouth”.

The committee discussed the need for the IARU GSP website to be redesigned with a focus on improving the aesthetic appearance and functionality. It was agreed additional resources would be required for its “face-lift”.

Today requested guidelines for use of the IARU logo for their internal promotions. It was recommended the Senior Officers develop the guidelines for appropriate use of the logo.

There were discussions around a need for photos for promotional materials. The Secretariat agreed to develop a bank of photos for members’ use.

The committee requested the Secretariat develop a set of publications, e.g flyer, poster and on-line brochure.

The group also discussed developing a IARU GSP t-shirt.

The Secretariat encouraged the committee to be mindful of the international undergraduate audience when creating course titles.

Examples of successful promotion initiatives from the 2009 GSP were shared:

- Copenhagen students submitting a daily blog
- NUS developing a NUS GSP t-shirt
- Todai and ANU involving previous GSP participants

Possible future initiatives were also discussed including:

- Student video competition
- IARU GSP Zo-cards

Session 8 – GSP Alumni

This year students have demonstrated a desire to establish alumni groups. There were discussions about how to formalise an alumni initiative and the level of involvement the GSP administrators should have. The group also discussed whether the suite of GSP courses had enough similarity to develop a universal alumni group.

Oxford, Yale and ANU expressed an interest in maintaining contact with those who engage in the GSP courses. Continued contact would allow for students to contribute to future programs and it would also prove a useful tool for tracking their later movements between IARU partners (eg. Do they come to the partner uni to do graduate studies?).

The committee agreed as a first step a way forward would be the development of a Facebook Fan page.

Consideration could be given to an annual newsletter and placing other content on the Facebook Fan page.

ANU and Yale suggested that it might be important at an early stage to develop a database or to at least track our GSP alumni, so that there was some central registry that did not rely solely on the individual alumni efforts of partners. ANU noted that this would likely require dedicated resources and others noted that such databases could be difficult to maintain. ETH Zurich said it would have privacy issues with recording and passing on such alumni information about students. This could potentially be addressed by ensuring that a question was included on the application form and/or questionnaire seeking students' agreement that the IARU organisation or any of its constituent members could contact them at a future time regarding alumni activities.

Other business

The Committee agreed to meet in 2010 prior to the EAIE conference on 13-14 September (location ETH Zurich/Cambridge TBC). It was recommended, where appropriate, partners consider nominating both academic and administrative representatives to attend. The committee also expressed a desire to keep the participant numbers small.

2009 IARU GSP Course Snapshot

Note that individual 2009 course reports are available on the IARU Website (See online meeting documents for 2009 Senior Officers Meeting)

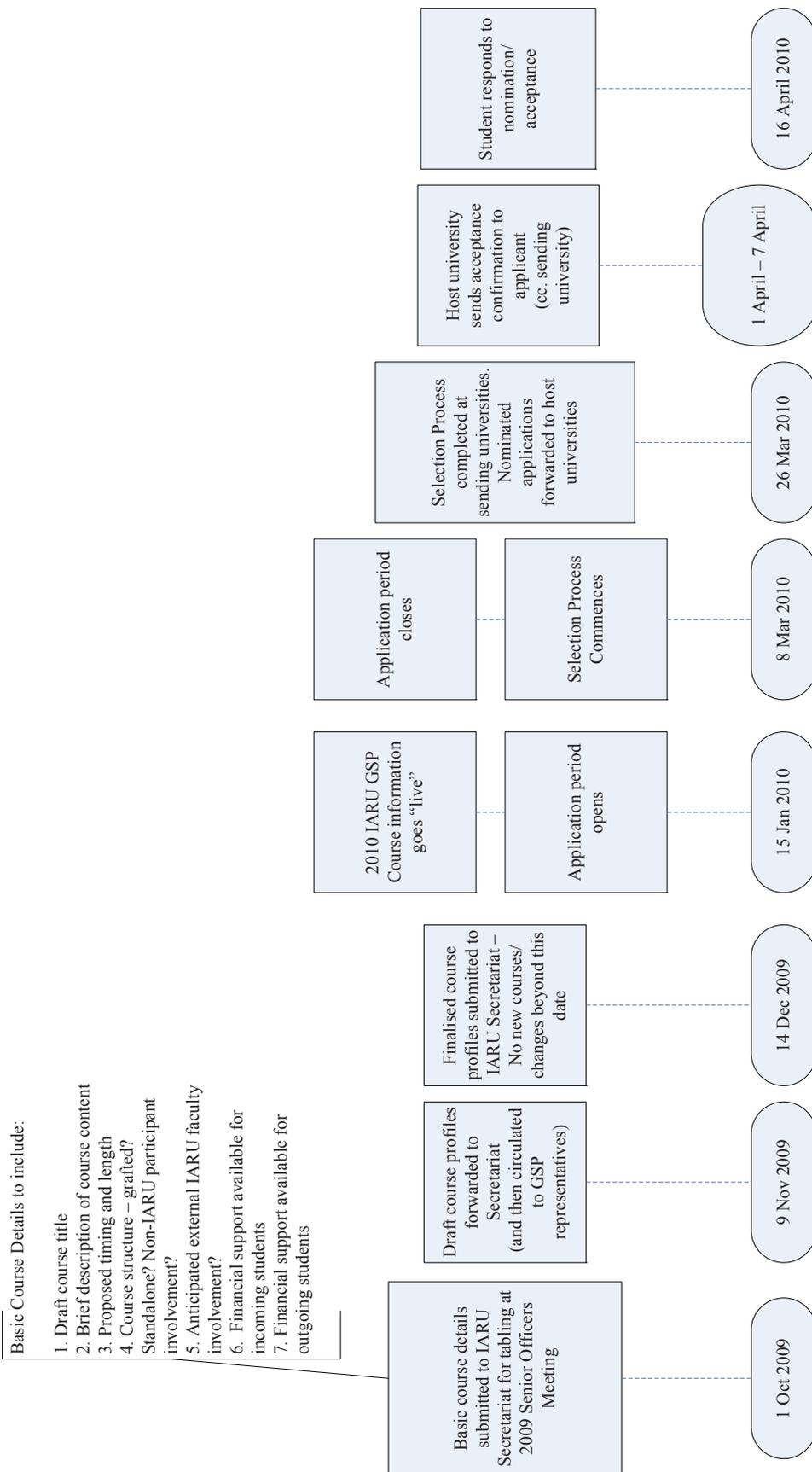
Course	Timing	Course Length (DAYS)	Tuition Fee (USD)	Accom. Fee (USD)	Field Trip Fee (USD)	Total (USD)	IARU Participants	Non-IARU Participants	IARU Teaching staff from outside host university
ANU1	30 June – 17 July	18	-	851	362	1213	11	-	1
ETH1	15 -26 June	12	-	599	345	944	12	4	-
NUS1	29 June – 24 July	26	-	272	-	272	47	2	-
NUS2	22 June – 24 July	33	2063	550	1719	4332	41	-	1
PKU1	29 June – 10 July	12	1465	527	-	1992	7	13	-
PKU2	29 June – 20 July	22					7	26	-
UCB1	6 July – 14 August	40	2153	1820	-	3973	5	5	-
UCB2	27 July – 14 August	19	1845	1385	-	3230	7	19	-
UCB3	27 July – 14 August	19	1845	1385	-	3230	13	6	-
CAM1	5 July – 1 August	27	2594	2544	-	5138	16	-	-
COP1	17 – 21 August	5	-	283	-	283		CANCELLED	
COP2	3 August – 13 August	11	-	472	-	472	22	-	5
OXF1	6 July – 30 July	25	1511	3676	-	5187	15	-	-
TOK1	15 – 26 June	12	232	600	-	832	64	-	-
TOK2	1 – 9 July	9	232	450	-	682	20	-	-
	15 – 26 June	12	232	-	-	232	9	-	-
YAL1	29 June – 30 July	32	-	2053	-	2053	19	-	-
TOTALS							306	69	7

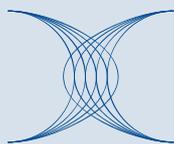
NOTE: USD amounts are based on an interbank conversion rate as at 30 June 2009

Financial support provided to GSP participants in 2009

University	Incoming students	Outgoing students
ANU	Tuition scholarship was provided for all incoming IARU partner students	ANU GSP participants were eligible to receive a tuition scholarship and travel bursary to cover: tuition fees (where they apply); accommodation costs (at the rate advertised by the host university); field study costs (at the rate advertised by the host university); and reimbursement of return economy airfare (ex Canberra) to the international airport closest to the host university they will be attending (up to a maximum amount). For students travelling to Europe/US this maximum amount will be \$3000, for students travelling to Asia, the maximum contribution will be \$2000.
ETH Zurich	Tuition fee was waived for all students from IARU partner universities	Eligible students, who have not been offered a scholarship by the receiving university, received a scholarship towards their travel and accommodation costs (Maximum: CHF2000)
NUS	Waiver of tuition fees for all students Two scholarships per IARU partner for airfare and accommodation (total of 18 scholarships)	Travel grants of S\$750 to students going to Australia, China and Japan. Travel grants of S\$1,200 to students going to Europe and US.
Peking	Application fee waived for all students from IARU partner universities	No financial support available to outgoing students
UC Berkeley	UC Berkeley were able to provide a small grant (around US\$1000) to 4 high need Berkeley students on GSP.	No GSP tuition grants or special scholarships for outgoing GSP students are available from Berkeley. U.S. Federal financial aid is available for outgoing Berkeley students if: (a) the students can enroll in at least six semester units (U.S. credits) while they are abroad on GSP (b) the students have remaining eligibility for grants or loans from the 2008-2009 academic year (c) the students are able to sign a consortium agreement with the host institution to transfer the financial aid. It will be very, very difficult for students to meet all of these requirements, especially since the courses are short-term and do not carry enough academic credit to qualify.
Cambridge	No financial support available to incoming students	No financial support available to outgoing students
Copenhagen	Tuition fee was waived for all students from IARU partner universities	Scholarship provided, depending on where students were sent
Oxford	10 Tuition scholarships (distributed in 2009 as follows: ANU:1, Berkeley:2, Copenhagen:1, Peking:2, NUS:1, Yale:2, ETH:1)	No financial support available to outgoing students
Todai	50% accommodation subsidy to all incoming participants	Scholarship provided to outgoing students (Amount dependant on course – average of JPY238,125) – 16 outgoing students.
Yale	Yale awarded 21 tuition scholarships to incoming students (distributed in 2009 as follows: ANU:2, ETH Zurich:1, NUS:3, Peking:2, UC Berkeley:3, Cambridge:2, Copenhagen:3, Oxford:1, Todai:2, Yale:2)	Yale students on financial aid who wish to go abroad are eligible for the International Summer Award (ISA). Unfortunately students wishing to go to UC, Berkeley are not eligible to use the ISA for the Global Summer Program.

Agreed timeline for 2010 IARU Global Summer Program





3.3. 2010 course proposals

Australian National University

Draft course title	International Environmental Policy
Brief description	Based on the same GSP course offering in 2008 and 2009, this course focuses on the dynamic and rapidly expanding field of international environmental policy. The emphasis of the course is on understanding the real – world dynamics of policy formation and debate. The course will take an interdisciplinary approach, drawing insights from areas including ecology, law, economics, international relations and politics.
Proposed timing/ length	3 weeks, 28 June – 16 July 2010
Course design	Stand-alone GSP course with only IARU student participation, including students from ANU.
Anticipated external IARU faculty involvement	TBC

ETH Zurich

Draft course title	Information Architecture – Reconstruct the Future
Brief description	The course team is currently reviewing the 2009 GSP course content to adjust the breadth/depth. Full course description to be available by 9 November deadline for the draft Course Profiles.
Proposed timing/ length	2 weeks, 16-28 June 2010 (TBC)
Course design	Stand-alone course especially designed for the GSP. The course will incorporate lectures and a range of other learning approaches, such as peer learning, small group seminars, panel discussions, field trips and workshops.
Anticipated external IARU faculty involvement	No

National University of Singapore

COURSE 1

Draft course title	Asia Now! 2010: Urban Asia and Cyber Asia
Brief description	<p>The course will comprise of 2 modules:</p> <p>Urban Asia will use Singapore as an “urban laboratory” to study the Asian City, with ample time given to comparisons with other urban Asian sites, as well as those in other regions. The course will combine insights from history, geography, architectural design, urban planning and engineering, sustainability and environmental studies, communications & new media and other allied fields. While there is no typical “Asian city”, Singapore offers a uniquely accessible model for those interested in how a large, tropical, and complex urban center has evolved over time, and sustains itself in a challenging physical and political environment. Students will be introduced to the core concepts and theories of urban studies as well as meet some of Singapore’s key designers and planners.</p> <p>Details for Cyber Asia are still being discussed with the Chairs. Basically, however, this will expand on the 2009 “Asia.com” module, while introducing a number of new themes more specifically targeted at students from abroad. There will be a particular focus on Singapore as a center of digital media innovation and consumption, thus allowing some productive overlap between this module and “Urban Asia”.</p>
Proposed timing/ length	4 days each week over 3 weeks. 2-hour sessions (1 hour lecture, and 1 hour seminar)
Course design	<p>Each student will read one module; there are 2 specially crafted modules for this summer school. Although the modules will have their own themes, there will be structured “meeting points” for the students of both modules.</p> <p>And, on Wednesday evenings, we will hold our “Asian Conversations” series which involves seminars with specially invited academics, business people and policy-makers. These conversations will address key issues confronting Asia, and the relationships between Asia and other parts of the world.</p> <p>Delhi University will be invited again to send their students for this course. Their students greatly contributed to the mix in 2009.</p>
Anticipated external IARU faculty involvement	At the moment, no such involvement planned

COURSE 2

Draft course title	Southeast Asia in Context
Brief description	“Southeast Asia in Context” is a 5-week ground-breaking thematically based exploration of Southeast Asia’s geographical and cultural diversity; by taking advantage of Singapore’s position and character as a microcosm of this diversity. It also blends on-campus classroom activities with hands-on fieldwork to sites in Singapore, Malaysia, Cambodia, Thailand and Indonesia.
Proposed timing/ length	5 weeks, 21 June – 31 July 2010
Course design	<p>This course is designed to provide students with the opportunity to live, study, and travel together, making it a valuable learning experience that extends beyond normal classroom-related activities. Students who embark on the course are exposed to the region through lectures, popular media, group activities and fieldtrips to different parts of Southeast Asia.</p> <p>This course will comprise of specifically crafted modules related to the theme and topic of the summer school. Each student is expected to read 2 modules.</p> <p>5 places will be offered in the course for non-Yale and Non-Copenhagen students. This summer school is also open to students from Non-IARU universities.</p> <p>There are 2 levels to this course; introductory and advanced level for students of differing depth of training and knowledge in Southeast Asian studies.</p> <p>There is also a fieldtrip component of 10 days’ duration to neighbouring countries for the students which are in integral part of this summer school for all students. Its itinerary is designed to relate and bring together all topics and subjects being taught in all the modules and giving students more in-depth and hands-on experience to what they will learn in the classroom.</p>
Anticipated external IARU faculty involvement	There will be a teaching faculty member from University of Copenhagen involved in the course.

University of California, Berkeley

COURSE 1

Draft course title	Nuclear Non-Proliferation: A 21st Century Challenge
Brief description	This short term institute will bring together researchers, policy makers, faculty in the Sciences and Social Sciences and graduate students to examine the issues and the theoretical, sociological and policy implications of nuclear non-proliferation through multi-disciplinary lenses.
Proposed timing/ length	10 days. Tentative dates: 1-10 August
Course design	Stand-alone GSP course
Anticipated external IARU faculty involvement	Anticipated involvement from The University of Tokyo

COURSE 2

Note: One of the following two courses will be selected)

2a.

Draft course title	Media, Politics and The Middle East
Brief description	This 3-week course will situate the Middle East in the global context. Students will examine the role of media and the politics of representation as they shape assumptions and understanding of the Middle East. They will also have an opportunity to use media to build positive communication with students in the Middle East.
Proposed timing/ length	3 weeks, 25 July -15 August 2010
Course design	Stand alone GSP (with participation of students from the Middle East)
Anticipated external IARU faculty involvement	No

2b.

Draft course title	Race, Resource and Justice in the 21st Century
Brief description	This 3 week course will use California as an analytical site for the examination of critical issues of race, class, resource management and environmental justice. Classroom based learning will be paired with field trips to inner city neighborhoods, the agricultural heartland of California's Central Valley and other relevant sites.
Proposed timing/ length	3 weeks, 25 July -15 August 2010
Course design	GSP students (and well selected students if GSP enrollment is low)
Anticipated external IARU faculty involvement	No

University of Cambridge

Draft course title	Shaping the world: understanding the past, predicting the future
Brief description	The leaders of tomorrow will need to be skilled investigators, with ability to place any investigation in context. The ability to take a global perspective on matters which shape our world requires those same future leaders to foster their ability to think beyond an immediate and narrow field of interest. This programme offers a unique opportunity for participants to draw upon a rich reserve of knowledge, to attend lectures across a broad range of subjects, and to draw together ideas in a series of focused discussions. Intensive ‘supervisions’ offer the chance to experience Cambridge teaching at its best: Participants will benefit immensely from the exchange of ideas both with lecturers and with their student peers from around the globe.
Proposed timing/ length	4 weeks, 5 – 30 July 2010
Course design	<p>This four-week programme for up to 20 GSP students is comprised of the following elements:</p> <ul style="list-style-type: none"> • eight seminar meetings of the GSP group, focusing on major challenges for the twenty-first century. Proposed topics will be drawn from the following range: government, global economy, nationalism, climate change, healthcare, sustainability, transport, universities for the twenty-first century, medical advances. • four papers to be written on subjects informed by plenary lecture attendance (primarily, but not exclusively, History, Literature or International Relations) • weekly Cambridge-style supervision sessions (one hour) for individuals or pairs of students, during which their papers are reviewed and discussed • two or three daily plenary lectures from the International Summer School programme: <ul style="list-style-type: none"> – Interdisciplinary: <i>Understanding</i> – Literature: <i>Interpretations</i> – Science: <i>Innovation and discovery</i> – History: <i>Transitions of power</i> – Art History: <i>Colour and meaning</i> • research time in the University Library (a Copyright Library) and access to other faculty libraries. • weekly feedback sessions with the Course Director
Anticipated external IARU faculty involvement	No plans to have external IARU faculty involvement

University of Oxford

Draft course title	Oxford Global Leadership Programme 2010
Brief description	<p>The 2010 Oxford Global Leadership Programme will offer GSP students the opportunity to explore the most urgent challenges and opportunities for humanity in the 21st century.</p> <p>Students will have tutorials and seminars with research faculty and staff from the Oxford University James Martin 21st Century School. This is a unique collaborative research institution which seeks to develop strategies for responding to the most serious problems and most promising opportunities for the world in the twenty-first century. The School currently comprises fifteen research institutes, focusing on such topics as bioethics, nanotechnology, pandemics, ageing, climate change, and stem cell science, among others.</p> <p>Contributions from five institutes are expected, and are likely to include:</p> <ul style="list-style-type: none"> – Institute for Emerging Infections – Environmental Change Institute – Future of Humanity Institute – Stem Cell Institute
Proposed timing/ length	4 weeks, 5 – 29 July 2010
Course design	<p>In groups of three or four, the GSP students will prepare a project for presentation in the final week. Topics for the projects are likely to include:</p> <ul style="list-style-type: none"> – Globalisation and economic growth vs environmentalism: are they really incompatible? – Information Technology and the Web: forces for social cohesion, or social exclusion? – National Security: does globalisation promote or erode it? – Land and water use: what do global trends mean for the coming century? <p>Students will also attend lectures offered through the Oxford University Summer School in History Politics and Society (HPS). They will also take an HPS course on political and social aspects of the contemporary world, choosing one from the following three topics.</p> <ul style="list-style-type: none"> – Post Communist Europe: Eastern Europe and the former Soviet Union since 1989 – The European Union in Perspective – Globalisation – Evolution or Revolution?
Anticipated external IARU faculty involvement	No plans to have external IARU faculty involvement

The University of Tokyo

COURSE 1

Draft course title	Sustainable urban management
Brief description	<p>This course is offered by Department of Civil Engineering, Department of Architecture and Department of Urban Engineering as an activity of G-COE (Global Center of Excellence) project (http://csur.t.u-tokyo.ac.jp/index_en.html). Although these three departments belong to School of Engineering, students from non-engineering field are welcome.</p> <p>The course provides basic knowledge of civil engineering, architecture and urban engineering in the context of sustainable urban management. Planning and management from building, urban and national scale are taught.</p>
Proposed timing/ length	TBC
Course design	<p>Lecture : 13 classes ×90 min.</p> <p>Study Visit : 8 hours</p>
Anticipated external IARU faculty involvement	None

COURSE 2

Draft course title	Nanoscience
Brief description	<p>This Lecture series provides overall aspect of nanoscience growing very rapidly in these years, which consists of the following three sub-courses of lectures. Each sub-course will offer a chance of visiting active laboratories in the University of Tokyo.</p> <p>Biotechnology: This sub-course focuses on advanced biomedical science and technology bound to the drug discovery. For example, the use of drug transporter function in the delivery of a drug to the target organ will be discussed. Advanced bioimaging technology reveals where and when genes and their products function in the body during the development and pathological processes. Novel NMR-assisted technology will be shown, which enables to observe protein-protein interactions at the atomic level. Unique molecules involved with the carbohydrate recognition and the carbohydrate presentation will be illustrated to play important roles in pathological processes.</p> <p>Biomedicine and Nanobiotechnology: This sub-course focuses on the understanding of the structure and functions of the living systems at the nano level as a basis for the development of bioinspired structures and functions as well as for the establishment of methodologies to integrate living components, including biomolecules and cells, into nanodevices while regulating their functions. To effectively achieve this goal, the course sets three subthemes: (1) bioinspired nanomachines; (2) nanobio sensing systems and (3) nanotechnology and materials science for nanoscale cell therapy.</p> <p>Nanotechnology: This sub-course covers fundamentals and applications of nanotechnology mainly established in a field of semiconductors, including the following four topics. (1) Fundamentals of semiconductor materials and devices. (2) Future challenges and opportunities of silicon-based integrated nanoelectronics. (3) Physics and technology of semiconductor nanostructures. (4) Nano-quantum electronics for future optoelectronics and quantum information processes.</p>
Proposed timing/ length	TBC
Course design	<p>The each course of “biotechnology”, “biomedicine and nanobiotechnology” and “nanotechnology” is composed of four lectures and each lecture is 1.5 hour in length. These lectures will be delivered in the traditional way using PowerPoint slides. The laboratory tour of one hour will be offered after sequential two lectures of each day.</p> <p>Lecture: 18 hours in total. Laboratory Tour: 6 hours in total</p>
Anticipated external IARU faculty involvement	

COURSE 3

Draft course title	TBC
Brief description	TBC
Proposed timing/ length	TBC
Course design	TBC
Anticipated external IARU faculty involvement	TBC

COURSE 4

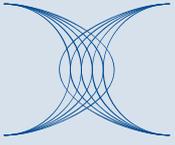
Draft course title	Introduction to the Japanese Language
Brief description	<i>Optional course only available to students of other courses in the University of Tokyo</i>
Proposed timing/ length	TBC
Course design	TBC
Anticipated external IARU faculty involvement	TBC

Yale University

Draft course title	Topics in International Economics
Brief description	Recent developments in international economics. Trade policy and market structure; the economics of trading blocs such as the EEC & NAFTA; the economic consequences of continued U.S. external deficits; globalization and inequality; exchange rates, interest rates, and volatility; speculative capital flows and exchange rate policies; and financial crises and the prospects for the European Monetary Union.
Proposed timing/ length	5 weeks, Sunday 27 June - Friday 30 July, 2010
Course design	IARU participants only
Anticipated external IARU faculty involvement	No

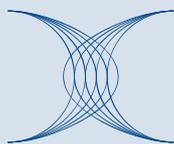
Anticipated financial support for GSP students in 2010

University	Incoming students	Outgoing students
ANU	Tuition scholarship to all incoming IARU partner students	ANU students will be able to receive some level of financial support as a contribution towards the costs of their participation in the GSP – details to be advised.
ETH Zurich	Tuition fee waived for all students from IARU partner universities	Eligible students, who are not offered a scholarship by the receiving university, may apply for a scholarship towards their travel and accommodation costs. (Conditions and amount to be decided)
NUS	<p>Southeast Asia in Context: Students from Yale University are expected to be fully self-funded for both tuition fees and fieldtrip fees.</p> <p>Students from University of Copenhagen will be granted tuition fee waiver as a result of bilateral agreement and the provision of a teaching staff. They are expected to self-fund the fieldtrip fee costs.</p> <p>All other students are also expected to be fully self-funded in terms of tuition fees and fieldtrip costs.</p> <p>Asia Now! 2010: Urban Asia and Cyber Asia To be advised</p>	Limited number of travel grants for NUS students – S\$750 for students going to Asia/ Australia and S\$1,200 for students going to Europe/ US.
Peking	To be advised	To be advised
UC Berkeley	Some level of financial support would be available for students participating in Nuclear <i>Non-Proliferation: A 21st Century Challenge</i> and <i>Media, Politics and the Middle East</i> courses. Funding would not be available for incoming students of the course <i>Race, Resource and Justice in the 21st Century</i> .	Some financial support may be available for outgoing students – details to be advised.
Cambridge	No financial support for incoming students	Unknown at present: possibly, just very limited financial support for a small number of outgoing students
Copenhagen	To be advised	To be advised
Oxford	10 tuition scholarships for incoming students	5 outbound scholarships of GBP 1000 each
Todai	Some financial support will be provided for accommodation and full support for study visit.	Todai students will be able to receive some level of financial support
Yale	Tuition scholarships to be awarded to 2 students from each IARU university.	Yale students on financial aid who wish to go abroad are eligible for the International Summer Award (ISA). Unfortunately students wishing to go to UC, Berkeley are not eligible to use the ISA for the Global Summer Program.



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

4. Sustainable Campus Initiatives



4.1. Campus Sustainability Strategy

Paper prepared by	Bart Meehan (ANU)
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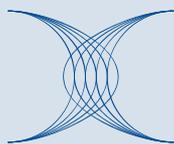
Document type:	✓	Progress update
		Workshop
		Project proposal
		Discussion paper
		No document tabled

Action required:	✓	For information only – no further action required
		Senior Officer’s endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	Funding of up to USD 15 000 was committed by Presidents at the 2009 meeting for annual meetings (2010, 2011, 2012). USD 16 500 Copenhagen related activities (March 2009) USD 14 000 Campus Sustainability Officers Meeting (October 2008)
Funding requested (\$US):	

Previous recommendations:

2009 Presidents’ Meeting (April 2009)	It was agreed that good work was being done in this area. Presidents accepted the recommendation that central IARU funding should be provided for the annual meetings of sustainability officers (for the next three years).
2008 Senior Officers Meeting (October 2008)	The following recommendations by Sustainable Campus officers were endorsed: <ul style="list-style-type: none"> • The IARU focus on the goals of the individual members, rather than trying to align base years and establish a single target to be applied across all Universities. • Finalise development of the IARU Campus Sustainability Toolkit, based on design and content agreed at the workshop, for publication on the IARU website and launch at the Climate Congress, University of Copenhagen, March 2009.



4.1. Campus Sustainability Strategy

Campus Sustainability Group

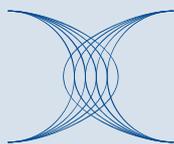
Paper prepared by Mr Bart Meehan, Associate Director, Facilities and Services, ANU (co-lead of the Campus Sustainability project)

The group last convened at Copenhagen in March 2009, where the IARU Campus Sustainability Web page (and tool kit) was launched. The group agreed on a range of issues related to the further development of metrics and a time line for reporting on IARU members progress against sustainability targets, with the first report to be released in 2010.

At the IARU Presidents' meeting in April 2009, it was agreed that the group would meet annually for the next 3 years, commencing in 2010. The first of these meetings will be held in February at the National University of Singapore and will be held for three days. The program is currently being developed but will include sessions on the refinement of metrics and finalising the annual report, as well as case studies by representative on strategies used to reduce their respective University carbon footprint. There will also be discussions on the Sustainability Fellowship (Intern) Program, moving towards full participation by IARU members in 2010/2011, as well as exploration of opportunities for information and skills exchange.

During 2009, the website has been refined with additional information added to the tool kit. A new page is currently being developed with the intention of publishing the best papers/research undertaken by the Sustainability Fellows/Interns. This will be in place by the end of 2011.

A regional meeting of NUS, University of Tokyo, Peking University and ANU staff has been scheduled at PKU in October 2009 to discuss regional environmental issues and opportunities to work effectively together.



4.2. Sustainability Fellowships Program

Paper prepared by:	Bart Meehan (ANU)
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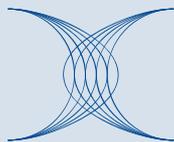
Document type:	✓	Progress update
		Workshop
		Project proposal
		Discussion paper
		No document tabled

Action required:	✓	For information only – no further action required
		Senior Officer's endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	

Previous recommendations:

2009 Presidents' Meeting (April 2009)	The success of the program was noted.
2008 Senior Officers Meeting (October 2008)	<p>All members have confirmed an interest in participating in the program. ANU, NUS, Yale, Copenhagen, Oxford, Tokyo and Cambridge have indicated an interest in participating in 2009. Beida has indicated an interest in participating in 2010.</p> <p>Given the increase in numbers the program will require significant coordination from 2009.</p> <p>It was agreed that Universities would determine the number of interns that they can take per annum (up to a maximum of four). The meeting was advised given the limits, fellowship/internships may not be a direct swap (eg. ANU fellows/interns may go to Yale; Yale fellows/interns may go to Copenhagen; Copenhagen fellows/interns to NUS; NUS to ANU etc)</p> <p>ANU and Yale undertook to develop a Program structure, detailing financial and accommodation arrangements for fellows/interns; coordination arrangements between Universities; and the process for identifying projects to be undertaken by fellows/interns.</p>



4.2. Sustainability Fellowships Program

Paper prepared by Mr Bart Meehan, Associate Director, Facilities and Services, ANU (co-lead of the Campus Sustainability project)

Originally, eight members committed to participation in the 2009 program. However, for various reasons related to timing, accommodation availability and selection of fellows, three institutions had to withdraw, deferring participation to 2010.

The program went ahead with ANU, Yale, Copenhagen, NUS and Oxford participating. As in past years, the quality of fellows was a very high standard and while a complete review of this year's program has not been finalised, the initial advice is that both Universities and the interns found participation to be a positive and productive experience. This program will be on the agenda of the Campus Sustainability representatives meeting scheduled for February 2010, with the intention of having full participation by 2011.

Attached to this report are a sample of the papers/presentations prepared by 2008/2009 fellows. The topics are wide ranging and the quality of research and analysis of a high standard. In several cases the work they have done has been used to improve environmental performance at the host University.

Sustainability Fellowships Reports

Mr Bart Meehan has forwarded the following reports from students who participated in the IARU Sustainability Fellowships Program in 2009.

Daniel Foo, Australian National University

Host University: University of Oxford

Campus Sustainability: The ANU and Oxford Experience

Campus sustainability encompasses many themes and is achieved through various approaches. Through my internships with ANUGreen and the Oxford University Estates Directorate, I have had the opportunity to work on a range of issues including a feasibility study of green roofs on campus building at the ANU as well as the functional suitability and environmental impact of buildings in Oxford. At the same time, I have gained an appreciation of how these institutions manage issues related to campus sustainability, and the different challenges that they face in the process.

Despite being on different continents and hemispheres, the issues facing both ANU and Oxford are very similar. More efficient energy use, sustainable transport systems, waste management and reduced water consumption are common goals to both institutions. However, each institution has its unique approach to solving these problems. ANU's approach is one of inclusion and campus involvement, where students and staff are actively involved in sustainability initiatives. Oxford's collegiate system makes it challenging to apply such an approach, thus it adopts a top-down approach with environmental panels delivering ambitious environmental policies which guide its sustainability initiatives.

From my experiences at the ANU and Oxford, the most important lesson gained is that individual involvement and awareness are keys to achieving our sustainability goals. By promoting campus sustainability as everyone's shared responsibility and continually promoting and educating the community, we will be better able to work towards a more sustainable future.

Alexei Trundle, Australian National University

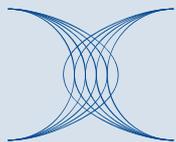
Host University: Yale University

This presentation outlines an IARU Internship project, conducted at Yale University, 2009. The project was conducted over 6 weeks, with the aim of developing a set of guidelines, and potentially an accreditation process, for ‘events’ at the university. The concept of events encompassed a wide range of activities, from half-hour staff meetings through to multi-day conferences, and as such any guidelines developed required flexibility in both relevance of criteria and level of detail.

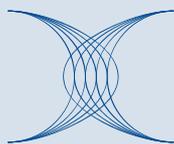
A large amount of literature is widely accessible online regarding ‘green’ or ‘sustainable’ event guidelines, with a high level of variation in detail and format due to the varied nature of ‘event’ characteristics. A simplified table of some of the more commonly referenced guidelines’ target areas and detail levels can be found on Slide 4 of the presentation. Due to the previous events accredited by the Yale Office of Sustainability, the wider, more detailed approach to ‘events’ was used in this project, although it was recommended that for smaller events, a fact-sheet handout format would be more appropriate.

An excel-based spreadsheet format was designed for event accreditation, similar to the form used by “green-star” building accreditation in Australia. 11 subject categories were established (see Slide 10), which were able to be removed from the process if not relevant, based on an initial subject description ‘sheet’. Feedback was given to the applicant through a summary page, which gave percentage completion feedback for each section, and an overall ‘score’.

Whilst it is hoped that larger events will be the key users for this process, smaller applicants could be added through ‘template’ commitment sheets, which could give a default/minimum commitment level for a typical small-scale meeting and be adjusted as necessary by the planner in a much shorter timeframe.



5. Project updates and upcoming (approved) workshops



5.1. Open Access Publishing workshop

Senior Officer contact:	Margrit Leuthold (ETH Zurich)
Paper prepared by:	Rahel Byland (ETH Zurich)

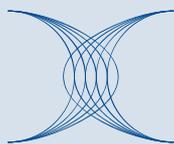
Document type:	✓	Progress update
	✓	Workshop
		Project proposal
		Discussion paper
		No document tabled

Action required:	✓	For information only – no further action required
		Senior Officer's endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	Funding up to USD 15 000 committed at the 2009 Presidents' Meeting for workshop activity
Funding requested (\$US):	

Previous recommendations:

2009 Presidents' Meeting (April 2009)	A one and a half day workshop will be held 21 and 22 January 2010. Participants should include university presses. Partners have been invited to provide ETH with the names of contacts/experts in this area.
2008 Senior Officers Meeting (October 2008)	<p>ETH Zurich and Berkeley briefly described their commitment to Open Access and recognised the problem this causes for university presses.</p> <p>ETH Zurich offered to host a workshop and invited others to send representatives interested in learning about their experience with Open Access. The workshop is scheduled for Fall 2009, around the Frankfurt book fair. Berkeley has offered to provide names of experts. The workshop should be attractive for staff members from university libraries and university press.</p>



5.1. Open Access Publishing workshop

ETH Zurich, 21./22. January 2010

Motivation and Scope

The main objective of scientific journals has always been the diffusion of research results; in addition, journals provide a way of public documentation of copyright on research results. However, subscription fees for classical journals are constantly rising, putting libraries under considerable financial strain. A discussion about alternative ways of publishing has therefore arisen during the past years, concomitant with new possibilities enabled by the internet as a medium for content distribution. This discussion led to the idea of Open Access Publishing, which should grant free and facilitated admission to high quality scientific information on the internet, and also provide the means for long term storage of this information.

The workshop will examine opportunities and challenges posed by the Open Access movement with a strong focus on needs and developments in research with respect to communication and publication. Issues such as quality assurance and impact factors will be addressed. Further, technical aspects and strategic aspects linked to the implementation of Open Access policies will be discussed.

The workshop will provide an overview on current practices and support available and is organized as a platform for dialogue between researchers, librarians and publishing representatives.

Concept

The one and a half day event will be structured in a plenary introduction session followed by parallel workshops on the first day. Workshop results will then be presented on the second morning with a podium discussion in the plenary. To complement the scientific part, several informal spaces (e.g. a dinner) will be organized to allow for extensive networking.

Plenary Sessions: The plenary sessions on the first day will provide some examples of open access policies at IARU universities. Technical aspects and challenges will be addressed by library specialists and complemented with the perspective of the research community. Representatives from publishers and open access journals will present their views of the topic and issues related to funding raised by the respective agencies. The plenary on the second day will bring together the concepts and strategies developed in the individual workshops in a moderated podium discussion by the workshop chairs and speakers of the plenary sessions. Conclusions for further practices and implementations will then be drawn.

Workshops: Two parallel workshops aim at the discussion of viewpoints and needs of the different stakeholders: researchers, publishers and institutions. The workshops will be chaired by experienced moderators from the respective fields. Workshop participants are expected to contribute with short presentations to raise issues most important to them. During the workshops recommendations and strategies will be developed on how to further deal with and profit from open access movement. The results from the different workshops will be presented by the respective chairs in the plenary session on the second day.

Who should attend?

We are seeking the participation of max. 50 people with a strong interest in Open Access Publication. The workshop should provide an opportunity for IARU institutions and their researchers, who are editors or members of the editorial board of scientific journals, to share experiences and concerns related to the topic. We thus encourage the participation of university publishers, librarians, scientists and officials involved in implementing Open Access strategies equally. **Please note that a minimum of 30 participants (including 10 speakers) is required for the workshop to take place successfully.**

Expected Outcomes

The workshop should produce a documentation presented to the IARU Presidents' meeting on the current dealings with Open Access at IARU members and associated publishers. Recommendations should be made on how the use of Open Access can be improved to benefit researchers and at the same time control costs for institutions resulting in guidelines for best practice.

Meeting Site

The meeting will be hold in the ETH Main Building at Rämistrasse 101 in the heart of Zurich, Switzerland. The meeting site can be reached directly from Zurich airport and the main train station by tram and is close to hotels, restaurants and shops in the city of Zurich.

Accommodation

The meeting site is within walking distance to several hotels in Zurich. Please contact the organizer for further information and recommendations.

Preliminary Program

First day:

- 8:30 *Registration and Coffee*
- 9:00 Welcome address by the President of ETH Zurich, Prof. Ralph Eichler (confirmed)
- 9:10 Plenary Session with 3 input talks 1 (Speakers see below)
- 10:40 *Coffee Break*
- 11:00 Plenary Session with 3 input talks 2
- Speakers :
- Library perspective: Wolfram Neubauer, Head of ETH Library (confirmed)
 - University Press: Lynne Withey, Director, University of California Press (confirmed)
 - Research community: Michael Hagner, Professor for Science Studies, ETH Zurich (confirmed)
 - Publisher: Marianne Alenius, Managing Director, Museum Tusulanum Press, Copenhagen (invited)
 - Institutional perspective: Robin Stanton, Pro-Vice Chancellor, Australian National University (invited)
 - Representative of Funding Agency: Dieter Imboden, President of the Research Council, Swiss National Science Foundation (confirmed)
- 12:30 *Buffet Lunch*
- 13:30 Parallel Workshops
- Workshop A: Researchers Perspective; needs and concerns. Lead presentation: tbd (Chair: Prof. Dr. Gerd Folkers, Collegium Helveticum, ETH Zurich (invited))
- Workshop B: University and Library Perspective; practical implementations and strategies. Lead presentation: Martin Richardson, Oxford University Press (Chair: Rudolf Mumenthaler, ETH Library (confirmed))
- 15:00 *Coffee Break*
- 15:30 Workshops Second Part until 17:00
- 19:00 *Apéro and Dinner Reception*

Second day:

- 9:00 *Coffee*
- 9:30 Input: Summary of Sessions from first day (Podium Moderator, tbd)
- 10:00 Podium discussion on workshop results (Workshop Chairs and session speakers)
- 11:30 Farewell Note: Prof. Roman Boutellier, Vice-President for Resources ETH Zurich (confirmed)
- 11:45 *End of Meeting and Farewell Apéro*

Open Access Workshop Participant List

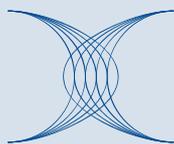
Name	First name	Position	Institution	Remarks
Little	Peter	Director of Life Sciences Institute and Research Director of Office of Deputy President	NUS	confirmed
Jeker	Fabian	Dossierverantwortlicher Open Access	Swiss National Science Foundation	confirmed
Imboden	Dieter	President of the Research Council	Swiss National Science Foundation	confirmed speaker
Damsgaard Olsen	Thorkil	Senior Advisor Rector's Office	University of Copenhagen	confirmed
Cotta Schonberg	Michael	University Librarian Royal Library	Royal Library Copenhagen	confirmed
Dorch	Bertil	Head of Section	Royal Library Copenhagen	confirmed
Alenius	Marianne	Managing Director	Museum Tusulanum Press Copenhagen	suggested and invited as speaker
Stanton	Robin	Pro-Vice Chancellor	ANU	suggested and invited as speaker
Richardson	Martin	Managing Director Academics and Journal Division	Oxford University Press	confirmed
Kingsley	Danielle	Manager, Scholarly Communications and ePublishing at ANU	ANU	to be confirmed
Whitey	Lynne	Director	University of California Press	confirmed speaker
Hagner	Michael	Professor for Science Studies	ETH	confirmed speaker
Neubauer	Wolfram	Head of ETH Library	ETH Library	confirmed speaker
Mumenthaler	Rudolf	ETH Library	ETH Library	Moderator Workshop B confirmed
Eichler	Ralph	President	ETH	Opening Remarks
Boutellier	Roman	Vice-President	ETH	Closing Remarks
Folkers	Gerd	Director Collegium Helveticum	ETH	Moderator Workshop A invited
Schmitt	Gerhard	Senior Vice-President International Affairs	ETH	confirmed
Leuthold	Margrit	Director International Institutional Affairs	ETH	confirmed
Hagström	Anders	Director International Educational Affairs	ETH	confirmed
Byland	Rahel	Scientific Coordinator International Affairs	ETH	confirmed
Piguet	Arlette	ETH Library	ETH	confirmed

Speaker function

Open Access Workshop Budget (Stand 2.10.09, all figures in CHF)

Calculations are based on 20 (40) participants and 10 total invited speakers/workshop leaders and staff

Item	Basis for Calculation	20 participants	(40 participants)
Expenses for Speakers			
Airfare Overseas Speakers	Economy Flights for two speakers from the US or Asia/Australia à CHF 3000 each	6000	6000
Airfare European Speakers	Economy Flights for two speakers from Europe e.g Copenhagen à CHF 500 each	1000	1000
Travel Swiss Speakers	Train fares for two speakers from Switzerland à CHF 100 each	200	200
Accommodation	4 persons for 2 nights each à 150CHF per night	1200	1200
Catering			
Morning Coffee Breaks (Registration)(day 1 and day 2)	2 Coffee and Croissant in the morning for 30 (50) people à CHF 5.30 pp (SV Service)	318	530
Afternoon Break (day 1)	1 Coffee Break with Sweets for 30 (50) people à CHF 7.40 pp (SV Service)	220	370
Coffee Break Mid Morning (day 1)	1 Coffee Break with Cookies for 30 (50) people à CHF 4.40 pp (SV Service)	132	220
Apéro Evening (day 1)	1 Apéro small with pastries for 30 (50) people à ca 15 CHF pp (SV Service)	450	750
Apéro Farewell (day 2)	1 Apéro with warm food for 30 (50) people à 23.60 pp (SV Service)	700	1180
Buffet Lunch (day 1)	Set Buffet Lunch with Drinks and Coffee for 30 (50) people (buffet ca 30.- pp, drinks ca 2.- pp, coffee 2.50 pp) (SV Service)	1050	1750
Dinner (day 1)	Menu ca. CHF 80 pp for 30 (50) people (Uniturm)	2400	4000
	Mineral water CHF 8 per liter ca 20 (35) liter	160	270
	Wine white bottle à ca. CHF 50, 2dl pp	400	670
	Wine red bottle à ca. CHF 50, 2 dl pp	400	670
	After dinner coffee CHF 4 per cup	120	200
Total Expenses		14750	19010
IARU Contribution	15'000 USD (exchange rate 7.7.09 1.09 CHF/USD)	-16350	-16350
ETH Contribution			-5000
Reserve		-1600	-2340



5.2. Transforming Power of Global Education workshop

Senior Officer contact:	Lily Kong (National University of Singapore)
Paper prepared by:	TAN Thiam Soon (NUS)

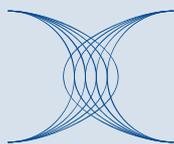
Document type:	✓	Progress update
	✓	Workshop
		Project proposal
		Discussion paper
		No document tabled

Action required:	✓	For information only – no further action required
		Senior Officer's endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	Funding up to USD 15 000 committed at 2009 Presidents' meeting for workshop activity
Funding requested (\$US):	

Previous recommendations:

2009 Presidents' Meeting (April 2009)	The meeting agreed that the workshop should take place in 2010 instead of 2011. This group was asked by Presidents to incorporate any relevant work already undertaken in the Education in a research-intensive university project.
2008 Senior Officers Meeting (October 2008)	



5.2. Transforming Power of Global Education workshop

Paper prepared by Professor TAN Thiam Soon, Vice Provost (Education), National University of Singapore (NUS)

Key issue

1. Globalization is an oft-used word in the contemporary world though its meaning is not always clear or consistently deployed. In much of the discourse circulating within and across universities, globalization is portrayed as an inevitable development that educators should respond to. In particular, many universities see the need to help their students to become “global citizens”. Just what does ‘global citizenship’ entail or what does ‘being global citizens’ mean in the education context? How are IARU universities addressing the myriad issues associated with education actually equipping both undergraduate and postgraduate students to become successful and responsible “global citizens”?

Proposal

2. NUS proposes a workshop to bring together educators and academic administrators from IARU member universities to explore this issue of global citizenship and to share both their experiences and challenges in educating students to be “global citizens”.
3. The proposed workshop could cover a number of themes with the specific aim to explore how IARU universities can collaborate to develop meaningful programmes that will prepare students well for the globalized world:
 - a. What does global citizenship entail? What are the key features and the responsibilities of the global citizen?
 - b. What kind of university curriculum contributes to the making of global citizens? Are these curricula options already in place in IARU institutions?
 - c. How are critical global conditions such as the state of world economies and environmental sustainability being taught and key lessons incorporated into university curriculum? Is university education changing behavior, and how?
 - d. What pedagogical innovations have been used to address key aspects of global education such that they contribute to making global citizens of our students?
 - e. What innovative programmes may universities in a consortium such as IARU develop that a single university or bilateral collaborations cannot deliver?

Proposed participants and format

4. Participants: 2-3 faculty and/or academic administrators from each university in the consortium (more from NUS as the host) – total participants about 20-40. At least one senior academic administrator and one-two academic colleagues with expertise in some of the key areas that will be identified.
5. Workshop facilitators: Key educationists from partner universities who will lead the discussions over the 2 days.
6. Costs:
 - a. Each participating university will fund the travel and accommodation costs of their own participants.
 - b. Presidents' have agreed to (up to USD 15 000) funding for the workshop.
 - c. NUS will host the workshop dinner.
7. Proposed Budget (in Singapore dollars):

Activities	Estimated cost/pax	No. of pax	Cost
To support up to 3 facilitators (airfare and accommodation for one trip)	\$3,000.00	3	\$9,000.00
Refreshments for workshops (tea breaks and lunch)	\$25/pax/day	40	\$2,000.00
Welcome reception	\$60/pax	45	\$2,700.00
Miscellaneous Costs			\$3,300.00
Total Cost			\$17,000.00

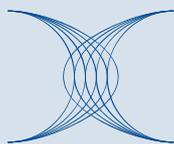
8. Venue proposed: NUS
9. Date of workshop:

As Singapore is hosting the inaugural Youth Olympic Games which will be held from 14 August 2010 onwards, and as this workshop is about educating the youths, hosting the workshop so that participants can attend the opening ceremony of this workshop will send a powerful message of our mission. Thus, we propose to hold the workshop on 12-13 August 2010 so that the participants could attend the opening ceremony on 14 August 2010.

10. Draft programme:

12 August 2010	
0900 – 1030	Cultivating Global Citizens: A Discussion (1) (note: to include ideas about what global citizenship means, what globalizing education entails, what it means to make global citizens out of our undergraduate and postgraduate university students; let this first part focus on the concept of global citizenship.)
1030 – 1100	Tea break
1100 – 1230	Cultivating Global Citizens: A Discussion (2) (note: let this part focus on identifying the key features of ‘global citizens’)
1230 – 1330	Lunch
1330 – 1500	Pedagogical Innovations: University Curriculum for Developing Global Citizens (note: focus on ‘regular’ programmes already present in IARU universities)
1500 – 1530	Tea break
1530 – 1700	Pedagogical Innovations: “Special” Curriculum for Developing Global Citizens (note: focus on programmes like Global Summer Programmes, Asia Now, UTown/3rd Module/GEMs, USP and examples from other IARU universities)
1830 – 2100	Welcome Reception

13 August 2010	
0900 – 1030	Dialogue Session 1: Sharing best practices across IARU (and other universities—NUS Summer Global Programme to be featured here)
1030 – 1100	Tea break
1100 – 1230	Dialogue Session 2: Sharing best practices across IARU (and other universities—UTown can be included here, with optional field trip to UT site)
1230 – 1330	Lunch
1330 – 1500	Exploring the Possibilities of Multi-party Collaborations within IARU
1500 – 1530	Tea break
1530 – 1700	Where to Go from Here: Consolidation and Debrief
1830 – 2100	Workshop Dinner



5.3 Regional Perspectives on Global Security research project

Senior Officer contact:	Darren Brown (Australian National University)
Paper prepared by:	William Tow (Australian National University)

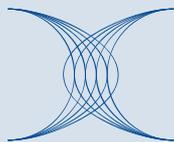
Document type:	✓	Progress update
		Workshop
		Project proposal
		Discussion paper
		No document tabled

Action required:	✓	For information only – no further action required
		Senior Officer's endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	USD 15 000 Proposal development (ANU 2008) USD 1925.25 Workshop related activity (Cambridge 2006)
Funding requested (\$US):	

Previous recommendations:

2009 Presidents' Meeting (April 2009)	Progress was noted.
2008 Senior Officers Meeting (October 2008)	Members noted the progress report. Both Todai and ANU noted they had recently secured external funding for this research project. A project report will be tabled at the 2009 Presidents meeting.



5.3. Regional Perspectives on Global Security research project

Paper prepared by Professor William T. Tow, Department of International Relations, ANU and Coordinator, IARU Security Project: 'Regional Perspectives on Global Security'

Background

Commencing in late 2006, the Security Project has sustained visible momentum over the past year in advancing research on the 'dynamics of security issues in a contemporary world'. In late 2008 its rising powers and regional order-building components were strengthened via separate but successful funding applications by ANU, Beida, the University of Tokyo, and the National University of Singapore to sponsor various projects through the John D. and Catherine T. MacArthur Foundation. The first three institutions received funding to underwrite research on order-building in Northeast Asia and to investigate the co-existence and evolution of bilateral and multilateral security structures and processes, respectively. Beida was nominated by the MacArthur Foundation as a 'core institution' for leading this research. NUS procured funding for work on energy, governance and security. Collectively, these research initiatives complied with the IARU Security Project's overall emphasis on pursuing new theoretical and practical research approaches for understanding ongoing and rapid changes in the international security community.

The MacArthur initiative also correlates with other Project components already under way. In late 2008, the ANU with funds allocated by the Australian Department of Foreign Affairs and Trade's Australia-Japan Foundation embarked on a second year of study regarding how those two countries could adopt 'entrepreneurial', middle power policy approaches to shape the Asia-Pacific regional security order. The ANU and the University of Tokyo convened a workshop at ANU in March 2009 with the Australian Defence Minister the keynote speaker for the event. This was followed up with a second session hosted by Todai in late September 2009, involving leading Australian and Japanese authorities on regional security. The Australian Ambassador to Japan hosted a dinner for the participants and both DFAT and Japanese MOFA personnel attended most sessions. Findings for this project will be published in both key journals in the security studies field and as an edited volume. Todai hosted an IARU workshop on "Rethinking Security: New Realities, New Concepts," 28-29 September, involving scholars such as Professor Ole Waever from Copenhagen University, Steven Weber from UC Berkeley, the ANU, the NUS, Beida and a number of scholars from Todai and other institutions Japan. Key questions included (1) How do new and non-traditional concepts of security interact with traditionally defined concepts and institutions? (2) In what way does the nature and scope of 'securitization' vary from one region to another? And (3) How does the development of economic and market relations influence the policy priorities in the geopolitical arena? These areas of enquiry conform to the regional security criterion, the advanced international security theory priority and the asymmetrical security dimensions of the Project. A more detailed report on the Tokyo workshop follows in this paper.

In October 2009, the University of Copenhagen will host an IARU Security Project event in conjunction with its Centre for Advanced Security Theory (CAST) on ‘Securing knowledge about the danger: Methodologies and rationalities of threat measuring and risk assessments’. The major aim of this gathering is to present and discuss different calculations and formulas for assessing insecurity, danger, risks, threats etc. in different disciplines, thus fulfilling the ‘multidisciplinary agenda’ initially identified at the Security Project inaugural conference at Cambridge in late 2006. Again, a number of IARU institutions will be represented and it is expected that the proceedings will eventually be published in widely disseminated academic outlets.

We are still hopeful that we can follow up our October 2008 workshop on asymmetrical security with an IARU session on this topic as part of the Australian Research Council’s (ARC’s) Centre of Excellence for Policing and Security (CEPS) scheduled to convene somewhere in Australia during mid-2010. Initial plans for NUS to host a major follow-up conference to the 2008 session have been postponed. Planning is nevertheless moving forward to incorporate the asymmetrical future security Security Program components. We are also still projecting an integration of the MacArthur Foundation project findings with an IARU function to convene at Beida during mid-2011. In the meantime, we are now concentrating on placing IARU research deliberations/findings into reputable and widely disseminated publication outlets and to inform policy planners on our findings via their participation in various IARU functions and through separate policy briefings.

Report on IARU Security Project Workshop, University of Tokyo, September 28-29, 2009

Consistent with the Security Project’s intent to “address the dissonance that has arisen between the state of the field in Security Studies, and the actual dynamics of security issues in the contemporary world,” a workshop was convened by Project members on 28-29 September 2009 to examine the topic: ‘Rethinking Security: New Realities and Concepts’. This session was part of a broader Project program and followed sessions convened at the ANU (in March/April 2008 and again in March 2009) and at ANU (February 2008) and National University of Singapore (October 2008) dealing with various aspects of ‘order-building’ and ‘asymmetrical security’ in international relations. Kiichi Fujiwara, a professor at the University of Tokyo’s School of Law and Political Science, hosted and chaired this Project event and the Japan Society for the Promotion of Sciences provided additional funding support.

The workshop was largely consistent with the designated ‘Human Security’ (HS) component of the Security Project, with several Japanese scholars delivering original and incisive presentations on how different Asian perspectives of HS could be conceptualized and implemented into the wider regional and global policy communities. Other dimensions of new security thinking, however, were deliberately assigned a central role in the deliberations.

In particular, the recent emergence of ‘securitization’ as a new and exciting way to weigh international security politics merited in-depth analysis and one of that concept’s primary architects, Professor Ole Waever, delivered a keynote presentation at this workshop on the latest aspects of this important international security concept. Bill Tow from the ANU assessed and critiqued various features of securitization but noted its special utility for bridging different levels of international security analysis and policy behavior. Bilveer Singh from the National University of Singapore prepared an extensive briefing on Southeast Asian security challenges, focusing especially on the ‘broadening, widening and deepening’ processes underlining the development of security thinking in Southeast Asia. Professor Fujiwara weighed

the inter-relationship of ‘interdependence and realism’ as a ‘two-game process’ in Asian security politics while Professor Ryo Oshiba from Hitotsubashi University assessed the ‘nexus’ between economics and security by cross-comparing the historical European and ongoing Asian experiences in dealing with it.

The workshop’s focus on securitization was a deliberate effort to fulfill the Security Project’s mandate to develop new thinking within academic venues about security and to develop shared positions on key security issues that can affect public policy. How people, states, and other institutions define ‘security’ constitutes, by itself, a powerful framing mechanism, subject to political *and* intellectual modification. Developing coherent positions and shared understandings about ‘what security means’ is clearly inter-related to the ongoing and increasingly wide range of perspectives underlying this concept. Securitization has emerged as a highly promising approach for contextualizing diverse ideas about security politics in ways that policy-makers can understand and apply to their increasingly challenging international security agendas.

Participants were also fortunate to hear an evaluation of the latest Japanese security postures (just three weeks after a new government was elected in Japan) by Professor Akihiko Tanaka, the University of Tokyo’s Managing Director and Executive Vice President and a member of Japan’s Council on Security and Defense Capabilities. English-language copies of the Council’s latest report were tabled at the workshop session for participants’ information and review. Professor Steve Weber of UC Berkeley’s Political Science and School of International presented a sweeping overview of “Security’: Traditional and Non-Traditional” covering what he labeled ‘new normal’ phases of security policy development flowing from the current global financial crisis. He specifically nominated the problems “new scarcities in basic human needs”, “shifting theories of value creation”, “the role of the state in the economy and innovation systems”, and a “Copernican’ Revolution in global politics” as meriting intensified concentration by theorists and practitioners in the international security studies field.

The overall quality of the presentations was very strong and the Project’s Executive Committee meeting (see below) determined that at least five or six of the presentations were sufficiently advanced to merit publication in professional volumes or journals. Several PhD students from the University of Tokyo also attended the workshop. This is consistent with the IARU’s emphasis on creating various opportunities for postgraduate students to interact with IARU scholars. Scholars from ANU, NUS, UC Berkeley and the University of Tokyo constituted the core of IARU participation at this event (an invited participant from Peking University cancelled his scheduled attendance due to illness). In line with the Project’s original decision to involve world-class scholars from other institutions at various stages of Project development, however, Japanese colleagues with internationally renowned expertise in key-issue areas were invited to this conference and added substantially to its overall value. The Security Project’s next function will convene October 29-30 at the University of Copenhagen under Professor Waever’s direction and will consider “Securing Knowledge About the Danger: Methodologies and Rationalities of Threat Measuring and Risk Assessments”. This conference will be co-sponsored by IARU and the University of Copenhagen’s Centre for Advanced Security Theory (CAST) and will comprise the Security Project’s inaugural effort to address its sub-project on “Multidisciplinary Approaches to International Security Theory’.

Post-Workshop Project Executive Committee Meeting

Following the workshop, key participants met to discuss the Project's status and progress. Those attending included Professors Fujiwara, Singh, Tow, Weber, and Waever as well as Professor Rikki Kersten from the ANU and co-coordinator for ANU's Project participation. Ms Sheila Flores, an ANU administrator and research associate, also attended the session to record notes on the discussion.

Discussion focused on the need for the IARU executive and secretariat to continue its support for what has been an unquestionably successful venture, yielding highly positive outcomes at a visibly cost-effective level. To date, the results of various Security Project sessions have been translated into both academic and policy publications capturing international attention. Papers delivered at the February 2008 asymmetrical security conference in Canberra have just been published as a comprehensive edited volume by the Institute of Southeast Asian Studies (ISEAS) while the March/April 2008 proceedings appeared as a Special Report published by the Washington, D.C. office of the National Bureau of Asian Studies (NBR) in December 2008. As noted above, we now intend to submit advanced drafts of the presentations delivered at the just convened Tokyo workshop to a leading journal or to a leading book publisher in the field over the next few months. A paper prepared for the asymmetrical security conference held in Singapore during October 2008 is now being revised for submission to another leading IR journal focusing on Asia-Pacific security politics.

As importantly, the Project is clearly fulfilling both the spirit and purpose of IARU. It is, to use the language found on the IARU's website (see "About IARU"), convening "key conferences where participation/contribution from alliance academics will be encouraged" and is attracting "foundation/government support for research projects", for "develop(ing) shared positions on key public policy issues". We have now convened and successfully completed five IARU-related workshops in Canberra, Singapore and Tokyo and have attracted *modest* outside funding for various Project components from Australia's Department of Foreign Affairs and Trade, the Japan Foundation, the Japan Society for the Promotion of Sciences, the Australian National University, the Australian Research Council's Centre of Excellence for Policing and Security (CEPS) and the MacArthur Foundation. In many cases, IARU Security Project components have been 'grafted' to other research projects conducted by its participating scholars to sustain the Project's existence and momentum. Executive Committee participants believe this "model" complies with the overall intent of how IARU projects should be conceived and supported. The Security Project was approved by the Presidents in its entirety at an early stage, and has developed in accordance with agreed IARU Presidents' recommendations concerning workshop-based research collaboration, and maximizing IARU seed funding through external fund-raising.

Next Steps: Issues To Be Addressed

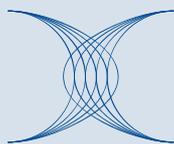
A key point of discussion centred on "what happens after Copenhagen?" Our Project strategic plan incorporated a major conference on asymmetrical security to convene at NUS in mid-2010. This was scheduled to build on the results derived from the October 2008 workshop at that institution and to attract the involvement of both key analysts and policy practitioners in areas such as counter-terrorism, drug enforcement, cyber-war, pandemic controls, forced peoples' movements and climate change. More specifically, we felt that such an event would afford NUS an opportunity to "showcase" its IARU involvement as the new host. It would also provide a very appropriate outlet for IARU to build bridges with significant elements of Singapore's policy-making community involved with asymmetrical security issues, once again fulfilling the mandate of "developing shared positions on key public policy issues". In conjunction with this last point, CEPS graciously offered \$A25, 000 to help underwrite the cost of convening a combined CEPS/IARU conference (this would have been CEPS' annual conference for 2010) if NUS could generate modest matching funding. All involved agreed that such an amount could support

a workshop that would lead to significant networking, research collaboration amongst IARU and policy colleagues and develop a framework for regional approaches toward resolving urgent asymmetrical or non-traditional international security problems. The workshop could have been publicized in a way that would have brought immense credit to the Security Project and to IARU overall.

With funding for the workshop in Singapore proving difficult, CEPS withdrew its proposed subsidy for the conference on asymmetrical security. Though concerned, the Security Project Executive Committee remains hopeful that the conference can be salvaged; with NUS reconsidering its position, especially since it will be hosting the IARU Secretariat after April 2010. The Committee hopes that by communicating to SOMS and the IARU Secretariat this development, the proposed conference in Singapore could be held before alternative venues are found.

At present, it is surmised that in the absence of a Singapore workshop, the Project will convene other workshops, most likely in Tokyo during late 2010 and in Peking at Beida during mid-2011 as part of a major conference on regional order-building co-sponsored by a project funded with MacArthur Foundation support.

Finally, it should be noted that the Project Executive Committee is most interested in expanding the scope of Project participation, in terms of involving more IARU institutions (to date, Copenhagen and UC Berkeley have been the primary participants in this Project outside of Asia) and younger colleagues from IARU affiliates who work in the security studies field. ETH Zurich will be represented at the Copenhagen workshop in late October but we would be most interested in attracting broader participation from Oxford, Cambridge and Yale. If the Project is to be sustained over time, moreover, the current 'spearheads' for IARU Security Project events will need to gradually assimilate (and perhaps even yield to) "new blood" – younger scholars with the necessary ideas and energy needed to keep this initiative fresh and relevant to the security studies field.



5.4. Ageing, Longevity and Health research project

Senior Officer contact:	John E Andersen (University of Copenhagen)
Paper prepared by:	Ulla Wewer (University of Copenhagen)

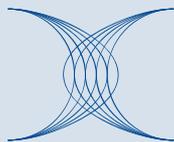
Document type:	✓	Progress update
		Workshop
		Project proposal
		Discussion paper
		No document tabled

Action required:	✓	For information only – no further action required
		Senior Officer's endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	USD 38 000 (Oxford project management salary)
Funding requested (\$US):	

Previous recommendations:

2009 Presidents' Meeting (April 2009)	Progress was noted.
2008 Senior Officers Meeting (October 2008)	Members noted the progress report from Copenhagen with a view a further update would be tabled at the meeting of Presidents in 2009.



5.4. Ageing, Longevity and Health research project

Ageing, Longevity and Health



The present document is an update on major activities in 2009 and plans for the near future within the *Ageing, Longevity and Health* project. The project embraces the three research projects *Health Policy Challenges of Ageing Populations*, *Neurodegeneration and Life Course Issues* and *Evolutionary Medicine*. The activities in these three research projects are listed below.

The Faculty of Health Sciences, University of Copenhagen, has established the Copenhagen Center for Healthy Aging (donation of 26 million US\$ for the first five years by the Danish Nordea Foundation) and the Center started its activities in January 2009. Managing director Lene Juel Rasmussen has been appointed to chair the Center (lenera@sund.ku.dk)

The vision of the Center is to promote healthy ageing and general health in the ageing population, as well as to provide educational programmes for postgraduate students and scientists involved in research on ageing. The Center presents strong outreach to IARU researchers and students, and expects to contribute to collaboration in the IARU's *Ageing, Longevity and Health* project. A strategy for establishing synergies is currently being developed. A short presentation of the Center is available in IARU NEWS #2 (please see attachment) as well as on the website <http://healthyaging.ku.dk/>.

Activities and plans within the Ageing, Longevity and Health project

1) The Health Policy Challenges Project

Senior Research Fellow Kenneth Howse from the Oxford Institute of Ageing, University of Oxford, has drafted a document on Health Policy Challenges of Ageing Populations to Ass. Professor Karsten Vrangbæk, Dept. of Political Science, University of Copenhagen. They plan to collaborate further on developing this paper as an overview of the situation in the participating IARU countries.

Under the Copenhagen Center for Healthy Ageing, the research group on preventive medication and healthy ageing has begun a series of studies on policy and decision making in regard to the use of long-term medication to prevent the onset of chronic diseases associated with ageing. Issues of equity, ethics, and coordination are being examined, as well as the interplay of commercial interests, research, clinical care, and individual practice. Despite the increasing use of preventive medication in ageing populations, surprisingly little public health and social science research has been undertaken on this topic. The Copenhagen group plans to invite IARU partners to a workshop on this issue in order to present its research agenda and explore possibilities for collaboration. Within the broad framework of health policy challenges laid out at several IARU workshops on health policy challenges, preventive medication is a specific focus that provides the opportunity for original and significant research.

2) *The Neurodegeneration and Life Course Issues Project*

The taskforce for this project, which was established at the workshop “Neurodegeneration and Life Course Issues” held in May 2008 in Copenhagen, has welcomed a new member, Professor Albert Gjedde from the Faculty of Health Sciences, University of Copenhagen. The taskforce continues its discussions on new initiatives and grant writing in the future.

As part of the collaboration between the University of Tokyo and the University of Copenhagen, Professor Kirsten Avlund, University of Copenhagen, participated as a senior advisor on a workshop on *Aging in Place* for junior gerontologists in the Pacific Rim Countries at University of Tokyo (September 2008). This workshop was led by Professor Hiroko Akiyama. Plans for a collaborative project between University of Tokyo and University of Copenhagen were discussed.

The collaboration between the Australian National University and the University of Copenhagen has been further settled by several meetings between Ass. Professor Kaarin Anstey, ANU, and Professor Kirsten Avlund, University of Copenhagen. The first result was that PhD student Natalie Chan spent two months at University of Copenhagen during the spring of 2009. The outcome of her work has already been submitted as a scientific article with co-authors from both universities. Furthermore, in September 2009 Professor John Byrne from the Australian National University visited the Faculty of Health Sciences, where he met with the Dean Ulla Wewer, Ass. Professor Erik Lykke Mortensen and Professor Kirsten Avlund for discussions on possible collaboration. This will result in a proposal for combined PhD students across the two universities.

Moreover, the organizing committee for the International Healthy Aging Network (iHAN), a part of IARU, conducted a meeting in Singapore (September 19-20, 2009) to initiate collaboration between researchers in Singapore and to formulate a proposal for a European Science Foundation’s Networking Grant. The goal of this meeting was to integrate the knowledge and expertise of researchers in Geriatric Medicine. By establishing a network of international researchers in this field, iHAN will be able to incorporate some of the best resources available. The purpose of iHAN is to link experts in the field, foster international collaboration, develop young and early researchers, and focus on bottom-up research. Attendees included Professor Albert Gjedde, Professor Lene Juel Rasmussen (Managing Director of the Center for Healthy Aging) and post doc Ericka Peterson from University of Copenhagen, Professor Peter Little and post doc Esben Thade Petersen from University of Singapore, Research Coordinator Anders Rodell and PhD Student Lynn Ho from Aarhus University, Denmark, and Ass. Professor Marc Budge and Brain Research Fellow Andrew Janke from Australian National University. The committee hopes to continue their efforts by applying for a Seventh Research Framework Program Grant (FP7).

3) *Evolutionary Medicine Project*

Professor Stephen Stearns, Yale University, conducted a three months sabbatical at the Centre for Social Evolution, Department of Biology, University of Copenhagen, in late 2008. On this occasion, he taught the first course in Evolutionary Medicine in Copenhagen. The second course in Evolutionary Medicine for 4th year students in Biology, Molecular Biomedicine and Biochemistry will be offered in February-April 2010, with additional support from the Danish Velux Foundation. The Centre for Social Evolution expects to have a post doc in this field appointed before the end of 2009.

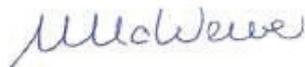
Professor Stephen Stearns and Professor Jacobus Boomsma, Department of Biology, University of Copenhagen, also hosted a grant-writing workshop with participants from other IARU universities in November 2008. This resulted in a 25-page framework proposal for a research training network in “The Evolution and Ecology of Disease”, which encompasses an array of collaborative initiatives involving always 2-3 IARU partners from Cambridge, Copenhagen, Oxford, Yale, and ETH-Zürich. The focus is now on creating interest for this initiative from large funds.

4) IARU Congress in 2010

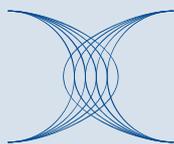
On behalf of researchers from the *Ageing, Longevity and Health* project, the Dean of the Faculty of Health Sciences, University of Copenhagen, has obtained Euro 100.000 in funding from the University of Copenhagen to host an IARU congress in 2010. The funding application was signed by key researchers at six IARU Universities: The National University of Singapore, the University of Tokyo, the Australian National University, Oxford University, Yale University and University of Copenhagen. The Center for Healthy Aging will support this initiative with Euro 40.000.

The plan is to invite about 150 IARU researchers and others within the field of ageing to network, exchange data, ideas and continuing the ongoing grant writing activities during 2,5 days in the autumn of 2010. An organizing committee is being set down to plan the congress, which will be hosted by the University of Copenhagen. The committee will be led by Professor Lene Juel Rasmussen and Professor Vilhelm Bohr.

With best regards,



Ulla Wewer, Professor, DM.Sci
Dean of the Faculty of Health Sciences
University of Copenhagen, Denmark



5.5. Demonstrative Project on Sustainable Cities

Paper prepared by:	Keisuke Hanaki (University of Tokyo)
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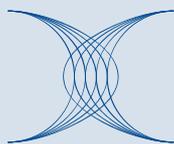
Document type:	✓	Progress update
		Workshop
		Project proposal
		Discussion paper
		No document tabled

Action required:	✓	For information only – no further action required
		Senior Officer's endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	Funding up to USD 15 000 committed at the 2008 Presidents' meeting for workshop activity (unspent to date). USD 3629.41 ERE proposal development (UT 2006)
Funding requested (\$US):	

Previous recommendations:

2009 Presidents' Meeting (April 2009)	Progress was noted
2008 Senior Officers Meeting (October 2008)	The meeting noted the progress report from Todai. It was also noted that the participating institutions (ANU, Copenhagen and Todai) are supporting the project with separate funding from each of those institutions. A project report will be tabled at the meeting of Presidents in 2009.



5.5. Demonstrative Project on Sustainable Cities

Paper prepared by Professor Keisuke Hanaki, Professor at the Department of Urban Engineering, University of Tokyo

Towards Sustainable Cities demonstration project

Australian National University (ANU), The University of Tokyo (UT) and University of Copenhagen (KU) have been conducting a project on the theme of Sustainable Cities, in order to demonstrate the value of collaborative interdisciplinary partnerships within the IARU framework.

The project has three sub projects, which are:

- Food Flows and Ecosystem Services, lead by Prof. Will Steffen, Dr. Rob Dyball and Mr. David Dumaresq (ANU)
- Low Carbon Cities, lead by Professor Kazuhiko Takeuchi and Professor Keisuke Hanaki (UT)
- Land Use and Ecosystem Function lead by Prof. John Porter, Prof. Anette Reenberg and Dr Anne Busck (KU)

Progress update since the President's Meeting

Since the report to the Presidents, the main additional activity has been the completion of the ANU Workshop in June. This workshop resolved most of the major obstacles to completion of the sub-projects, which are now in the process of being written up. A Yale student visiting ANU as part of the IARU Sustainability Fellowship program also participated in the workshop.

The three sub-projects are being presented by academics from the respective partner universities as part of a side event of the 15th Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC/COP15), "Designing a sustainable society under impacts of Climate Change in a post-COP15 world with respect to integrated approaches to realize sustainable land use and cities" (preliminary). In addition to contributing to the agenda and discussions of COP15, students from ANU, UT and KU will be present.

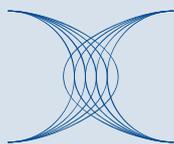
The final workshop for the demonstration phase has been scheduled to be held in Singapore in November. The purpose of this workshop is to draft the final synthesis report that is to be delivered on to the next Presidents meeting in April 2010 in Beijing. This workshop will also focus on expansion beyond the demonstration phase, including the greater involvement of National University of Singapore (NUS) and other IARU partners.

Professor Porter from KU will be visiting ANU in October to complete any outstanding research and writing tasks for the Food Flows sub-project.

Dr Dyball (ANU) presented findings from the Food Flows and Ecosystem Services sub-project to the Society for Human Ecology conference in Manchester, UK in June. Dr Dyball also held meetings on the Land Use and Ecosystem Function project with Drs Reenberg, Busck and Porter in Copenhagen in August.

As a direct outcome of collaboration on this sub-project, Dr Dyball taught into KU's Global Summer Program course, Sustainability in Rural-Urban Regions: The Rural Landscape in a Globalized World. There are also advanced plans to exchange faculty from ANU and KU working on this sub-project as visiting fellows in 2010.

Dr David Higgett is leading the NUS workshop.



5.6. Culture and Citizenship: Towards a New Civic Pluralism workshop

Senior Officer contact:	Darren Brown (Australian National University)
Paper prepared by:	James Piscatori (Australian National University)

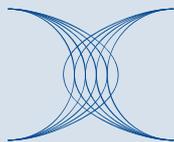
Document type:	✓	Progress update
	✓	Workshop
		Project proposal
		Discussion paper
		No document tabled

Action required:	✓	For information only – no further action required
		Senior Officer's endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	Funding up to USD 15 000 committed at 2008 Presidents' meeting for workshop activity.
Funding requested (\$US):	

Previous recommendations:

2009 Presidents' Meeting (April 2009)	Progress was noted.
2008 Senior Officers Meeting (October 2008)	It was agreed that the workshop could proceed, but only in the terms agreed to by Presidents at the Yale meeting in April. The organisers are to provide names of proposed invitees to the Secretariat to circulate to senior officers before invitations are issued.



5.6. Culture and Citizenship: Towards a New Civic Pluralism workshop

Paper tabled by Professor Amin Saikal and Professor James Piscatori, Centre for Arab and Islamic Studies (ANU)

In order to facilitate cross-fertilisation of ideas on this subject, a workshop will be held in Copenhagen on 2-3 November 2009. Four themes will be highlighted:

1. Lessons from the multicultural experience
2. Balancing individual and communal rights
3. Citizens in a world of minorities and migrants
4. Cultural and religious influences on citizenship

As this suggests, the discussions will be inter-disciplinary and draw on the knowledge of experts in the social sciences and humanities. The different country experiences that IARU members represent will be an added advantage.

Outcome

We intend to edit the workshop papers for publication. The project will also, more generally, provide opportunities to develop new research directions in this area of inquiry.

Confirmed attendees

Australian National University

Professor James Piscatori

Professor Amin Saikal

University of California at Berkeley

Professor Irene Bloemraad

University of Cambridge

Dr David Lehman

University of Copenhagen

Professor Jørgen Nielsen

Professor Hanne Petersen

Professor Margit Warburg

University of Oxford

Professor Andrew Hurrell

National University of Singapore

Dr Lai Ah Eng

Professor Bilveer Singh

Draft Programme

Monday, 2 November 2009

- 9.30-10.30 **Welcome and Session 1: The Cultural Construction of Citizenship**
- Citizenship: Universality and Difference
James Piscatori, Australian National University
- 10.30-11.00 Coffee and tea
- 11.30-1.00 **Session 2: Multiculturalism and Integration**
- Multicultural Policies and Political and Socio-Economic Integration
Irene Bloemraad, University of California at Berkeley
 - Gastarbeiter to Citizens
Jørgen Nielsen, University of Copenhagen
- 1.00-2.15 Lunch
- 2.15-4.15 **Session 3: Multiculturalism Examined**
- Latin America
David Lehmann, Cambridge University
 - Singapore
Bilveer Singh, National University of Singapore
 - Japan: The Case of Korean Residents
Sangjung Kang, University of Tokyo
- 4.15-4.30 Tea
- 4.30-5.30 **Session 4: Cultural or 'Civilisational' Approaches**
- Citizenship and Sovereignty: The Case of Islam
Amin Saikal, Australian National University

Tuesday, 3 November 2009

9.45-10.00 Coffee and tea

10.00-11.00 **Session 5: Global Citizenship**

- Minorities as World Citizens
University of Copenhagen participant to be confirmed

11.00-12.00 **Session 6: Migration**

- Diasporas and Rights
Margit Warburg, University of Copenhagen

1.1-1.30 **Session 7: General Discussion and Conclusions**

Workshop Focus

As the movement of peoples and the evolution of identities gather pace in the twenty-first century, basic political and constitutional precepts such as citizenship face new challenges. Minorities seek to affirm ethnic, religious, and cultural norms, many states are contending with how simultaneously to be pluralist and nationalist, and greater senses of cosmopolitan affiliation are emerging that may herald new transnational, if not global, notions of rights and duties.

A notable feature of the modern experience is the increasing and permanent presence of various minorities in the West. Whether in the United Kingdom, France, Germany, America, or Australia, they are adapting to life in these societies and challenging some of their social and political assumptions. In the process, they are shaping their own concepts of pluralism and helping to reformulate the nature of citizenship in democracies where communal – and religious – rights have not traditionally been central to civic order.

The challenge for all liberal governments is how to advance the liberty of the individual while securing the prosperity of the general community. But, in seeking to accomplish this, multiculturalism has come under attack since at least the Madrid bombings in 2004 and especially the London bombings of 2005. The spectre of not just terrorism, but home-grown terrorism, has fired urgent public concern over how societies should accommodate difference and frame citizenship in a rapidly shifting security milieu. The debate is particularly acute at a time when Western societies are, through migration, facing the most momentous population shift since Asian tribes pushed westward in the first Christian millennium.

Great advances have been made, and most Western societies are both more cosmopolitan and, some would say, generally fairer today. The vibrant notions of egalitarianism and multiculturalism that have prevailed in Canada or Australia, for example, have helped to promote co-operative relations, but there and elsewhere, racist and discriminatory reactions have also been defining. As the Runnymede Trust has argued, “Islamophobia” has blighted British society, as it certainly has others. Immigrants may come to seem “hooded hordes”, in T S Eliot’s haunting phrase, and nationalism may become nativised and exclusionary – as with the National Front in France or similar movements in the United States, Britain, and Germany. Moreover, at a time when the security of society and state has become a paramount consideration and anti-terrorism legislation has grown extensive, minorities may come to feel targeted and their loyalty suspect, even if this is not the intention. The consequence of an unwelcoming society, for whatever the reason, may be an understandable defensiveness among some minorities, a confrontational posture among others.

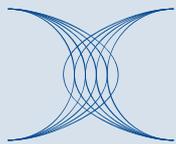
Minority members, especially youth, may thus pose a double challenge: to the leadership of their own community to demonstrate their relevance and understanding of the changing society in which they live; and, at times indirectly and at other times directly, to the guardians of the liberal state to demonstrate their conviction.

In the process, the concept of citizenship, as traditionally understood, is being altered. The Western political order has conventionally been predicated on several assumptions: secularism, individual freedom, equality of rights, and the rule of law. To take one example, Muslims in the West are by and large not rejecting these norms; in fact, they have steadily come to demand that they be applied to themselves. Proponents of the *hijab* or headscarf in France, for instance, have routinely invoked the notion of individual liberty and freedom of speech, and British Muslims, upset by the Rushdie Affair and urging that the law against blasphemy should apply to Islam and other religions, have built their case on equality of rights.

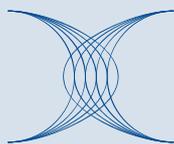
A double extension of the traditional notion of citizenship may be underway. The first relates to what citizenship means basically within the existing state structure. Why, some ask, cannot the principle of secularism really mean that in eschewing a state religion there is a tolerance of all religions as public phenomena? Why must religion necessarily be circumscribed to the private domain? Moreover, it is wondered, does the recognition of communal rights, particularly those based on such primordial affiliations as race, ethnicity, and religion, negate individual freedom?

The second extension concerns the possibility of an emergent global citizenship. As new identities may be forming – global, cosmopolitan, or autonomous of the state – it may be wondered whether a corresponding development of citizenship rights and obligations is also occurring. Do new forms of political membership arise? Does the basic bargain – loyalty for protection, rights for duties – pertain to something as amorphous as ‘global order’?

However citizenship is redrawn in this process, the relevance of one of the great issues of the day – immigration – often remains understated. If human capital is an asset and globalisation can provide both freedoms and opportunities, how open should our borders be, and, to put it crudely, how much liberty is to be extended to migrants? Despite the goal of inclusiveness that is often assumed to be broadly shared, exclusion remains a fact of life, and how it is managed has direct implications for the domestic harmony and international position of nations.



6. Follow up from the 2009 Presidents meeting



6.1. Industrial Innovation (and the Role of the Modern Research University)

Senior Officer contact:	Tao-Tao Chang (University of Cambridge)
Paper prepared by:	Mike Gregory (University of Cambridge)

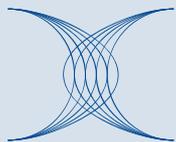
Document type:	✓	Progress update
		Workshop
		Project proposal
		Discussion paper
		No document tabled

Action required:		For information only – no further action required
		Senior Officer's endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	USD 4800 (Cambridge hosted April 2009 workshop) Funding up to USD 15 000 committed at the 2009 Presidents' meeting for further project development (unspent to date)
Funding requested (\$US):	

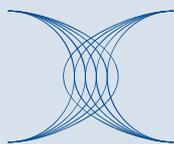
Previous recommendations:

2009 Presidents' Meeting (April 2009)	Professor Mike Gregory was asked to table the outcomes from the workshops for the Senior Officer Meeting, build the interest group and start work immediately on the set of 'standard' models of industry collaborations and compile case studies of successful industry partnerships.
2008 Senior Officers Meeting (October 2008)	Members agreed that this workshop should proceed as per the paper, on April 27 -28 , under Chatham House rules. It was recommended the organisers anchor the round-table session in real life experiences/focus on real examples rather than let the discussion become theoretical. Members were asked to send their comments on the agenda and nominations for suggested presenters and possible participants directly to the workshop leads Dr Eoin Sullivan



6.1. Industrial Innovation (and the Role of the Modern Research University)

Note from Secretariat: At the time of publishing the discussion paper was yet to be received.



6.2. Academic Entrepreneurship and Spin-off Incubation

Senior Officer contact:	Denise Chua (National University of Singapore)
Paper prepared by:	WONG Poh Kam (National University of Singapore)

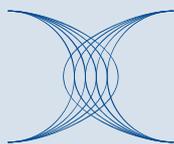
Document type:		Progress update
	✓	Workshop
	✓	Project proposal
		Discussion paper
		No document tabled

Action required:		For information only – no further action required
	✓	Senior Officer's endorsement requested
	✓	Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	USD 15 000 for workshop activity in 2011

Previous recommendations:

2009 Presidents' Meeting (April 2009)	Presidents agreed that it was an area of interest. NUS was asked to submit a more detailed proposal for formal approval.
2008 Senior Officers Meeting (October 2008)	



6.2. Academic Entrepreneurship and Spin-off Incubation

International Benchmarking and Collaborations Workshop proposal

Paper prepared by Professor WONG Poh Kam, Director, NUS Entrepreneurship Centre

1. As a follow-up to the workshop on “Industrial Innovation & the Role of the Modern Research University” at Cambridge University in April 2009, NUS Enterprise proposes that a workshop on “Academic Entrepreneurship and Spin-off Incubation” be organized at NUS in 2011.
2. While the Cambridge workshop focused on university-industry collaboration, and involved primarily exchanges among the research offices and technology licensing offices of the IARU member universities, the NUS workshop will primarily involve the offices that incubate and support spin-off companies (including venture funding support) as well as entrepreneurship education activities that facilitate academic entrepreneurship by university faculty, researchers and students. In other words, while the Cambridge workshop covers collaboration with industry and technology licensing, the NUS workshop will complement the Cambridge workshop by covering spin-off and academic entrepreneurship.
3. Besides expanding engagement in university-industry collaboration, many research-intensive universities worldwide are witnessing an increase in interest among academic faculty and students in spinning off companies to commercialize their research and invention. In particular, a growing number of universities have started to take a pro-active role in facilitating such spin-off through the establishment of various institutional support programs such as physical incubators, seed funding, mentorship by resident entrepreneurs, start-up internship and other educational programs targeting at faculty and students with entrepreneurial interests. At the same time, universities are learning to put in place appropriate governance and policies to manage potential conflicts arising from this phenomenon.
4. The aim of the workshop is to provide a forum for the community of academic scholars and senior university officials among the IARU member universities to exchange insights on the opportunities and challenges of academic entrepreneurship, and to share best institutional practices on spin-off incubation. In addition, it is hoped that the workshop will provide a forum to explore concrete multilateral collaborative/exchange programs among IARU member universities that leverage on the diverse strengths and resources of the member universities, e.g. the development of benchmarking metrics for monitoring spin-off incubator performance; exchange program providing opportunities for young professors/post-docs/PhD students from one participating member university to attach themselves with an accomplished entrepreneurial professor at another participating university to learn about the entrepreneurial process; and institutional partnership among the incubators at participating universities to open up their incubator facility to spin-offs from other participating member universities interested in expanding internationally. Collaboration project proposals will be solicited from interested member universities prior to the workshop to maximize the chance of concrete collaborative

initiatives being implemented at the end of the workshop. Hopefully, this will lead to specific projects that will be implemented, and that can be reported in a workshop in a subsequent year and shared with others.

5. The workshop is envisaged to cover one and a half day. The first day of the workshop will be devoted to sharing of insights and practices, while the morning of the second day will be used to discuss the various concrete collaboration project proposals among interested participants.
6. The tentative program for the workshop is as follows:

Informal welcome Dinner (Night before Workshop)	
DAY 1	
9-10.30am	<p>Welcoming Remarks by NUS President</p> <p>Keynote Address by GOH</p> <p>Invited Address by an entrepreneurship professor on recent research findings on the Academic Entrepreneurship phenomena</p> <p>Invited Address by a successful faculty-entrepreneurs</p>
Tea-break	
11am-12.30pm	<p>Session A: Academic Entrepreneurship Support Program</p> <p>Speakers from 3-4 member universities to share the philosophy and approach of their respective universities towards supporting academic entrepreneurship, followed by a general panel discussion</p>
Lunch	
2-3.30pm	<p>Session B: Spin-off Incubators</p> <p>Speakers from 3-4 member universities which have active incubation programs to share experience and insights on their incubator management practices, performance metrics, and key challenges. This is followed by a general panel discussion</p>
Tea-break	
4-5.30pm	<p>Session C: Spin-off Seed Funding Program</p> <p>Speakers from 3-4 member universities which have set-up seed funding programs to share experience and insights on how they raise and manage the fund, source, evaluate and structure deals, follow-on support and exit strategies. This is followed by a general panel discussion.</p> <p>Visit to NUS Incubator</p>
Dinner	Possible Guest Speaker
DAY 2	
9-10.30am	<p>Session D: Proposals for International Collaboration</p> <p>Selected participant universities are invited to present their proposals for future IARU collaboration projects</p>
Tea-break	
11am-12.30pm	<p>Session E:</p> <p>Discussion of the proposals and planning of follow-up actions among those member universities that have expressed interest in the proposed projects</p>
Lunch	Closing Lunch

7. The workshop is expected to have 40 participants, primarily senior administrators from the member IARU universities who are involved in managing university spin-off incubators & support services programs, as well as selected academic faculty who are doing research on academic entrepreneurship and university spin-offs.
8. As in the April 2009 workshop held in Cambridge, all member universities are expected to fund the cost of travel and accommodation of the participants from their own universities. It is proposed that IARU covers the workshop organizing costs, conference materials, transport from hotel to the workshop venue, tea-break/lunch refreshments welcome/closing dinner. The cost for the workshop is about S\$18,600, estimated as follows:

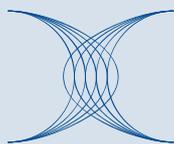
Variable costs per person

3 tea-break refreshments & two lunches @	S\$100	
Workshop materials & souvenir @	S\$50	
Welcome/Closing dinner @	S\$160	
Transport to/fro hotel @	S\$30	
Subtotal (40 participants + 4 support staff) = S\$14,960, round up to		S\$15,000

Fixed costs

Venue related costs (Banner, set-up, technical support, etc)	S\$3,000	
Memento for speakers etc.	S\$ 600	
Sub-total		S\$3,600
TOTAL		S\$18,600

9. IARU funds are sought for the hosting of the workshop.



6.3. Women and Men in a Globalising University Benchmarking

Senior Officer contact:	Kate Pretty (University of Cambridge)
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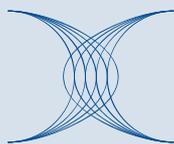
Document type:		Progress update
		Workshop
		Project proposal
		Discussion paper
	✓	No document tabled

Action required:		For information only – no further action required
		Senior Officer's endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	Up to USD 15 000 committed at 2008 Presidents' meeting (to date unspent) USD 8500 project development (Cambridge 2006)
Funding requested (\$US):	

Previous recommendations:

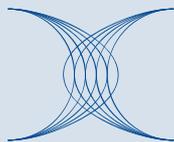
2009 Presidents' Meeting (April 2009)	Today and Cambridge requested the Women and Men in a Globalising University project be kept on the IARU agenda. It was agreed the project should continue but with a focus on benchmarking, not research. Cambridge will consider how to reinvigorate the project.
2008 Senior Officers Meeting (October 2008)	Mr Don Filer (Yale) provided an update on this project. Members were advised that the nominated liaison officers would be contacted directly by the lead(s) of the Women's Initiative by the end of 2008.



6.4. Career Development Professionals Network

Senior Officer contact:	Darren Brown (ANU)
Paper prepared by:	Kate Gemmell (ANU)

Document type:	✓	Progress update
		Workshop
	✓	Project proposal
		Discussion paper
		No document tabled
Action required:		For information only – no further action required
	✓	Senior Officer's endorsement requested
	✓	Central IARU funding requested
Funding provided to date (\$US):	USD 3000 (Workshop hosted by NUS, July 2008)	
Funding requested (\$US):	USD 6000 (Production of Academic Careers guide)	
Previous recommendations:		
2009 Presidents' Meeting (April 2009)	The Presidents asked that the network bring a proposal for a pilot on reciprocal access to careers services involving two or more IARU universities to the senior officers meeting. The careers guide proposal is in principle a good one and is an opportunity for the network to start real work together. The decision to fund the guide will be deferred to the senior officers meeting, and is contingent on the reciprocal access proposal.	
2008 Senior Officers Meeting (October 2008)	<p>Concern was raised about future workshops and the proposed activities outlined in the tabled report. The meeting agreed to continue supporting the initiative, but requested the focus return to enabling students from partner institutions access each others' career services, as well as benchmarking.</p> <p>The IARU Chair proposed that workshop leads prepare a paper addressing reciprocal access and possible benchmarking practises, for consideration by the Senior Officers in Oxford, September 2009.</p>	



6.4. Career Development Professionals Network

Paper prepared by Ms Kate Gemell, Manager ANU Careers Centre

Background to the current proposal

In July, 2008, the inaugural meeting of the IARU Careers Professionals network was held at the National University of Singapore. The purpose of the meeting was to explore possible collaborations between the careers professionals of the universities in the IARU network, and to identify specific projects of interest. Given the meeting was the first of its kind, the emphasis was very much on exploring possible areas for joint collaborations to foster the career development of the students of the IARU network.

Further recent consultation between careers practitioners in the network has demonstrated that the commitment to working together to facilitate best practice in career development and assist students with their increasingly global career aspirations remains strong.

However, given the very different ways in which careers services are delivered across the IARU network, with some institutions, for example, not having a centralized service, and staff to student ratios varying enormously, the task of encouraging reciprocal access and benchmarking of careers services across IARU is a potentially challenging one.

The collaborative production of a specifically designed publication, *Winning a job in the IARU Network* will assist us in meeting this challenge. The purpose of this publication will be to assist early career academics to source and win academic jobs within IARU universities. Specifically, it will place this process into an international career development framework, and will assist aspiring international academics to master the at times perplexing cross cultural competencies required to successfully win an academic job internationally.

This project directly supports IARU's strategic objective of promoting reciprocal access to IARU Careers Services for students among the IARU Careers network, by

- a) Providing a tangible and useful student centered product that will encourage mobility, and assist students who are contemplating IARU academic careers to access opportunities across the IARU network.
- b) Providing knowledge and international career development expertise via the publication itself, particularly when face to face service delivery may not be possible. Whether students are returning home, or contemplating a job elsewhere, the guide will be a useful "just in time" resource for IARU students seeking early academic or post doctoral careers.

Additionally, by encouraging staff exchange in a very tangible way, it will play a role in ensuring not only reciprocal access to careers services, but also in fostering staff exchange among early career academics. As Careers professionals, our shared experience is that graduate students often find cross cultural selection surprising and intimidating. Australian students, for example, may be daunted by the long interactive processes expected in the US, while non Australian students may find rigid Australian selection criteria a challenge.

In addressing some of these issues, this project is an excellent way to harness and share our collective professional knowledge and expertise in job search and career development that will benefit both careers practitioners and those aspiring to work as academics in all IARU institutions.

Though the emphasis on this project is primarily on supporting the strategic goal of reciprocal access, the project will, by encouraging shared practice and expertise, also provide a useful starting point for future benchmarking activities among the IARU careers professionals network.

Proposed project: detailed

Working title: 'A guide to academic careers in IARU'

1) Scope of publication

- The publication will provide a niche product promoted and available *exclusively* to IARU students. The publication will be available in hardcopy and on-line via password protected IARU Careers Centre sites only.
- The publication will be specifically designed for IARU students seeking a career in the international profession of academia.
- The publication will showcase the global expertise of careers consultants located throughout the IARU network. This will prepare IARU students for work across the globe in Europe, Asia-Pacific, Australia and the US.
- The first edition would be produced in 2010.
- The first edition will be in English only; however IARU members may seek permission to translate.

2) Content

A template will be produced, so that each institution can provide the following information

- A brief overview of living and working in each of the countries in the IARU network
- A brief description of the unique history and corporate culture of each of the IARU institutions, including a selection of profiles of academics in each institution to provide inspiration and contextual career stories.

- A brief description of job application techniques, which will equip IARU students with a competitive edge in the increasingly strong labour market of academia. This will also empower ANU students to make more informed choices about their academic careers, and may also encourage high calibre research students from the IARU network to consider careers at ANU, at a time when “competition has increased on the academic labour market.
- Specific advice on how to apply for academic jobs in a country-specific context, including writing effective CVs and applications and understanding selection processes.
- IARU branding to embody IARU’s co-operative education goals, and deliver a product more specialized than existing general country guides.

3) Production

- ANU Careers Centre, with of course input on the content from appropriate staff in the IARU network , will coordinate the writing, editing, approvals, production and distribution of ‘A Guide to Academic Careers in IARU’.
- IARU Careers Centres will be encouraged to participate in the collaboration.
- IARU Human Resource areas will also be encouraged to contribute specific knowledge and experience in academic recruitment.

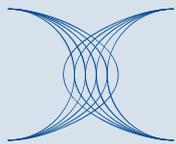
4) Budget

An indicative production figure of USD 6000 (AUD 7500) is required to assist with the production and distribution of the guide.

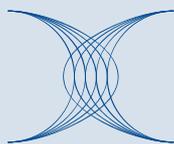
5) Request for IARU assistance

To engage with this project, assistance from IARU is requested as follows:

- Endorsement to move forward with project scoping and refinement at the IARU Senior Officers Meeting.
- Allocation of funds to assist with production of the publication in accordance with a budget submitted following endorsement by the IARU Presidents.



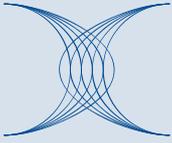
7. IARU partner initiative sharing



7.1. Integrated Services - Benchmarking HR and Corporate Services Performance Data

Senior Officer contact:	Tao-Tao Chang (University of Cambridge)
Paper prepared by:	Indi Seehra (University of Cambridge)

Document type:		Progress update
	✓	Workshop
		Project proposal
		Discussion paper
		No document tabled
Action required:		For information only – no further action required
	✓	Senior Officer’s endorsement requested
	✓	Central IARU funding requested
Funding provided to date (\$US):		
Funding requested (\$US):	USD 8000	
Previous recommendations:		
2009 Presidents’ Meeting (April 2009)	Mr Indi Seehra, Head of HR at Cambridge reported on work they are undertaking to improve the efficiency and effectiveness of the university’s administrative services. Partners were asked if they are engaged in similar work. NUS advised they have been working on this for the past four years. Oxford is looking at this area. The U.S. universities advise they are no further along than the rest of us, and are looking at a number of areas. Cambridge will keep the group updated on their progress, and contact NUS directly to see what they can learn. This may lead to a proposal for a workshop in the future; for now, it would be premature.	
2008 Senior Officers Meeting (October 2008)		



7.1. Integrated Services - Benchmarking HR and Corporate Services Performance Data

Paper prepared by Mr Indi Seehra, Director Human Resources, University of Cambridge

Context

At the March 2009 IARU meeting, Indi Seehra Director of Human Resources from the University of Cambridge, presented proposals for the Corporate Administrative Services of the University to move towards a shared services (or integrated services) arrangement.

Broadly this would involve transactional services across corporate functions moving under a single line management structure over a period of time, resulting in efficiency savings through process and system improvements, multi-skilling of staff and economies of scale in administrative activities.

One of the key requirements in moving towards Integrated Services is the ability to measure the efficiency gains being realised. In the University sector there is limited data sharing which is necessary in order to allow measurement and comparison activity such as benchmarking.

Benchmarking of how our Corporate Administrative Services are delivered will benefit the members of the IARU. If we can compare performance, we can learn from the strengths of the group from validated and objective analysis. It would be logical to develop an approach that would benchmark performance in key areas including HR, Finance, IT Systems, and Procurement. Factors to benchmark will be defined, allowing IARU members to agree consistent criteria and could include elements such as productivity, cost, speed, customer service in context of efficiency and effectiveness of operations.

Approach

IARU are asked to consider offering a one-day workshop programme during 2010 in order to determine what and how we should benchmark, and the associated benefits based on discussions including:

- What information should be considered?
 - Provoke thinking based on external best practice and thinking
 - Review current methods of data capture (e.g. Key Performance Indicators, Service Levels Agreements, Management Information and Reporting)
 - What metrics and measurement methods would we choose to adopt?
 - How can we balance quantifiable metrics with behavioural (qualitative) indicators, including the development of capabilities, performance and leadership?

- What can we commit to in terms of timeliness and sharing of information?
 - Frequency of benchmarking activity
 - How we calibrate benchmarking measures, taking account of inevitable organisational change

In advance of the event we would distribute a paper demonstrating external perspectives on this subject matter and ask each participant to provide specific input on their current circumstance and what benchmarks are likely to be most relevant to their main stakeholders, including Finance Directors and budget holders.

Facilitation Suggestion

We would work with external facilitators to develop the agenda and prepare the pre-workshop materials, and then facilitate the event, providing knowledge and best practice. It is proposed that Alastair McKenzie and Stephanie Wheeler are engaged to assist and that a budget of **£5000 (USD 8000)** is made available. The CVs of the consultants are attached.

Annex A – Consultant CVs

Curriculum Vitae - Alasdair McKenzie, FRSA

Alasdair supports and inspires business leaders to realize tangible benefits from the attraction, engagement and retention of key talent. He has international experience across a variety of sectors with major employers experiencing restructure, mergers and rapid growth. He works to achieve results and impact for clients by helping them to visualize the implications of their plans for people at all levels in the organization and then evaluating success over time.

The foundation of his work is a deep knowledge of best practice, gained from personal experience and primary and secondary research projects to benchmark organizational performance. He works with clients to help them design and then interpret data capture so that the relevant desired outcomes can be attained. Recent projects include:

- Designing and supporting the launch of a new global performance management system in a leading professional services organisation. Impacting employees in 32 countries, positive impact created due to mixture of clarity of message and creativity in delivery
- Supporting a global fund manager in the development of an employee value proposition and its leadership in creating and aligning behind a balanced scorecard. Design of subsequent HR & internal communication strategy to engage 3,000 employees in EMEA following major acquisitions and geographical expansion
- Developing an approach to measuring employee engagement internally in a Global Bank and related contact centres, including development of a question bank, benchmarks, advice on analytical requirements and overall academic credentials for each survey item
- Developing scorecards and cascade metrics for Public Sector organisation aligning individual, team and divisional performance

Alasdair is a prize-winning graduate in Accounting & Finance from Birmingham University (1988) and had an early career in international banking with Citicorp in Central & Eastern Europe. Since moving to consulting in 1992, he has worked for leading firms in Europe and the US. He established and then sold research and training firm Yellowbrick in the late 1990s, and prior to establishing KeyShift in 2009 he was Director of HR Consulting for Penna plc. Clients have included major names in Investment Banking, Investment Management, Professional Services, Central Government and also the non-profit sector.

He has written extensively for publications such as the Journal of Executive Talent, Strategic HR Review and Strategic Communication Management. An award winning assignment has been featured in a recent FT/Kogan Page book: "Management Consulting in Practice" His career has included living and working in Switzerland, Austria, Turkey and the United States as well as the UK. He is a Fellow of the Royal Society of Arts, and lives east of Edinburgh with his wife and three children.

Contact Information

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(M) +44 7769 975 902

alasdair.mckenzie@keyshiftpeople.com

Curriculum Vitae - Stephanie Wheeler

Stephanie is a Research and Knowledge Management expert with over 15 years experience of working within human resources, change management and strategy consultancies. She focuses on supporting organisations in the acquisition and interpretation of data to enable more effective decision making. The key areas that she operates in are functional benchmarking, salary surveys and reward benchmarking, process improvement studies, product/service evaluation, HR due diligence, knowledge management strategies, skills audits and senior leader support.

The methodology that Stephanie uses combines primary and secondary research methods such as action research, literature identification and analysis, online surveys, focus groups and investigative interviews. She focuses on the individual client context ensuring that the data researched is valid, accurate, comparable and, most importantly, credible.

Stephanie works with a wide range of public and private sector clients including; Baker & McKenzie, Barclays, CIPD, DEFRA, Diageo, DWP and Experian. She has previously worked for Penna Plc and McKinsey & Co and has a degree in Information Sciences specialising in information management and business research.

Recent projects include:

- Retail – Benchmarking of corporate services functions, such as HR, Finance, IT and Marketing to support organisational restructuring and re-design.
- Financial Services – Benchmarking and analysis to support the production of an Outsourcing/Shared Service report and presentation to drive the Executive team's decision of whether to outsource the HR function.
- Professional Services – Knowledge management coaching to support the creation and implementation of a knowledge management strategy for a training and development function.
- Public Sector – Reward benchmarking to inform the talent management strategy and recruitment process for a central government department

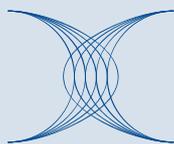
- Public Sector – Research-based evaluation project - “The Role of the Line Manager in Learning”. This included action research sets, focus groups, structured interviews and the design, delivery and analysis of an online survey. The findings are being used to inform the future learning and development strategy.
- Public Sector – Evaluation of the effectiveness of a blended learning solution to support the implementation of a new HR Service Delivery Model. This required the creation of a new learning evaluation model and the use of qualitative and quantitative research techniques.

Stephanie also regularly writes content for hardcopy and electronic resources and has had articles published in journals such as; Business Information Review, Knowledge Management and Director and has spoken at Knowledge Management events such as the Knowledge Management & Organisational Learning Conference and the City Information Group.

Contact Information

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stephanie@stephaniewheelerassociates.co.uk



7.2. Alumni Associations Summit

Senior Officer Responsible:	Don Filer (Yale)
Paper prepared by:	Mark R. Dollhopf (Yale)

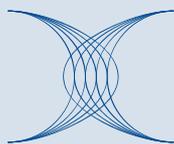
Document type:		Progress update
		Workshop
		Project proposal
	✓	Discussion paper
		No document tabled

Action required:	✓	For information only – no further action required
		Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	

Previous recommendations:

2009 Presidents' Meeting (April 2009)	
2008 Senior Officers Meeting (October 2008)	



7.2. Alumni Associations Summit

Paper prepared by Mark Dollhopf, Executive Director, Association of Yale Alumni

Introduction

The universities comprising the IARU have successfully established joint programming opportunities for faculty, staff, and students, but have yet to fully engage in appropriate shared programs for alumni. Yale and the ANU launched a pilot program in 2008 bringing Yale alumni and staff from the US to Canberra for a week of fellowship, cultural exchange, and the sharing of best practices in alumni relations.

Yale has a long history of alumni relations programs, dating back to 1792 when the first class reunions were organized. We have much to share with our IARU partners, and in traveling to Canberra our alumni were able to conduct workshops on alumni activities at Yale and at American universities in general, while ANU faculty, staff and alumni shared their expertise in a variety of academic disciplines. They learned much about our alumni relations, we learned much about their culture. A great time was shared by all newfound friendships that will last a lifetime!

This year Yale will be partnering with the University of Tokyo in a similar exchange from June 28 to July 3.

While these alumni exchanges have been remarkably successful, and indeed could be a topic for further discussion among the IARU partners, the broader goal in gathering the alumni association representatives would be to benchmark best overall practices in alumni relations.

Historically a number of IARU institutions have made significant investments in alumni relations, while other universities have nascent or newly emerging programs. In any case, all of the institutions recognize that alumni associations are key to successful advancement and development efforts so vital to the long term financial health and growth of our respective institutions.

Volunteers are at the heart of Yale's successful alumni relations efforts, and these inaugural exchange programs are no exception. They have been organized not only by the staff from the participating institutions, but also by a volunteer group from our alumni association, the Global Alumni Leadership Exchange (GALE) Committee. The GALE Committee is interested not only in programs that involve traveling to institutions abroad, but also in programs which foster stronger networks among alumni of the IARU partners in the US. GALE has organized joint programs and receptions for Yale, ANU, and Todai alumni in New York, Washington, DC and other locations around the US where alumni of the IARU partners live. The Committee would also like to share with you ideas that will benefit alumni programming for all of our institutions in the US.

We are proposing a summit of IARU alumni association directors in New Haven this coming October. The purpose would be to meet and be introduced to one another, to share information about each of our alumni programs, to compare challenges and opportunities, and to brainstorm about possible future collaborations for alumni programming among our institutions.

Basic Facts

What

IARU Alumni Associations Summit

Purpose

To benchmark best practices in alumni relations and discuss ideas for collaborative alumni efforts.

Where

Yale University, New Haven, Connecticut

When

Wednesday, October 21 to Sunday, 25, 2009. A proposed itinerary and agenda appear on the following pages. Wednesday, Thursday, and Friday in New Haven, Saturday at the Yale Club in New York City.

Who

We welcome alumni association directors and any other additional university staff members that have an interest in learning about alumni relations at the IARU institutions. We are proposing that the sessions be aimed at professional staff rather than volunteers, although we would certainly welcome any volunteers that wanted to attend. Please note in the itinerary that GALE, our volunteer group, will host a reception for all interested IARU alumni living in the New York area on Saturday evening.

Hosts

Mark Dollhopf, Executive Director, Association of Yale Alumni (AYA), Yale University

Christine Keller Smith, Alumni Director, Australian National University

The Yale Global Alumni Leadership Exchange Committee, Association of Yale Alumni

Cost

The AYA will provide for a number of the meals and the program logistics; other meals, all lodging, and transportation will be on one's own. Local hotel rates are \$125 to \$200 per night in New Haven, in New York we have arranged for a discounted room rate of \$215 plus tax at the Yale Club of New York City at 44th Street and Vanderbilt near Grand Central Station. We may be able to arrange for stays in local homes for those who would like a real "cultural exchange" experience. We will develop a full program budget for the group pending the show of interest in the summit.

Next step

If you are interested in attending this event, please respond by June 10th and send the following information to me at mark.dollhopf@yale.edu.

- Your name and title
- Names of additional attendees or guests accompanying you and their titles
- Your preferred email address and local street address
- Phone number(s)
- Whether or not you would opt for staying with a host family rather than a hotel (if it can be arranged)

Possible Topics for Discussion

- Best practices in alumni relations
- Alumni governance structures
- Role of alumni associations vis-à-vis fundraising and development
- Alumni communications – magazines, newsletters, internet and mail
- Reunions, conferences, and special events
- Regional or “club” alumni networks
- Social networking
- Reciprocal educational opportunities
- Budget challenges and allocation of resources
- Volunteer cultures – why alumni volunteer or not
- Benefits offered by institutions to alumni
- Student mentoring programs
- Career counseling for alumni programs
- Shared interest and affinity groups

Draft Agenda

(Draft: For Discussion Purposes Only)

Wednesday, October 21, 2009

- 3:00 PM Arrivals and Check in
Hotel: “The Study” at Yale
- 6:00 PM Welcome Reception
Kroon Building, Yale School of Forestry and Environmental Studies,
world’s largest carbon neutral building
Wine and Cheese from New England
Hosted by the Yale Global Alumni Leadership Exchange Task Force.
- 7:00 PM Gala Welcome Dinner
Kroon Building
Opening Conference Remarks, President Richard Levin
Entertainment by the Whiffenpoofs, Yale’s famous a cappella singing group

Thursday, October 22, 2009

- 8:00 AM Breakfast
Rose Alumni House, Association of Yale Alumni
- 9:00 AM Getting to Know You: University Presentations Part I
Jeffrey Loria Center for the History of Art
- Each university will be afforded 15 minutes to present an overview of alumni programming and 15 minutes to respond to questions. (Time is flexible.) Reference materials about each school will be collected and distributed in advance of the conference. Issues to be included in each presentation: challenges and opportunities (what works, what doesn’t work) for each school in alumni relations and best of class alumni programming.
- Presenters: Australian National University, ETH Zurich, National University of Singapore
- 10:30 AM Break
- 10:45 AM Getting to Know You: University Presentations Part II
Jeffrey Loria Center for the History of Art
Presenters Peking University, University of California, Berkeley,
University of Cambridge
- 12:15 PM Lunch with Yale Students
Branford College, one of twelve restored Yale residential colleges
- 1:30 PM Tour of Yale Campus
Walking tour of key architectural highlights of the Yale Campus

- 3:30 PM Getting to Know You: University Presentations Part III
 Jeffrey Loria Center for the History of Art
 Presenters University of Copenhagen, University of Oxford, University of Tokyo,
 Yale University
- 5:30 PM Break
- 6:30 PM Dinner: A Taste of New Haven
 Zinc Restaurant (Nouvelle regional New England cuisine)
 Entertainment by the Whim 'n Rhythm, Yale's all female a cappella singing group.
- 8:00 PM Optional Entertainment
 Woolsey Hall
 The Yale Philharmonia (Schedule to be determined)

Friday, October 23

- 8:00 AM Breakfast
 The Study at Yale
- 9:00 AM Alumni Leadership Exchanges to Date
 Jeffrey Loria Center for the History of Art
 A brief overview of the exchanges staged to date, including ANU/Yale 2008,
 Tokyo/Yale 2009, and ANU/Cambridge 2009.
- 9:45 AM Discussion: Challenges and Opportunities
 Jeffrey Loria Center for the History of Art
 A facilitated discussion analyzing the challenges and opportunities of
 shared alumni programming
- 10:45 AM Break
 Jeffrey Loria Center for the History of Art
- 11:00AM Yale Digital
 Linda Lorimer, Secretary and Vice President, Yale University
 Current Yale initiatives in internet learning, communication, and digitization
- 12:15 PM Lunch with Yale Students
 Jonathan Edwards College (One of twelve restored Yale residential colleges)
- 1:30 PM Free Time
 Time to explore New Haven's shopping districts including the Yale Book Store on
 Broadway and the Chapel Street entertainment district
- 3:00 PM Brainstorming: Action Steps – Best Practice Ideas to Take Home
 Jeffrey Loria Center for the History of Art
 What ideas will we take away from this conference? Should we continue to meet –
 if so what will be the format? What are the next steps for joint alumni programs
 or exchanges?
- 5:30 PM Break

6:30 PM Dinner: A Taste of New Haven
Pepe's Pizza (American style pizza was invented in New Haven! Pepe's is Bill Clinton's favorite...)
Entertainment by Shades, Yale's a cappella singing group for people of color.

8:00 PM Optional Entertainment
Yale Repertory Theater

Eclipsed, a new play by Danai Gurira, the OBIE Award-winning co-author of In the Continuum, is a chilling, humanizing, and surprisingly funny portrait of transformation and renewal, directed by Liesl Tommy (the acclaimed world premiere of The Good Negro)

Saturday, October 24, 2009

Departure or Optional Trip to Yale Club of New York City

8:00 AM Breakfast
The Study at Yale

9:00 AM Depart for Yale Club of New York, New York City
Travel by bus

11:00 AM Arrivals and Check in
Yale Club of New York City

12:00 PM Lunch and Lecture:
Yale Club
"Global Strategies in Recession," Paul Bracken, Professor of Political Science

1:30 PM Private Tour: Metropolitan Museum of Modern Art
Behind the scenes of one of New York's most famous museums

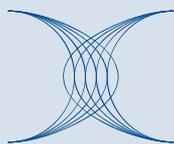
3:00 PM Free Time: Shopping and Sightseeing
On your own in the Big Apple!

6:00 PM Reception and Dinner for IARU Staff and Alumni Living in Metropolitan New York
Roof Top Dining Room, Yale Club of New York

8:00 PM Optional Entertainment: Broadway Show

Sunday, October 25, 2009

Departures on your own or participants can opt to extend their stay at the Yale Club.



7.3. NUS/Oxford update on Global Internships pilot program

Senior Officer contact:	Heather Bell (University of Oxford) Denise Chua (NUS)
Paper prepared by:	Heather Bell (University of Oxford) Denise Chua (National University of Singapore)

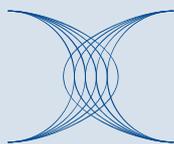
Document type:		Progress update
		Workshop
		Project proposal
	✓	Discussion paper
		No document tabled

Action required:	✓	For information only – no further action required
		Senior Officer's endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	

Previous recommendations:

2009 Presidents' Meeting (April 2009)	NUS and Oxford are piloting a summer internship program. Both universities will share their experience (regarding visas, insurance, timing, applications, quality of students) with other partners who may wish to participate in 2010. It was noted this is an employment initiative and therefore course credit is not an issue.
2008 Senior Officers Meeting (October 2008)	



7.3. NUS/Oxford update on Global Internships pilot program

Paper prepared by Ms Denise Chua (NUS), Associate Director, International Relations Office (NUS) and Dr Heather Bell, Director International Strategy (Oxford)

Goal

1. IARU summer internships provide IARU students with the opportunity to gain a valuable international work experience by tackling a project at another IARU university. Students are given administrative placements in university offices (e.g. international affairs, alumni relations, student administration) or research placements within academic departments (e.g. research placement in a lab, research assistant to humanities or social sciences professor). Such internships will provide students real insight into our respective universities, and may assist in graduate student recruitment.

2009 Summer Internships

2. NUS and Oxford started a pilot program in 2009 and offered a total of 4 internships:
 - a. Internship 1: Fabrication of Nanofluidic channels for DNA analysis, NUS Department of Physics**

Lithographic techniques will be used to create a master in resist polymers. This master will be tested on its functionality to replicate nano fluidic channels through nano imprinting and PDMS soft lithography. These channels will be used to study fundamental characteristics of DNA.
 - b. Internship 2: Fabrication of controlled nano gaps for enhanced Raman signals, NUS Department of Physics**

Proton beam writing will be used to fabricate a template for Au electroplating. The goal is to fabricate several Au pillars in very close proximity (less than 100 nm) and functionalize them. In this way we plan to create surface topography that can enhance Raman signals in a controlled way.
 - c. Internship 3: Solo exhibition on Indonesian artist Pupuk Daru Purnomo, NUS Museum**

Assist in the preparation of exhibition and exhibition collaterals which includes: research, installation of artworks, publicity collaterals and others.
 - d. Internship 4: Mathematical Modelling, Oxford Mathematical Institute**

The precise project can vary depending on the interests and background of the student, but we anticipate a project in network science (applied graph theory). This would entail data analysis, numerical simulations, and possibly analytical work. Recent students have studied things like the structure of Facebook networks, opinion dynamics on social networks, and political networks, and the intern would build on one of these projects or try something new. This would be discussed in more detail with the intern after he/she has been selected, and would depend on his/her interests.

Other possibilities besides networks could be various projects in nonlinear dynamics.

Participation

- For the NUS internships, the internship period was from 25 May to 17 July 2009. The internships were publicized on 31 March 2009 and students had only one week to apply. Hence, the response rate was only had 3 applications for “Fabrication of Nanofluidic channels for DNA analysis” and 3 applications for “Solo exhibition on Indonesian artist Pupuk Daru Purnomo”. Eventually, only one student from UC Berkeley accepted the offer for the Museum internship. The student was provided with on campus accommodation and a stipend of SGD1,200 for 8 weeks.
- Oxford received 7 applications for the mathematics internship. But lengthy decision-making on the part of the internship sponsor compounded an already late date of advertisement. By the time the ANU student was offered a place, he had made alternative plans for the summer.
- A summary of the number of applicants and their home university is indicated below:

Internship 1	3 applicants – 1 from ANU and 2 from Berkeley
Internship 2	0 applicant
Internship 3	3 applicants – 1 from ANU and 2 from Berkeley
Internship 4	7 applicants – 2 from ANU, 2 from NUS, 1 each from ETH, Copenhagen, and Peking

Feedback

- The feedback from the intern was very positive. Rita Anderson, a Political Economy major from UC Berkeley, was very satisfied with the internship. She was treated as an important team member right from the start and felt that she had learnt many valuable skills. Please refer to Annex A for her feedback.

Recommendations

- It is difficult to evaluate the success of the program, since there was only one student participant. However, we think that it is worth continuing with this initiative as it arose from discussions at the 2008 SOM about offering students more global opportunities.
- Timing could be an issue, as our institutional calendars are all different. However, as this program involves only a small number of students on specific attachments, it does not necessarily have to follow the vacation dates of the host university. It will be up to the host to fix the period.
- It is recommended that the host institution provides interns with a stipend, to make the program more attractive to students. For this year, NUS provided the intern with accommodation and SGD1,200 for 8 weeks. Oxford would have provided accommodation and £2,000.

Proposed 2010 Summer Internship Process

10. The proposed timeline is tabled for discussion, for institutions which are interested to offer internships in summer 2010:

Date	Activity
15 Dec 2009	Confirmation of internship positions by participating institutions
15 Jan 2010	Internship positions to be published on IARU website
1 Mar 2010	Closing date for applications
By 19 Mar 2010	Internship host makes offer
By 1 April 2010	Student responds to offer

Annex A

2009 IARU Summer Internships @ NUS

Evaluation by Student

Your opinion is important to us.

Name: Rita Anderson
Internship Period: 25 May – 17 July 2009
Placement Department: NUS Museum
Position: Curatorial intern for Pupuk Daru Purnomo's solo exhibit

Please indicate your opinion based on how satisfied you are (5 being extremely satisfied, 1 being extremely dissatisfied) on the different aspects of the IARU summer internships @ NUS. Also include any extra comments where appropriate.

In this section, please rate the following statements in relation to your Internship Placement.						
1	I believe that I was treated like a valuable member of the department.	1	2	3	4	5 x
2	My immediate supervisor let me know when I was doing a good job.	1	2	3	4	5 x
3	I felt free to suggest to my supervisor changes that would improve my department.	1	2	3	4 x	5
4	My job duties and responsibilities were clearly defined.	1	2	3	4	5 x
5	I received proper training in order to perform my job effectively.	1	2	3	4	5 x
6	Employee problems and complaints were resolved fairly and promptly in my department.	1	2	3	4	5 x
7	I was kept well informed about the company, its policies and procedures, and other important information.	1	2	3	4	5 x
8	The internship provided me with new practical skills that are useful and relevant.	1	2	3	4	5 x
9	I have gained valuable cultural understanding that has allowed me to improve my intercultural skills.	1	2	3	4	5 x
10	My internship has enhanced my global competencies and broadened my global perspectives.	1	2	3	4	5 x
11	I had sufficient networking opportunities.	1	2	3	4 x	5

In this section, please rate the following statements in relation to your
Internship Placement.

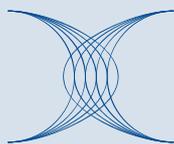
12	<p>Share with us your most valuable and memorable experience during the IARU Summer Internships @ NUS.</p> <p>From the very first day of work, I felt like I had real and important responsibilities and I felt like my boss was my friend from the start, she was the best boss I have ever had – welcoming and very approachable, and she expected me to do real work from the first day and also said thank you. I was eager to come to work every morning because I felt very welcomed by my boss and my fellow interns, and I knew that I would be contributing to a greater project. What I enjoyed the most is not necessarily one experience, but rather the daily opportunity to learn about art and curation from an insider’s perspective, rather than as just another visitor to another exhibit. One day sticks out in my mind though; when the artworks and the exhibit brochures and catalogues arrived in the mail, I quickly ran to watch the unpacking of pieces and open the boxes and see the finished publications, the fruit of the past 2 months of labor and learning. My boss has been very nice and included my name in the brochure, which was a very proud moment for me :). And seeing these beautiful artworks in person finally after seeing them online for the past weeks was almost breathtaking, I felt like I really knew them and the artist and I have never had this feeling before with art.</p>
13	<p>Did you find the additional activities which were part of the internship useful (e.g. visits to Baba House and Kampung Glam; and opening of NUS museums’ exhibitions)?</p> <p>Yes definitely; visiting Baba House gave me a taste of what other people that I work with are involved in, and seeing this particular place gave me more insight into the cultural and artistic past of Singapore which put my job into more of a national and historical context. Also, I loved helping set up the artworks for other exhibitions; I had never been allowed to touch art pieces in a museum before and then I found myself holding these beautiful and fragile things! Seeing the museum openings gave me a chance to interact with local community members and see what our work in the museum means to other people, which was very rewarding.</p> <p>Some other fun and culturally-enriching experiences I had were not directly part of my internship, but made me see a local part of Singapore and made me feel very welcome – the Malay wedding I got to see with my coordinator was beautiful! And one of my intern friends invited me to go see the guitar ensemble on NUS campus with her family. Both of these activities I would have never been able to see on my own.</p>
14	<p>Overall, what were your impressions of the housing provided? Did you find it adequate and what are your suggestions for future improvement?</p> <p>The housing provided was fantastic, it included everything I could need; close to the MRT, very convenient to reach work, great dining hall, and I especially enjoyed having my own room (in the US students almost always share rooms). I made friends on my own in the dining halls and developed really good friendships, spontaneously traveling to Indonesia together for a weekend and going out around Singapore. I would’ve liked to have made more local acquaintances too though; I felt that the other US students were more outgoing than local students so it was difficult for me to approach and get to know local students. I did become friends with my other interns though, which was very nice as even from the first day, they invited me to eat lunch with them, and one girl even invited me to her house to have dinner with her family (a salad and Western food because she knew I missed it!).</p>

In this section, please rate the following statements in relation to your
Internship Placement.

15 Please provide further comments/feedback on how the programme could be improved.

As for the work experience, I am very satisfied and learned many valuable skills, including copyediting, publication design, corresponding with publishers, and artistic branding and advertising. I would've liked to have learned more about the curation process, i.e. selecting where the artworks will be placed on the walls. Also, it would have been nice to have some type of orientation to the city of Singapore, with a map perhaps and info on how to get a cell phone, ez-link card, etc. Luckily I had another NUS student pick me up from the airport and he was incredibly helpful, taking me to get the ez-link card and cell phone and have dinner than night together. For future interns, it would be very nice to have someone pick them up like this, as I would have not known what to do or where to get food on my first night, so he made me feel very settled and not lonely. I think I was the only intern for IARU this summer, but I think future interns would benefit from some type of facebook or email network of summer interns so that they could meet up and become friends for their time spent as NUS.

Thank you for taking the time to complete this evaluation form.



7.4. Staff exchange

Senior Officer contact:	Darren Brown (ANU) Heather Bell (Oxford)
Paper prepared by:	Darren Brown (ANU) Heather Bell (Oxford)

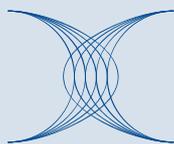
Document type:		Progress update
		Workshop
		Project proposal
	✓	Discussion paper
		No document tabled

Action required:	✓	For information only – no further action required
		Senior Officer's endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	

Previous recommendations:

2009 Presidents' Meeting (April 2009)	
2008 Senior Officers Meeting (October 2008)	



7.4. Staff exchange

Paper prepared by Mr Darren Brown, Director International Development (ANU) and Dr Heather Bell, Director International Strategy (Oxford)

1. Summary

In the past year, some IARU partners have experimented with staff exchanges. Oxford and ANU exchanged staff members (one each) in their international offices. Oxford also hosted an ETH Zurich staff member for the summer. All the participants have learned a lot – about one another’s institutions and about the process of exchange – through these experiments. We think that this is an activity that IARU should encourage.

2. This year’s experiments

a) Oxford-ANU

A member of the International Development team at ANU found that she was going to be in Oxford for a year, accompanying her partner during a year of doctoral study abroad. ANU approached Oxford about the possibility of a year-long staff exchange. The head of Oxford’s international student advisory service jumped at the chance to spend time abroad and to learn more about how ANU addresses a wide range of international student issues. The participants moved to their new institutions in January 2009. Each institution is ultimately responsible for the salary of their own employee (though for a variety of reasons, ANU has put the Oxford employee on its payroll, with Oxford reimbursing). The ANU employee found her own housing in Oxford; ANU assisted the Oxford employee in getting on-campus housing.

b) Oxford-ETH Zurich

The head of the Lektors office at ETH-Zurich was switching jobs in the autumn of 2009 and planned to spend the summer (three months) in Oxford improving her English at a local EFL (English as a foreign language) school. Her classes were in the morning and she was interested to work in the afternoons, as a way of meeting people and further improving her English. She joined the International Strategy team as a volunteer – there was no budget to pay her – and ended up joining the team as a paid member for the past month. She worked initially on welcoming IARU interns to Oxford, and on bringing her ETH Zurich experience to bear on a project on international academics, before moving to general office management.

3. Why we think staff exchanges are a good idea

The exchanges have proven a great way to do three things:

- 1) Learn about one another's institutions
- 2) Strengthen ties between our institutions
- 3) Provide an interesting professional development opportunity for our staff.

Having someone from another IARU institution in the same office provides constant learning about how another leading university does things: the staff member on exchange is constantly comparing and contrasting. In the same way that our students have experienced different teaching methods through the GSP, staff exchanges expose partners to different institutional models for doing just about everything (e.g., communication, devolution of responsibilities, budgeting, strategic planning, international activities). Staff exchange helps to deepen engagement between IARU partners by providing a stronger understanding of the context in which we operate and the different challenges we face. It also creates strong personal relationships: staff members on exchange create friendships and working relationships with their hosts at the IARU partner university. Finally, an exchange provides a great professional development opportunity for administrative staff. Professional development for administrators at many of our universities is poorly developed. A change of scene and the opportunity to discover a whole new way of doing things can be tremendously valuable. It could also provide important institutional professional development: for example, if one partner university is planning to implement a computer system already used at another partner university, exchanging staff can help one institution benefit from the experience of the other.

The staff who participated were very positive about the experience.

4. Lessons learned

The main lesson learned is: things are not always as easy as they seem or perhaps should be. All those experienced in things international will not be surprised to learn where the issues arose.

a) Visas

1. It helps if the exchangee is a citizen of their 'home' country – tends to make visa issues easier although visa issues will be different in different countries

b) Tax

2. It helps if each institution continues to pay their own staff member – makes tax, superannuation/pension and increment arrangements easier too
3. Tax status needs to be determined and tax file numbers issued if being paid by the host institution

c) Role and performance expectations

4. It helps if it's a swap of comparable positions
5. Job descriptions and role statements should be clear from the start
6. Have clear guidelines/agreement between institutions and the exchangees on how to deal with work performance or other work issues
7. If agreements are to be signed (and it is probably preferable they are) this should happen before the exchangees arrive at their host institutions

8. Consider training requirements and learning outcomes/personal development plans at the start of the exchange and monitor throughout to ensure that staff are getting the best out of the experience.
- d) Compensation and accommodation**
9. Be clear on compensation available for settling in/re-location to new accommodation and for having to rent out a house
 10. Ensure that every assistance is provided at a sufficiently early stage to secure affordable and convenient accommodation
- e) Timelines**
11. Be clear on start and end dates
 12. Allow the exchangees flexibility to take some leave during the exchange and particularly at the start and/or end of their term
- f) Other issues**
13. Health insurance – do reciprocal health care arrangements apply?
 14. Intellectual property issues can be tricky and institutions can have very different views on how IP should be treated.

We did face some issues and challenges and learnt a lot along the way but as much as formal agreements are important, this exchange worked because of the goodwill between our institutions, the strong level of trust and a desire to make this work for our institutions and our staff.

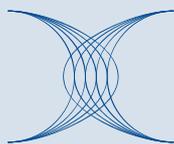
One should not underestimate that these exchanges can be a lot of work to set up but once we have learnt the pitfalls and can share those experiences with one another, these kinds of exchanges will allow us to understand each other better and build an even greater level of mutual trust.

5. For the future: be more strategic

These arrangements have been largely reactive – creating an exchange opportunity around someone’s personal circumstances. There is nothing necessarily wrong with this per se, and it has in fact been very useful to try this out. Ideally, staff exchanges would be strategic, adding value to both sending and host institutions.

Ideally, and in the same way that we seek to send our best students on GSP, we would send our high-performing staff on exchange, who will make a significant contribution to their organisations and who will foster greater institutional sharing of best practice, and who can contribute to a partner institution.

We don’t think it’s useful at this stage to create anything more formal. But we think it would be interesting for IARU institutions to identify 1-2 people or areas where they think they might benefit from an exchange of staff, and open the dialogue with IARU partners.



7.5. Staff Sabbaticals

Senior Officer contact:	Margrit Leuthold (ETH Zurich)
Paper prepared by:	Margrit Leuthold (ETH Zurich)

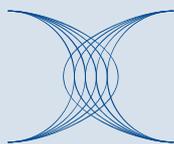
Document type:		Progress update
		Workshop
		Project proposal
		Discussion paper
	✓	No document tabled

Action required:	✓	For information only – no further action required
		Senior Officer's endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	

Previous recommendations:

2009 Presidents' Meeting (April 2009)	
2008 Senior Officers Meeting (October 2008)	



7.6. COP15 IARU Student Program (invitation)

Senior Officer contact:	John E. Andersen (Copenhagen)
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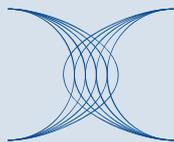
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		Project proposal
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Action required:	✓	For information only – no further action required
		Senior Officer's endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	

Previous recommendations:

2009 Presidents' Meeting (April 2009)	
2008 Senior Officers Meeting (October 2008)	



7.6. COP15 IARU Student Program (invitation)

Dear IARU and Climate friends

In connection with COP15 in Copenhagen this December, the University of Copenhagen is pleased to invite our IARU partner students to participate in our **COP15 IARU student programme**. The invitation is open to all students interested, whether they are already here in Copenhagen, or coming to Copenhagen for the COP15 specifically - on their own, or accompanied by professors.

The IARU student programme includes a visit to our newly built climate friendly Green Lighthouse, visits to Danish companies, participation in our general COP15 events, and joining us for a buffet dinner in the University of Copenhagen Ceremonial Hall. Please note that this dinner is open only to IARU students. Attached please find our Climate Calendar and the preliminary programme for the IARU student event on December 14. Please note that the attached is a preliminary programme. An updated programme will follow in due time before the COP15.

All activities in our Climate Calendar are open to the public. All participants must register in advance at www.climate.ku.dk. Your students will not need to register for the IARU student event on 14 December.

I would greatly appreciate it, if you would distribute this announcement to your student networks, and let us know how many students you expect will participate in our programme.

Best regards from Copenhagen where we do hope for a top climate summit December 2009

Dr. John E. Andersen

Director of International Affairs

E-mail: jea@adm.ku.dk

Tel. + 45 35 32 39 08, Fax + 45 35 32 39 00 The International Office, The University of Copenhagen
Fiolstræde 24, P.O.B. 1143, DK-1010 København K



MONDAY 14 DECEMBER

University of Copenhagen
Frue Plads, 1017 Copenhagen K
Ceremonial Hall

Climate Opportunities for Students at the University of Copenhagen

Programme for IARU students

- 17:15 Welcome speech by *Lykke Friis*, Pro-Rector, University of Copenhagen
- 17:25 Climate Educations at KU by *Niels Elers Koch*, Director of Forest & Landscape, University of Copenhagen
- 17:35 Study Opportunities in English at the University of Copenhagen including IARU Summer School programme by *John E. Andersen*, Director of International Affairs
- 17:45 Q&A
- 18:00 Climate Buffet



UNIVERSITY OF COPENHAGEN CLIMATE CALENDAR

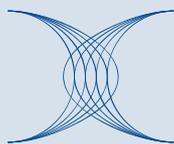
For more information and registration, please visit climate.ku.dk (English) and klima.ku.dk (Danish)

Come visit the University of Copenhagen the 7 - 18 December at our stand in Bella Centret

Learn more about our climate research and climate courses, and hear about our efforts to become one of the most sustainable universities in Europe

Date	Time	Location	Activity
7 Dec.	08.30-15.30	University of Copenhagen, Frue Plads, Ceremonial Hall	Climate Change Seminar: "Countdown to Copenhagen: Scientific Essentials of a COP15 Deal" Hear what leading climate scientists think about climate change and what is at stake at COP15
14 Dec.	TBC	University of Copenhagen, Frue Plads	Climate Lecture: TBC (mayors) TBC
14 Dec.	17.00-19:00	University of Copenhagen, Frue Plads, Ceremonial Hall	Climate Study Opportunities at the University of Copenhagen
16 Dec.	16.00-18.00	University of Copenhagen, Frue Plads, Ceremonial Hall	Session of the Copenhagen Climate Summit for Mayors: "Cities & Climate Change" with Dr. Stephen Hammer, Director of Columbia University's Urban Energy Project Meet mayors from all over the world participating in the Copenhagen Climate Summit and be the first to hear about the UCCRN's 1st Assessment Report on Climate Change in Cities (ARC3).
TBC	TBC	University of Copenhagen, Frue Plads, Ceremonial Hall	Climate Lecture: Dr. Rajendra K. Pachauri, Chairman of the IPCC TBC





7.7. IARU Mentoring Program

Senior Officer contact:	Darren Brown (ANU)
Paper prepared by:	Carole Brown (ANU)

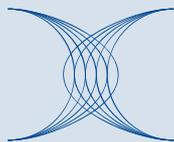
Document type:		Progress update
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Action required:	✓	For information only – no further action required
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Funding provided to date (\$US):	
Funding requested (\$US):	

Previous recommendations:

2009 Presidents' Meeting (April 2009)	
2008 Senior Officers Meeting (October 2008)	



7.7. IARU Mentoring Program

Paper prepared by Ms Carole Brown, Manager, Staff Development, HR Strategy and Development, ANU HR Division

Overview

In the competitive international domain of academia, the capability to create greater understanding and engagement across academic research areas is clearly linked to levels of excellence in staff performance, recruitment and retention rates and success in individual career development¹. As a global educational and research alliance, IARU is ideally positioned to facilitate learning for employees through an on-line mentoring program that transcends geographical and time boundaries.

In response to this exciting opportunity, this proposal presents the case for developing a strategic approach to mentoring within IARU. This proposal is based on the need to develop current mentoring in IARU member organisations: extending its reach to IARU colleagues beyond a member organization. This will create a truly networked research Alliance which will enhance academic research capabilities.

The case for an IARU mentoring program

Alignment to IARU's strategic objectives

Mentoring offers highly significant benefits to IARU in line with the Alliance's strategic objectives. Primarily, a mentoring program would deliver a cost-effective and positive way of assisting academic research staff throughout participating member organizations to acquire the knowledge, skills and motivation to operate effectively within an ever-changing, globalized environment. A mentoring program that facilitates exchange across IARU member organizations would contribute to employee motivation, job performance, and retention rates in the Alliance as a whole, as well as providing a competitive edge for members of the Alliance.

Benefits to participants

Benefits for mentoring participants would flow directly to staff at participating IARU member organizations. Mentors develop skills in providing feedback, communication and interpersonal skills; personal and professional satisfaction; opportunities to contribute to the development of future leaders; and opportunities to stay in touch with emerging issues. Mentors would also gain recognition and respect from peers throughout the Alliance for contributing to the development of colleagues in a truly global context. Mentees consistently report more career satisfaction and mobility within the organization, largely

through support offered to them to develop a sense of career direction as well as improved competence, confidence and effectiveness in their role. Mentoring also brings psychosocial functions to the collegial relationship ranging from friendship, role modeling, acceptance and confirmation. Mentored academics in a university environment demonstrate higher loyalty in the workplace and report having a stronger sense of ownership of their department; feeling more connected in their work environment; and receiving more adequate information about the research, service and teaching expectations in their work areas. Research also demonstrates strong links between research productivity and funding success.²

Project integration with IARU Activities

Potential exists for an IARU Mentoring Program to significantly contribute to IARU activities, particularly in relation to the existing ‘Women and men in globalising universities’ project. This particular IARU project looks at both women’s successes and challenges and how to improve these experiences in universities. Evidence-based research clearly indicates the positive correlation between the success of women in a research university environment and participation in a mentoring program³. The IARU Mentoring Program could align to this project and strengthen its impact and findings.

Scope of IARU Mentoring Program

Program objectives

Mentoring at IARU would incorporate contemporary principles to enable a program of excellence for this Alliance of some of the world’s leading research universities. The program would provide the knowledge, resources, technology and consulting to create an effective mentoring culture across geographical distances to potentially reach all IARU participating members.

The implementation of the proposed Mentoring Program would:

1. offer access to all academic staff across participating IARU member organisations to act as mentors or mentees for colleagues.
2. facilitate an integrated professional and social learning management system for career development across all academic research staff from IARU member organisations that enables e-mentoring interactions to have a learning focus
3. allow academic staff from IARU member organizations to match one-to-one, group and situational mentoring relationships built around customized learning projects, using on-line web-accessible open mentoring software, coordinated by the ANU.
4. provide on-going measurement and analysis of the program to measure mentoring relationships. Upon completion of a successful pilot phase, a further proposal to link HR metrics across IARU to measure the impact of the mentoring program could be explored.

Support

To maximise the opportunities presented by this proposal, a medium-term timeframe is envisaged to offer the program from 2010-2012. Upon completion of this time, the program would be subject to review and continuation.

Support from IARU is envisaged as:

- endorsement at all levels in participating IARU member organisations
- establishment of cooperative links with human resource staff development units across all member organisations
- funding support for US\$10,000 per annum to the ANU to coordinate the program for 2010-2012
- US\$25,000 per annum to subscribe to the program

Strategic outcomes for IARU

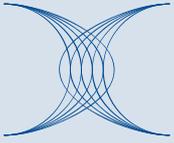
Accordingly, an IARU mentoring program would deliver a range of strategic outcomes to the Alliance which would foster optimum conditions to deliver best research performance across all member organizations. In addition, the interrelationships facilitated by mentoring would serve to forge and strengthen the bonds of the Alliance.

A power point presentation is also available in the Senior Officer Meeting Documents area of the IARU website.

(Endnotes)

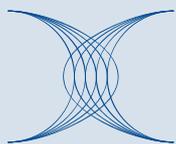
- 1 See for example Allen, T. D., Eby, L., Poteet, M. L., Lentz, E. & Lima, L. (2004) 'Career Benefits Associated with Mentoring for Protégés: A Meta-Analysis', *Journal of Applied Psychology*, 89(1), 127–136; Bierema, L. L., Merriam, S. B. (2002) 'E-mentoring: Using Computer Mediated Communication to Enhance the Mentoring Process', *Innovative Higher Education*, 26(3), 211–227; Dansky, K. H. (1996) 'The Effect of Group Mentoring on Career Outcomes', *Group & Organization Management*, 21(1), 5–21; Higgins, M C & Thomas, D A. (2001) 'Constellations and careers: toward understanding the effects of multiple developmental relationships' *Journal of Organizational Behavior*, 22, 223–247; Kram, K. (1983) 'Phases of the Mentor Relationship', *Academy of Management Journal*, 26(4), 608–625; Kram, K. & Lynn, I. (1985) 'Mentoring Alternatives: The role of peer relationships in career development', *Academy of Management Journal*, 28(1), 110–132; Noe, R. (1988) 'An investigation of the determinants of successful assigned mentoring relationships', *Personnel Psychology*, 41(3), 457–479; Orpen, C. (1995) 'The Effects of Mentoring on Employees' Career Success', *Journal of Social Psychology*, 135(5), 667–668; Sutherland, M. M., Torricelli, D. G. & Karg, R.F. (2002) 'Employer-of-choice branding for knowledge workers', *South African Journal of Business Management*, 33(4), 13–20; van Eck Pelchette, J. & Jeanqart, S. (2000) 'Professionals' use of Different Mentor Sources at Various Career Stages: Implications for Career Success', *The Journal of Social Psychology*, 140(5), 549–564; van Emmerik, I. J. H. (2004), 'The more you can get the better', *Career Development International*, 9(6), 578–594; Wilson, J. A. & Elman, N. S. (1990) 'Organizational Benefits of Mentoring', *Academy of Management Executive*, 4(4), 88–94.

- 2 See for example Angelique, H., Kyle, K., Taylor, E. (2002), 'Mentors and Muses: New Strategies for Academic Success', *Innovative Higher Education*, 26(3), 195–209; de Janasz, S.C. & Sullivan, S. E. (2004), 'Multiple mentoring in academe: Developing the professional network', *Journal of Vocational Behavior*, 64, 263–283; Mathews, P. 2003, 'Academic mentoring: Enhancing the use of scarce resources', *Educational Management Administration Leadership*, vol.31(3), pp.313–333; Schrodt, P., Cawyer, C. S., & Sanders, R. (2003) 'An Examination of Academic Mentoring Behaviors and New Faculty Members' Satisfaction with Socialization and Tenure and Promotion Processes', *Communication Education*, 52(1), 17–29; Zellers, D. F., Howard, V. M., Barcic, M. A. (2008) 'Faculty Mentoring Programs: Re-envisioning rather than reinventing the wheel', *Review of Educational Research*, 78, 552–588; Darwin, A. & Palmer, E. (2009) 'Mentoring circles in higher education', *Higher Education Research & Development*, 28 (2), 125–136.
- 3 See for example Gardiner, M., Tiggemann, M., Kearns, H., Marshall, K. (2007) 'Show me the money! An empirical analysis of mentoring outcomes for women in academia', *Higher Education Research & Development*, 26 (4), 425–442; Devos, A (2007) 'Mentoring and the new curriculum of academic work', *Journal of Organisational Transformation and Social Change*, 4(3), 225–236; Eliasson, M., Berggren, H., & Bondestam, F (2000) 'Mentor programmes – a shortcut for women's academic careers?', *Higher Education in Europe*, 25(2), 173–179; Wunsch, A. A. (1993) 'Mentoring probationary women academics: A pilot programme for career development studies', *Higher Education*, 18 (3), 349–362.



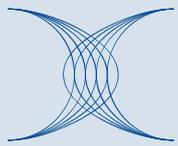
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There are no documents tabled for Agenda 8

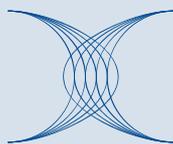


INTERNATIONAL ALLIANCE OF
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9. 2010 IARU Meetings



10. Other business



10.1. Finance update

	USD		USD Total
	January - May	June - September	
2009 IARU Financial Statement 1 January - 30 September 2009			
Carry forward as at 31 December 2008	\$271,212.69		\$271,212.69
Income			
Members Contributions 2009	\$140,000.00	\$40,000	\$180,000*
Available funds			\$451,212.69
IARU Website		\$202.73	\$202.73
Printing and Publishing Costs		\$495.33	\$495.33
Stationery	\$2,001.43	\$374.05	\$2,375.48
Trademark registration			
Bank Charges	\$93.89	\$16.35	\$110.24
Other		\$694.82	\$694.82
Contribution to ANU for Secretariat costs			
2009 Secretariat salary/travel contribution	\$40,000.00	\$40,000.00	\$80,000.00
Meetings			
Reimbursement to Yale University for 2008 IARU Presidents' meeting	\$3,151.03		\$3,151.03
GSP Working Committee workshop (September 2008)		\$3,466.22	\$3,466.22
Projects			
Research - led teaching workshop (reimbursement to Cambridge 2009)	\$429.60	\$1,488.62	\$1,918.22
Outstanding Security research proposal development (reimbursement to ANU 2009)	\$15,000.00		\$15,000.00
Sustainable Campus Initiatives (reimbursement for Copenhagen March 2009)		\$16,500.00	\$16,500.00
Reimbursement to Oxford for the Health Policy data collection (2009)			\$38,000.00
Total expenditure	\$98,675.95	\$63,238.11	\$161,914.06
Balance as at 30 September 2009			\$289,298.64

*ETH Zurich paid their 2009 contribution in advance

IARU commitments until 31 December 2009

USD

\$289,298.64

Interim balance as at 30 September 2009

Outstanding reimbursements(Secretariat yet to receive invoice)

ALH project lead attendance Senior Officials meeting (Copenhagen -Sept 2007)	\$4,000.00
GSP Workshop (Cambridge - Feb 2008)	\$1,400.00
Industrial Innovation workshop (Cambridge - April 2009)	\$4,800.00
Presidents' meeting (Cambridge - April 2009)	\$17,000.00
GSP Working Party meeting (Oxford -Sept 09)	up to \$10,000.00

Funding committed at 2008 Presidents' meeting

Culture and Citizenship: Towards a New Civic Pluralism (proposed Nov 09) up to \$15,000.00

Funding committed at 2009 Presidents' meeting

Industrial Innovation further project development up to \$15,000.00

2009 Additional commitments

Oxford University for 2009 Senior Officials meeting up to \$15,000.00

Total commitments

up to \$82,200.00

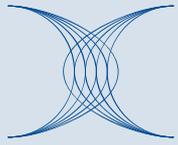
Forecast Surplus

Approx \$207,098.64

Projected 2010 IARU budget

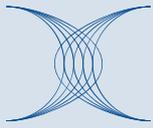
	<u>USD</u>
Anticipated Carry Forward from 2009 Income	\$207,098.64
Members Contributions 2010	\$200,000.00
<u>Available funds</u>	<u>\$407,098.64</u>
Secretariat running costs	\$80,000.00
Contribution to ANU for Secretariat costs	\$40,000.00
Contribution to NUS for Secretariat costs	\$40,000.00
Meetings	up to \$70,000.00
Sustainable Campus Officers meeting (NUS - Feb 2010)	up to \$15,000.00
Presidents' meeting (PKU - April 2010)	up to \$30,000.00
GSP Working Committee meeting (September 2010)	up to \$10,000.00
Senior Officer meeting (2010)	up to \$15,000.00
Workshops	up to \$60,000.00
Open-Access Publishing workshop (ETH Zurich - Jan 2010)	up to \$15,000.00
Transforming Power of Global Education workshop (NUS - August 2010)	up to \$15,000.00
Women and Men in a Globalising University workshop (tba)*	up to \$15,000.00
Sustainable Cities workshop (tba)*	up to \$15,000.00
<u>Anticipated expenditure</u>	<u>\$210,000.00</u>
Balance	Approx \$197,098.64

*Funding committed at 2008 Presidents' meeting



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Outcomes of previous IARU Presidents' meetings



Confirmed outcomes of the Fourth IARU Presidents' Meeting

University of Cambridge

28 - 29 April 2009

Agenda item 2: International Scientific Congress “Climate Change: Global Risks, Challenges and Decisions”

Presidents agreed that the Congress had done much to raise the profile of IARU, with around 80 countries participating.

Cambridge suggested a follow-up article in Science and Nature next year after the 2009 Senior Officer Meeting.

Copenhagen offered to facilitate involvement of students from IARU partners in COP15 in Copenhagen later this year.

2.1 Letter from the Steering Committee

Presidents noted the letter from the Steering Committee. The IARU Chair will refer the letter to the sustainability group and ask the group to consider coordinating a mapping exercise of what each IARU partner is currently doing in the climate change/sustainability area. This information will be then be forwarded to the Steering Committee.

Agenda item 3: Sustainable Campus Initiatives

3.1 IARU Campus Sustainability Project

It was agreed that good work was being done in this area. Presidents accepted the recommendation that central IARU funding should be provided for the annual meetings of sustainability officers (for the next three years).

3.2 Sustainability Fellowships Program

The success of the program was noted.

Agenda item 4: IARU Global Summer Program 2009 and beyond

The Presidents agreed the GSP, in only its second year, has proven successful. The total applications were over 700. All partners are participating (both offering at least one course and sending students).

It was agreed the Senior Officer Meeting should set directions but the GSP working group should draft a statement about the value of the IARU GSP 'brand' which each partner, in turn, can use separately to garner financial support.

NUS suggested the group explore developing networks between students outside GSP session times. NUS highlighted their use of the online platform "Second Life" in their Asia Now! program, as one way for students to build networks with each other, both prior to and after the course.

Agenda item 5: Industrial Innovation (and the Role of the Modern Research University) workshop outcomes.

Workshop participants said the workshop had been extremely valuable, reporting that it was very helpful to see the range of models in use at different universities and especially to have corporate representatives involved in the discussion. The workshop identified next steps, which included the development of: key themes, an IARU interest group and a 'Good practice' guide. These actions were endorsed by Presidents. Presidents discussed whether IARU universities should agree to a set of principles to be followed in engaging with companies, given their size and skill advantage (e.g., in terms of legal support) and to avoid them playing one institution off against the other. The group decided against this, noting that universities need to be able to experiment and have the flexibility to develop innovative relationships appropriate to their situation.

Professor Mike Gregory (Cambridge) was asked to table these outcomes for the Senior Officer Meeting, build the interest group and start work immediately on the set of 'standard' models of industry collaborations and compile case studies of successful industry partnerships.

Agenda item 6: Education in a research – intensive university: How can we enhance our students' learning? Workshop outcomes

Those who attended found the workshop useful. The Presidents did not support the specific workshop recommendations and thought that the agenda was far too broad. Indeed, this highlighted the need for a clearer definition of outputs when funding such a meeting.

The Presidents recommended that:

- 1) A network be developed involving Pro Vice Chancellors (Education) or equivalent Senior University Officer with an education profile to discuss a broad range of common issues
- 2) That the value of research-led teaching be explored more narrowly in the context of the GSP by the GSP Working Committee group
- 3) That the new proposal from NUS regarding "The Transforming Power of Global Education" (agenda 9.5) incorporate any relevant work/experience into their proposed agenda/discussions.

Agenda item 7: General discussions of other IARU projects

Progress in the projects listed was noted.

In reference to 7.4.2 IARU Career Development Professionals Network: Global Students, Global Careers: the Presidents asked that the network bring a proposal for a pilot on reciprocal access to careers services involving two or more IARU universities to the senior officers meeting. The careers guide proposal is in principle a good one and is an opportunity for the network to start real work together. The decision to fund the guide will be deferred to the senior officers meeting, and is contingent on the reciprocal access proposal.

Todai and Cambridge requested the Women and Men in a Globalising University project be kept on the IARU agenda. It was agreed the project should continue but with a focus on benchmarking, not research. Cambridge will consider how to reinvigorate the project.

Agenda item 8: Future directions for IARU

Dr Heather Bell agreed to re-work her document to reflect the Wednesday morning discussions (attached as appendix 1 to the outcomes).

Agenda item 9: New initiatives

9.1 Research collaboration seed fund

It was noted in discussions that some universities already have a fund to facilitate their researchers' participation in projects with IARU partners. Some institutions (ANU, Copenhagen; \$500,000 each) have specific budgets to support IARU collaboration of all kinds. Other institutions that do not (Yale, Cambridge, ETH) appreciated the intent of enabling academics, particularly those early in their careers, to work with colleagues internationally, but would not earmark funds specifically for IARU projects and activities.

There was discussion about why just these ten institutions and not others? NUS was cautiously supportive of the seed fund proposal as they have grants for this type of activity and could direct staff. For ANU, there is value in knowing whether other institutions support any given project; Copenhagen did not think the bureaucracy was worth it.

The group agreed it was for those interested in the idea to pursue with like-minded IARU partners.

9.2 Internship program pilot

NUS and Oxford are piloting a summer internship program. Both universities will share their experience (regarding visas, insurance, timing, applications, quality of students) with other partners who may wish to participate in 2010. It was noted this is an employment initiative and therefore course credit is not an issue.

9.3 Proposal for a workshop on Open Access Publishing

A one and a half day workshop will be held 21 and 22 January 2010. Participants should include university presses. Partners have been invited to provide ETH with the names of contacts/experts in this area.

9.4 Proposal for a workshop on academic entrepreneurship and spin-off incubation

Presidents agreed that it was an area of interest. NUS was asked to submit a more detailed proposal for formal approval.”

9.5 Proposal for a workshop on “The Transforming Power of Global Education” (2011)

In-principle support was provided. This topic was viewed as a potentially useful positioning tool.

The meeting agreed that the workshop should take place in 2010 instead of 2011.

This group was asked by Presidents to incorporate any relevant work already undertaken in the Education in a research-intensive university project.

9.6 Improving Administrative Services

Mr Indi Seehra, Head of HR at Cambridge reported on work they are undertaking to improve the efficiency and effectiveness of the university’s administrative services. Partners were asked if they are engaged in similar work. NUS advised they have been working on this for the past four years. Oxford is looking at this area. The U.S. universities advise they are no further along than the rest of us, and are looking at a number of areas. Cambridge will keep the group updated on their progress, and contact NUS directly to see what they can learn. This may lead to a proposal for a workshop in the future; for now, it would be premature.

Agenda item 10: Business Matters

10.1 Finances

Funding was agreed to for the following:

- Sustainable Campus Officers - up to USD15 000 for annual meeting costs.
- Global Summer Program - up to USD 10 000 for annual meeting costs
- Industrial Innovation (and the Role of the Modern Research University)- up to USD 15 000 (case would need to be made to go beyond \$15,000) for further proposal development
- Open-Access Publishing - up to USD 15 000 for January 2010 workshop
- The Transforming Power of Global Education” up to USD 15 000 for 2010 workshop

The Secretariat will circulate an updated financial statement to the Senior Officers by end of May (attached as appendix 2).

10.2 IARU Chair 2009 - 2011

The Presidents unanimously endorsed President Tan to take over as Chair of IARU at the end of the meeting. President Tan warmly thanked Professor Chubb for his commitment to IARU and acknowledged his many achievements.

10.3 2010 Presidents' meeting

The Presidents meeting will be held 15-16 April 2010 in Beijing.

10.4 2011 Presidents' meeting location

The University of Copenhagen nominated to host the 2011 Presidents' meeting.

Confirmed 2009 meeting dates

The GSP Working Committee meeting will be held 14-15 September in Oxford

The Senior Officer meeting will be held 22 – 23 October in Oxford.

IARU Memorandum of Understanding

The changes to the MOU (since the last Presidents' meeting) were endorsed by Presidents. It was agreed the MOU is a statement of principles and not intended to be legally binding.

It was further agreed that if/when the occasion arose for a new MOU to be drafted, wording along the following lines would be included: "This Memorandum of Understanding is a statement of principles and does not constitute, nor is it intended to be, a legally binding contract between the IARU institutions". (Refer to the attached appendix 3)

Appendix 1: Future directions for IARU: an activity classification

Prepared by Dr Heather Bell, Director of International Strategy, University of Oxford

The IARU alliance is now several years old. We all know a lot more about the different ways that we can work together, and about what makes for successful collaboration. At both the senior officers' meeting and the presidents' meeting, we thought it made sense to reflect on IARU's achievements to date, and on the future directions we might wish to pursue.

We have not emerged from these discussions with any definitive new direction. We have, however, emphasised the importance of:

- Constantly asking what value IARU brings to a discussion
- Focus, and following through on existing activities
- Tangible outputs
- Remaining flexible and open to ongoing experimentation.

As we think about managing our portfolio of activities, we thought it would be helpful as a first step to structure the different types of activities we have underway. Future proposals should specify which category they think they belong to, which will in turn influence the scale of the effort, the budget we allocate, and the output we expect.

I. Major research projects

For example:

- Ageing, longevity, and health
- Global security
- Sustainable cities

IARU's funding support for these projects is now winding down. It is not our current intention to provide further seed funding for such projects. We are delighted that some of the collaborations are now self-sustaining.

II. Student (and staff) learning and development

For example:

- Global Summer Programme
- Bilateral student exchanges
- Summer internships
- Reciprocal careers service access
- Staff exchange

These are programmes aimed at enhancing the international experiences and learning of our students (and to a much lesser extent, our administrative staff).

III. Institutional joint working

1) Networks

For example:

- Career development professionals
- Presidents
- Senior officers
- PVC/VP Education

These are specific groups of officers who meet to get to know one another, discuss a wide range of topics, share best practice, and identify possible areas on which they can work together. These would typically not be narrowly thematically-driven, in contrast to the institutional projects below. Where IARU funds the meeting/workshop, a written summary should be produced. IARU presidents may wish to direct a network to address a particular issue (e.g., reciprocal access arrangements at Careers Services for Career development professionals).

2) Articulation of principles

For example:

- Academic freedom
- Value of research-led teaching.

These are topics of importance to each research-intensive university, particularly in justifying our existence (and cost) to government. It may be valuable for the IARU presidents to commission the writing of a joint position on issues that are central to our identity as research-intensive institutions, where the backing of the alliance would be powerful in our discussion with our domestic stakeholders. A minority view proposed that such principles address political issues. We envisage these as short pieces of work: a 2-5 page paper that could be drafted by the IARU secretariat or a nominated IARU institution, and then discussed during a conference call. A small sum (\$3,000) could be paid to the institution doing the drafting. If a larger scale effort is envisaged – involving people meeting – then we are looking at an institutional project.

3) Institutional projects

For example:

- Women and men in global universities
- Industrial innovation

These projects enable comparison of benchmark data and our respective approaches to these issues at our different universities. To start such projects, IARU typically funds day-long workshops that convene

representatives of IARU universities and other relevant stakeholders (e.g., corporate sponsors in the case of industrial innovation). Success so far has depended on picking a topic of joint interest, assembling the right people, and ensuring sharp focus: these do not need to become major research academic research projects. IARU Presidents may in future wish to commission work on a particular topic (e.g., assessment of internationalisation strategies). It is important to be clear on the outputs IARU seeks from the project, from a network of interested people to a report comparing institutional benchmark data. At a minimum, any meeting should assemble and circulate all presentations, case studies, and summary of the discussion. We should consider the possibility that funding beyond meetings may be required to produce the outputs we seek on some topics.

4) Grand challenges

For example:

- Sustainability

These are large undertakings that tackle a grand challenge for universities and for humanity. They should be topics where universities are taking action and where IARU institutions are attempting to lead. So far we have only taken on one grand challenge: sustainability. As a grand challenge, it encompasses a number of the different activities above: an institutional project on sustainable campuses; a network of sustainability officers; and a student summer fellowship programme. We would expect our portfolio of activity to include a very small number of grand challenges that are well-executed.

5) Major events

For example:

- International Scientific Congress on Climate Change.

We have held only one of these events so far, and it related directly to our grand challenge. It is unclear if this should always be the case. This is the most outward-looking of our activities. We propose that every 2-3 years, IARU contributes a small amount of money, its brand, and the energies of its people to a major event. This event should address an important topic for humanity, where IARU universities are doing important research, and which would attract considerable media interest. (Perhaps energy production should be next.)

We should recognise that there may be movement between different categories. A network may decide to articulate a set of principles, which then becomes an institutional project that is so compelling that it flowers into a grand challenge, involving students and academic research.

Appendix 2

IARU Financial Statement 31 July 2005 - 31 December 2008

USD

Income

Members Contributions 2005	\$100,000.00
Members Contributions 2006	\$200,000.00
Members Contributions 2007	\$200,000.00
Members Contributions 2008	\$200,000.00

Total Income

\$700,000.00

Expenditure

Reimbursement to ETH Zurich for IARU Website	\$18,377.47
Printing and Publishing Costs	\$14,091.68
Stationery	\$16,213.65
Trademark registration	\$5,205.98
Bank Charges	\$60.18
Other	\$5,161.79

Secretariat costs

\$230,000.00

2009 Secretariat salary contribution

Meetings

Reimbursement to Yale for July 2005 Senior Officials meeting	\$5,943.00
Reimbursement to NUS for January 2006 Presidents' meeting	\$23,750.74
Reimbursement to ETH Zurich for September 2006 Senior Officials meeting	\$8,760.03
Reimbursement to ANU for March 2007 Presidents' meeting	\$32,579.05
Reimbursement to Tokyo University for September 2007 Senior Officials meeting	\$15,666.72
Reimbursement to Yale University for 2008 Presidents' meeting	\$41,852.02
Reimbursement to University of California for 2008 Senior Officials meeting	\$17,062.00

Projects

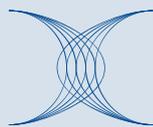
Reimbursement to Cambridge for 2006 Understanding women project	\$8,508.35
Reimbursement to UT for ERE research proposal	\$3,629.41
Reimbursement to Cambridge for Security research proposal	\$1,925.25

Total expenditure

\$448,787.31

Balance as at 31 December 2008

\$251,212.69



Appendix 3. Note from Secretariat: IARU Memorandum of Understanding

Outcome of Fourth IARU Presidents' Meeting

University of Cambridge

28 - 29 April 2009

Changes to IARU Memorandum of Understanding

The following changes to the MOU (italicised and underlined) were endorsed by Presidents at the 2009 IARU Presidents' Meeting in Cambridge (28-29 April 2009):

- Revision of point 2:

2. Membership of the Alliance does not preclude Membership of other international networks, but this Alliance will be specifically characterised by a deep level of cooperation among Members that is intended to establish a benchmark for international alliances in the new millennia. Members will participate in the various activities of the Alliance where such participation fits with their particular objectives – it is not expected that any Member will participate in all activities. Membership will be reviewed from time to time but no new member will be added before 1 January 2010.

- Revision of Principle vi) to reflect the agreed approach to institutional research:

(vi) The Alliance initially invited participants to utilise the complementary research capability of Members to address issues of central importance: these include global security, movement of people, ageing and health, and development and environmental sustainability. IARU will not centrally fund such research activities but rather call on individual institutions to support their researchers' participation in projects across IARU partners and encourage funding applications through traditional funding sources and processes such as foundations with peer-reviewed applications.

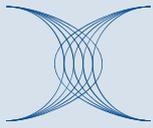
At the 2009 Presidents' Meeting, it was agreed that the MOU is a statement of principles and is not intended to be legally binding.

It was further agreed that if/when the occasion arose for a new MOU to be drafted and signed, wording along the following lines would be included: "This Memorandum of Understanding is a statement of principles and does not constitute, nor is it intended to be, a legally binding contract between the IARU institutions".

Amelia Whitelaw, IARU Secretariat

Date

IARU MEMORANDUM OF UNDERSTANDING



Outcomes of the Third IARU Presidents' meeting, New Haven, 22-23 April 2008

Agenda item 2: Sustainable campus initiatives

2.1 IARU Campus Sustainability Plan

It was agreed that setting targets on greenhouse gas emissions was desirable. Therefore each university should - by 31 January 2009 - have a declared greenhouse gas emission target in time for announcement at the Copenhagen International Scientific Congress on Climate Change in March 2009. Presidents' were asked to note that the Congress will be held before the next Presidents' meeting in Cambridge (28-30 April 2009).

It was also suggested that in addition to the announcement that a press kit/tool kit be developed and information posted to the IARU website.

The common sentiment was that a single target would not be appropriate, local differences would need to be explained in some detail. It was agreed that the purpose of the metrics was not to create a league table.

There was a view that campus energy use was easier to capture than air and fleet usage.

Presidents agreed on a workshop to be held concurrent with senior officers meeting, involving relevant senior staff from Universities to finalise the metrics and targets. Presidents were asked to commit to sending 1-2 senior staff to this meeting.

2.2 Sustainability Fellowship/Internship

The Fellowship/Internship was proceeding with ANU, Yale and Oxford having selected its candidates. Others were encouraged to join in 2009.

2.3 IARU International Scientific Congress on Climate Change in Copenhagen March 2009

Yale and Tokyo offered to assist Copenhagen with getting IPCC buy-in. Post meeting Yale secured RK Pachauri's commitment to attend the Copenhagen Conference.

IARU members will disseminate information about the Copenhagen congress to relevant parties (a flyer was provided by Copenhagen) to encourage participation and student engagement.

2.3.1 Discussions around branding and association

It was agreed that where a conference or activity related to a core IARU project, IARU badging was appropriate (as in the case of the Copenhagen climate change congress). Where it was ambiguous, the Chair would circulate the proposal to members seeking agreement/endorsement for the branding to be used.

Agenda item 3: Report on conference 'Women and Men in the Globalizing University'

The conference focused on data collection and the report back confirmed the lack of good research in this area.

It was agreed each institution will appoint a key contact (names to be provided to the IARU Secretariat) to act as the liaison point for the project. It was also proposed that a 'virtual' meeting be scheduled as soon as possible.

Members were also asked to identify their internal and external funding sources for gender study issues.

Berkeley expressed interest in publishing a journal of case studies of IARU members' experience in this area (on-line and hard-copy). The case studies would focus on the interventions taking place at their member schools attempting to improve the representation and advancement of women. Before any final commitment on a publication is made, a budget and work plan is required. A tentative commitment of \$10,000 was made to this project.

It was suggested (by Cambridge) that this item could be considered for the research agenda in a year's time (at the Cambridge Presidents' meeting).

Agenda item 4: Research Directions

Funding strategies and protocols related to approaching external stakeholders

As noted under Agenda Item 6, the Presidents agreed to focus support for research projects on topics related to the institutions themselves such as “Sustainability” and “Women and Men in the Globalizing University.”

Therefore, the draft assessment template for reviewing proposed research topics is not necessary at this juncture.

4.2 Global Change Projects

4.2.1 Ageing, Longevity and Health

After 18 months’ work researchers have developed a more defined proposal from last year. It was agreed the Chair will write a letter providing in-principle support from IARU for the project. A developed cross-institutional proposal from the participating universities (rather than IARU) will be submitted to relevant funding agencies. Relevant due-diligence processes would be applied at each institution.

Significant progress will be expected by the next Presidents’ meeting.

4.2.2 Energy, Resources and Environment

4.2.2.1 Proposal for a Demonstrative Project on Sustainable Cities

The project is still in its preliminary stages but endorsement was given to continue the project and to report to the President’s meeting next year. Cambridge noted there was other work going on in this field and it was agreed that each university would advise Tokyo of work that they were aware was taking place in this area.

4.2.2.2 International Symposium on Sustainable Science

ETH Zurich reported there had been no change from the letter sent to the group advising difficulties in attracting funding so it was agreed to remove the proposal from IARU’s work agenda.

4.2.3 Security

The concept was agreed. It was proposed that the 2009 funding commitment be deferred until next year.

4.2.4 Mobility of People

This project will be left postponed and it was agreed it could come back if it developed its own momentum.

4.3 Building new projects

4.3.1 Global culture and citizenship

The IARU could add value by bringing a multi-disciplinary view to this issue. It was agreed to badge the proposed workshop as an IARU activity. IARU members were requested to provide contacts of people working in this area and suggestions of possible invitees. It was also agreed that the Secretariat should advise IARU key contacts who was being approached from participating universities.

ANU will set a date for the workshop and distribute a information about the workshop (workshop flyer).

4.3.2 Engaging younger staff in IARU Research Collaboration

Senior officers were asked to work up a proposal. It was suggested that sending more junior people to workshops was perhaps a better approach given that researchers would go where they were best suited.

4.4 New initiatives and directions

4.4.1 Industrial innovation proposal

Discussion, led by NUS, suggested broadening the topic to 'innovation' and dropping the 'industrial'. It was agreed to retain the current title but that a broadening might occur as the topic was further explored.

Each institution was asked to send a contact from their institution to Kate Pretty (Cambridge) so Mike Gregory, who will take responsibility for driving this item forward, can select others with whom to work.

Optional session - Emerging digital technologies

Google Presentation

Google is developing programmes in on-line content focusing on education and on-line courses and translation of content into 40 key languages.

IARU member universities were asked to provide contact details for those people responsible for digital content in their institutions.

IP issues were discussed but there was value in translating content and particular interest in expanding the coverage of Google's work to research and not just course content.

Agenda 5: Education initiatives

5.1 Global Summer Program

Presidents' commended the GSP efforts to date. The GSP working group was asked to prepare a report to the Presidents upon the completion of the 2008 GSP. It was suggested that the GSP working group meet in September before the senior officers' meeting.

The Presidents agreed:

- GSP courses should be promoted to both home students and partner students.
- Course offerings may need to be negotiated to avoid competing topics. Institutions could consider inviting faculty across institutions to teach into a program.
- The GSP should try to develop to a stage where each institution offers 2 courses.

The Chair asked institutions to consider (locally) how they will support GSP activity in 2009.

5.2 Research-led Teaching

Participants agreed the points raised in the paper should be further explored. There was discussion about whether Research-led Teaching was the correct term for the project. 'Education in a research intensive institution' or 'How to make better use of research assets when teaching' was floated as more appropriate alternatives.

The proposers Richard Baker (ANU) and Elizabeth Fallaize (Oxford) were encouraged to refine the proposal, arrange a workshop and extend invitations to relevant people at IARU institutions.

Agenda 6: Evaluation of success of IARU and next steps

Institutional research was identified as a priority. The IARU Chair will circulate a revised MOU (reflecting IARU's modified focus).

It was recognized that IARU's successes had been rooted in projects where the institutions themselves would benefit from the initiative and the work aligns with the institutions' missions. The two prime examples are the Women and Men in the Globalizing University and Campus Sustainability. It was agreed that it is difficult to use IARU to advance research on topics of that ordinarily would be pursued by compliments of scholars whose work aligns with other experts you may or may not be resident at IARU institutions. Funding for these projects is best pursued through traditional funding sources and processes such as foundations with peer-reviewed applications.

The Presidents discussed the funding arrangements for future workshops. It was agreed the following guidelines would apply:

- Participants continue to pay their own costs of travel and accommodation.
- Host universities will receive funding up to USD 15 000 for hospitality, venue, additional staffing resources, post conference costs etc

Funding was agreed to for the following workshops:

1. Careers Professionals workshop
2. Industrial Innovation workshop
3. Global Citizenship workshop
4. Research - led Teaching workshop
5. ERE - Sustainable Cities workshop
6. Sustainable Campus Officers meeting
7. Global Summer Program working group meeting
8. Women and Men in the Globalizing University (targeting Fall 2009)

It was also agreed that existing research projects (Security and Ageing, Longevity and Health) should continue with limited funding from the IARU for one year and should identify external funding for activities beyond that time.

Funding was agreed to for the following:

1. Health Policy data collection/analysis
2. Security proposal development 2008

Agenda 7: IARU membership

Agreed to keep the membership as it is for the next two years with the issue under review and included on the annual Presidents' agenda.

Presidents' agreed, in the future, a process would need to be developed to choose new partners if the IARU wished to change its position. Universities from Africa, Latin America and India could be considered.

Agenda 8: Business Matters

8.1 Student Exchange

PKU invited those interested in its China Scholarship Council scholarship program to contact Ms Manli Zhou (PKU IARU key contact).

8.2 Location of Presidents' Meeting 2010

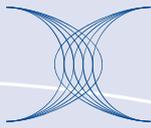
It was agreed that Peking University would host the 2010 meeting (dates to be confirmed).

The 2008 senior officer meeting will be held October 20 - 22, 2008 in Berkeley with the IARU Chair in attendance. It was also recommended that the following groups consider concurrently holding their own meetings around the senior officer meeting: Sustainability Officers (IARU Campus Sustainability Plan), the undergraduate deans and their equivalent (Research-led Teaching workshop) and possibly the Global Summer Program working committee.

8.3 Other items raised:

- The IARU Chair acknowledged that this was President Shih and President Komiyama's last meeting and thanked them both for their contribution to the development of IARU
- Yale circulated a Center for Business and Environment flyer for interest (and circulation where appropriate).
- Copenhagen drew attention to their IARU Newsletter published by the Faculty of Health Science
- Cambridge sought feedback about extending an invitation to other leading institutions (outside the IARU group) at the next Presidents' meeting. It was proposed this Cambridge event could be an optional one day discussion around Capacity Building.
- ETH Zurich consulted the group regarding Open Access Publishing with particular interest in the balance between protecting IP and making material available to students at a reasonable cost.

The senior officers were asked to discuss open access at the October meeting, to identify the position of each institution on digital technology and report back to Presidents' at the 2009 meeting.



Outcomes of Second IARU Presidents' Meeting in Canberra on 28-29 March 2007

Agenda item 2.1 Discussion of IARU Global Change projects

Agenda item 2.2 General discussion of IARU research directions in context of Global Change

It was agreed to proceed with the following three topics:

- **Longevity and Health** – Copenhagen and Peking (with support from ANU, Yale and Oxford)
- **Security** – Cambridge and ANU (with support from NUS, Tokyo and Copenhagen (and maybe Oxford and Yale))
- **Energy, Resources and Environment** – ETH Zurich, NUS and Tokyo

By end July, with a view to consideration by senior officers at their meeting in September, the institutions leading the three topics will be responsible for producing a more elaborate and more focussed document (perhaps 5-10 pages in length) that includes:

- a coherent and focused research proposal – which should contain three elements:
 - a longer term framework that identifies the big issues and how they should be addressed
 - a short term project where progress can be quickly (within the context of the longer term framework) – perhaps focused on the comparative elements of each project;
 - a timetable with specific milestones
- identification of researchers or research groups at other IARU universities prepared to commit to involvement in the research
- a realistic budget with defensible costings, covering approximately 3-5 years
- a funding plan that details sources of funding (but does not go as far as contacting external funding bodies)

Senior officers will discuss the papers at their meeting in September having discussed with their respective presidents prior to the meeting. They will make recommendations to the IARU Chair, who, based on these recommendations will write to the leaders of each project seeking any necessary revisions. The papers will be returned to the IARU Chair by end October.

These documents would then be tailored for submission to national and international funding agencies early in 2008. This would be done in the context of a coherent IARU approach to each funding body, to ensure that bodies are not approached multiple times. The IARU Chair will be responsible for this process and may consult with his colleagues out of session.

For **Movement of People**, Stephen Castles (Oxford) will be asked to be responsible for producing a similar paper, but for consideration at the next meeting of Presidents in 2008.

Up to US\$20,000 per topic would be made available from IARU funds to support the writing of the papers (and further small workshops if necessary).

The ISSS element of the Energy, Resources and Environment topic would be treated separately. ETH Zurich, NUS and Tokyo will be responsible for raising the initial external funds. Other IARU members commit to supporting involvement by their staff in the workshop/symposium element of the proposal.

Agenda item 3.1 Discussion of IARU projects

Understanding women in universities around the globe

The meeting agreed to support the project on benchmarking and best practices for advancing women in the academy. Yale and Cambridge will be responsible for taking this project forward. ANU, Tokyo and Oxford expressed strong interest in being involved. Yale will host a conference in Spring 2008.

It was agreed that the time is not yet ripe for an IARU project on citizenship, equality and opportunity. Yale will host a conference on the topic and other IARU members will advise Yale of their interest in participating.

Graduate Education

This project is principally about finding ways to bring research students together. It was agreed that one mechanism to do this was through annual conferences hosted in turn by IARU members (maybe loosely modeled on the recent water workshop at ANU).

ANU will prepare and circulate (within three months) a brief paper proposing an IARU “chat room” to allow students (and staff) to communicate with each other. These will initially be linked to the research programs and the people directly connected with them. They could be extended to include students in advanced years of undergraduate degrees in related disciplines. We should try to make sure that when these are set up (as happened at the recent water workshop) they are done under IARU auspices.

IARU needs to make sure that staff and students are aware of and understand existing joint programs to allow more rapid development of new initiatives. This will be done individually within each university.

Undergraduate Education

This project involves two streams of activity:

- looking to involve students in IARU research projects and build networks among students at IARU universities; and
- looking at how individual institutions can do better, learn from each other.

The meeting discussed developing a subject/course for mid-program undergraduates on leadership in the global environment. The content would need to be inspiring for students (perhaps with a learn by doing element?). It was agreed that this would be discussed when undergraduate deans and equivalents meet in Tokyo in September.

Agenda item 3.2 New initiatives and directions

Campus sustainability

ANU undertook to prepare a revised version on the principles (removing principle 3 and the reference to gaps in objective 7, perhaps re-ordering the document).

ETH Zurich and Yale will convene a workshop (not an academic conference) to bring together the people with operational responsibility for sustainability, facilities, utilities etc to share:

- information on how IARU members measure and implement in this area and agree on how we as a group will measure/report – ie develop a common set of metrics
- best practices

It was agreed that IARU should use campus sustainability to present IARU as providing ‘moral leadership’ and so pressure others to follow our example. It is an opportunity to show we are determined to do something about these issues in our local contexts. However, we must get the measuring/quantification issues resolved first.

Global Summer College

It was agreed that Yale and ANU will lead on this (with NUS). A teleconference will be held within the next six weeks with a view to convening a one-day workshop in Tokyo in September (attended by UG Deans or equivalents and senior officers). The objective is to offer programs in the summer of 2008.

Global Poverty Alleviation and International Health Scorecard

Berkeley invited those interested in its Global Poverty Alleviation Project to contact John Lie. Berkeley also mentioned that its International Health System Scorecard, which provides a methodology for evaluating health systems, was also available through John Lie. It was noted that the International Health System Scorecard may have relevance to the Longevity and Health research topic. No IARU funding was sought for either of these projects.

Open Access

ANU undertook to prepare an elaborated paper on possibilities in this field and circulate for expressions of interest in taking it further.

Interdisciplinary Integration

Participants did not fully understand what was being proposed. Most were not aware that their academics were involved. It was agreed that this project not be supported in its present form.

IARU Badging

IARU should agree on how to encourage “bottom-up” proposals, add research themes, and determine what criteria should apply. It was agreed that proposals would need to be developed via a process similar to that for the existing four Global Change projects, and a scoped project with focused outcomes brought forward for consideration. Any new project would need at least two “champions”. Projects must demonstrate success in obtaining internal funding before qualifying for IARU “badging”

Agenda item 4.1 General discussion on the focus of IARU

Participants discussed the need for IARU to gain a better understanding of how funding agencies, foundations, companies across the world make decisions on funding. Information to guide IARU on how to approach agencies and who within each agency would improve the prospects of obtaining funding. It was agreed that it was not feasible to develop a consolidated database of this information – rather the Chair will seek advice from colleagues through circulating research proposals. The secretariat will be responsible for maintaining a log of contacts with agencies to ensure we avoid reinventing things.

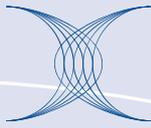
Participants also discussed the funding arrangements for future IARU workshops/symposiums. It was agreed that the following guidelines would apply:

- Participants continue to pay their own costs of travel and accommodation;
- Host universities and IARU to share costs of hospitality, venue etc 50:50;
- IARU will make available a small amount to contribute to post conference costs – report writing etc.

Agenda item 4.2 Election of IARU Chair and location of meetings in 2008 & 2009

It was agreed that Professor Chubb would continue as Chair until end 2009. The 2008 meeting of presidents will be at Yale in late April (dates to be confirmed asap). Cambridge will host the 2009 meeting as part of their 800th anniversary celebrations.

The 2007 senior officers meeting will be held at Tokyo in late September – the Chair will attend the meeting. We will take the opportunity to get undergraduate deans and their equivalents together at the same time to discuss the Global Summer College and collaborative undergraduate education projects.



Outcomes of the Inaugural IARU Presidents' Meeting in Singapore on 13-14 January 2006

Agenda Item (i) Election of Chair 2006 - 2007 Election of Chair-elect 2008 - 2009

Professor Chubb was elected Chair for 2006-07.

Election of the chair-elect for 2008-09 will take place at the 2007 IARU Presidents meeting.

Agenda Item (ii) Key Initiatives in Member Universities

Members were advised that Tokyo would celebrate its 130th anniversary in 2007 and Cambridge its 800th in 2009.

- It was agreed that Tokyo would host activities related to the research theme, which it would be leading (Energy, environment, food and water (including urban/rural issues)) during 2007.
- It was agreed that Cambridge would host the 2009 IARU Presidents meeting (subject to the agreement of IARU Chair for 2008-09).

The meeting agreed that there was danger in focussing too much on research – universities need to prepare undergraduates to be able to do research. It was agreed that this could be taken up as a proposal for action under agenda item (vi).

Discussion of possible models for summer vacation (May-August) programs resulted in the identification of two models:

- a) Students from member universities travel to a host member university and undertake a summer school program with students from the host university – could last for between six and twelve weeks. This could involve anywhere between two and ten member universities; and
- b) A corporation or government agency provides internship opportunities for a cohort of students from all member universities – perhaps two from each for a total of twenty;

It was agreed that each university interested in running summer schools along the lines of a) above would provide a half-one page proposal to the IARU secretariat by end March 2006. These proposals should cover issues such as visas, insurance etc. These would be collated and sent to member universities who would indicate which programs might be of interest, with a view to participation in 2007.

Out of session, Berkeley undertook to approach companies such as Intel and Cisco to gauge interest in possible internship opportunities along the lines of b) above.

Agenda Item (iii) IARU Research Proposals

The IARU group agreed to pursue four separate research themes and identified member universities, which would take each forward.

- Movement of people
Oxford and Berkeley
- Ageing (longevity) and health
Copenhagen and Peking
- Energy, environment, food and water (Including urban/rural issues)
ETH Zurich, Tokyo and NUS
- Security
ANU and Cambridge

It was agreed that each of these themes would involve some combination of substantive research and “studies of studies” if that was more appropriate.

It was agreed that some proposals would be IARU initiatives that involve only IARU member universities and others would be projects that IARU might facilitate, involving both IARU member and other universities.

The following process for taking forward the research proposals was agreed – it was noted that it was crucial that the IARU add value through its activities:

1. Lead universities would work together to define the areas of research
2. Workshops would be convened – scheduled to be around August-September 2006. These would be attended by both senior and junior researchers
3. The purpose of workshops would be to define research (identify maybe three most important areas) and encourage:
 - Strategic advice to the Presidents
 - Identifying opportunities for substantive research (or studies of studies)
 - Identifying opportunities for graduate students
 - How to use the outcomes of the research to influence policy makers
4. Workshops would not be exclusive to IARU members – where experts from non-IARU universities are identified and interested, they can be invited to participate.
5. The separation of the science from the politics would be important.

It was anticipated that outcomes of these workshops would be formally documented for discussion at the 2007 IARU Presidents’ Meeting.

It was agreed that these workshops would be funded from internal resources.

It was agreed that sourcing external funding to support the activities of the IARU would be very important – Professor Shih noted the opportunities that the substantial increase in Singapore’s National Research Foundation’s (NRF) funding represented.

Agenda items (iv) Strategies to Gain Research Funding Support

Agenda item (v) Intellectual Property Issues That Could Arise Through Joint Research Projects

Agenda Item (vi) Societal Benefit for Higher Education and Value of Funding Research Universities

Discussion of these three agenda items was conflated. Three more themes for IARU activity were identified along with member universities, which would take the lead in their development.

- Understanding women in universities Around the globe
Yale and Cambridge
- Transforming power of undergraduate Education
ANU, NUS and Cambridge
- Graduate education
NUS, ANU and Yale (if champion available)

All members expressed support for these three proposals. The meeting noted that there was an opportunity presented by the change in Singapore's Y12 approach to look longitudinally at Singapore Y12 graduates' experiences at member universities. The possibility of taking the PISA measures and adapting them for undergraduate education was also raised.

Each proposal will process along similar lines, first identifying what the IARU should be doing and what it wants to achieve and then sharing approaches and experiences with a view to learning from each other.

Agenda item (vii) Benchmarking

It was agreed that each member university would (based on the agenda paper) identify (in priority order) the five issues concerning which they would be most interested in exchanging information/ benchmarking. Response should be provided to the IARU secretariat by end February, which will collate responses and prepare a short paper proposing a mechanism to get things going.

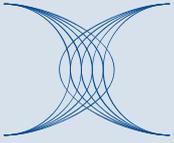
Agenda Item (viii) Any other business

There were no items raised.

Agenda item (ix) Date of next meeting

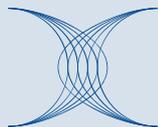
The next IARU Presidents' meeting will be at the Australian National University in Canberra on Wednesday March 28th and Thursday March 29th, 2007.

A one-day workshop on undergraduate education, at which IARU Presidents could participate, will be scheduled for Tuesday March 27th. Other workshops may also be scheduled around these dates.



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Outcomes of previous IARU Senior Officers' meetings



Confirmed Outcomes

2008 Meeting of Senior Officers

2. Global Summer Program

2.1 GSP Working Committee recommendations

The meeting endorsed the following recommendations regarding the future of the GSP:

1. The GSP continue in 2009, based on the model of the 2008 program;
2. Each university makes available financial support for their own students (a minimal number) participating in the program;
3. All host universities explore means to minimize tuition fees for GSP courses (where possible, zero tuition to be charged);
4. IARU universities will undertake the work necessary to provide credit to students participating in GSP courses, by ensuring that:
 - i. Sending universities with measurable qualifiers for credit advise host universities of these so that they may be taken into consideration when designing courses; and
 - ii. All partners proposing to host a course provide full course details to ensure the sending university is able to make a judgement on what credit the course is worth.
5. Current or proposed GSP courses should refer to the GSP Principles as guidelines (outlined below).

Global Summer Program (GSP) Principles

The following principles are ideals. Variance may be necessary or even desirable, but should be justified as such on a case-by-case basis, with the goal to achieve most of the principles in practice.

1. GSP courses should be intensive and taught to rigorous standards. A course should be equivalent, as much as possible, to a standard, academic-year, semester-long course. All students

should receive a grade. Students may not audit GSP courses.

2. GSP course curricula should be based on research-led learning and taught by regular faculty of an IARU university. Faculty exchanges should be encouraged.

3. GSP courses should allow students to address major challenges of the 21st century, with the aim of building global leadership capability.

4. GSP courses should be assessed by students and faculty and reviewed by an IARU group on an annual basis.

5. GSP courses should be taught in English, unless specifically designed to serve as a foreign-language course.

6. GSP courses should be enhanced by extra-curricular events and activities, such as field trips, discussion panels, group projects, and community interaction.

7. GSP courses should have between 10 and 25 students enrolled.

8. GSP students should be from IARU universities. Ideally 80% of seats should be reserved for IARU students. Additional seats can be allocated to partners from other leading universities at the hosts' discretion.

9. GSP students should have full access to all university resources during their study, especially libraries, computer labs, and facilities available to other students.

10. GSP students, including those from the host university, should live on campus whenever possible and be integrated into campus life. Access to and learning about local cultures should be encouraged.

11. GSP costs should be minimized for students as much as possible, both by sending institutions providing aid as well as hosting institutions minimizing tuition and other costs.

12. GSP applications should be standardized and relatively un-bureaucratic.

Both the recommendations and the GSP Principles will be included in the 2008 GSP report prepared for the Presidents (as requested by the IARU Chair at the Presidents Meeting).

2.2 2009 GSP Course Offerings

It was agreed the GSP Principles allayed concerns about the NUS' 'Asia Now', which proposed to include students from two partners outside IARU. 'Asia Now' accords with the GSP Principles, and will be one of the offerings.

Beida and ETH Zurich confirmed they would also be offering one course. Course information would be circulated as soon as possible.

2.3 Possible new directions for the GSP

The meeting agreed internship opportunities for students - commercial, administrative and research - should be explored and supported.

Yale, ETH Zurich, Copenhagen, Oxford, NUS and ANU indicated an in-principle interest in providing internship opportunities for each others' students in administrative and research areas. Dr Heather Bell (Oxford) invited interested members to contact her about participating in a pilot program (hosting and/or sending students).

If the internship activity develops, Dr Heather Bell (Oxford) undertook to prepare a paper for discussion at the 2009 Presidents Meeting.

3. 2009 IARU International Scientific Congress on Climate Change

Copenhagen asked all members to promote the Congress through prominent links on their websites and by encouraging media awareness of the event.

4. Research and institutional review

4.1.1. Open access publishing

ETH Zurich and Berkeley briefly described their commitment to Open Access and recognised the problem this causes for university presses.

ETH Zurich offered to host a workshop and invited others to send representatives interested in learning about their experience with Open Access. The workshop is scheduled for Fall 2009, around the Frankfurt book fair. Berkeley has offered to provide names of experts. The workshop should be attractive for staff members from university libraries and university press.

4.1.2 Research-led Teaching

An alternative title "Education in a research-intensive university: How can we enhance our students' learning?" was approved as an alternative term for the project. It was agreed the proposed workshop, February 19-20, should proceed.

Dr Richard Baker (ANU) advised that after consultation with most IARU partners, the following topics had been identified as possible discussion themes at the workshop:

- introducing undergraduates into the research intense culture of our institutions, both for the benefit of all our students, and also to better prepare those undergraduates who go on to graduate research degrees
- handling the transition that many of us are facing of reducing numbers of undergraduates and increasing graduate coursework numbers in a way that enhances the learning experiences of both cohorts
- student feedback – quality development cycle – moving from punitive to constructive philosophy behind using student feedback.
- assisting PhD students and Post link their research with teaching in their departments
- effective rewarding of teaching excellence in a way that encourages effective linkages between research and teaching

The meeting agreed the workshop leads would need to refine the proposed discussion topics.

Interested IARU members were asked to provide contact information/or possible invitees directly to one of the workshop leads Dr Richard Baker (Richard.Baker@anu.edu.au).

4.1.3 Industrial Innovation (and the Role of the Modern Research University)

Members agreed that this workshop should proceed as per the paper, on April 27 -28 , under Chatham House rules. It was recommended the organisers anchor the round-table session in real life experiences/focus on real examples rather than let the discussion become theoretical.

Members were asked to send their comments on the agenda and nominations for suggested presenters and possible participants directly to the workshop leads Dr Eoin Sullivan (eo252@cam.ac.uk) and Ms Jackie Ouchikh (j.ouchikh@cmi.cam.ac.uk) by November 26.

4.1.4 Women and Men in a Globalising University

Mr Don Filer (Yale) provided an update on this project. Members were advised that the nominated liaison officers would be contacted directly by the lead(s) of the Women's Initiative by the end of 2008. Members seeking further information about the research program were encouraged to email wff@yale.edu (cc Donald.filer@yale.edu) .

4.1.5 Career Development Professionals

Concern was raised about future workshops and the proposed activities outlined in the tabled report. The meeting agreed to continue supporting the initiative, but requested the focus return to enabling students from partner institutions access each others' career services, as well as benchmarking.

The IARU Chair proposed that workshop leads prepare a paper addressing reciprocal access and possible benchmarking practises, for consideration by the Senior Officers in Oxford, September 2009.

4.1.6 Global Citizenship

It was agreed that the workshop could proceed, but only in the terms agreed to by Presidents at the Yale meeting in April. The organisers are to provide names of proposed invitees to the Secretariat to circulate to senior officers before invitations are issued.

4.1.7 Ageing, Longevity and Health

Members noted the progress report from Copenhagen with a view a further update would be tabled at the meeting of Presidents in 2009.

4.1.7.1 Health Policy data collection/analysis

Members noted the progress report from University of Oxford. A detailed progress report should be prepared for the meeting of Presidents in 2009.

4.1.8 Sustainable Cities

The meeting noted the progress report from Todai. It was also noted that the participating institutions (ANU, Copenhagen and Todai) are supporting the project with separate funding from each of those institutions. A project report will be tabled at the meeting of Presidents in 2009.

4.1.9 Regional Security

Members noted the progress report. Both Todai and ANU noted they had recently secured external funding for this research project. A project report will be tabled at the 2009 Presidents meeting.

4.2 IARU Financial status

Members recommended that a decision on the allocation of unspent funds (USD 90,000) be deferred to the 2009 Presidents Meeting.

The Secretariat has agreed to provide an annual breakdown of expenditure in future tabled financial reports.

4.3.1 Student Equity

ANU proposed benchmarking student equity (particularly access to university by socially disadvantaged groups). Cambridge and Oxford indicated an interest in sharing information. It was agreed that interested members should forward the contact information of appropriate staff to the Secretariat.

4.3.2 Alumni Exchanges

ANU invited those interested in bilateral Alumni activities to contact Darren Brown (ANU IARU key contact).

4.3.3 Capacity building case studies

Meeting noted the capacity building case-study provided by NUS. Members were invited to send any other case studies to the secretariat for circulation.

5. Informal discussions about IARU and new directions

Dr Heather Bell(Oxford) prepared the following summary of discussions. At the conclusion of the discussions the Chair proposed the discussions/brainstorming should form the basis of a discussion paper to be tabled at the meeting of Presidents in 2009.

What's IARU for?

The idea for this brainstorming session surfaced during the pre-meeting conference call. We wanted to take the opportunity to reflect on how IARU is doing and ask if there are other activities we should be considering.

We divided into three groups to address the following questions:

1. How is IARU doing against its stated objectives?

Across the three groups, the consensus seems to be that IARU is doing well given how new it is. The different institutions are starting to know one another: as one group put it “the foundation has been laid”. It’s clear that we are approaching a transition for the alliance: a change in leadership (as ANU steps down from the presidency) and a shift away from ‘21st century’ research initiatives towards institutional research. It’s also clear, as one group highlighted, that IARU has had a varying impact on its members. (There may be a spectrum of visibility/engagement here, with Oxford at one end, comparatively low, and ANU at the other, comparatively high.)

All groups identified institutional learning as valuable to their home universities. Research and meetings in areas as varied as women and men in universities, industrial innovation, and career services enable us to benchmark ourselves, share best/good practice, and to learn. All groups singled out sustainability as the flagship institutional learning initiative.

All groups were enthusiastic about the ‘promising’ and ‘exciting’ Global Summer Programme and the opportunities it presents to students, though there are some doubts about its sustainability. Four universities also benefit from term-time student exchange.

On research, we are moving away from the funding of large, multi-institution 21st century research projects such as migration and security. A number of groups commented on the ‘awkwardness’ of such top-down funding, though one believed that these added value, by sponsoring activity that would not otherwise have occurred. One group felt that we had ‘prematurely foreclosed’ on our research activity, and that – given that we are an alliance of research-intensive universities -- we should consider more bottom-up ways to foster collaborative research.

2. How can we improve?

Even as this part of the discussion generated new ideas, all groups emphasised the importance of focus: “less is more: it’s important to do a few things well”; “focus, focus, focus”; “do we have too many projects?”

Another consistent theme was the desire to raise awareness of IARU on our respective campuses, giving prominence to IARU stories and thereby “moving the project/interest out into campuses”. The ultimate aim, as one group put it, is to demonstrate the value-added of the alliance and to make more connections between students, faculty, and staff. This is likely to involve a more bottom-up approach. As one group queried: “realised that presidents’ directives [are] not the most important method? ‘Grassroots’ better?”

In terms of concrete proposals: one is to create a research collaboration seed fund. Academics from our respective universities could apply for funds to do research with one another. The Oxford-Princeton fund (two year grants, given jointly to a team of principal investigators, one at each institution; \$6,000 per year from each institution) and the Berkeley-French government fund (\$10 million fund; 25-30 grants per year, awarded for 3 years, \$15,000 each; French government estimates 20-30x return [John Lie, correct me if I am remembering this wrong!]) offer potentially useful models to draw on. The challenge here is to run a streamlined administrative process. One approach could be: PIs apply to their own institution, which ranks the different proposals. We then match our respective rankings across institutions. If a project is approved by both (all) participating institutions, it gets funded. If not, it doesn’t. We could require that proposals involve three or more institutions, or we could leave it open. [John and I will work up a proposal.]

We identified other areas into which institutional learning could expand, such as the challenges of IT, HR, and integration of international scholars. Other ideas include: expansion of internships into new areas and postdoctoral exchange, which would help to connect research groups.

6. Campus Sustainability

6.1 Campus Sustainability Strategy

The following recommendations by Sustainable Campus officers were endorsed:

- The IARU focus on the goals of the individual members, rather than trying to align base years and establish a single target to be applied across all Universities.
- Finalise development of the IARU Campus Sustainability Toolkit, based on design and content agreed at the workshop, for publication on the IARU website and launch at the Climate Congress, University of Copenhagen, March 2009.

The Secretariat will circulate Campus Sustainability workshop confirmed outcomes when available.

6.2 Sustainable Fellowships

All members have confirmed an interest in participating in the program. ANU, NUS, Yale, Copenhagen, Oxford, Tokyo and Cambridge have indicated an interest in participating in 2009. Beida has indicated an interest in participating in 2010.

Given the increase in numbers the program will require significant coordination from 2009.

It was agreed that Universities would determine the number of interns that they can take per annum (up to a maximum of four). The meeting was advised given the limits, fellowship/ internships may not be a direct swap (eg. ANU fellows/interns may go to Yale; Yale fellows/ interns may go to Copenhagen; Copenhagen fellows/interns to NUS; NUS to ANU etc)

ANU and Yale undertook to develop a Program structure, detailing financial and accommodation arrangements for fellows/interns; coordination arrangements between Universities; and the process for identifying projects to be undertaken by fellows/interns.

7. Discussions about IARU Chair (and IARU Secretariat) post 2009 Presidents Meeting.

Professor Ian Chubb will continue as Chair until end 2009 Presidents Meeting in Cambridge. The Chair advised he will seek confidential nominations from the Presidents asking for the following information:

1. If they would like to nominate themselves
2. If they would like to nominate another individual

The Presidents may also wish to consider an automatic rotating (schedule for each university) of the IARU Chair ensuring each university has a President serving two-year terms.

There is not yet a consensus on preference for a permanent secretariat (along the lines of APRU) or an arrangement whereby secretariat services are provided by the University of the IARU Chair (for two years at a time).

The Secretariat will prepare a paper exploring possible secretariat models for post 2009 Presidents Meeting.

8. 2009 IARU Meetings

8.1 Presidents Meeting at Cambridge in April 28 – 29, 2009

The meeting noted Cambridge's proposal to host an informal dinner Monday evening (April 27) before the program formally commenced on Tuesday. The program will conclude after lunch on Wednesday.

The secretariat will circulate a draft agenda for comment by end - January, 2009 with the aim to circulate discussion papers for delegates by end – March, 2009.

8.2 Senior Officer Meeting location

Oxford agreed to host the meeting of IARU senior officers in 2009.

Post meeting Dr Heather Bell proposed a possible meeting date for 16-17 September, 2009. Senior Officers' are asked to advise the Secretariat, as soon as possible, if this date is agreeable.

9. Other Business

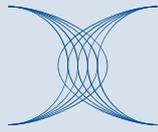
9.1 Modified IARU Memorandum of Understanding and Principles

In preparation for the 2009 Presidents' Meeting, the Secretariat revised the original MOU and Principles (signed in 2006). These documents were modified reflecting the Presidents' decision to review IARU membership and the agreed focus on institutional research.

The meeting adopted the tabled IARU MOU document with a recommendation regarding principle vi – 'In future' has been removed (MOU and Principles document attached).

9.2 Joint PhD programs

ANU invited those interested in pursuing bilateral joint PhD's to contact Darren Brown (ANU IARU key contact).



Outcomes of the 2007 Meeting of IARU Senior Officers

Campus Sustainability

2 Identifying appropriate sustainability measures (metrics)

The meeting agreed that IARU should develop a sustainability index based around models developed by Yale and Cambridge. This will recognise that member universities are at different stages in the development of campus sustainability measures and that it is not to be seen as a commitment to doing everything right now. We will be looking for an approach that incorporates flexibility and allows universities to do things differently. ANU and Yale will circulate a survey for completion by 31 January 2008.

3 Comparing Ecologically Sustainable Design (ESD) building standards in IARU member countries to identify common elements

The meeting agreed that IARU members should use national best practice ESD standards, where they exist, in the construction of all University buildings or major refurbishments. Where standards do not exist, for example in the construction of laboratory buildings, IARU should establish a process for exchanging information that would lead to best practice design.

4 Developing a (global) standard – integrating metrics, building guidelines, and sustainability principles, for IARU

It was agreed that IARU should develop environmental targets particularly in the areas of greenhouse emissions reduction, water conservation and waste management. These targets, while having a genuine impact on reducing our environmental footprint, would also take into account the various stages of development of each University, what environmental initiatives have already been undertaken and any projected growth.

The issue of baselines was discussed, particularly in the context of several universities not having historical data to construct 1990 or even 2005 baselines. It was agreed that IARU targets might best be based on a 2008 baseline, while member universities could, at the same time, have their own targets based on earlier baselines.

The mix of priorities at each university will be different – eg water conservation is not an issue at some universities. It was agreed that each member would establish a hierarchy of environmental impacts and focus on those most important to it.

It was agreed that while considerable research had been completed on the current environmental management arrangements in place at our respective universities, it was clear that further work would be needed to finalise a set of meaningful targets for consideration. A draft paper will be prepared by ANU and Yale and circulated by 31 January 2008.

5 Integrating education and campus management in the context of campus sustainability

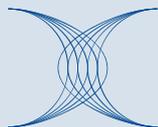
The meeting noted the paper prepared by ANU and agreed that linking campus sustainability initiatives to members' education curricula would add an extra dimension to the campus sustainability agenda.

6 Interns for sustainable campuses – proposed exchange program

The meeting agreed that an exchange program between sustainability offices at IARU institutions should be established. This would be for both staff and students. A paper detailing the proposal which would include information on the financial implications will be distributed before the April 2008 meeting.

7 General discussion on the process leading up to the meeting of IARU Presidents at Yale in April 2008

The meeting placed great emphasis on the importance of each member having a clearly identified person, with the weight and authority to make things happen, to act as the liaison point for the development of these proposals. The issue of the need to shift some resources to make these initiatives work was noted as being very important. IARU Presidents will consider the papers at their meeting in April. A statement on the IARU's initiatives around campus sustainability should be prepared as an outcome of the April meeting.



Outcomes of the 2007 Meeting of IARU Senior Officers

Education Collaboration

2 Global Summer Program

The meeting noted the paper and that it was substantially based on the US, undergraduate for-credit model. It was agreed that more flexibility should be built in to allow members liberate themselves from existing constraints, expand opportunities for students, allow staff to work together and simplify management processes. The GSP could be seen as an umbrella structure under which a varied range of courses could be made available to students.

The GSP would be badged/branded as distinctively IARU and therefore needs to be unique and of top quality.

Some issues that need to be addressed:

- Some members are not permitted to charge tuition fees, others are required to – perhaps need to look to some form of bartering or in-kind transfers
- For-credit – agreed that this requirement be relaxed, with the understanding that GSP courses be at least as academically rigorous as regular courses
- English language test requirements – it was agreed that members would rely on IARU partners to select students with appropriate English language skills.
- A central website will be needed – the IARU secretariat will be responsible for this.

The meeting agreed that Bill Whobrey should convene a meeting at Mattingley Hall, Cambridge in early 2008, primarily to discuss the longer term future of the GSP, but also progress with the 2008 offering. The preferred date is in the period February 11-13 or January 23-25 with further options of 7-11 January or 17-20 March. Members will advise Bill of their nominee and preferred date by end-October.

3.1 IARU educational initiatives around sustainability

The meeting agreed that the best way to demonstrate the possibilities in this area would be to undertake a pilot project (ANU, NUS and maybe Tokyo). Each member will also identify people who might be interested and put them in contact with Richard Baker.

3.2 Educational opportunities arising from IARU projects

The meeting agreed that the link between teaching and research and the benefits and consequences of “research led teaching” should be a focus of activity for IARU.

Richard Baker and Elizabeth Fallaize will develop a paper for consideration by Presidents in April that is based on the existing paper and includes proposals for action. Actions might include a workshop at Berkeley around the time of the 2008 senior officers meeting. NUS and Copenhagen also expressed interest in being involved.

3.3 Open Yale

The meeting noted Don Filer's presentation and his invitation to IARU members to make use of the material.

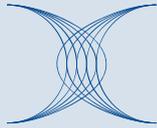
4 Regional perspectives on leadership roles

The meeting agreed that, at this stage, IARU should not be developing a course on leadership. It was agreed that leadership, particularly the negotiation of cultural differences, should be included as an implicit objective in GSP courses.

A watching brief will be maintained and the issue revisited if necessary.

5 Student Exchange

The meeting agreed that the document should be reworked as a set of guiding principles for student exchanges (by the secretariat).



Outcomes of the 2007 Meeting of IARU Senior Officers

Senior Officers

2.1 Security

The meeting agreed that work on this project should proceed as per the paper, with a view to preparing a revised, more refined proposal to be prepared immediately following the workshops planned for March/April 2008. A letter would be sent to the IARU Chair advising the outcomes of the workshop and seeking a small amount of funding to maintain momentum. This would be considered by Presidents at Yale in late April and contributions sought from interested members.

The meeting agreed that Tokyo should apply for JSPS funding in the upcoming round and that a second workshop should be scheduled for Tokyo in 2009.

2.2 Ageing, Longevity and Health

The meeting congratulated the authors on a very well prepared proposal and agreed that work should proceed. Copenhagen will now take the lead on preparing tailored bids for funding which will be sent to the IARU chair, who will circulate to colleagues for advice and then authorise where appropriate. These tailored bids should be provided with a covering note detailing recommendations on how funding agencies should be approached and by whom.

2.3 Energy, Resources and Environment

The meeting agreed that this project should proceed. Once more work had been done on refining the financial details, the same process as for the Ageing, Longevity and Health project should be followed.

2.4 Approaches to funding agencies

It was agreed that while there may arise conflicts between IARU bids for funding and bids prepared by individual members in other contexts, these could be managed in the same way similar conflicts are managed on a regular basis.

It was agreed that Presidents would need advice from their senior research deputies on quality of research proposals before they would be prepared to put their names to bids for external funding. Lawrence Cram undertook to prepare a template and circulate to DVC (Research) colleagues for comment. This might include:

- The extent to which the IARU adds value to the research proposed
- The quality of the research program
- The education agenda (if any)
- Management and leadership of the program
- Finances

3 ISSS

The meeting noted the progress report from ETH Zurich and the planned first event in Singapore in 2009.

4 2009 United Nations Climate Summit, Copenhagen

The meeting noted the update provided on the day by University of Copenhagen and planned date of 10-12 March 2009. Copenhagen's note sought names of candidates for the Scientific Congress Committee by 1 October with a view to convening a meeting on 12 November. Steering Committee nominations were also sought by 1 October.

5 Movement of People

It was agreed that the sub-project on Human Security fitted well with Cluster five of the Security proposal and could be taken forward in that context.

Professor Sato and Dr Lie will discuss how a narrower and more focussed proposal might be prepared.

6 Women in Universities Project

The meeting noted Yale's report on progress on this project.

Part 1 – Engendering Self Knowledge

Members are asked to identify a coordinator from their Office of Institutional Research, or equivalent, to participate in two meetings: one (perhaps a “virtual” meeting) to exchange information and determine actions and a timetable, followed by a second to exchange experiences, address problems and identify solutions

Part 2 – Interventions to improve the advancement of women faculty

Part 3 – Equality and the Gender of the Globalizing University

Don Filer will check what has happened to the “Gender Gap” issue and advise Oxford.

Judy Resnak and colleagues will be in contact with all IARU members to invite participation.

Tokyo informed participants that the Tokyo Office for Gender Equality would hold a symposium in February 2008 and invited participation from IARU members.

7 Possible Capacity Building Role for IARU

The meeting noted the paper and supported the idea in principle. It was agreed that this sort of capacity building might best be done by individual universities and it was not clear what value might be added by IARU involvement. The difficulty of doing this at a level other than at a single university in a particular discipline was noted. It was agreed that interested members would prepare case studies for the 2008 **Senior Officers Meeting as a way of sharing information and learning from each other.**

8 IARU and Careers

The meeting agreed that this activity should be encouraged and supported, including the symposium planned for July/August 2008 at NUS. ANU, NUS, Oxford and Copenhagen were positive about the opportunities this might bring, especially in terms of assisting students returning from IARU members to their own countries where other IARU members might be able to provide assistance.

9 IARU Membership

The general consensus was that in this early stage of the development of the IARU it would be best to keep it small and manageable. The benefits of working with “like” institutions are considerable. Yale and Berkeley were more inclined to the view that adding members to give a more “global” dimension to the IARU was desirable.

It was noted that Presidents had agreed that no new members should be added before 2009. Given that the only meeting of Presidents before then would be at Yale in 2008, this matter should be discussed at that meeting.

It was agreed that Don Filer would convene a small group to prepare a paper on the issues around increasing IARU membership for consideration by Presidents at Yale in April 2008. Other members of this group will be Kiichi Fujiwara, Barry Halliwell, Heather Bell and Iain Watt. Issues to be addressed will include:

- The threshold issue of whether IARU should have more members;
- How would such members be selected and invited?
- What factors should be considered (starting with the five outlined in the agenda paper)?
- What regions should be considered?
- Would some sort of mentoring approach or incorporating universities from developing countries into IARU projects be a more suitable solution?

There will be political sensitivities that must be taken into account.

10 Agenda for meeting of Presidents at Yale in April 2008

The following items were flagged for discussion at the meeting in April 2008:

- Sustainable Campuses
- IARU Research Projects
- Women in Universities Project
- Global Summer Program
- Research-led Teaching
- IARU Membership
- IARU Going Forward – an analysis of the success or otherwise of IARU's first 28 months.
- IARU Program on Industrial Innovation
- Engaging Younger Staff in IARU Research Collaboration.

The secretariat will circulate a draft agenda for comment by end-2007. Members are invited to suggest items for inclusion.

11 Senior Officers meeting in 2008

It was agreed that University of California, Berkeley would host the meeting of IARU senior officers in 2008. The secretariat will liaise with Dr Lie to settle on some possible dates in late September or early October and circulate to participants to determine the most suitable date by end-October.

12.1 Making the Most of Ideas! Outline proposal for an IARU Program on Industrial Innovation.

The meeting approved the development of a more detailed proposal for consideration by Presidents at Yale in April 2008. ANU, NUS and Copenhagen expressed strong interest in working with Cambridge on this proposal. Mike Gregory will develop a more “fleshed-out” proposal in consultation with colleagues at ANU, NUS and Copenhagen, which will be circulated to members by end-December inviting comments and nomination of participants.

12.2 Meeting of Presidents at Cambridge in April 2009

Cambridge has advised that there are two possible windows – April 22-24 or April 28-30. Participants agreed to check the diaries of their presidents and get back to the secretariat. Secretariat will follow up with a view to settling on dates by end-October.



Meeting of Senior Officials ETH Zurich, 20 September 2006

Research projects/Other projects

Challenges currently:

- Difficult to engage academics who already have research agendas
- Academics are reluctant to commit to broad research projects, participation may occur once the research themes are defined.
- Academics within some communities are not aware of the IARU
- At this stage few institutions have allocated funding for the initial collaboration stage

Participants suggested that direction be provided to organisers about expectations of outcomes from the workshops. These should include:

- Preparation of an intellectual case
- A session dedicated within the remaining workshop to the preparation of a costings model and the identity of suitable funding bodies.
- Opportunities to involve research students, and early career researchers should be explored.
- Shortly after the workshops lead universities should prepare written reports to the secretariat (there may be some additional liaison between the secretariat and the lead universities ensuring comparable reports).
- Secretariat will circulate to the IARU members with significant lead time to the Presidents meeting.

It was proposed that the secretariat with the assistance of representatives of IARU members (from US, UK, Japan/China) seek external seed funding from US funding bodies such as Ford and Rockefeller Foundations to support the IARU's international collaboration agenda (expressly for international collaboration in terms of travel and workshop/conference funding – say \$50,000 per workshop). The approach would seek to use the US\$100,000 of secretariat funding to leverage additional funding. This would be arranged to take advantage of the presence of appropriate IARU representatives in the US. John Lie to assist in this.

It was agreed that workshops (including the one on the role of women and the education meetings) would be able to bid for up to US\$10,000 to take their workshop outcomes to a document ready for consideration by Presidents in March. The secretariat will prepare some simple guidelines. Bids would be assessed by the secretariat with two senior officers co-opted to assist. Material for the Presidents meeting should include some scoping of costs and possible sources of funding (including local sources).

Finance and sponsorship

It was agreed that members would provide their research protocols (with particular reference to acceptable sources of funding) to the secretariat (or, where preferred, simply identify sensitive areas via a set of dot points). The secretariat would then compile a IARU protocol that takes account of each member's sensitivities.



Website

Participants were positive about the website and opportunities to both utilise it as an information sharing mechanism within the IARU and as a place where non-members can learn about the IARU.

Membership

The extension of IARU membership will be revisited at the meeting of the senior officers in 2007.

Chair for 2008 and 2009

Senior officers to send any expressions of interest to the secretariat by the end of October. It was agreed that one outcome that would be well supported would be for the current Chair to extend his term by another one or two years. Participants agreed that the Chair be approached about this, should there be no expressions of interest from other Presidents. There was some agreement that a two-year term might be too short to have an effective impact.

Secretariat in 2008 and 2009

Two options were explored, one in which the secretariat moves with the presidency, and the other in which the secretariat stays with ANU for a longer period. There are benefits and problems with either option and the matter was unresolved. After discussions with the Chair the secretariat will circulate options about the location of the secretariat for 2008-2009 and the long-term alternatives of the location of the secretariat.

Presidents' meeting at ANU in March 2007

It was agreed that the program should include at least one quarter of a day for informal discussions. The secretariat will send an email with a draft program (including the proposed agenda and possible related events) to the Presidents seeking feedback.

Presidents' meetings in 2008 and 2009

Agreed Cambridge will host 2008 meeting. Anticipated if the Chair changes the meeting in 2009 will be held on the campus of the Chair elected. If no change to chair then at a location to be advised.

Senior Officers meeting in 2007

Agreed Tokyo will host 2007 meeting. Tokyo will provide the secretariat with possible dates in mid to late September, which will be circulated to determine the most suitable date(s).

Financial Report /Annual contributions

Annual contributions from members will remain at US\$20,000 for 2007.



INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

USD100,000 will be used for leveraging in the seed funding proposal. It is proposed that the remaining amount is used for assisting the lead universities developing their research proposals for the Presidents meeting.

Agreed expectations:

- The research projects would bid for USD10,000 where it was required.
- A small group (three people including the secretariat) would vet the expenditure
- The secretariat will draft guidelines about the appropriate use of the USD10,000 funding

Registration of name /logo

Agreed the secretariat will register the trademark in the eight countries where IARU member universities are located.

Publications

No action required

Staff Exchanges

It was agreed that this represented a good opportunity to learn from each other's experiences. Yale has already developed a useful list for assisting visiting staff to Yale which could be circulated to members interested. This type of activity will take place under the umbrella of IARU staff mobility. Members will support/encourage staff to become involved.

Student Exchanges

NUS tabled the NGS-IARU Scholarship proposal seeking feedback from the IARU. Members will respond directly to Professor Halliwell.

It was proposed the IARU umbrella existing exchange activity (particularly at PhD level) which would allow recognition of existing mobility and deepen the alliance (may be useful when seeking external funding for international collaboration). Opinion was divided on the merits of this approach.

It was agreed that each member would produce a map of their activity interaction with other IARU members. When these are combined each will learn about things of which they were unaware. At the end of the process, we should have a good snapshot of where we are now. Members to get a first effort to the secretariat by end-December.

Joint/dual degrees

Opportunities for Post Doc or graduate students could be tied into the proposed IARU research activities.

Benchmarking

Agreed the current benchmarking activities should be linked to the agreed legal data collection agreed at the senior research deputies meeting. No need to initiate more at this stage.

*2006 IARU Meeting of Senior Officials – 20 September 2006
Hosted by ETH Zurich*

3



Responding to crises

Yale is willing to share their extensive crisis management materials with IARU members. Any additional activity in this area could be developed bilaterally between interested partners. It was suggested that this might be best taken up among those with responsibility for these issues – perhaps registrars or their equivalents.

Public policy statements

Presidents to discuss in March, 2007.

Summer Schools and Internship Programs

John Lie will follow up and approach Intel and Cisco in the first instance.

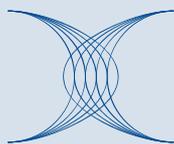
Presentation by Professor Kuebler on proposal for annual sustainability prizes

Professor Kuebler presented his proposal for the IARU to establish prizes for sustainability similar to Nobel Prizes. There was doubt expressed about the advisability of the IARU adopting such a politically sensitive agenda at this time. The point was also made that this was a bit premature given that IARU had not yet developed a research agenda around sustainability. Participants agreed to wait on reactions from expert academic representatives at the meeting on energy, resources and environment scheduled to take place over the next two days.



Action required:

- i. Leads of the remaining workshops to be advised to ensure that a costings model and the identity of suitable funding bodies and other agreed requirements are included in material prepared for Presidents in March.
- ii. Secretariat will circulate all research proposals to the IARU members with significant lead time to the Presidents meeting.
- iii. Secretariat with the assistance of a select group seek external seed funding using the USD100,000 (from annual contributions) as leverage.
- iv. Members asked to send their research protocols to the secretariat (or identify sensitive areas).
- v. Chair IARU - members to send expressions of interest to the secretariat by the end of October.
- vi. Secretariat to approach current Chair on his views about extending his term.
- vii. Secretariat will circulate options about the location of the secretariat for 2008-2009 and the long-term alternatives of the location of the secretariat.
- viii. Secretariat will send an email to the Presidents seeking feedback for the 2007 Presidents meeting agenda and associated activities.
- ix. Tokyo to provide to the secretariat for circulation possible dates for the 2007 Senior Officers meeting to be hosted in mid - late September.
- x. Annual contributions to remain at \$20,000.
- xi. Secretariat manage the process of vetting requests for seed money to assist in the research proposals being developed for the Presidents meeting in March and co-opt assistance as required.
- xii. Secretariat to draft guidelines about the appropriate use of the USD10,000 funding
- xiii. The secretariat will register the IARU trademark in the eight countries.
- xiv. All IARU members will map their existing relationships, with the aim of increasing awareness of existing activities among partners and send these to the secretariat by the end of the year.
- xv. Members to provide comment to NUS about the proposed NGS – IARU Scholarship
- xvi. Agreed the current benchmarking activities should be linked to the agreed legal data collection
- xvii. John Lie (Berkeley) to follow through with the Internship Programs proposal.



Meeting of IARU Senior Officers

University of Oxford
22 – 23 October 2009

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