



Confirmed Outcomes of the IARU Senior Officers' Meeting ETH Zurich, 18 & 19 October 2010

Agenda 1.0: Internationalization Strategies – Opportunities & Challenges

Prof Li Xiaoming (Beida) gave a presentation on the challenges and opportunities in China's higher education sector. He shared that the Chinese government had launched the Science and Technology Development plan (2006-2010) 5 years ago focusing on talent development. Last year, the government launched a program to develop the top 9 Chinese universities into world-class universities. The focus over the next 10 years will be on quality improvements. Prof Li, who is a committee member of the 985 and 211 education projects by China, also spoke about the [UCLA-PKU JRI](#) (Joint Research Institute in Science and Engineering) that was set up in 2009. JRI has over 40 faculty members from each institution, and more than 100 co-authored publications which makes it one of the most successful collaborations for Beida.

Following Prof Li's presentation, several Senior Officers shared their universities' collaborations, engagements and experiences with China. Prof Ewan McKendrick (Oxford) opined that China was difficult to navigate because of its vastness – a view shared by several others. He added that a good way to start one's internationalization strategy was to map existing collaborations and this might reveal where gaps and opportunities exist.

The meeting concluded that this topic would be of interest to IARU Presidents and agreed that a team comprising Beida, Copenhagen, ETH Zurich and Oxford will prepare a discussion paper to be tabled at next year's Presidents' Meeting. The Secretariat will provide the necessary assistance to this group in the preparation of this paper. It was suggested that the report cover the following topics:

- China's long term goals/desired outcomes and approaches to higher education
- Understanding China's and partner universities' motivations in terms of:
 - Student relationships;
 - Research relationships; and
 - Institutional relationships.
- What are the opportunities in China?
- What are the challenges of collaborations with Chinese institutions?

Senior Officers agreed to compile a list of existing collaborations and engagements that their respective universities have with China to be included as an annex to this paper.

At the 2010 IARU Presidents' Meeting at Beida, President Zhou Qifeng invited the Alliance to set up an IARU Centre or Laboratory at Beida. Senior Officers discussed the potential benefits and challenges of setting up the Centre. Exchange students, post-doctoral students and faculty members going to Beida could be served through this Centre. However, a clearer definition of purpose, scope (general or by subject area) and how it value-adds to the Alliance needs to be articulated. A detailed proposal is required to pursue the setting up of the Centre.

The IARU Centre can be built around areas of natural convergences, e.g. where collaborative research is already being done.

Session 2.1.1 Sustainable Campus Program and 2.1.2 Sustainability Fellowships

The Sustainability Officers had a successful meeting at NUS last February, reporting on individual CO₂ targets, key projects and sustainability fellows. These results were reported in the 2010 Presidents' Meeting. Sustainability Officers will meet again in March 2011 at Yale University.

Senior Officers requested the Sustainability Officers to look into the following:

- To provide an update at the 2011 Presidents' Meeting on the achievements towards the sustainability targets
- Demonstrate leadership in the area of Sustainability beyond IARU institutions:
 - by making the case studies and resources (e.g. How-To-Guide) more visible and readily accessible on the IARU website - e.g. searchable by keywords.
 - through publications and op-ed pieces

If additional resources are needed to achieve this, the Sustainability Officers should prepare a request as part of their report at the next Presidents' Meeting

- To develop an IARU Sustainability communications strategy or proposal
- To report on the web-traffic of people visiting the Sustainability pages
- To consider developing more e-learning modules on Sustainability (please also see the Transforming Power of Global Education workshop outcomes)
- Beyond carbon emissions, can IARU set another sustainability target, e.g. reduction in water usage? Members agreed that Sustainability officers could each identify the key issues on their respective campuses so that an area of convergent interest could be considered as the next sustainability target.

As Sustainability is a critical issue for many universities, the Sustainability Officers need to be aware of the increasing number of organizations working on this and strategically position IARU's sustainability achievements. For example, to avoid duplicating work with the International Sustainable Campus Network (where 7 IARU institutions are members), IARU could perhaps benchmark itself against global campus sustainability rankings to provide distinctiveness and a sense of metrics which will add credibility to the good work the group is doing.

Two projects from Sustainability Fellows were highlighted – the How-To-Guide and a sustainability audit into Bruce Hall's sustainability in catering and food production. Fellowship case studies will be available on the website in 2011.

2.1.3 Demonstrative Project on Sustainable Cities

ANU and Todai reported that the group is working on producing write-ups of their research to be shared on the website. The meeting noted the update.

2.2. Value of Research Intensive Universities

Prof Barry Halliwell (NUS) highlighted the importance of this subject given the tight government funding that many member universities are facing currently. He reported that the workshop would be conducted immediately after the meeting on 19 – 20 October in ETH Zurich. A discussion paper which summarizes the findings from the workshop will be tabled for discussion at next year's Presidents' Meeting.

2.3.1 Transforming Power of Global Education

The workshop was held on 12 – 13 August at NUS with participation from 9 IARU institutions. The notion of global education was discussed. Two groups of academics are working on the possibility of launching two co-taught pilot modules, using technology to share resources and to bring students into discussion across institutions. There is a possibility of courses being piloted in January or August 2011 by the two groups of faculty from various IARU institutions.

The proposed course topics on Biomedicine & Society (NUS, Copenhagen and Yale) and Climate Change/Environmental Sustainability (NUS, Copenhagen, Todai and ANU) will run individually at home institutions, with a few sessions via web or video conference. Web materials produced for the modules can be used as a resource by other member institutions. Prof McKendrick advised that the group may also request the use of learning resources (e.g. podcast lectures) from the James Martin School. Partners who would like to participate in these co-taught modules can indicate their interest to the Secretariat who will help link them to the initiative leads.

The group will also examine the suggestion from Yale about the possibility of a computer based learning initiative (e.g. [the Open Learning Initiative by Carnegie Mellon](#)) to measure students' learning competencies and challenges.

2.3.2 Global Summer Program (GSP)

The GSP Working Committee met on 13 – 14 September at Cambridge. All institutions offered a total of 16 courses which attracted a total of 1065 applications, with 295 students eventually participating. Senior Officers added that they have received very good feedback from their students and lecturers, and will continue to support the GSP.

The Committee reviewed the program, discussed GSP principles, operational issues, and the GSP survey, and considered recommendations from the Presidents. The Committee's recommendation is that GSP should consolidate to strengthen its brand name and keep to its primary focus of catering to undergraduates instead of expanding to include graduate level and research type courses. The meeting noted Copenhagen's preference to conduct graduate level courses and agreed that GSP courses can admit graduate level students where appropriate.

The recommendations of the 2010 GSP Working Committee Meeting were accepted. In particular, Senior Officers agreed to support a grant of USD75,000 from central IARU funds (each member institution will receive USD7,500) to support the 2011 GSP. This recommendation will be put to the Presidents for approval via email circulation. Partners were encouraged to source additional and sustainable financial support for the GSP as IARU central funding was limited.

2.3.3 Global Internship Program (GIP)

The meeting agreed with the GSP Working Committee's recommendation that internships will proceed on an ad-hoc basis. Institutions that are ready to offer internships (whether on a bilateral or multilateral basis) can submit their offers to the Secretariat for publicity to the IARU network. The meeting also decided that there was no need to form a group to establish the goals and principles of the GIP at this juncture.

ETH Zurich shared that they are studying the possibility of opening up their undergraduate research opportunities program (SiROP), which is student-led, to IARU partners in 2011.

Note to all: Partners can offer internships for any date, duration and at the graduate or undergraduate level.

2.3.4 UniLead (new proposal)

UniLead is a short course aimed at providing high-performing PhD students with a glimpse of administrative leadership in research-intensive universities. The program begins in November 2010, and is not part of a PhD program. Dr John Andersen (Copenhagen) shared that a similar course, UniGo, was conducted in 2009 between Copenhagen and ANU. Those who attended gave positive feedback about the course. There was concern that PhD students were only focused on achieving academic success and their research, and not considering a career in administrative leadership. While some were critical about this idea, Senior Officers concluded that it might be advantageous to give high-performing PhD students early exposure to sow the seeds of interest in administrative leadership in a university. A number of the Senior Officers indicated interest in sending students on this program.

2.3.5 Islam and Muslims in the Modern World (proposal)

Copenhagen introduced a semester-long Masterclass in 2008 (co-taught with NUS) and will be conducting the Masterclass again from February to May 2011 (co-taught with the University of Leiden). Student recruitment is still ongoing for IARU institutions and more information can be found on <http://internationalmasterclass.tors.ku.dk/>.

Senior Officers noted that the selection of the topic of the initial IARU Masterclass could attract adverse comment from some interest groups. Copenhagen will work directly with the respective partners to publicise this course.

2.3.6 Multidisciplinary Tournament

ANU shared that they were exploring the possibility of launching a student-initiated project with NUS as a pilot, with the aim to enhance cross-cultural, multi-disciplinary exchanges between IARU students. It will seek endorsement and IARU branding after the completion of its pilot phase, if it proves successful.

A possible model for the tournament is to simulate a grant call process for multidisciplinary projects, which will be vetted by faculty. It is likely that the tournament will be based online. The meeting noted this information item.

2.4.1 Ageing, Longevity and Health

The 2nd IARU Congress on Ageing, Longevity and Health was held on 5 – 8 October 2010. Senior Officers offered their congratulations to Copenhagen on the completion of yet another successful IARU Congress, their continued ability to attract funding and the new IARU sculpture. The Health Minister of Denmark delivered a keynote address and the Congress attracted significant media attention. The meeting noted this update.



Picture: The Ageing, Longevity and Health Sculpture

2.4.2 Regional Perspectives on Global Security

The meeting noted the group's success in securing grants from the MacArthur Foundation, and the financial support from ANU and Todayi. What started as an IARU initiative has now gained momentum and is able to take off and pursue directions and partners outside of the Alliance to secure more funding for the project. The challenge to attract new and younger scholars into this project remains.

2.5.1 HR and Benchmarking Workshop

Project lead Mr Indi Seehra (Cambridge) reported on the 5 May workshop with participation from 6 IARU institutions. The aim was to benchmark university functions, namely HR, Finance and IT. As a pilot, the group will be focusing on 2 areas – HR and Finance. Dr Urs Hugentobler (ETH Zurich) has prepared a template of around 30 questions for each category, which will be refined then circulated to the participants by the Secretariat.

Senior Officers were concerned if there was too much variation in the comparative data, but they were assured that there were more similarities than differences, and the participants were confident that there was value in knowing the reasons for the differences. Adopting the “scoping and scanning” approach, each IARU institution can further examine specific areas, and this is especially useful when there are changes in the way our institutions operate. Prof McKendrick mentioned that it was helpful for counterparts in similar functions in IARU institutions to be able to speak with each other and this was possible because of the trust that has been built up since the Alliance's inception. The information will be collated centrally by Cambridge, presented anonymously, and institutions which find commonalities in data presented can approach one another for a more detailed analysis. The HR group will present their findings and analysis at the next Senior Officers' meeting. The meeting requested a project overview and status update at the next Presidents' Meeting to keep the IARU Presidents apprised.

2.5.2 Alumni Association Summit

Cambridge organized the second Alumni Summit from 12 – 16 October. 8 IARU institutions participated in the Summit. Senior Officers agreed that there was value for the group to meet, and encouraged the network of Alumni Officers to build upon the rapport and relationships developed over the last two summits using the virtual meeting tool now available on the IARU website.

2.5.3 Industrial Innovation

A workshop on Open Innovation, Entrepreneurship and Incubation will be held on 18 – 19 April 2011 at NUS, led by Prof Mike Gregory (Cambridge) and Prof Wong Poh Kam (NUS). Details will be forwarded to Senior Officers for input, as well as to invite participants to the workshop. The meeting noted this update.

2.5.4 Open Access Publishing

The January 2010 workshop was a success and the Presidents have been updated. All documentation is available on the [IARU website](#). The group was encouraged to consult fellow members whenever they have issues on Open Access. The Chair encouraged those who have yet to identify their Open Access liaison officer to do so and send their nominations to ETH Zurich.

2.5.5 Career Development Professionals Network

ANU's Career Development group followed up on the career guide by providing a template. Partners opined that there was ready information available online and developing such a guide was duplicating existing material. The meeting agreed that the information for the guide is voluntary. ETH Zurich proposed having a page on the IARU website where all institutions could link their respective information from their institution's career websites.

The Senior Officers thanked the Careers group for their good work in developing the template for this guide and agreed to bring this initiative to a close.

2.5.6 Women and Men in Globalizing Universities

Prof Kate Pretty (Cambridge) and Ms Felicity Cooke (Oxford) were acknowledged for their contributions to this project. Due to Prof Pretty's commitments and Ms Cooke's retirement, Cambridge has indicated that they are unable to continue with this project.

Today, Berkeley, Beida, ETH Zurich, Copenhagen and Oxford highlighted the importance of gender issues and relations in their institutions. Institutions with designated equal opportunity officers would be interested in the findings from a study or benchmarking exercise. The meeting agreed that this topic remains meaningful and that a fresh project should be launched.

Today indicated their interest in this. Berkeley may have an academic who might be interested in collaborating in this project. If there is sufficient interest among member universities to form a team, the new project will reopen as a benchmarking exercise. The group will need to define the areas it would like to research, possibly with a focus on women in research and senior level administration.

2.5.7 Leadership Best Practice Workshop (new proposal)

Mr Neils Wendelboe (Copenhagen) presented a proposal for a one-day leadership workshop for officers overseeing the management of talent and leadership renewal at their universities. These could be Provosts or HR Directors, who respectively look into the leadership development of academic and administrative staff at all levels.

The desired outcome is to understand the leadership development processes, best practices and challenges at each institution. Senior Officers acknowledged that there are professional leadership courses, however, this is a targeted workshop for university leadership development. It is also an opportunity for people overseeing leadership development in IARU universities to meet and network.

Other topics proposed are to explore institutional strategies for charting career paths, leadership renewal, budget cuts, and other critical issues faced by HR heads. Mr Wendelboe and Mr Seehra will develop a program, run the workshop and report back to the Senior Officers in October 2011. Copenhagen offered to host and fund the workshop (delegates will fund their own travel and accommodation).

2.5.8 “meta” Mentoring Program

Mr Darren Brown (ANU) shared and extended the use of ANU’s online mentoring program called “meta”. Both mentors and mentees can sign up to the system to access a mentor matching database (not necessarily one-on-one) and participate in discussions between people in similar job functions. About 100 people from ANU are currently involved in this 2-month old initiative. Interested partners can get in touch with the ANU Career Development Branch to find out more. The meeting noted this information item.

3.1 Financial Report

Mr Bernard Toh (IARU Secretariat) presented the financial report for the period 1 April 2010 to 31 December 2010. ETH Zurich requested for a full year’s financials to be presented. The reason for the reporting period for this financial statement is because the new Secretariat took over on 1 April 2010. The Secretariat agreed that all subsequent financial reports will cover the full financial year, i.e. January – December.

Prof Pradeep Chhibber (Berkeley) noted that there were outstanding reimbursements dating back to 2007. He enquired if there was a deadline for partners to make claims. The Secretariat will liaise with the relevant partners to resolve outstanding claims.

The meeting noted the financial report.

3.2 New Membership in IARU

The issue of whether to expand membership was last discussed at the 2009 IARU Presidents’ Meeting, during which it was agreed that the issue would be revisited again in two years (2011 Presidents’ meeting). Senior Officers were invited to reflect on this issue and to make their recommendation to the Presidents. The general consensus was that IARU should be kept as it is

for the time being. In the longer term, it was acknowledged that there might be value to admit members, particularly from India and Latin America. It was agreed that the admission of new members must add value to the Alliance and not just be an exercise to be inclusive.

This topic will be tabled as an agenda item at the 2011 Presidents' Meeting with the Senior Officers' recommendation.

3.3 Virtual meeting update

Mr Toh updated the meeting that a virtual meeting system (WebEx software by Cisco), has been installed. Members from the GSP Working Committee who have tried the system found it interactive, fairly easy to use and more effective than a conference call as participants were able to see each other and work on documents collaboratively.

Senior Officers agreed that the virtual meeting system was a good tool to enable the various networks to continue their engagements after first meeting in person. There was a suggestion to give the virtual meeting system a "user-friendly" name to help promote its use.

The Secretariat will upload the virtual meeting instructions online. Senior Officers were requested to encourage their colleagues and initiative leads to use the virtual meeting system.

3.4 IARU Chair Nomination and Election Process

Senior Officers agreed with the need for an election and chair nomination process. The proposed process is for Presidents to send their votes to the former IARU chair, Professor Ian Chubb, President of ANU. The current Chair is eligible for renewal. The IARU Chair will be elected based on the number of votes (one vote for each President). In the case of a tie, Presidents will vote again. The Secretariat will prompt all IARU Presidents in early 2011 to advise them to send their nominations to Professor Ian Chubb.

Each IARU Chair term is 2 years and is renewable. It is proposed that the Secretariat has a 4-year term, inclusive of a 1-year understudy and overlap with the new Chair's term for continuity and a smooth transition. This will be raised at the next Presidents' Meeting for approval.

3.5 2011 IARU Meetings

Presidents' Meeting: The 2011 Presidents' Meeting was originally scheduled on 5-6 April 2011 (Copenhagen). Due to the UN Global Colloquium of University Presidents (organized by the UN Secretary General) on 4-5 April – at which a number of IARU Presidents would be present, it was agreed that the 2011 Presidents' Meeting would be held on 6-7 April at the Yale Club in New York City. The meeting will start on the morning of 6 April and conclude before lunch on 7 April. The University of Copenhagen agreed to host the 2012 Presidents' Meeting in Denmark.

Senior Officers' Meeting: The 2011 Senior Officers' Meeting will be hosted by the Australian National University on 24 – 25 October. The meeting will commence on the morning of 24 October and conclude before lunch on 25 October.