



Confirmed outcomes of the Fourth IARU Meeting of Senior Officers

University of Oxford
22 - 23 October 2009

Agenda 2. Future IARU directions discussions

The IARU Chair proposed that a paper be prepared which built on the Presidents' responses to his request for advice on IARU institutional priorities, to form the basis of 'future directions' discussions.

The SOM also took reference from the framework document from the 2009 Presidents Meeting,

Three key priority areas were identified from Presidents' feedback:

- Global Education Initiatives;
- Institutional Sharing Initiatives; and
- Grand Challenges.

Global Education Initiatives – IARU will focus on developing a suite of high quality and coherent global education initiatives that are of distinctive value to its students. With the GSP as a centerpiece, the Alliance will explore other areas where global education initiatives might be further developed (eg. global internships).

Institutional Sharing Initiatives – The mutual trust that has developed between partners of IARU lends itself to effective institutional sharing.

These initiatives may be identified:

- “Top-down” by IARU Presidents and Senior Officers;
- By staff or faculty from other established IARU forums (eg. GSP Working Committee, Sustainability Officers); or
- “Bottom-up” by members of staff or faculty in IARU institutions

Possible future areas of interest include:

- International strategy
- International students (recruitment, admissions, performance, support)
- Industrial innovation; Academic entrepreneurship & spin off incubation
- Alumni Association Summit
- The value of research-intensive universities to society/national economy

Institutional sharing may occur in-person or through video- or teleconferencing. Although the latter is challenging from a time difference perspective, it is better in terms of sustainability.

We need to be deliberate in the way we organize and investigate topics of interest, as well as how we share such information. Assistance from the Secretariat is required to achieve this.

Grand Challenges – Sustainability has been identified as a grand challenge that IARU will continue to pursue as it is of great global importance, and is an area on which IARU can provide leadership as an alliance. There is potential for further collaborative activities to be developed (eg. more education components).

The next grand challenge – like sustainability – is most likely to emerge from an existing activity (eg. some form of institutional sharing), rather than through prescription. We do not propose to identify another grand challenge top-down.

The activity classification developed at the April 2009 Presidents' meeting will be re-drafted to incorporate Presidents' inputs to the consultation exercise and the senior officers' discussion

Oxford proposed that it is important to maintain the research component in IARU, on the basis that this is an alliance of research-intensive universities. Copenhagen voiced support for the idea that IARU continues to fund workshops for academics. The proposal will be brought to Presidents for discussion again.

Agenda 3. Global Summer Program (GSP)

Oxford briefly outlined the strategic documents redrafted by the GSP Working Committee (GSP Aims, GSP Description and GSP Principles).

Senior Officers endorsed these documents, noting the importance for future courses to align as closely as possible with the GSP principles. Senior officers wished to highlight especially the following Principles to make the GSP more distinctive and coherent:

- Principle 3. GSP courses enable students to address critical issues in global perspective
- Principle 4. GSP courses highlight the particular strengths of the host institution
- Principle 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 program

- Principle 8. GSP courses have between 10 and 25 students enrolled
- Principle 9. GSP students are from IARU universities. Ideally 80% of seats are reserved for IARU students
- Principle 11. GSP Students, including those from the host university, live on campus, are housed together, and integrate into campus life

Oxford noted the issue of credit continues to be a challenge, as it affects student interest and in some cases, the level of funding universities will commit to the program.

The Working Committee's efforts to develop a rigorous and regular evaluation process, including at some stage in the future a pedagogical review of the program, were noted.

Angus Hawkins, who manages the GSP at Oxford, remarked on the success of the GSP, and suggested closer adherence to the GSP principles would bring greater coherence to the program.

University of Copenhagen advised subsequent to tabled papers that it would be running a course in 2010.

Senior Officers endorsed the following recommendations from the GSP Working Committee:

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.*

The Chair also requested the Secretariat to identify what level of central funding could be made available for GSP scholarship funds (with a view to these funds being available for the 2010 GSP).

2. *IARU central funding be allocated to redesign the GSP website with a focus on improving aesthetic appearance and functionality.*

It was recommended IARU central funding be made available to redesign the GSP website, as part of a broader renewal of the IARU website.

3. *Senior Officers develop guidelines for the approval process for use of the IARU logo.*

Senior Officers agreed to the following approach for the use of the IARU logo for IARU related programs, including the GSP: If the initiative is part of IARU's suite of activities (eg. Campus Sustainability, GSP etc.), partners could use the logo at their own discretion. If an initiative proposed was outside these main activities, the Secretariat would be consulted. The Secretariat may provide advice or defer to the Chair who would consult as appropriate.

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.*

It was agreed to conceptually locate the Global Summer Program as the centre piece of a suite of programs that would continue to be developed under the category of Global Education Initiatives (including internships).

Agenda 4. Sustainable Campus Initiatives

Agenda 4.1 Campus Sustainability Strategy

ANU provided a brief update on behalf of the Sustainability group. In addition to the progress noted on their existing programs; the SOM was advised the Sustainability group were exploring the idea of a “skills exchange” and the possibility of incorporating educational aspects into the campus sustainability project.

ANU reported on the recent regional workshop involving Sustainability Officers from PKU, NUS, Todai and ANU held at Peking University (19 - 21 October). Peking University has now established its own Sustainability Office and website.

Senior Officers discussed areas the Sustainability Group may wish to explore including:

- Evaluating the progress of the online toolkit and exploring ways to make better use of this resource
- The development of a joint IARU module on sustainability, including examples of activities being undertaken at IARU universities. This course could be made available as a web resource (to complement the tool kit and other info on the website, etc.).

The next Sustainability meeting is scheduled for 3-5 February 2010 at NUS. The agenda of this meeting is yet to be confirmed, however the following sessions are proposed:

- Case study presentations (the focus being on projects/initiatives that would be of interest/use to all members). It is anticipated these case studies will be used for benchmarking and publication
- Development of the webpage/toolkit, including development of an online module for campus sustainability
- Discussion on the report to be tabled at the 2010 Presidents Meeting
- Emerging issues – such as travel emissions, Green ICT, and green retrofitting of existing buildings
Operational/academic partnerships for campus sustainability
- Review and development of the Campus Sustainability fellowships program

Sustainability courses and research information collection exercise

The group discussed the request from the Climate Change Steering Group (March 2009) for information on what IARU members were doing in terms of teaching and research on climate change and sustainability which Presidents referred to the Campus Sustainability Group.

Senior Officers suggested that the size of this task was ambitious, and have suggested that rather than a comprehensive stock take on research and courses related to climate change and sustainability, that the Sustainability Officer group provide some good case examples from all partners. These could feed into the report tabled at the next Presidents meeting, and would likely be of value to the Climate Change Steering Committee.

Agenda 4.2 Sustainability Fellowships

In addition to the student reports included in the meeting papers, Tomo Sandeman, a student of Oxford, spoke to the group about his experience as a Sustainability Fellow at NUS in summer of 2009. Tomo spent 6 weeks on the program, during which time he worked on a large range of projects including the adjustment of air-conditioning settings campus wide to deliver sufficient levels of comfort while minimizing energy use, and the review and development of new policies relating to sustainability across NUS. Tomo spoke very positively about the practical hands-on experience gained through the program.

Phil Pike from Oxford's Sustainability Office commented on their positive experience of hosting four sustainability fellows at Oxford and advised they were looking forward to hosting more students next year.

The issue of placement timing was raised by Oxford. Senior Officers urged the Sustainability group program coordinators to consider the various calendars of the institutions involved when preparing the 2010 program. It was suggested that Sustainability Officers talk to those offices within their institutions responsible for sending students abroad — so as to take advantage of existing knowledge.

Agenda 5. Project updates and upcoming (approved) workshops

Agenda 5.1 Open Access Publishing Workshop

Senior Officers endorsed ETH Zurich's intention to invite individuals external to IARU to the upcoming workshop. Ian Walmsley (Oxford) commented that the presence at the workshop of funding bodies was very important, and professional societies may also have an interest in attending the workshop. Ian offered to provide ETH Zurich with the names of individuals from funding bodies/professional societies to be invited.

ETH Zurich noted that the scope of this workshop would be broadened to include issues in Open-casting.

Universities were encouraged to nominate people to attend this workshop, if they had not done so already.

Senior Officers endorsed the expected outcomes of the workshop

Agenda 5.2 Transforming Power of Global Education workshop

NUS advised they will formally invite Senior Officers to nominate faculty members and senior administrative staff who are interested in the topics of global education to attend this workshop.

In later discussions Oxford suggested this workshop be held in the same location/dates as the 2010 GSP Working Committee Meeting. Cambridge was not in the meeting room at this time and unable to respond. The Secretariat will follow up with Cambridge to explore this idea further.

Agenda 5.3 Regional Perspectives on Global Security research project.

The project has continued to develop without IARU central funding. The project has been successful in securing external funding. Several of the workshops have published papers.

The IARU Chair invited NUS to respond to the Project Executive Committee's request for NUS funding for an upcoming workshop. Lily Kong (NUS) explained that the group could apply for funding via the same application process open to all NUS funding proposals.

Agenda 5.4 Ageing, Longevity and Health research project

Copenhagen's leadership and generous financial contributions to this project were acknowledged. John E. Andersen (Copenhagen) noted that the project is currently supported by six IARU universities, and it was anticipated that more would join the project within the next 18 months.

Agenda 5.5 Demonstrative Project on Sustainable Cities

ANU highlighted that as a direct result of collaboration on this project, Dr Rob Dyball (ANU) was invited to teach into Copenhagen's GSP course, Sustainability in Rural-Urban Regions: The Rural Landscape in a Globalized World.

A Synthesis Report is scheduled to be tabled at next year's Presidents' Meeting.

NUS will host the next workshop in November where the group will look beyond the demonstrative phase of this project.

Agenda 5.6 Culture & Citizenship: Towards a New Civic Pluralism Workshop

ANU reported that preparations for this workshop (2-3 November 2009 in Copenhagen) were proceeding well.

In a more general discussion, Senior Officers discussed the issue of academics/workshop organizers advising academics at partner institutions that they should approach their international offices for funding. This was a problem given some offices do not have funding available. It was acknowledged each institution has its own funding arrangements for participation in IARU activities. The Secretariat was asked to remind workshop organisers that participants were to confirm their own university's funding policy.

Agenda 6. Follow up from the 2009 Presidents' meeting

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

Senior Officers reported that colleagues found the workshop in April to be thought provoking and useful. Phil Clare (who represented Oxford at the April workshop) commented the IARU was a small enough group to have intimate and frank conversations.

Cambridge welcomed new involvement in the leadership of the program. Oxford offered to co-lead this project with Cambridge, with a view to progressing three action points. These are:

- Development of an enhanced interest group
- Development of a Good Practice Guide
- Making information available on the website

ANU, Copenhagen, Berkeley and ETH Zurich noted a high level of interest in this project, and committed to identifying individuals who would support Oxford and Cambridge.

Agenda 6.2 Academic Entrepreneurship and Spin-off Incubation

The IARU Chair agreed to a suggestion that both the Industrial Innovation project and the proposal for Academic Entrepreneurship be brought under one umbrella.

Senior Officers agreed that further work needed to be done to clarify the aims of this workshop and to ensure the outcomes would be of interest to the specialists likely to be involved; the project might be more valuable as a benchmarking exercise.

It was agreed that the Secretariat will seek feedback from IARU partners as to who is interested in this project and what areas of the topic they would like to see included. The collection point for this information would be Lily Chan (NUS) who would then arrange a virtual discussion with the experts and then reshape the program, or terminate the project if there was insufficient interest.

Agenda 6.3 Women and Men in Globalising Universities Benchmarking

Senior Officers agreed to restart this project with a clear focus on benchmarking and information sharing as key objectives. Copenhagen, ETH Zurich, University of Tokyo, NUS and Cambridge indicated a strong interest in being involved. Oxford expressed an interest in being involved, subject to the approval of the Pro Vice Chancellor for Personnel and Equality.

Cambridge offered to take the lead in this project with assistance from Felicity Cooke (Oxford), noting that work would commence no earlier than January 2010, once Kate's commitments as Pro-Vice Chancellor end.

It was agreed that first steps would likely include the development of a framework for benchmarking, and that the focus for moving forward would not necessarily involve the convening of a workshop, but rather the launch of a coordinated approach to institutional research. It was recommended the funding approved for workshop-related activity be redirected to support this initiative.

Agenda 6.4 Career Development Professionals Network

While some saw value in the proposal, others noted that the proposal did not strictly address the reciprocal access issue.

The view of the meeting was that a guide should be developed but that it be web-based (not hardcopy) and open access (not restricted)

There was a discussion about whether the guide should be high-level (to ensure changes in aspects like immigration law did not render the guide out of date in a short space of time) or more detailed (to be of more practical benefit). The former approach was preferred with each university asked to provide 2-3 pages (or whatever a template might suggest is appropriate) on the key aspects about getting a job at a partner institution/ country. ANU was asked to circulate its proposed template to the other partners to use as a guide to the information to be provided. The Secretariat was asked to assist with the coordination.

Senior Officers agreed that the Careers Professionals Network should continue to explore ways to provide reciprocal access to respective careers services (whether physically or virtually); suggesting that reciprocal access need not encompass all aspects of career services, but may focus on providing IARU partners access to special events or specific services offered by a careers office.

Tracey Wells from Oxford sat in on the discussion of this agenda item and spoke in support of the proposal.

Agenda 7. IARU partner initiative sharing

Agenda 7.1 Integrated Services – Benchmarking HR and Corporate Services Performance Data

Senior Officers agreed the workshop should proceed as proposed and supported the funding request.

The meeting agreed that the workshop should be focused on developing the scope of project (ie. What areas will be benchmarked and how will this be performed?) Yale, NUS, Copenhagen and ANU expressed their interest in participating. ETH Zurich and Berkeley will consult with Cambridge to discuss the project further before making a commitment to participate.

Agenda 7.2 Alumni Associations Summit

Yale acknowledged that a proposal for this event was not flagged at the Presidents' Meeting. As such, central funding has not been sought for the Summit, rather participants have been asked to pay a registration fee. The event was also subsidised by Yale.

The Summit was organised in response to the successful alumni leadership programs held at ANU and Today. The aim was to bring Alumni directors together to share experiences and successful models in this area.

Yale's understanding was representatives from 7 IARU institutions attended the summit in New Haven. It is anticipated that the group will report back to Senior Officers if "next steps" had been identified.

Agenda 7.3 Summer Internships Pilot Program

Four IARU Summer Internships were advertised in 2009, one through Oxford, and three through NUS. Of these, only one internship was able to take place; a museum placement at NUS. This internship involved a student from UC Berkeley, and feedback from the student and staff was very positive.

Oxford and NUS expressed strong interest in providing internship opportunities in 2010, and hoped that a longer lead time on promotion would generate a greater number of applicants. A revised timeframe was outlined in the meeting papers.

The Senior Officers agreed all members would support the internship program by identifying possible internship opportunities at their own universities for the 2010 IARU Summer Internship Program; and regardless of their ability to offer internship opportunities the program would be actively promoted to their students.

Confirmation of internship positions to be forwarded to the Secretariat by 15 December 2009.

Agenda 7.4 & 7.5 Staff Exchange and Sabbaticals

Senior Officers were interested to hear about Oxford and ANU's experience, which highlighted many benefits. There were also a number of challenges and both institutions identified the need to be more strategic when considering exchange opportunities for staff.

The meeting agreed that formalisation of a staff exchange program was not required at this stage, however the IARU website should employ stronger wording to encourage staff to pursue spending time at an IARU partner on exchange or through a non-reciprocal visit.

ETH Zurich discussed their Staff Sabbatical program which had been developed to encourage both academic and non-academic staff to spend time at another institution. NUS also noted that they have a similar sabbatical scheme for high performing administrative staff.

Senior Officers agreed to look at whether their own institutions were able to receive staff from IARU institutions; and also identify individuals that would benefit from such an experience.

Agenda 7.6 COP15 IARU Student Program

Copenhagen clarified the program was designed for IARU students who would already be in Copenhagen for the COP15 United Nations Climate Change Congress.

Yale noted a non-IARU initiative for students visiting Copenhagen during the COP15 Congress period to share projects and ideas related to environmental sustainability. Yale will forward further information about this forum to the Secretariat for circulation to partners.

Agenda 7.7 IARU Mentoring Program

ANU noted that the online mentoring system included as part of this proposal is scheduled to be implemented at ANU over the coming months. Senior Officers asked ANU to share their experience of the program once it was implemented locally, before IARU members considered becoming involved.

Agenda 8. General brainstorm/open discussion session

The Senior Officers discussed: 1) Innovative travel tracking, 2) Non-traditional ways to get students abroad, 3) Understanding and supporting international academic staff, and 4) Developments in the Middle East.

A summary of discussions has been prepared attached as appendix 1 to these outcomes.

Agenda 9. 2010 IARU Meetings

The Secretariat advised that PKU will circulate information to Senior Officers regarding the half day roundtable session with Ministry Officials, scheduled for the afternoon of the second day of the Presidents' Meeting (14 April 2010).

The 2010 Meeting of Senior Officers will be hosted by ETH Zurich from 18-19 October.

Agenda 10. Finance Update

The financial reports were noted. The group agreed the accounts were carrying forward too high an amount of cash (uncommitted funds).

The Senior Officers requested the IARU Chair make the following recommendation to the Presidents for immediate approval:

- The annual membership subscription should remain at USD20, 000.
- Up to USD 15 000 funding be provided for the proposed Agenda 7.1 Integrated Services – Benchmarking HR and Corporate Services Performance Data Workshop
- USD 100, 000 from central IARU funds made available for partners specifically for travel funds for GSP students (funding proposed USD 10 000 per IARU partner). This could be implemented through a one-year reduction of membership fees from \$20,000 to \$10,000, with the obligation for partners to invest another \$10,000 in GSP grants. Alternatively, no change is made to the membership fee and each university is provided with a payment \$10,000 to support GSP scholarships at their institution. Senior Officers suggested that universities nominate which method suits their circumstances.

Members recommended the following for consideration at the 2010 Presidents Meeting:

- Funding be made available for Website development for www.iaruni.org (Secretariat will develop a cost model in preparation for the 2010 Presidents' Meeting)

APPENDIX 1

Agenda 8. General brainstorm and open discussion

Innovative travel tracking

ANU noted that such events as the H1N1 outbreak and natural disasters in South-East Asia had highlighted the need for ANU to be able to locate staff abroad. ANU sought advice and comments from colleagues about their travel tracking experience.

Senior Officers agreed that this was a difficult problem at their universities. No institution was able to share a system/process by which all travel by staff had been successfully captured.

Yale advised they had had some success tracking movement of staff via a centralised booking system (payment and reservations for flights and hotels). It was noted, however, that while most staff arranged their domestic travel through this system, international travel tended to be organised through independent agents as they offered more competitive fares/rates.

Yale also advised staff were encouraged to report their whereabouts to be eligible for the university's travel insurance. Cambridge shared that their system took 3.5 years from implementation to a stage where they are effectively tracking their staff.

NUS advised their priority was the whereabouts of its students, as they are responsible for them even while abroad on such programs as student exchange.

Non-traditional ways to get students abroad

Yale noted students' reluctance to participate in semester-long exchange programs at foreign universities. The feedback received from Yale students is they believe they are foregoing valuable time at their own university, and hence, short summer programs that do not interrupt their regular academic schedule are more attractive.

Oxford noted that as they do not operate on an accumulated credit system, there is no way of offering equivalent credit transfer between institutions.

Cambridge shared their experience of an exchange program with MIT. Feedback from students suggested high performing students from MIT saw the exchange as a risk to maintaining a good GPA. Due to the difference in systems, Cambridge students are able to participate in the exchange without concern for maintaining their GPA.

Todai commented that the attractiveness of summer schools represents a good opportunity for IARU to continue to develop the Global Summer Program and respond to demand in this area.

NUS advised their joint minor programs had been successful, mainly because students receive additional certification for the joint minor, on top of their degree.

Understanding and supporting international academic staff

Oxford sought advice on how other IARU partners handle the employment of international faculty at their institutions.

Oxford identified a need for universities to provide a comprehensive orientation – for both newcomers and their families - that would include advice about institutional norms and traditions and addressing personal needs such as residence, career options for spouse and schools for children.

There was some interest in analysing the profiles of international faculty including countries of origin, research fields and career paths (i.e. which academic level), to identify if there are any gaps in their hiring, as well as be better informed when interviewing international applicants.

Senior Officers also discussed the responsibility of faculty retention and the support of high-level needs of our talented international faculty. It was suggested that this could possibly fall under the responsibilities of the respective heads of department and deans.

ETH Zurich noted that 30 – 40% of their faculty are international, and were willing to provide further information about their employment practices to interested partners.

NUS advised they have developed a guidebook for new staff that contains essential information for newcomers.

Yale provided the example of a volunteer group run by the Hall Masters' wives to help orientate new staff and their families.

Developments in the Middle East

Senior Officers were interested in finding out more about each others' international strategy in the Middle East. Key benefits of Middle East engagement were identified as:

- Potential funding;
- Furthering international reach;
- Furthering regional-specific research:

IARU's interest is not in capacity building. Most partners shared that their international strategy is focused on the Asia region, and in particular China and India.