

Confirmed Outcomes of the 9th IARU Senior Officers' Meeting **University of California, Berkeley, 5–6 November 2013**

Opening

Prof. George Breslauer, Executive Vice Chancellor and Provost of the University of California, Berkeley, welcomed everyone to the meeting. Prof. Breslauer paid compliments to what IARU has achieved in less than a decade. Initiatives like the Global Summer Program, research on aging and longevity, sustainable campuses and the exchange of best practices have made IARU an alliance of high status and prestige, playing an important role in a convergent global university ecosystem.

IARU Chair President Ralph Eichler thanked Prof. Breslauer for the warm words of welcome and to Berkeley for hosting the meeting. He also thanked NUS for the smooth handover of the Secretariat to ETH Zurich.

Session 1: Senior Officers' Regional Round-up

Australian National University

The role of science and research for the new Australian government is as yet unclear. The election campaign led to some debate about "ridiculous" research that should not be funded by the taxpayer, although this debate has not yet been reflected in policy changes. The reallocation earlier in 2013 of funding from Australia's higher education budget to its schools budget has put the universities under pressure. ANU has responded to these budgetary pressures with a range of revenue-generating and/or cost-saving measures. One has been the intention to reduce administrative staff numbers by 10% through a voluntary early retirement scheme for over-55s.

ETH Zurich

The Swiss Federal Council has appointed ETH Zurich's current Rector (Vice-President for Education) Lino Guzzella, Professor of Thermotronics, as future ETH President. He will take over from Ralph Eichler who will retire from January 2015.

Asia is the main focus area of international activities at ETH. Mandated by the government, ETH is "Leading House" for Switzerland's bilateral research collaboration with China, Japan, South Korea and for exploring collaboration with further countries in the Asia-Pacific region. The Singapore-ETH Centre recently went through a successful mid-term review. The first research program "Future Cities Laboratory" will go on for two more years. Negotiations are underway with Singapore's NRF for an extension of the program and for a further research program "Future Resilient Systems".

A new ETH Institute for Theoretical Studies was founded in June 2013. It is an interdisciplinary center for theoretical sciences, focusing on mathematics, theoretical physics, theoretical computer science and related fields. The Institute is privately funded. It will host visiting scholars (senior fellows) spending up to a year at the Institute and postdocs (junior fellows) for stays of up to three years. ETH

is also looking into creating a new institute for Science, Technology and Policy where students can pursue a second Masters' degree focusing on policy and economy within one additional year.

ETH recently joined edX and will offer the first MOOC courses in spring 2014.

National University of Singapore

The first year of the Yale-NUS College has started successfully with a great cohort of students and a very good faculty-student ratio. Also on the University Town campus, the introduction of a collegiate system has very been successful. NUS is looking at expanding the model to other residential units, which would also serve to improve students' writing, communication, team-working and problem-solving skills.

The Singapore government is looking to increase the university cohort participation rate from the current 27% to 40% by 2020. This will require the creation of two more universities, partly building on existing structures. NUS is hoping that this might enable her to seek a decrease in undergraduate enrolment in certain areas to focus more on graduate programs.

In allocation of research funding, the government appears to have heeded calls not to neglect support for individual PI-led research projects. At the same time, there is increasing pressure to "demonstrate value" of research. The next five-year funding cycle may make big investments in finance, risk management, security (including food security and cyber security), the maritime sector, biomedical translational medicine, and health optimisation (especially in the elderly), and also in research in the humanities and social sciences.

The NUS Suzhou Research Institute in China, the university's first overseas research facility, was opened in May 2013. It will focus on research and its application only, with some executive education programs.

Peking University

The 3rd Plenary of the Central Committee of the Communist Party of China will take place mid-November. Major issues to be discussed will be anti-corruption, urbanisation, market regulation and food security.

In March 2013, Prof. Wang Enge, a physicist, took up office as new president of PKU. Prof. Wang has already visited Berkeley and Yale and intends to also visit the other IARU members soon. President Wang's top priority is to raise the quality in education, research and administration.

As part of its research focus on medical sciences, Peking University is establishing a new hospital and a biomedical health science park. A major research topic is health-related big data. A new program will collect and analyse all data from all eight PKU hospitals.

University of California, Berkeley

The inauguration ceremony for the new Chancellor, Prof. Nicholas B. Dirks, a social scientist, will take place on 8 November 2013. The Vice-Chancellor for Research, Prof. Graham Fleming, will retire in December 2013, with the replacement search currently ongoing.

Chancellor Dirks has announced putting focus on undergraduate education with more out-of-state students. Non-California students are charged 3 times higher fees. Berkeley is also starting its own study-abroad program in parallel to the existing University of California system-wide program.

UCB has recently made fundamental changes in the administrative organisation by introducing “centralized shared services” providing administrative support across all units on campus.

UCB is planning to build a new research science park about 5 miles off the Berkeley campus in Richmond together with the Lawrence Berkeley National Laboratory. The new campus will be about two-thirds the size of the existing campus and will group together research units that are currently spread out in Berkeley. This project is planned to be realized within the next 20–30 years. The science park will be designed to attract research scientists and industries from all over the world.

University of Cambridge

The University of Cambridge has expressed its concerns about the impact of recent UK government policy in relation to visas and immigration rules, in particular for exceptional talent.

The Department of Physics and the School of Clinical Medicine have both recently achieved an Athena SWAN Silver Award, recognizing commitments to furthering and supporting equality and diversity for staff and students. Funding is becoming linked with accreditation through the Athena SWAN Award.

In October 2012, the University issued a £350 million bond to support continued investment in teaching and research at the highest international levels, including investment in research facilities and accommodation on a new development in northwest Cambridge. The University plans to increase its postgraduate intake by about 2% per year.

The Research Excellence Framework is the new system for assessing the quality of research in UK higher education institutions. There are 36 units of assessment. All institutions are required to make a submission. The process is complex but vital for Cambridge as funding is allocated based on the performance in the assessment.

University of Copenhagen

Prof. Ralf Hemmingsen has been reappointed as Rector of the University of Copenhagen for a new term until 1 March 2017. Thomas Bjørnholm will continue as Prorector for Research whereas Lykke Friis has been appointed new Prorector of Education.

The Danish Parliament introduced a new law requiring students to finish their degrees within maximum 6 years (5 years for BSc+MSc and one spare year). The limitation directly affects the state funding for public universities so that the penalty lands with the institutions rather than the students. A new law concerning accreditation has also been introduced moving from program to institutional (system) accreditation. This imposes new requirements for common practice with regards to quality insurance across the faculties.

UCPH is strongly engaged in EU-funded research and is preparing for the new Horizon 2020 funding program. The university is engaged in the “Knowledge and Innovations Communities” (Climate-KIC and Energy-KIC) within the European Institute of Innovation and Technology and is coordinating the education part of a new KIC proposal connected to aging and health.

University of Oxford

The University of Oxford's strategic plan 2013–18 defines two overarching priorities *global reach* (disseminating knowledge more widely, creating new and deepening existing international partnerships) and *interdisciplinarity* (including a research and educational element).

The university's new School of Government has completed its first year successfully. A couple of new interdisciplinary institutions have been launched, including The Oxford Research Centre in the Humanities (TORCH). A new Vice-Chancellor's diversity fund focusing for gender diversity has been established.

Oxford's first year of GBP 9,000 undergraduate tuition fees has had no effect on student numbers. International student applications continue to increase. The university is now considering extending student funding to international students. Oxford cannot increase the student population but considers distributing it – vertically with regards to degrees and horizontally among the departments.

With flat nominal funding from the UK government, diversifying research funding stream is becoming increasingly important, in particular the role of philanthropy. Although Oxford is not setting up campuses in other countries, but its research presence overseas already covers some 1,500 people around the world, in particular in tropical medicine. There is a significant collaboration with Stanford University on big data in health informatics, but also a presence in China (Suzhou) is under consideration.

The University of Tokyo

Prof. Junichi Hamada has entered into the final two years of his presidency. After the attempt to change the academic year, UTokyo introduced a 4-term academic year that will allow for better compatibility with other countries and facilitate international exchanges. The university has entered a strategic partnership in student exchange with Princeton University. Similar partnerships with IARU universities would be welcome. A few departments now offer more courses in English. A new study program in English has been introduced that does not require any Japanese language skills. Globalization remains a big challenge in Japan. In spite of budget cuts, the government provides financial support for internationalization efforts of the universities. Gender equality also continues to be a big challenge.

Yale University

The newly inaugurated president, Prof. Peter Salovey, has defined globalization as one of his top priorities. One focus of Yale's international activities will be on Africa in ten countries across the continent. US institutions are feeling the effects of the federal budget cuts (sequestration) in research funding. Networks and new funding approaches become more important. There is new interest in tripartite funding arrangements with funding agencies from other countries.

The Yale-NUS College has been off to a fabulous start.

Session 2: Multidisciplinary Research at Berkeley

Vice Chancellor for Research and Professor of Chemistry, Prof. Graham Fleming, discussed the challenges of multidisciplinary research at UC Berkeley. Multidisciplinary research brings together

experts from different fields to address a complex problem that must be attacked simultaneously with deep knowledge from different perspectives. “Grand challenges” such as global health or understanding the brain are one of the drivers for multidisciplinary research. Instead of defining them top-down, UC Berkeley prefers a “facilitated bottom-up” approach.

Another driver are the funding opportunities provided by the government or by private philanthropists that might identify different “grand challenges” than the university. Some questions, however, cannot be answered without prior basic research. For US universities, private philanthropy provides critical support for higher education. Key for successful research institutes and centres in Berkeley are determined leadership, state-of-the art facilities, substantial buy-in both top-down and bottom-up, and success in securing large-scale funding opportunities. UC Berkeley actively supports multi-disciplinary research by granting seed fund awards to faculty, through fellowship programs and education initiatives that address student demand for problem-oriented courses and experiences that they can integrate into their degree programs. It also sponsors major multi-disciplinary forums, seeks to allow for more flexible career paths for staff scientists and to allocate space more flexibly to help overcome social barriers to effective collaboration. Another key is to provide staff support for the formulating of proposals and for helping to bring the people together to develop new initiatives.

Session 3: Research Collaborations

3.1 Santander Research Proposal

Following the Presidents’ Meeting in Copenhagen 2012, the research proposal “Failure of the Numerical” has been developed in an iterative process by Cambridge (lead), Berkeley and Oxford. The proposal was submitted to Santander Bank by the IARU Secretariat with a funding request of USD 2.5 million. In fall 2013, NUS President Chorh Chuan Tan and Bernard Toh met with Santander’s Chairman Emilio Botín and Vice-President Salvador Medina to discuss the proposal. Santander Bank signalled that it would not support the proposal but would be keen to set up an “IARU-Santander Research Fund”. With funding of USD 200,000 to 300,000 per year, this fund would support research projects selected by IARU. Banco Santander’s condition for the projects would be to be in partnership with one or more of Santander’s list of top 20 universities in Latin America, Spain and Portugal.

The Senior Officers congratulated NUS for the successful negotiations with Santander Bank. Nonetheless, the conditions of the proposal are still vague and many aspects would still need to be worked out, such as the handling/administration of the funds, the processes within IARU for selecting projects, the definition of the research focus of the projects, and the minimum number of IARU universities to be involved in the project. Some partners raised concerns about the requirement of partnering with a university from a list defined by Santander, about the small size of potential grants and how they would be meaningful for the researchers, and about the long-term benefit of the sponsorship.

Ideas raised in the discussion covered using the funds as seed money for bottom-up collaborations among IARU members, extending existing IARU projects to new partners and supporting early career researcher mobility. Funds could be distributed based on calls for proposals, by dividing them among the 10 IARU members, or by giving the available funds every year to three different universities. Senior Officers recognized Santander’s idea to connect Latin American institutions with IARU, but

agreed that the required collaboration should not be limited to the 20 universities on the Santander list. Instead, the research fund should focus on one country (e.g. Brazil) and leave the selection of the partner institutions to the IARU members. This new proposal is expected to be in line with Santander's idea to connect Latin America with IARU.

The Secretariat will draft a proposal on the handling of the IARU-Santander Research Fund and circulate it among the partners before it is presented to Santander.

IARU will suggest to Santander to hold the signing ceremony at the Presidents' Meeting 2014 in Zurich as more IARU university presidents are expected to gather than at the *3rd International Universia Meeting of Chancellors* in Rio de Janeiro in July 2014.

The project consortium of the original "Failure of the Numerical" proposal is currently looking for funding from other sources. The project will no longer be part of the IARU collaboration with Santander Bank but it will continue to be "associated with IARU".

3.2 Aging, Longevity and Health

The Aging, Longevity and Health initiative is a well-established and successful IARU activity under the lead of UCPH. The Presidents' Meeting 2013 supported the idea of establishing a steering committee for the initiative consisting of IARU scientists in order to achieve greater engagement across the ten institutions. UCPH reported that the steering committee is almost in place with full IARU representation. An establishing meeting is planned for June 2014, when UCPH will organize three simultaneous IARU Congresses. IARU universities are asked to support the Congresses actively by communicating the events internally and providing traveling grants for researchers and students. A Graduate Student Conference will be part of the Congresses.

There are links between the initiative and the University of Copenhagen's engagement in a new EIT/KIC proposal connected to aging and health. Other funding opportunities, e.g. Horizon 2020, NFR/CREATE (Singapore) and NIHR (UK) have not been further pursued at this point.

Senior Officers complimented UCPH on the exemplary approach to research collaboration within IARU.

Session 4: Institutional Joint Working

4.1 Value of Research Intensive Universities

UCPH and NUS presented a revised draft of the position paper on the "Value of Research Intensive Universities" and of the write-up of the website. The key performance indicators have been taken out and more emphasis has been put on storytelling, on the Humanities and on research-based education.

The meeting thanked UCPH and NUS for their hard work with this paper. A few partners regretted the removal of the metrics, but these could be included in case studies when describing the impact of research. It was decided to publish the revised position paper and the web write-up on the website. The partners were asked to let the Secretariat have any objections by 30 November 2013. Each individual IARU member could then use the website as a point of reference and translate it to the official language of the country when discussing the value of research intensive universities at home.

Case studies should be continuously added to the paper to keep the paper relevant and fresh. The universities will be annually prompted by the Secretariat to send new stories or links to the respective universities' news stories.

IARU partners wishing to translate the position paper into their national languages are welcome to do so and are asked to send copies of such translations to the Secretariat.

Jennifer Barnes (Cambridge) drew the Senior Officers' attention to the *HEFEI Statement on the Ten Characteristics of Contemporary Research Universities* announced in October 2013 by four university consortia (Association of American Universities, Group of Eight, League of European Research Universities and Chinese 9 Universities). These consortia include UC Berkeley, Yale, ANU, Cambridge, Oxford, and PKU.

4.2 Academic IP Pooling and Collaborative Technology Transfer

At the first workshop of the technology transfer officers in March 2013, it was agreed that PKU and NUS would run a pilot program to collaborate on strategic and specific areas to pool IP. Under the recommendation of NUS, PKU has engaged an experienced software company to develop the IARU collaborative technology transfer web portal. A preliminary version of this program will be ready by the end of 2013. PKU invited other IARU partner universities to join the program.

The second workshop hosted by ETH in April 2014 will focus on entrepreneurship. As the workshop overlaps with the Presidents' Meeting, a joint session with the Presidents is envisaged. The group will seek inputs from partners to shape the program. The title of the initiative will need to be renamed to adequately reflect the shifted focus of this institutional joint working group. Once the proposal is developed in more details, the funding request of USD 15,000 can be accepted.

4.3 Research Administrators' Network

Prof. Chen Dongming (PKU) reported about the second Research Administrators' Network meeting that was held at Peking University on 14–15 September 2013 with the representation of eight partner universities. The network proposes to introduce a Research Administrators' Fellowship Program and asked for funding of USD 20,000 for the years 2014 and 2015. The meeting supported the idea of introducing a fellowship for research administrators. However, in order to be consistent with similar other IARU programs, such as the self-funded Sustainability Fellowship program for students, the meeting rejected the funding request and encouraged the institutions to fund the fellowships individually.

The funding request for meetings of the Research Administrators' Network 2014 and 2015 (up to USD 10,000 per meeting) was approved.

4.4 EdTech Horizons Workshop

Mr. Ravi Chandran (NUS, per videoconference) presented the proposed meeting agenda of the two-day Education Technology Workshop 13–14 November 2014 and asked to send him or Bernard Toh (NUS) inputs with regards to the proposed program or speakers of the workshop until the end of December 2013. The meeting requested that the workshop has a stronger pedagogy and learning process focus rather than focussing on learning technology. Approximately 30 workshop participants are expected.

4.5 Women and Men in Globalizing Universities

The group's co-lead, Prof. Angelica Stacy (UC Berkeley) reported on the results of the workshop held at ETH Zurich on 28–29 October 2013. The group had collected gender-related comparative data prior to the meeting to benchmark the academic ladder, changes over time, and the international mobility of academics. The meeting had discussed these data and also shared and discussed initiatives on gender equality implemented by IARU institutions. All IARU institutions were represented at the workshop except for PKU whose representative was not able to attend.

The member institutions plan to leverage their participation in the group by working at their home institutions to gather and analyse data, and to implement evidence-based initiatives aimed at improving the rate or reaching gender equality. The group as a whole seeks to provide global leadership by analysing comparative data and making recommendations based on an understanding of the data. The group plans to do regular collection, reporting and comparison of data. They will also begin to collect narratives of the academic career life course of men and women in order to probe similarities and differences among the various IARU institutional structures. On the basis of the data analysis, concrete measures will be identified to provide for greater gender equality.

The group plans to meet again in spring 2015 at Oxford. The gender issue has proved to be more complex than expected. It is expected that this initiative will have to continue for quite some time.

Senior Officers thanked the working group for their impressive work.

4.6 Librarians' Meeting

The Librarians contact group held its 2nd meeting in Copenhagen on 24–25 June 2013. The group considers their meetings to provide a useful venue for exchanging information, experiences and ideas on themes of common interest and for developing an agenda for collaborative action and therefore plans to continue to hold annual meetings. The group will begin the agenda for collaboration through initiating a project to develop an "IARU Green Library Toolkit". The next meeting is planned to take place in June 2014 at UC Berkeley.

4.7 Alumni Associations Summit

Dr. Masako Egawa (UTokyo) reported on the 5th Alumni Associations Summit, held at UTokyo on 30 September – 3 October 2013. All 10 universities are now actively participating in the group. The alumni directors shared best practices. The meeting theme was how alumni activities can support the internationalization strategies of the universities. The meeting also looked into the possibility of joint activities and discussed the possibility of joint events in Tokyo, New York, San Francisco and London. An international alumni forum on the topic of "Sustainable Cities/Societies" is proposed to be organized in conjunction with the Presidents Meeting in March 2015 in Tokyo. The Alumni Associations Summit concluded with an alumni networking event with some 150 participants.

For the international alumni forum, a networking reception, workshops and presentations are planned with a target of 200–300 participants. The overall budget amounts to USD 100,000 to 150,000, to be funded by sponsors and through entrance fees. Senior Officers supported the idea of the forum but expressed concerns about the suggested topic that might not be sufficiently attractive (or out of fashion by 2015). Proposed ideas included *urban planning*, *big data* and *reassessing the role of Asia*. The Senior Officers mandated the group to rethink the topic and work out a proposal to be presented at the

Presidents' Meeting 2014. Funding might be requested for the planning process but not for the forum itself.

Yale proposed to organize an IARU Alumni Event in Rio de Janeiro in the end of July 2014 in conjunction with the 3rd *International Universia Meeting of Chancellors*. Partners were supportive of this idea.

Session 5: Sustainability Activities

5.1 Sustainable Campus Initiative

The Sustainable Campus workgroup has significantly contributed to the activities and the reputation of IARU. Each IARU institution has established a sustainability office and has committed to institutional targets. The Sustainability Fellowships has developed into a strong exchange program. However, recently the group has lost momentum and it was questioned whether the initiative should be brought to an end once the Green Paper has been published.

The Campus Sustainability Officers promised to issue to the Secretariat the compiled reports on each institution's sustainability targets by the end of November 2013, to complete the benchmarking study as well as the website upgrade by the end of 2013 and to officially release the Green Paper at the Sustainability Conference in 2014. The group will meet in March 2014 at UTokyo to discuss the benchmarking initiative and the Fellowship program and to prepare for the Sustainability Conference 2014.

Senior Officers requested that the Campus Sustainability Officers prepare a progress report for the Presidents' Meeting 2014 outlining the group's vision and goals for the next few years. Based on the group's achievements in 2013 and on the outlined future direction, the Presidents will decide whether this initiative should be continued. If Presidents decide to continue the initiative, UCPH will consider taking over the leadership.

5.2 Sustainability Fellowships

In 2013 a total of 15 students from 9 IARU institutions participated in the Sustainability Fellowships reciprocal exchange program, working on sustainability topics at a partner university during 4–6 weeks. The program is well established, much appreciated by the participating students and sustainability offices and runs smoothly.

5.3 Sustainability Science Congress 2014

The IARU Sustainability Science Congress *Global Challenges: Achieving Sustainability* will take place on 22–24 October 2014 in Copenhagen. The congress is expected to attract at least 800 participants with representatives from academia, the private sector, policy makers and media. The congress will be running back-to-back with the *Global Green Growth Forum* (organized by the Danish Government) and with the *IARU Clean Campus Conference* (Sustainable Campus Initiative). All IARU institutions are represented in the steering committee. The registration for the congress has opened in October 2013. Abstracts can be submitted from January 2014 until March 2014. A student competition will be running in parallel to the congress. UCPH asked partners to promote the congress

at each institution among their researchers and PhD students. UCPH's Rector Ralf Hemmingsen will invite all IARU's Presidents to participate.

The meeting congratulated UCPH to the project which helps IARU to achieve broader visibility.

Session 6: Global Education Initiatives

6.1 Global Summer Program (GSP)

Anders Hagström (IARU Secretariat) presented a summer report on the 2013 edition of the GSP. 328 students participated in 19 courses in (2012: 352 students in 21 courses). GSP is an ambitious endeavour; already the scheduling across ten campuses is a major challenge. Especially for universities without a summer school tradition, a great administrative effort is involved. But the program continues to be a success story and works smoothly, very much thanks to the dedicated efforts of the GSP coordinators. This year saw an increase in student cancellations. The coordinators are looking for ways to address this. Overall, student survey showed high satisfaction rates.

Preparations for GSP 2014 are well underway. 19 courses are currently being planned. An alumni survey for the student cohorts 2011–2013 will be conducted to get a more distant view. The alumni will also be asked for ideas on how to celebrate the 10th GSP anniversary in 2017.

Further developments of the GSP concept towards more interaction between courses, joint teaching, reducing the administrative effort etc. continue to be on the agenda. ANU and UC Berkeley will put forward a proposal of the “hub” idea of several partners offering their courses in one location.

The IARU-Santander GSP Scholarships of USD 200,000 per year for three years has given the GSP a further boost. The current agreement will terminate with GSP 2014. Santander has signalled interest to continue the support for the GSP. The Secretariat will approach Santander for a follow-up funding in spring 2014.

6.1.b Memorandum on Student Exchange for GSP

The University of Tokyo has a new requirement for accepting students from overseas. This requires a memorandum of understanding for receiving GSP students. Partners responded positively to the request but asked UTokyo to amend the last paragraph of the MoU with an end date without automatic renewal. UTokyo will send the draft MoU to the partners for their review. Partners were asked to send their confirmations and comments to UTokyo and to appoint the contact person of their university who is authorised to sign.

6.2 Global Internship Program (GIP)

In 2013, four universities (ETH, NUS, UTokyo, Yale) proposed a total of 11 internships of which 6 were carried out. The internships had very different formats. The Secretariat encouraged all universities to offer internships. Experiences have shown that it is a win-win situation for the students and universities alike – students gain international work experiences and universities receive excellent labour for a standard student salary.

6.3 Global Cross Disciplinary Tournament (GXT)

The GXT 2013 was hosted by the students of PKU with the topic “The Future of Media”. Students from 4 IARU universities participated. Bernard Toh (NUS) emphasised that GXT is a great learning opportunity for students to produce an event on an international scale. ANU students have shown interest to host GXT 2014 with the topic “The Future of the Body” and would ask for funding.

Senior Officers agreed that if the GXT initiative is to be continued, participation of more universities is required. Ideally, a participant of one year should be the organizer of the next year to guarantee continuity. Some partners explained that they have difficulties to promote the event to their students because it is not clear what the GXT is about. Administrative staff who had attended GXT meetings in the past see the value of the initiative and expressed their support. If ANU students develop a strong proposal, IARU partners are encouraged to support approximately 6 home students with travel grants to be able to participate. The host is responsible to fund the local expenditures.

6.4 IARU Sports Event

Jürg Brunnschweiler (ETH) informed that consultation of partners had indicated that only a few universities would be able to fund their students to attend the IARU Sports Event. ETH had therefore decided to withdraw the proposal at this point.

Session 7: Proposals for New Activities

7.1 National Research Foundation Proposal

At the Presidents' Meeting 2013, the possibility of submitting a proposal for a IARU research activity to Singapore's National Research Foundation (NRF) was discussed. All partners were asked to send their input to NUS. Barry Halliwell (NUS) reported that NUS President Chorh Chuan Tan had presented these ideas to the NRF. NRF is currently reviewing the submitted proposals, considering a research collaboration in the field of neuroscience, neuroengineering, neuroimaging. Barry Halliwell will inform IARU about NRF's response and the outcome of the further discussions at the Presidents Meeting 2014.

7.2 International Student Teaching & Support

Many international students face challenges in making a successful transition to their new institution. Universities need to consider how to help the various groups of international students to thrive and reach their academic potential. Loren Griffith (Oxford) proposed on behalf of Oxford and Cambridge to create a joint institutional working group focused on the teaching and support of international students at IARU universities. At this point, no funding request was put forward. All IARU partners were supportive of the proposal. Jennifer Barnes (Cambridge) reminded to also keep an eye on domestic students with an underprivileged background in this discussion.

Loren Griffith will send a questionnaire around the group to define areas of interest, gather data and share experiences. The results will be presented at the Presidents' Meeting 2014 together with a plan for further action.

7.3 Global Transformation in IARU Member Strategies

Jürg Brunnschweiler (ETH) proposed a new institutional learning initiative to discuss the experiences / best practices of the partner universities to include developing countries into their strategies. *Research for Development (R4D)* could be addressed as an explicit field of reflection within IARU.

Partners lacked a clear definition of the concept of “global transformation”. They also wished a better definition of the focus of the initiative. Areas of focus could be capacity building in developing countries, research conducted in universities with the objective of helping developing countries, strategies of IARU universities in the South, brain drain / brain gain strategies, and the support of students from developing countries. ETH will consider these received comments and present a revised and more focused proposal at the Presidents' Meeting 2014.

Session 8: Business Matters

8.1 IARU Membership

The Presidents' Meeting 2013 requested Senior Officers to propose a mechanism for considering new members of the Alliance with the aim of identifying one or two universities each from South America and Africa for consideration for membership.

Some Senior Officers expressed worries about IARU's capacity to absorb new members. IARU's characteristic strength is the strong level of trust and rapport and there is the fear that the addition of more members could dilute the alliance. Others argued that a modest expansion of IARU would not harm the alliance's character (e.g. up to a limit of maximum 12 members), but the gain could be substantial.

Senior Officers rejected the idea of inviting potential members to IARU meetings as observers before confirming their status as members as being too delicate. There was also consensus that new members from Brazil and South Africa would be interesting. In India, there is no obvious candidate at the moment that would match the profiles of the current IARU partners.

UCPH, NUS and Oxford, supported by the Secretariat, will prepare a proposal for the Presidents with two options: 1) no expansion, 2) criteria for the addition of maximum two members in Brazil and South Africa. Criteria will include geographic diversification, research-intensiveness, and commitment and ability to contribute to the alliance.

8.2 Agenda for Presidents' Meeting 2014

The topical session will focus on university-industry partnerships, in particular on links with the pharmaceutical industry. A joint session on entrepreneurship ventures with the Technology Transfer Officers is planned as their meeting will take place back-to-back with the Presidents' Meeting. Robert Quinn, Executive Director of the Scholars at Risk Network, will be invited to talk about academic freedom and the role of leading universities in self-policing university values. Partners were invited to send any comments and suggestions to the Secretariat.

8.3 Financial Report

Anders Hagström (Secretariat) reported that the IARU finances are in good order. The Alliance had accumulated reserves of approximately USD 250,000. The annual global budget (excluding the Santander GSP funding) is USD 200,000. Fixed annual commitments account for CHF 135,000 (meetings and Secretariat cost), leaving USD 65,000 to annually commit for other activities without consuming the reserves. In previous meetings, a total of USD 95,000 had already been approved for initiatives in 2014. Senior Officers approved funding in 2014 for the Research Administrators' Meeting (USD 10,000) and the Academic IP Pooling Workshop (USD 15,000). This brings the total approved expenditure 2014 to USD 455,000 (including Santander GSP scholarships) with a forecasted end-of-year balance 2014 of USD 196,000.

Session 9: Wrap-up

9.1 Any other business

None.

9.2 Host and dates for Senior Officers' Meeting 2014 and 2015

Senior Officers' Meeting 2014 will be held at NUS from 14–15 November (in conjunction with the Technology-Enhanced Learning Workshop): welcome dinner on Thursday evening, 13 November, meeting on Friday, 14 November (full day) and Saturday 15 November (morning).

UCPH will host the Senior Officers' Meeting 2015.

PKU offered to host the meeting in 2016.

Conclusion

IARU Chair Ralph Eichler thanked all participants for the constructive discussions, and UC Berkeley for their kind hospitality.