



Confirmed Outcomes of the IARU Senior Officers' Meeting The Australian National University, 24 & 25 October 2011

Introduction & Welcome

President Tan Chorh Chuan (NUS & IARU Chair) and President Ian Young (ANU) welcomed all participants to the meeting, especially those attending for the first time. President Tan emphasised the importance of building upon the key initiatives that have been developed over the last few years. He encouraged all participants to be candid when approaching the review of current IARU's initiatives and to propose new ideas and programs. The Chair also welcomed suggestions for the Presidents' Meeting in Copenhagen next year.

1.0 Future of Work/Careers and the Impact on Higher Education

Setting the context for this discussion, the Chair explained that it would be useful to think about how university education might need to be reshaped and adjusted to best equip graduates from our universities to meet the challenges and changes of the workplace in the future. The key issue confronting universities is how to prepare graduates for the workplace where many are likely to change positions and industries with higher frequency.

Ms Caroline Smith (Skills Australia) gave a presentation on how the Australian government uses scenario planning, namely: 1) The Long Boom, 2) Cycle Lives On (economic downturn then recovery), 3) Trade Shock, and 4) Multiple Shocks/Risky World, to forecast and develop its future workforce needs. The forecasted outcome of each scenario helped determine what work opportunities and/or challenges might arise. Factors such as climate change, technological innovations, and globalization will impact and change the nature of work. Ms Smith shared that by 2025, even in the low growth scenario, Australia's needs would not be sufficiently matched by the number of graduates from its local universities and studies had to take into account this projected shortfall. She suggested that universities should prepare about 20% of its graduates in specialist careers where there would always be demand, such as in medicine and engineering, but for the rest (80%), there should be a fair amount of flexibility in their skill sets.

Participants shared their views on this topic from a local and global perspective:

- Prof Peter Pang (NUS) commented that China and India are increasing their numbers of knowledge workers, with about 10 million graduates combined last year. According to a report published by the Chinese National Development and Reform Commission (NDRC), unemployment among new graduates appeared to be a challenge in 2006 (the Chinese Ministry of Education's figure for graduate unemployment rate for 2010 is 25%). Employers from these countries have commented that there is a significant skills mismatch. Prof Li Xiaoming (Beida) responded that China's 8% annual growth demands people with higher

education, so it is not necessarily the case that its universities are over-producing graduates, particularly as only about 24% of Chinese youths have higher education qualifications. There are also factors such as a high cost of living and the unwillingness of employers to train fresh graduates, adding greater challenges.

- The Chair commented that in Singapore, the manufacturing industry often expects “plug-and-play” engineers. However, training graduates with highly specialized skills was not good for their long-term growth and employability, and it was risky training for a specific industry as displacement would result if that industry became obsolete or re-located elsewhere.
- Prof Kiichi Fujiwara (Todai) shared that despite measures taken by Japanese universities and its Ministry of Education, there was an alarming rate of rising unemployment and the job market was not responding.
- Ms Smith advised that universities should also take into account migration factors – either seeing more skilled graduates coming to or leaving a country. Mr Harry Kreisler (Berkeley) spoke about the movement of skills, rather than of people themselves, as the Internet was enabling people to work virtually.
- Dr Margrit Leuthold (ETH Zurich) shared that 95% of graduates in Switzerland secured jobs within six months of graduation and attributed this to their strong vocational training system. Switzerland still faces a shortage of engineers and other labor forces. Its two technical universities and the level of government funding for the purpose of training more graduates was insufficient. Political forces also affect workforce planning, especially for the long run and it was uncertain if the party would get re-elected. Furthermore, in Switzerland and Germany, employment and termination of a contract was a difficult process compared to Asia. This creates greater difficulty for hiring fresh graduates.
- A perspective offered by Mr Loren Griffith (Oxford) is that workforce and employment should not be a university’s primary concern. It should, rather, remain a responsibility of the government. A university’s foremost role is that of imparting knowledge, which is more enduring than trends of where the workforce is headed.

2.0 Grand Challenges

2.1 Sustainable Campus Initiative & Sustainability Fellowships

Mr Bart Meehan (ANU) informed the meeting that he will be retiring from ANU at the end of 2011. He introduced the new team members from ANU: Mr Wayne Ford (lead), Mr John Sullivan and Ms Su-Ann Wilder (not present). Ms Julie Newman (Yale) and Mr Dominik Brem (ETH Zurich) would take the lead on Sustainability Fellowships and website updates, respectively. Today, ETH Zurich and Copenhagen placed on record their appreciation and confidence on the successful efforts of the group, and Mr Meehan’s leadership of this initiative.

Nine members have sent nominations or indicated their interest to participate in next year’s Sustainability Fellowship, with a response pending from Beida. The third Sustainability Officers’ Meeting will be held at ANU in March 2012. Mr Ford was requested to submit a proposal detailing the purpose and intended outcomes for future meetings at the 2012 Presidents’ Meeting for consideration, if there was a plan for such future meetings.

Mr Meehan presented the sustainability materials available on the website, including updates on case studies, the Toolkit and the How-To Guide. The team was also looking into the development of online modules and an education package. An intern would be engaged and Mr Meehan was planning to have a complete Sustainability section on the IARU website updated before the next Presidents' Meeting. For the educational package, the group decided to do video-conferencing as the cost of webinars was too high. A key challenge of video-conferencing was coping with the different time zones. The team would be looking into making an online recording available, with Japanese and Chinese translations.

Ms Sophie Christoe, currently an ANU Masters student who interned at Yale spoke about her experience as a Sustainability Fellow in 2009. Ms Christoe has continued working on a green checklist for running events on campus, which included waste management, started by another Sustainability Fellow the year before.

Mr Meehan commented that it was important to create greater awareness for IARU's Sustainability efforts through soft marketing and opportunities such as peer reviews, book chapters and presenting at conferences. The meeting resurfaced the idea of having an IARU Sustainability Conference to be held at the end of 2012 or in 2013. This would be a good way for the Alliance to demonstrate thought leadership and value for the university sector, and not just for IARU members. The conference also has the opportunity to appeal to a wide audience, including learning from other universities from the same climatic regions. The conference program will be a combination of campus sustainability implementation, education and research. The Chair also suggested drawing more case studies from the participants at this conference to supplement the website repository that was being developed. Mr Griffith asked if the group would consider exclusive invitations for each partner to invite universities or business partners from their network, as a way to increase goodwill within their own circles. Partners emphasized that such a conference would have to be unique, as there were many generic sustainability conferences. Dr John E. Andersen (Copenhagen) offered to share experiences from its IARU Sustainability Congress, which was held in conjunction with the COP-15 meeting in 2009.

Other future plans include water consumption, ICT emissions, as well as how implementation affects people and mindsets. For the 2012 Presidents' Meeting, Mr Meehan and Mr Ford were requested to develop a proposal, including identifying the location, target groups and theme for the Sustainability Conference and seek consensus from fellow Sustainability Officers. Mr Meehan was also requested to provide an overview of the movement of Sustainability Fellows/Students in the past three years (i.e. from which universities, and the types of projects), as well as a status update of each member institution's achievements against their set targets established in 2009.

2.2 Demonstrative Project on Sustainable Cities

Dr Rob Dyball gave an overview on this initiative that was a "ground roots" initiative (proof of concept) initiated by ANU, Copenhagen and Todai. The team has been able to report its findings in a number of international conferences, and has several manuscripts under review for publication and is pursuing more funding opportunities.

Plans for the future may include a conference, with a pre-conference session for graduate students to present their papers. ANU and Copenhagen are finalizing the details of a joint-masters course in food security.

Dr Dyball and Mr Meehan presented the possibility of developing a GSP course on Sustainability, which would be a project-based course where students would test the effectiveness of sustainability models at selected locations (e.g. would the Sapporo Declaration work in

Canberra?). The Chair acknowledged that this was an exciting development and asked that any developments of a GSP course be undertaken in relation to the other five sustainability themed GSP courses being offered in 2012.

3.0 IARU Center in Beijing

Prof Li Xiaoming (Beida) discussed the possibility of setting up an IARU Laboratory where interested partners could set up one or a few joint research projects including social sciences and humanities research. The Laboratory would be set up in Zhongguancun Science Park (Z-Park) in Beijing. If there is sufficient interest from IARU partners as well as its internal administration - Beida would put up a proposal paper before the Presidents' Meeting to seek partners' views on research programs they would like to conduct at this facility. Prof Li drew similarities to the CREATE (Campus for Research Excellence and Technological Enterprise) initiative in Singapore where Beida, ETH Zurich and Berkeley were involved, in partnership with NUS and other local institutions.

Prof Li added that the participation in the research center is only open to IARU members at the set-up stage. Tsinghua and ETH Zurich expressed their interest in this Laboratory. Other partners indicated support and requested more information. Partners can consider educational collaborations (however, not to the extent of a joint-degree, as there were restrictions in China).

This Laboratory supersedes the initial IARU Administrative Center proposal, although Prof Li offered that if partners were still interested (and the Laboratory was going well) Beida may consider expanding.

4.0 Research-Related Initiatives

4.1 Value of Research Intensive Universities

Prof Barry Halliwell (NUS), Dr Wang Hui (NUS) and Prof Thomas Bjornholm (Copenhagen) gave an update on this initiative. Dr Wang shared that the statement has been revised but yet to be finalized.

Next steps proposed and discussed include:

- Compile case studies from IARU partners (e.g. published reports). Cambridge, Berkeley, and Oxford already published their reports which include several cases. Tsinghua and ANU have volunteered their case studies.
- Search and research related reports and policy papers (e.g. by League of European Research Universities, National Research Council USA, UK Government White Paper and other major organizations) to compile data supporting economic and societal values. It will also attempt to identify value of education in research intensive universities.
- Identify usable metrics to measure the contribution of IARU and other peer research intensive universities to society: the outcomes of the Zurich workshop could serve as a starting point. A small group might be formed from the universities that had indicated interests, i.e. Yale, Peking, Cambridge, ETH and Oxford. Collect and analyze consultancy in IARU universities, including practice and statistics, to demonstrate the needs and value of research intensive universities.

Prof Halliwell commented that he found the ten skills listed in the Future Work Skills paper highly relevant to the initiative on Value of Research Intensive Universities. Graduates from research universities would have an exceptional level of thinking and analytical skills, including

making sense of the large body of information available. These abilities would not go out of date. An important question to pose to this debate is, “How much of a nation’s workforce should come from research universities?”

Copenhagen expressed their interest in this initiative as it is an issue of growing importance in Denmark, and would be working more closely with NUS on its development. Partners supported Prof Bjornholm’s proposal to host an IARU workshop before the Presidents’ Meeting next year on 25 April. While the Zurich workshop was for scoping, Prof Halliwell pointed out that the second workshop should have defined outcomes, such as the drafting of a formal statement. Partners suggested to involve Prof Robert Price (Berkeley) and Mr Hans Widmer (Novartis) for the 2nd workshop as their presentations at the 2010 workshop in Zurich were very informative. KU and NUS will circulate a workshop program and a concept paper by the end of the year.

4.2 Research Administrators’ Meeting (New Proposal)

Six IARU partners attended an exploratory meeting in Copenhagen on 19 – 20 June and developed a plan to meet for the next three years for the purposes of networking, sharing best practices, and how to simplify research administration processes. The Research Administrators would also discuss global funding opportunities as well as staff exchange.

Senior Officers approved US\$10,000 for the first official meeting to be held in Beida in 2012, with the provision that the Research Administrators submit the desired set of outcomes before the meeting. The group may also submit a proposal with more definitive outcomes for future meetings after they have conducted the first session. ETH Zurich, ANU, NUS, Todai and Beida expressed their support for this meeting.

5.0 Research & Institutional Joint Working

5.1 Aging, Longevity & Health

Dr Andersen presented an update. Recent activities included running its first GSP course, which received good reviews and complemented the other two GSP courses by Copenhagen. Its network iHan is attempting to secure more funding for various research initiatives, including from the 8th Framework Program of the European Union for Research, Technological Development and Demonstration Activities (FP8). Under development are new research proposals, a joint-degree in evolutionary medicine and future joint-conferences. Dr Heather Booth (ANU), who has been involved in this initiative, voiced her support for the amount of good research done. Senior Officers congratulated Copenhagen again on this successful initiative.

5.2 Best Practice in Leadership Development

Ms Carole Brown (ANU) spoke about her positive experience at Copenhagen at the first workshop on 18 April 2011. It was a good opportunity for networking, and participants would be meeting at a second workshop in Berkeley on 3-4 November (note: Senior Officers approved the funding request of US\$2,000 via email). At the second meeting, the HR leaders will focus on the development of a leadership program for Academics and Senior Administrators.

5.3 Alumni Associations Summit

Ms Priscilla Wadham (ANU) has attended all three IARU Alumni Summits, and shared that the most recent meeting continued to be a valuable experience. She said relationships have developed and strengthened over the years, allowing for candid sharing of ideas, showcasing

best practices, and revisiting discussion topics on what has worked or not since the last update. The group has decided to collaborate more frequently, including organizing combined alumni receptions. In the pipeline is a pilot “Alumni GSP”, a five-day course on Treasure Houses & Power Houses: the University’s Museums and their Role in the Future, open to IARU Alumni and to be hosted at Cambridge’s Madingley Hall. If successful, the intention is to hold such events in rotation on the various members’ campus.

The network of alumni directors was endorsed by the Chair who had attended the Summit’s closing session when it was held at NUS, as well as Copenhagen, Oxford and ETH Zurich based on the strong feedback received. Future Alumni Directors’ Summit will be hosted at the following locations: ETH Zurich (2012), Todai (2013), Copenhagen (2014), ANU (2015) Oxford (2016) and Yale (2017) on a self-funding basis (delegates would fund their travel and a host university would cover the meeting costs).

5.4 Women and Men in Globalizing Universities

Prof Fujiwara shared an update on behalf of Prof Sawako Shirahase (Todai initiative lead) Gender benchmarking has always been recognized as an issue of importance for IARU universities, and several member institutions have embarked on a study of careers of women in academic institutions. Todai was hoping to draw lessons from the upcoming workshop on 16 – 17 March, 2012 which may inform its own gender policy paper. Six institutions have signed up and the others were urged to participate. Mr Griffith said that Oxford was keen to participate and requested for more details about the workshop.

5.5 Integrated Services – Benchmarking Performance: HR Function & Corporate Services

Mr Indi Seehra (Cambridge) presented the update via teleconference. Partners referred to the collated report comparing five participating institutions’ HR and Finance data (Cambridge, ANU, Copenhagen, NUS and Yale). Participating institutions would be receiving an individualized report at the end of the year. ANU, NUS and Copenhagen found the benchmarking exercise useful. Other institutions who would like to include their data could still do so, but must submit their questionnaire responses by 15 November 2011. Oxford, ETH Zurich and Todai indicated their interest to send their responses to the questionnaire.

Mr Seehra advised that one of the learning points from this experience was that in the future shorter surveys would be developed with more succinct questions. The Chair suggested providing a glossary to clarify the terms used. It was highlighted that the information provided by IARU partners is strictly confidential and the confidentiality of the data remains a high priority.

Partners agreed that the initiative be led by Mr Seehra for continuity, rather than on a rotational basis or outsourced to an external consultant. The benefits of this initiative would become more evident over time when more areas were benchmarked. For future surveys, the Chair suggested that it would be helpful to create a “mock table” of desired parameters or units to clarify the data needed. In its long-term strategy, the survey would also be reviewed at three-year intervals to keep track of changes. As this was quite a labor-intensive process, Mr Seehra would be seeking assistance from partners through the Secretariat.

The Chair and IARU partners thanked Mr Seehra for his leadership and contributions to this project thus far. An overview or summary will be presented to the Presidents at the next meeting, along with a more concrete request for support and information or data sets needed for the next phase of this benchmarking exercise. ANU and NUS offered their support for this initiative.

6.0 Global Education Initiatives

6.1 Global Summer Program

GSP 2011 featured 19 courses with 284 participants from all IARU institutions. Presidents approved a USD\$75,000 grant in 2011, which was distributed equally to all partners. It was, again, a positive experience overall. The areas identified as needing attention includes publicity, logistics, awareness about IARU, and access to funding to enable more students to benefit from the GSP. Key issues were gleaned and discussed from the students' post-course responses and all partners have received their individual reports.

Next year, partners have proposed 19 courses for Senior Officers' consideration. Five of the submitted courses by ANU, NUS, ETH Zurich, Todai and Yale are all sustainability themed. While some were concerned that this may limit the breadth of offerings in GSP and affect application numbers received for each course, others were enthusiastic that there would be a suite of Sustainability themed offerings for students to choose from. Partners agreed that GSP should trial run the suite of Sustainability courses as they are and evaluate the outcome at the next GSP Coordinators' Meeting.

The Chair had approached Santander's Chairman Mr Emilio Botin, when the latter was in Singapore, requesting funding support for the GSP. The fund will be called the IARU-Santander Scholarship, specifically to fund student mobility. The Chair had requested a gift of US\$1 million (total) over 5 years to be distributed equally to all partners. Santander was considering this but indications were favourable. This agreement would be regarded separately from the existing agreements some partners have with Santander. The Chair sought partners' agreement to proceed, and all present agreed. Mr Bernard Toh (Secretariat) highlighted that this should be treated as a one-off and the Secretariat should not be expected to raise funds for other IARU activities.

6.2 Global Cross Disciplinary Tournament

Mr Richard Dear (ANU-NUS joint degree program student) who attended the GSP program and some peers designed the Global Cross Disciplinary Tournament (GXT) as a means to deepen their learning experience beyond GSP. This was extended to non-GSP students from ANU, as well as students from NUS' University Scholars Programme. The topic for the first tournament was the "Future of Education".

GXT students developed strong communications with fellow participants and started online discussions between ANU and NUS students before the meeting in Canberra. Joint presentations after the meeting were done virtually. After the GXT, their discussions continued on Facebook. This initiative was entirely student-led, with supervision from faculty mentor, Prof Richard Baker (ANU). Prof Baker shared his concern about continuity and how to keep the initiative going after this batch of students have graduated, as it is currently not affiliated to any student organization.

The second GXT will be held at NUS in 2012 or 2013. The topic has yet to be decided. Mr Griffith requested that organizers take into consideration a timetable that does not clash with participating institutions' academic and exam calendars. June 2012 seemed the most suitable time window, as NUS will be able to accommodate students in its new University Town residential college. Prof Baker and Prof John Richardson (NUS) will be the faculty advisors.

ETH Zurich and Beida indicated interest for their students to participate. Each participating institution may send up to six students and provide air travel support. The host institution will sponsor expenses such as accommodation and meals for the week-long workshop. Other partners may publicize the event and participate indirectly by encouraging their students to watch the symposium through webcast.

6.3 Unilead

ANU will continue this as an independent project outside the IARU. Interested partners were encouraged to contact Prof Mandy Thomas (ANU).

6.4 Global Internship Program

Ms Amelia Whitelaw (ANU) observed that GIP has been on the IARU agenda for a few years now and seems to struggle; yet the Sustainability Fellowships are growing, she commented it would be worthwhile looking at the Fellowship model for the GIP. Only NUS offered six internship opportunities this year which attracted over 70 applicants from all institutions. Next year, NUS will continue to offer internships (some on a bilateral arrangement). Partners agreed that they would look into the possibility of offering internships. Ms Zhang Ying (Beida) suggested canvassing researchers and staff who are involved in IARU activities for internship opportunities.

Ms Denise Chua (NUS) shared how NUS manages the GIP:

- Internships may be in research labs, administration or industry, although NUS has yet to offer industry internships
- Internships can be held anytime in the year, but for ease of scheduling and convenience (as student accommodation will be available) it is best held during Summer
- NUS provides for the interns' accommodation and a modest allowance. The cost of air travel is borne by the intern or the sending university
- Selection of interns was done directly by the hosting faculty or department. Interviews were conducted on Skype or through a phone call. If none were found suitable, the hosting unit could decide not to take in any interns.

6.5 Graduate Student Conference

Prof Pang shared details about the Graduate Student Conference, which will be held at NUS on 28-29 June 2012, and will be linked to NUS' Global Asia Institute (GAI) Signature Conference. GAI is a major NUS initiative with the mission of conducting integrative studies on topics that are pivotal to Asia's future through a holistic approach. The Institute aims to provide in-depth insights to shape the nature of 21st Century Asia. The GAI Signature Conference will focus on six themes, namely, Aging, Asian Cities, Health, Life Cycle Financing, System Dynamics, and Comparative Asian Studies. Two graduate students will be invited from each institution. The Graduate Student Conference will incorporate seminars and discussion sessions to facilitate possible collaboration among participants as well as their interactions with GAI researchers. Participants will also be invited to make poster presentations. Prof Pang added that the conference would be suitable for students interested in Asia related research, and there could be strong opportunities for research collaboration between students through this network. More details will be circulated in January for the 2012 Graduate Student Conference.

If this model proves to be successful, IARU could look into having graduate student conferences on rotation at various members' campus. Beida indicated their support, and said they would consider hosting one in 2013.

6.6 Asia Pacific Week

AP Week was held at ANU from 10 – 14 July and was attended by delegates from seven IARU institutions including ANU. Nine overseas delegates received scholarships of varying amounts. Reports received indicated that participants were of high-caliber and had a positive experience at AP Week. Participants were continuing their interactions online, through the ANU Students' Association, Student Exchange Office and Facebook.

Post Meeting Update: In total, there were 45 IARU delegates: ANU (31), Cambridge (2), Copenhagen (1), NUS (2), Oxford (5), Peking (3), and Yale (1).

7.0 New Proposal

7.1 IT Enhanced Learning Technology & Facilities

Prof Pang presented a proposal for an institutional sharing initiative to discuss the use of IT to enhance students' learning experiences. Two examples presented were on NUS' University Town (in particular Tembusu College's Senior Seminar program) and e-learning week, the latter of which was first mooted as a business continuity measure during the SARS (and later also the H1N1) outbreak. Prof Pang emphasized that, at NUS, e-learning is not meant to replace face-to-face teaching. Rather, it serves to enhance learning and provide an additional channel for interactions. Challenges included time taken to educate users (both faculty and students) and familiarize them with the IT infrastructure. Issues to discuss between partners may include types of technology, effectiveness as a learning tool, and evaluation of its use.

There are a number of existing bi- and multi-lateral distance teaching partnerships between IARU institutions, although, not on an IARU platform. Several members shared that this was not high on their institutional priority. PKU and NUS are the only partners with a dedicated department for instructional technologies. Interested parties were invited to co-teach with NUS' Tembusu College for Senior Seminars on Climate Change and Biomedicine & Singapore Society and may get in touch with Prof Pang for more details.

7.2 IARU Librarians' Meeting

Senior Officers' endorsed the network of Librarian's proposal to meet on 11 – 12 June 2012. NUS offered to host and fund the cost of the meeting in Singapore where they will discuss strategies and experiences, and identify collaboration opportunities.

Dr Andersen suggested that they should continue the discussion on Open Access, if it were still relevant. Senior Officers supported Ms Whitelaw's proposal to provide the Librarians' network with some funding support for their next meeting. However, funding support would only be given if the stated outcomes and/or deliverables were supported by Senior Officers.

7.3 Global Flows

Mr Kreisler presented the research proposal on behalf of Prof Katharya Um (Berkeley) who planned to work with NUS and Oxford on this project. The intent was to organize a workshop to discuss reactions of state to global flows, in particular movement of people in USA, Asia and Europe. Her long-term plan also included GSP courses or internships on Global Flows, as Prof Um is a GSP coordinator herself.

Senior Officers were reminded that IARU initially had a Mobility research agenda and that Presidents (in 2008) had agreed IARU should not commit funding to research projects; therefore funding for this project was not approved. Dr Andersen proposed that the group could consider a project for institutional sharing e.g. international student mobility in IARU institutions.

8.0 Business Matters

8.1 Financial Report

Mr Toh reported that IARU funds, as of 30 September 2011, stood at US\$216,638.56. Commitments for meetings and initiatives for the remainder of 2011 and 2012 would come up to US\$137,000, including funds set aside for the meeting of Research Administrators' and Women & Men in Globalizing Universities in 2012.

Senior Officers enquired about the funds set aside for the Industrial Innovation workshop, which was approved in 2009. Mr Toh said he would do a confirmation check with Cambridge and request for the funds to be released if there were no further developments or progress on this initiative.

8.2 Senior Officers' Meeting 2012

The next Senior Officers' Meeting will be hosted by the University of Cambridge on 29 – 30 October 2012 (Monday – Tuesday).

8.3 Presidents' Meeting 2012 Agenda

Senior Officers discussed and proposed the following discussion topics for next year's Presidents' Meeting:

- Publicly driven funding for universities (including Presidents' role in fundraising)
- How to further establish IARU as a key network?
- Presidents' regional roundup on a chosen topic/theme, similar to the open discussion during the Presidents' Meeting 2011
- Value of research intensive universities, including a workshop on 25 April
- IARU Laboratory in Beijing
- Nature of Work (suggested speakers: Ben Wildavsky, *The Great Brain Race* (2010); Thomas Malone, *The Future Of Work* (2004); Dr Jozef Ritzen Dutch Minister for education, Culture & Sciences and former President of Maastricht University)
- Hear from all Presidents, the core strategy for each institution, e.g. initiatives they are most excited about for the next year

- International student performance (in particular, how some groups are underperforming)
- International Staff Support (Oxford will table a proposal at the next Presidents' Meeting)
- Intelligent vs. Comprehensive Internationalization

The Secretariat will work with the respective partners on the preparation of reports and documents for circulation ahead of the Presidents' Meeting.

Concluding Remarks

The Chair thanked the meeting participants for their invaluable inputs and interesting presentations. On behalf of IARU, he thanked the ANU team – Mr Tim Beckett, Ms Whitelaw, Ms Margaret Carlin and Ms Yumi Skrzypczak for their warm hospitality and strong support throughout this meeting.