



Confirmed Outcomes of the 8th IARU Senior Officers' Meeting Clare College, University of Cambridge, 29 & 30 October 2012

Introduction & Welcome

IARU Chair President Tan Chorh Chuan welcomed everyone to the meeting and extended a warm welcome to those who were attending the meeting for the first time. He thanked Cambridge University for hosting this meeting. Cambridge Vice-Chancellor Sir Leszek Borysiewicz welcomed the IARU Senior Officers to Clare College and to the meeting. Sir Leszek said that it was meaningful how IARU institutions can come together and openly discuss pressing issues related to the future of universities, in particular, the role of technology in education, and how to sustain research efforts in universities, not forgetting the arts and humanities research in this equation.

1. A Guide to European Research (Presentation from the Russell Group)

Mr Daniel Shah, Senior Policy Advisor from The Russell Group of Universities gave a presentation on "What could EU Research and Innovation Funding mean for IARU". The presentation provided an overview on the Russell Group, Horizon 2020 funding, and internationalization considerations for EU's research and innovation.

Horizon 2020's three pillars are: Excellent Science, Industrial Leadership and Societal Challenges. This funding scheme differs from its predecessor, Framework Program 7 (FP7), in the way that it aims to lessen administrative burden, further integrate research and innovation. Mr Shah highlighted that there were Horizon 2020 funding opportunities for IARU partners to collaborate with EU institutions. The EU recognizes that international collaborations can achieve higher impact. However, the potential challenges for an IARU submitted proposal is that it will have to take into consideration that only certain funding instruments will be available to partners outside the countries participating in the program so that projects under the main Horizon 2020 instruments would require matching funding for non-European partners. In addition, the research topic will have to fit with EU's agenda.

Dr John E. Andersen (KU) shared that while the IARU Ageing, Longevity and Health initiative did not seek funding from FP7 as it was a joint initiative with Beida, thus disqualifying the team's application, KU applied and successfully received funding from its National Institute of Health and other EU agencies. Prof Tan noted that "cross-border funding" such as Horizon 2020, or for interested institutions to co-fund research with their local sources of funding, may be the way forward for IARU's research initiatives.

2. Best Practices on Technology Enhanced Learning

Berkeley, ETH Zurich and NUS shared case studies on IT enhanced learning programs at their campuses.

Prof Robert Price and Prof Pradeep Chhibber from Berkeley, shared that there were four online education models:

- Professional Masters Degree is a combination of multi-media learning, which can be taken at students' convenience, with real-time online group discussions with peers or with the lecturer.

- Online Professional Certificates as part of working professionals' continuing education requirements.
- Individual Credit Courses for full-time Berkeley students, English as a Second Language for students, and for Summer Sessions. Prof Chhibber shared that he taught an online course, and found the experience worthwhile as students have responded enthusiastically. He said that designing and developing an online course was quite demanding, in terms of time and resources, at the beginning.
- Webcasts and Massive Open Online Course (MOOC). For the latter, Berkeley is part of edX with Harvard and MIT. EdX had set up a software platform, which Berkeley faculty could use. While edX courses are free of charge for users now, edX may look into charging for certificates and credits in the future.

Responding to queries, Prof Price and Prof Chhibber replied that the motivations for MOOC were the current and potential revenue streams, keenness of a group of faculty members, and that MOOC fulfilled a public service to provide a very wide audience with access to education. Challenges included large dropout rates, resource requirements, high reports of plagiarism, and that the format is mostly suitable for introductory level courses only. Prof Ralph Eicher (ETH Zurich & In-coming Chair) recognizes that MOOC could be an effective platform to impart knowledge to many people, and could change the way students learn (e.g. data compiled can indicate learning curve). However, he was skeptical about how grading could be effectively done. A handful of IARU institutions shared that they were unlikely to jump on the MOOC bandwagon as they were uncertain about the benefits for the university and did not see it as a sustainable model.

Mr Anders Hagström (ETH Zurich & In-coming Secretariat) said that his institution was approaching online learning cautiously. He pointed out that consortia offering online learning were not a new phenomenon – Universitas 21 had attempted this and did not succeed, and many institutions have invested or developed their own software to supplement learning. With the “MOOC” initiatives online learning has become even more of a buzzword, but institutions are unsure if this is just hype or becoming a reality for higher education.

Reflecting on social media such as Facebook and Twitter, the wealth of knowledge online, and the spread of Wi-Fi and mobile applications, Senior Officers considered the possibility that the youths and some faculty members will incorporate technology naturally and organically as learning facilities by their own efforts.

Prof Tan shared that NUS was unlikely to participate in a MOOC, and will concentrate on how online technologies can better serve and enhance teaching. Prof Lily Kong (NUS) gave the presentation, highlighting key examples:

- Integrated Virtual Learning Environment (IVLE) is a NUS developed software for students to access academic resources, as well as interact with their classmates and faculty for each subject. Students and faculty have found this to be a very useful resource, and it is unique to NUS.
- Recent classroom innovations include Question SMS (students send feedback via mobile messaging to their faculty members) and Flipped Classrooms (here, students watch the lecture prior to attending lecture, and discuss their learning in the classroom).
- Another interesting project at NUS utilizes game mechanics, where programming students are kept engaged using an online comic plot which “unlocks” over the semester, and awards “experience points” for completing assignments and participating in discussion forums.
- Webcasts and podcasts are also available at NUS, which is widely used in the e-learning week occurring once in every semester.

Noting that Senior Officers were keen to discuss this issue further, Prof Tan said that this subject would be tabled as an agenda item at the 2013 IARU Presidents' Meeting, and welcomed the

opportunity to consider how IARU can perhaps share resources for students, for example, introductory level videos.

3. Brainstorming the Agenda for PM2013

Prof Tan warmly welcomed all IARU partners to the next Presidents' Meeting, which will be held on 8 & 9 April 2013 and hosted by NUS. The draft meeting agenda will be revised to allocate more discussion time for the Value of Research Intensive Universities, strategic directions for IARU initiatives, and the Presidents' Regional Round-up. There was a suggestion for the allocated time for Technology Enhanced Learning to be reduced. Senior Officers' also requested a session with the National Research Foundation (Singapore) to speak about NUS' Campus for Research Excellence and Technological Enterprise (CREATE) where ETH Zurich, Berkeley, Beida and Cambridge have joint research collaborations.

Prof Tan will be handing over the chair of IARU to Prof Eichler on 2 January 2013.

4. Santander Sponsorship Proposals

Prof Simon Goldhill (Cambridge) presented two proposals on behalf of the team comprising Oxford, Berkeley and Cambridge for Senior Officers' consideration:

- The Failure of the Numerical is an examination of the role of the numerical in systems of evaluation, and the extent it has informed or distorted social policies. This initiative focus on three strands, which are related to IARU: 1) climate change, 2) health care and 3) education.
- Urban Design and the Democratic City explores the relation between the ideas and practices of contemporary democracy and the crisis facing urban design in the modern city. The three strands are: 1) the architecture of mobility, 2) active citizenship and 3) the divided city.

Senior Officers supported the proposal on the Failure of the Numerical, as it is an original and provocative topic, with the potential value of making more persuasive arguments to policy-makers and governments. Prof Barry Halliwell (NUS) commented that there may be other examples more compelling than climate change. Each proposal request was for USD\$2 million over three years, not including overhead costs, which will be borne by the project leads. These proposals will also have leading academics to direct the research efforts, and establish post-doctoral positions for students from other IARU institutions.

Mr Loren Griffith (Oxford) suggested that a separate proposal should be customized for Santander, taking into consideration sponsor acknowledgement and identifying merits in the proposal, which will appeal most to Santander. Prof Goldhill may also wish to consider how other IARU institutions can play a more significant role in this research project, or how it can be linked to other existing IARU initiatives such as with the IARU Global Summer Program, the Sustainability Officers and the Sustainability Congress by KU to be held in 2014. Prof Goldhill replied that the wider involvement could be incremental, when additional funding became available, for workshops, and when areas of growth were identified.

The Chair said he will explore with Santander, its willingness to make a gift to fund the project. Managing expectations, the Chair said that the size of the sponsorship request was larger than what was initially proposed by Santander, and therefore there was no certainty that this proposal would be accepted. As it is a strong proposal, Senior Officers' urged Prof Goldhill to consider seeking funding from alternative sources if the funding from Santander were unsuccessful.

If Santander were not keen to support the Failure of the Numerical, the Chair would discuss faculty and post-doctorate student mobility opportunities with Santander Chairman, Mr Emilio Botin for their consideration.

5. IARU Initiatives – Looking Back and Looking Ahead

In breakout groups, Senior Officers discussed the activities and initiatives of IARU in the three categories with a view to identify strategies for these categories in the next three to five years:

On Grand Challenges and Research, Prof Eichler's group offered a summary on the following key initiatives:

- The Value of Research Intensive Universities (VRIU) can be an effective way to bring focus and conversation to an issue affecting many universities. The project leads were urged to continue their efforts in drafting a joint statement for publication.
- Ageing, Longevity and Health's success was attributed to KU's institutional commitment and Prof Ulla Wewer's leadership. KU shared their interest to take the initiative to the next level - "Ageing 2.0" – leveraging on the funding opportunities available from Horizon 2020.
- While the Sustainable Campus Initiative had achieved much and continue to serve institutions well, some felt that some of the initial momentum had been lost. ANU and ETH Zurich will discuss the leadership of the group, and whether co-leads may be considered.
- The group was also interested to link research and education, so that it can more deeply benefit its undergraduate and graduate students, for example - an IARU graduate school on ageing.

On Institutional Joint Working (IJW), Prof Tan's group acknowledged that various institutions have benefitted greatly from the best practice learning and cultural exchange, in particular by the alumni, librarians, and gender professional networks. Nonetheless, IJW networks did not seem to have very compelling objectives, and ambitious projects such as the HR benchmarking initiative were difficult to sustain. Examining growth opportunities for IJW, Prof Tan recommended that IARU identify topics of institutional interest. Ideas surfaced included networking meetings to discuss IT and data protection, assimilation of international students, inappropriate student usage of social media, and funding/naming opportunities on campus.

One of the challenges IARU faces is related to its publicity and awareness, which maybe limiting the opportunities for bottom-up initiatives, especially from faculty members. IARU may also wish to consider a greater reach to others in the higher education network through the Campus Sustainability Initiative.

For Global Education Initiatives (GEI), Dr Jennifer Barnes' (Cambridge) group distilled that success of any GEI initiatives is dependent on having sufficient focus by way of academic depth, specialized fields and/or a dedicated team such as the Global Summer Program (GSP) Coordinators or the Sustainability Officers to advance the initiatives. The group also expressed support for the Global Cross Disciplinary Tournament, which is a student-led initiative enabling rich learning experiences for them; and like the GSP, exposes students to different points of view. The group also acknowledged that GSP is thriving well under the GSP coordinators and agreed to let well be. There is slow up-take of the Global Internship Program and the Graduate Student Conference, and the group gave the recommendation that these initiatives should be driven by specific academic groups and given greater research focus. Prof Pradeep Chhibber suggested that GEI should consider incorporating "topics that concern the world" such as ethics into its programs.

The meeting identified that there should a conscious effort to continue expanding successful ongoing IARU initiatives, such as the GSP, but to do so without imposing on the momentum existing at the working level. On this note, Prof Tan conveyed IARU's keenness to fund new ideas and projects from initiatives that would like to do more.

Thought leadership, through collective action on issues such as climate change, or a platform to petition the government on issues such as the value of research and the debate on ageing at a national level, would be meaningful for IARU. However, the challenge of reaching out to national governments may be not as effective as a regional grouping that can address issues more specifically. Another area to consider is to seek sources for research funding (perhaps, through the Research Administrators Network) such as through Horizon 2020 and develop joint-research areas. In the meantime, Todai and Yale shared that it may not be worthwhile for IARU to develop research initiatives, as IARU is not a funding body.

Senior Officers were also requested to share with the meeting how IARU could continue to benefit their various institutions. Most cited the value of association with a league of top universities and how the benefits of networking (within IARU as well as externally, out of meeting cycles), sharing best practices and to be able to openly discuss critical issues related to Higher Education. Many also saw value in participating in projects from GEI and IJW.

A synthesis report based on the group's discussion will be prepared for the Presidents' Meeting in April 2013 for further discussion and endorsement.

6. Senior Officers' Regional Roundup

In Australia, all universities are facing increasing pressure attracting students from abroad due to its geographical location and the appreciation of its currency against the dollar. Interestingly, the government has also uncapped the total number of students universities can admit although ANU will not be increasing its student intake. Australia may soon be facing an economic slowdown, and universities foresee cuts in research funding, and increases in indirect costs, some of which have already been implemented. The immigration ministry is also due to review its streamlined visa processes, which started in March, taking into consideration universities' feedback on the impact it has on attracting international students.

Dr Erik Lithander (ANU) also shared that a white paper will be released emphasizing the greater role of Asia in the growth of Australia. If the paper were adopted, it will have a significant role for education and language studies, and provide greater funds for student exchange collaborations with Asian universities.

In the USA, Prof Price shared that Berkeley is currently reformulating its finance model, shared services as well as new revenue streams such as from online education and tuition fees to manage further decreases in state funding. Berkeley is also setting targets to enable 40% of its students to go abroad for student exchange.

In the UK, Dr Toby Wilkinson (Cambridge) shared a recent development where the London Metropolitan University's (LMU) "highly-trusted status" as sponsor for visas to international students was revoked by the UK Border Agency. As it was a retrospective decision, more than 2,000 students who were already enrolled at LMU were given 60 days to be accepted by a new institution or leave the country, sending a damaging message to international students contemplating the UK for their higher studies and uncertainty for other institutions of higher learning. Dr Wilkinson also shared the news of the development of Northwest Cambridge, which is an expansion of Cambridge city over 120 hectares of land for new housing and laboratory space.

Ms Nina Tomlin (Oxford) spoke about the Research Excellence Framework (formerly the Research Assessment Exercise) taking place in 2013, a requirement for UK universities to submit a portfolio of research undertaken every five years, which will determine their score and ranking. She highlighted that these efforts have been very resource intensive.

Both ETH and KU reported that they are doing generally well and continue to receive government recognition and funding support. For example, there is increased investment in researching alternative energy sources at ETH as the Swiss government has decided to withdraw from the use of nuclear energy when the current nuclear reactors come to the end of their lifetimes. In Denmark, there is an increased national interest in ageing resulting in the opening at KU of the world's first and largest Genome Sequencing Centre, a large-scale collaboration between the Danish and Chinese governments.

7. Value of Research Intensive Universities

The initiative leads from NUS and KU presented two draft documents – a report on measuring, and articulating the value of research intensive universities, and a website write-up. A task force was formed, comprising Prof Thomas Bjornholm (KU co-lead), Prof Halliwell (NUS co-lead), Prof Price and Dr Barnes to refine the two draft documents, incorporating feedback from the wider group of Senior Officers as well as more examples from other IARU institutions. Senior Officers requested for a compilation of anecdotes, storylines and comparative situational arguments (e.g. if research were only done at industries and not universities) to supplement various institutions' speeches and individual reports on this topic. These examples could be categorized into – 1) Importance of research, 2) Research-led education, 3) Exchange of knowledge and 4) Economic contributions. The taskforce will also draft a brief position paper intended for the public, for consideration at the 2013 IARU Presidents' Meeting.

Senior Officers also acknowledged the importance of assessing the impact of humanities and social sciences research and to keep the focus of this exercise on supporting basic research. The taskforce may also wish to consider formulating a communications strategy (i.e. similar to the interview conducted with Times Higher Education). As part of the internal outreach, the Chair agreed with Dr Barnes' suggestion for a workshop to be conducted in parallel with the next Senior Officers' Meeting and to invite relevant faculty members to the meeting to discuss how such a paper might be more compelling or helpful to them.

8. Global Education Initiatives

8.1 Global Summer Program (GSP)

GSP continues to develop well under with the strong support of GSP coordinators from each institution. This year, there were 889 applicants for 21 courses, attended by 352 participants from all institutions. Two surveys were conducted – the end-of-course-survey, and for the first time an “alumni” survey (2008 – 2010 participants). For both surveys, the overall experience on the GSP earned high scores (95.5% and 99.2% respectively). These surveys findings also support GSP's claims that the program offered a meaningful learning experience that came from peer diversity.

Mr Bernard Toh (Secretariat) reported that the funding from Santander for the purpose of student mobility provided a welcomed boost to the program. A total of 127 students benefitted from the USD\$200,000 funding distributed this year.

At the annual GSP meeting on 24-25 September 2012 at Beida, coordinators discussed the future of GSP. Ideas included extending the notion of diversity to faculty, i.e. faculty exchange or team teaching, the creation of GSP hubs (where two or three institutions form a GSP course hosted at one institution on rotation), a post-GSP component such as a conference, research week, internships or service learning, or to tie up with existing IARU initiatives. Senior Officers were interested in faculty exchange and GSP hubs, although for the latter, some were concerned that GSP may lose momentum

if it were to replace the current model where all institutions conducted at least one course on their campuses.

Senior Officers urged GSP to consider utilizing videoconference facilities for cross-institutional teaching. Mr Hagström shared that the GSP coordinators will develop these future direction ideas, and draft a proposal for funding if required, at the GSP meeting next year.

Ms Sarah Ormrod (Cambridge), who is one of the pioneer GSP coordinators, commented that GSP has grown from strength to strength. Ms Ormrod emphasized the importance for institutions to send students for all courses to maximize participation, and to ensure that students have a valid reason for withdrawals from a course as it has implications on resource planning as well as denies another student a place on the GSP.

Senior officers noted the reports on **8.2 Global Internship Program (GIP)**.

8.3 Global Cross Disciplinary Tournament (GXT)

NUS hosted the second GXT themed “the Future of Cities” on 26 July – 4 August 2012. There were altogether 20 participants from NUS, ANU, Beida, Copenhagen and Oxford. Each group had a mix of participants from all institutions, and they worked virtually, before meeting in Singapore. The strength of this program is the ample opportunities for IARU students lead and drive an international learning event which provides rich cross disciplinary and cross institutional learning.

Supplementing the post-event report by NUS, Dr Xia Hongwei (Beida) shared that the participants from Beida found the experience enriching, and have agreed to NUS students’ invitation take up leadership of the third GXT. Beida proposed to keep the size to no more than 30 students (about four to five students each from six institutions). For the 2013 GXT, Dr Xia requested for up to US\$15,000 central funding, which the meeting agreed to. Senior Officers requested Beida to confirm the theme of the 2013 GXT as soon as possible so that early promotion of the event can be made to students.

Dr John E. Andersen (Copenhagen) offered to host the fourth GXT in 2014, with the theme of ageing or public health.

8.4 Graduate Student Conference (GSC)

NUS ran the pilot event with 19 participants from ANU, NUS, PKU, KU, Oxford and Yale. However, there was currently no interest from any IARU partner to host the second GSC. If partners are keen to organize a graduate level conference in the future, they can do so under the GSC.

9. Institutional Joint Working

9.1 Academic IP Pooling and Collaborative Technology Transfer

Prof Chen Dongmin (Beida) presented, via teleconference, an updated agenda for the workshop on 7 to 8 March 2013, which will focus on: 1) University-Industry-Government Partnerships, 2) Creative IP Licensing Models, and 3) Collaborative Spin-Off.

Prof Tony Raven (Cambridge) expressed his concern that there was too much on IP Pooling, which may be problematic for several IARU members. Prof Chen noted this and agreed to Prof Raven’s request to include an unstructured session – similar to the format of “IARU regional round-ups” at this workshop for open sharing of issues related to IP pooling and technology transfer. The meeting

discussed the target audience for the workshop, which will be primarily senior participants from technology transfer offices, and academics in this field. As it will be the first meeting between the technology transfer specialists, the meeting agreed that it should be an IARU-only workshop, and not to include other institutions.

9.2 Women and Men in Globalizing Universities

Prof Kiichi Fujiwara (Todai) reported on behalf of the group that the data collection led by Prof Angelika Stacey (Berkeley) and Prof Sawako Shirahase (Todai) is progressing well, and preparations are underway for the next workshop which will be held on 28 - 29 October 2013 at ETH Zurich. Prof Fujiwara noted that IARU institutions are either beginning to take stock of the issue, or have reached a plateau; thus there is critical work to be done. The intended outcome of the benchmarking exercise is to compile existing sources of information, to be incorporated into a comprehensive report for cross-national data. ETH Zurich extended appreciation to Todai for taking the lead to revive this initiative.

Mr Indi Seehra (Cambridge) shared a brief presentation on gender monitoring in Cambridge, and offered his assistance to the initiative. To be able to do more at the respective individual institutions, Mr Seehra said the first step was to do the required research to understand this issue, particularly on promotion, tenure and percentage of women on decision-making bodies. He expressed hope that IARU will pool resources and run shared activities for mutual learning.

Senior officers noted the reports on **9.3 Research Administrators' Meeting**, and **9.4 Alumni Associations Summit**.

9.5 Librarians' Meeting

Ms Sue Meher (Cambridge) attended the meeting in Singapore and shared that it was a good meeting with very positive professional exchanges. The group of librarians will follow up with a second meeting in Copenhagen on 24 – 25 June 2013, to discuss the “Sustainable University Library” and outcomes including how to spread awareness of IARU initiatives and support staff, students and faculty of IARU institutions on exchange.

The group's sharing and their self-starting efforts were very encouraging to the Chair and Senior Officers. The Secretariat was tasked to follow up with the Librarians regarding the possibility of setting up internships, similar to the Sustainability Officers' working model.

9.6 Aging, Longevity & Health

Prof Bjornholm and Dr Andersen reported that the initiative has been progressing well with a constant stream of research activities, publicity and other events. The Ageing group will also continue to proactively seek out ways to contribute to the larger IARU umbrella of activities. They see a potential in growing the Ageing initiative (Ageing 2.0) to seek joint funding from Horizon 2020 with interested partners. If appropriate, Professor Halliwell suggested drafting a joint IARU statement for Ageing, focusing on its cross-cultural, multidisciplinary scope.

10. Grand Challenge

10.1 Sustainable Campus Initiative

While the Sustainable Campus Initiative is a flagship for IARU, which had delivered strong outcomes with a good body of work and full IARU participation, some of the Senior Officers remarked that they were uncertain about the current level of energy and progress on the Sustainability Campus Initiative. The Chair requested ANU and ETH to discuss the leadership of this initiative, and make its recommendations at the 2013 IARU Presidents' Meeting. The Chair also requested for a brief report on each institution's sustainability targets, as well as an update on the benchmarking initiative and when an outcome could be expected based on the template that has been developed by KU.

Senior Officers noted the report update for **10.2 Sustainability Fellowships**. This initiative will continue under the leadership of ANU and Yale, with the guidance of the Sustainability Officers.

10.3 Sustainability Science Congress

Prof Bjornholm reported that the scientific steering committee has been established with full representation. The group is now seeking session chairs and keynote speakers, and confirmed the dates for the Congress, which will be held on 8 – 10 October 2014.

11. Business Matters

11.1 Financial Report

Mr Toh reported that IARU funds, as of 30 September 2012, was at a healthy surplus of USD\$280,319.76. Commitments for meetings and initiatives for the remainder of 2012 and 2013 would amount to USD\$68,244.99, including US\$15,000 funds set aside for the Global Cross Disciplinary Tournament.

As IARU members will be receiving US\$20,000 funding from Santander for student mobility in 2013 and 2014, the Secretariat requested that members offset the transfer with the annual fees for IARU membership, which is the same amount. This will also result in cost avoidance from bank transaction charges and currency exchanges. However, for the three institutions that are unable to adopt this offset arrangement, the Secretariat will continue with the current practice of collecting the annual membership fees from them in January and transferring the IARU-Santander GSP Scholarship monies to them when these are received in April/May.

11.2 Senior Officers' Meeting 2013

Berkeley will host the next Senior Officers' Meeting on 5 – 6 November 2013 (Tuesday – Wednesday).

11.3 Secretariat Hand-over

Mr Toh and Mr Hagström announced that the official IARU Secretariat hand-over date from NUS to ETH Zurich would be on 1 July 2013.

Concluding Remarks

Prof Tan thanked meeting participants for their time and valuable inputs at this meeting. He also expressed thanks to the meeting's hosts from Cambridge – Dr Jennifer Barnes and Dr Toby Wilkinson for their hospitality. The Senior Officers' recorded their appreciation and bid farewell to Dr John E. Andersen who has taken on a Chair position at KU's department of Scandinavian Studies and Linguistics. Dr Andersen has been a very supportive pioneer member and active driver for KU initiatives since IARU's inception.