

Confirmed Outcomes of the 10th IARU Senior Officers' Meeting National University of Singapore, 14–15 November 2014

Opening

Prof. Tan Chorh Chuan, President of NUS, and Prof. Ralph Eichler, IARU Chair, welcomed all participants to the meeting. The Senior Officers from Cambridge and Yale had sent their apologies for not being able to attend the meeting.

The Chair thanked NUS, in particular Mr. Bernard Toh and his team, for their kind hospitality and the IARU Secretariat for preparing the meeting.

Session 1: Senior Officers' Regional Round-up

Australian National University

Australia's Senate is debating legislation that would allow Australian universities to charge tuition fees to domestic students. The outcomes of the debate, expected in March 2015, are uncertain. The proposal is linked with a planned 20 percent cut of the budget for universities. There is fear that the government might cut the budget anyways, even if the fee charging proposal fail. Such a cut would affect ANU heavily.

Following a student campaign, ANU decided to sell shares of seven companies engaged in fossil fuel. The Australian economy relies heavily on fossil fuel; the government and the mining lobby reacted very negatively to this decision. However, ANU received very strong student and popular support for their leadership. It is unclear if there is a direct link, but applications to ANU for the next academic year are up by 10 percent. Other universities might follow ANU's example.

ANU is actively engaged in Myanmar. Oxford, NUS and ANU have started a trilateral dialogue to look into aligning some of their activities in Myanmar. Erik Lithander offered to share experiences of how to approach Myanmar.

ETH Zurich

Ralph Eichler's term of office as President of ETH Zurich is coming to an end at the end of 2014, making this his last IARU meeting. The new President is the current Rector, Lino Guzzella. There will be two further new members on the Executive Board: Prof. Sarah M. Springman, a civil engineer, has been appointed new Rector and Prof. Detlef Günther, an analytical chemist, new Vice-President for Research and Business Relations. With three new of the five-member Board, there might be a lot of change, once the Board has developed its strategy.

In Singapore, ETH Zurich has launched the second project, "Future Resilient Systems" (FRS), within the Singapore-ETH Center. The first project, "Future Cities Laboratory" (FCL), currently employs over 100 researcher on the CREATE campus. A third project (Food and Nutrition) is in the planning pipeline for 2016. The first five-year funding of the FCL will end 2016, a proposal for a second phase is under consideration by the National Research Foundation.

In Zurich, ETH inaugurated its Institute of Theoretical Studies (ITS) last year. The ITS offers sabbatical both for senior and junior fellows.

Immigration continues to be a political issue, with discussions on how to implement the popular initiative to limit “mass immigration” that was adopted on 9 February 2014 and prompted the European Union to exclude Switzerland from Horizon 2020 and Erasmus+. Although Switzerland has managed to reach a temporary agreement with the European Union about partial association in the Horizon 2020 program (“Excellent Science” pillar) this summer, a lot of uncertainty remains. On 30 November a further popular initiative will come to the vote. This initiative would cap total population growth through immigration at 0.2 percent (currently about 1 percent). Such a rigid limitation would affect ETH deeply, where 70 percent of faculty and PhD students come from abroad. ETH members hence engage in the political campaign against the initiative.

National University of Singapore

The Yale-NUS College, now in its first year, is flourishing. There is very high student interest for the next academic year and the quality of applications has exceeded expectations.

Also the NUS Research Institute in Suzhou, China, is expanding rapidly. The Institute is launching three new centers focusing on China’s business landscape, public policy and urban issues.

At home, NUS has opened new research programs in neurobiology, engineering and medicine, 3D materials, as well as a new Center for Nuclear Research. Although Singapore has decided not to build a nuclear power plant of its own, it is important to have the know-how in view of nuclear power plants in the neighbouring countries.

As the NUS Campus is becoming increasingly crowded, the university is engaging in a process of campus greening, including planting many more trees.

Singapore is preparing the next national 5-year funding cycle for research. There is increasing pressure to demonstrate value to society from research. This pressure will continue, but there is hope that support for basic research will also expand. Singapore plans to invest more in the Humanities and Social Sciences with a new Funding Council. Other priority areas will include research in aging and health in Asia, biodiversity, cybersecurity, and learning methodologies.

Peking University

The Chinese government’s anti-corruption campaign has reached universities. As a pilot case, government auditors have investigated Fudan University. The focus is on use of the national research funds by universities and other national institutions within the stringent rules set by the government. Universities are now in a period of self-examination and self-correction.

The deep reform of the educational system in China is still ongoing. PKU and Tsinghua University have been invited to propose reforms in various areas, including academic programs and admission policies. The government is also looking to revise technology transfer policies, transferring IP of state enterprises to the private sector and giving universities ownership of IP developed with state funds.

As an important addition to PKU’s international programs, the Yenching Academy will be opened in fall 2015. To attract the best international students, the program has been granted generous scholarships and a privileged location on campus, causing some protests by alumni.

For the new Medical City, which will be launched in December 2014, PKU has invited a group of distinguished physicians and administrators as advisors of this international hospital. President Wang plans to make it to a platform for international collaboration in medicine and life sciences. At the IARU workshop preceding the opening ceremony, the possibility for IARU members to collaborate in digital medicine, mobile medicine etc. will be discussed.

University of California, Berkeley

With the aim of bringing data science into the undergraduate curriculum, Berkeley has established a new Berkeley Institute for Data Science, funded by the Gordon and Betty Moore Foundation and the Alfred P. Sloan Foundation. Siemens is an investor partner of the project. The institute is located in the center of the campus.

To account for rising costs, Berkeley has announced an increase in tuition fees by 5% for the 2015–16 academic year.

Berkeley plans to establish a global campus and “living laboratory” in partnership with universities from around the world, as well as with private industry. The Berkeley Global Campus will be built at Richmond Bay, a site that was originally planned as a joint second campus for Lawrence Berkeley National Laboratory and UC Berkeley. Some funding issues still need to be resolved. Leading universities and high-tech companies will be invited to work side-by-side with Berkeley in this campus setting. Chancellor Dirks will provide the IARU Presidents with more information at their next meeting in March 2015.

University of Copenhagen

In Denmark, higher education continues to be a topic for political debate, not least in view of the large portion (60-70 percent) state funding. Although the institutions have a large degree of autonomy (in principle), the government wants to have a say in many areas. After 10 years of policies to increase the number of students, the government wants to cut student numbers. With a focus on the employability of graduates, the humanities are under particular threat.

The buildings of UCPH are owned by the government, which makes for a rigid system, where any construction project needs to be negotiated with the government.

UCPH is trying to voice the important role of universities as drivers of innovation and economic growth. There is a delicate balance between state and private funding, but UCPH is aiming to develop its fundraising activities, looking at the UK and the USA and also to ETH Zurich as role models. There are a lot of private foundations in Denmark and the university already receives substantial funds for aging and health studies.

The European Spallation Source (ESS) is the largest research infrastructure since CERN. The facility is being built in Lund, Sweden, but the ESS Data Management and Software Centre will be located in Copenhagen, making it an important resource and hub for excellence.

Within the Knowledge and Innovation Communities (KIC) of the European Institute of Innovation and Technology (EIT), UCPH joined the Climate-KIC last year, is partner of a bid for a new Health-KIC, and is planning for a KIC on Food and Nutrition.

Also in Denmark immigration is a hot topic on the political agenda. UCPH emphasizes the importance of attracting talent from all over the world, explaining why it is so important to be open to the world.

University of Oxford

Oxford has opened a new Cancer Research Institute that will include research on the use of proton beam therapy, a new Institute of Rheumatology and a new building for the China Centre. Oxford increasingly offers digital content, such as lectures and teaching material on iTunes U. Downloads from this podcast site have exceeded 23 million this year.

In his Vice-Chancellor's Oration this year, Andrew Hamilton focused on the importance of immigration for universities, as a statement in the debate launched by the UK government about restricting immigration.

To increase outreach to underserved communities, Oxford offers free summer schools to prospective students under the UNIQ program. One of the aims of the program is to increase the admissions chances to a broader student population. The external funding of the program has now run out so the university is looking for new funding sources.

The first Oxford India Lecture was held in September 2014. The Oxford India Lectures build on the success of the series of Oxford London Lectures and last year's Oxford China Lecture, in order to share the fruits of Oxford's research with a wider audience of business, politics, civil society and academia that otherwise would be difficult to connect with.

Over the last years, Oxford has been building up links with Myanmar by helping the country's universities with their strategic planning, such as building up an international strategy and setting up student programs.

The University of Tokyo

The current Japanese government has provided a more stable economy, promoting higher education and research. Within the new national program to develop "Top Global Universities", UTokyo was selected as one of the institutions. The initiative will mean strengthening links with strategic partners (e.g. IARU universities), developing more exchange programs, joint degrees, etc. UTokyo is currently evaluating faculty-led proposals to implement the program.

UTokyo has decided to change its academic calendar starting in 2015/2016. The decision is a compromise, retaining the start of the academic year in spring and the long break in the winter, but the new calendar will make it easier for students to do an exchange semester or attend summer schools.

The engagement with MOOCs has caught a lot of attention by newspapers and Japanese television. UTokyo's courses attract a broad international student audience with only 10 percent of students from Japan.

The gender balance continues to be a challenge. One of the goals of UTokyo's "Super Global University" program will be to increase the proportion of female faculty members to 30 percent (from currently 14 percent, and only 9 percent for tenured positions) in the next ten years.

President Hamada's term of office will end at the end of March 2015. The successor is not known yet, the decision is expected at the end of November 2014.

Session 2: Institutional Joint Working & Research

2.1 Academic IP Pooling and Collaborative Technology Transfer

Due to staff shortage at PKU, the development of a pilot portal with sample IP from PKU has been on hold. It is envisaged to have the pilot portal go live before the Presidents' Meeting 2015.

The Technology Transfer Workshop held in April 2014 at ETH Zurich focused on entrepreneurship. The participants found it useful to share experiences even though partners work in different environments and take different approaches to technology transfer. The workshop discussed possible collaboration projects, such as staff exchange, the organization of an IARU Entrepreneurship Forum, holding collective presentations to venture capitalist, offering partners access to pre-incubators and setting up a joint coaching network.

Senior Officers agreed to support an annual workshop of technology transfer officers and approved funding of USD 10,000 to NUS who volunteered to host the next meeting, to take place in conjunction with the "InnovFest unBound" innovation and entrepreneurship conference on 28–30 April 2015 at NUS. UTokyo signalled interest to join the initiative and ETH offered to contribute actively to the workshop. The initiative will be renamed to "Technology Transfer Network".

2.2 Aging, Longevity and Health (ALH)

The ALH Steering Committee has been constituted with representatives of 9 partners. Its first meeting focused on student opportunities, such as summer schools, exchange programs and fellowships for PhDs and postdocs, and on how to catalyse research collaborations through conferences and meetings. IARU Chair Ralph Eichler thanked UCPH for successfully hosting the 3 IARU conferences in June 2014 in Copenhagen, which were all well organized and well attended.

2.3 Alumni Associations Network / Alumni Forum 2015

The 6th Alumni Associations' Summit was held in October 2014 in Copenhagen. Alumni directors confirmed that they value these summits for benchmarking and inspiration. The summit was concluded by a networking reception with 90 alumni from 7 partner universities.

Kiichi Fujiwara updated the Senior Officers on the first IARU World Alumni Forum to be held on 1 March 2015 prior to the Presidents' Meeting in Tokyo. There will be several workshops and keynote speeches on the forum's theme "Economics, Culture and Innovation: Lessons from Japan" with one of the best-known architects of Japan and leading people from the business sector. A panel discussion with IARU Presidents and a joint networking reception will also be part of the forum. IARU Chair Ralph Eichler welcomed the idea of IARU alumni getting to know each other and stressed the added value of such alumni receptions to the Presidents' Meetings.

2.4 EdTech Horizons Workshop

At the first EdTech Horizons Workshop, which was running in parallel to the Senior Officers' Meeting at NUS, the delegates from 7 partner universities and 3 guest speakers discussed trends, opportunities and challenges IARU members are experiencing in supporting technology-enabled education. The aim of the workshop was to identify collaborative projects in technology-enabled education, initiate a mapping of educational technology used by partners and to set up an IARU EdTech Wiki site.

2.5 Global Transformation in IARU Member Strategies

The project coordinator at ETH, Dr. Barbara Becker, has conducted a series of targeted interviews with representatives of NUS and a literature review to frame the questions of the intended mapping of current institutional approaches and arrangements of IARU members in relations with emerging and developing countries. She will contact the network in Q4 of 2014 to find a date for the first meeting to be held in spring 2015 at ETH.

Senior Officers confirmed that there is solid support among partners for the working group but stated that they are still uncertain about the focus of the group and thus have not yet decided who the right person(s) in their institutions would be to participate in the group. They requested that the date-finding invitation contain an “idea paper” to help them communicate to potential participants what to expect.

2.6 International Students Support Group

Senior Officers endorsed the funding request of USD 10,000 for the first meeting of the group to investigate the best approaches to international student teaching and support. The meeting will take place in spring 2015 in Oxford with strong support from Cambridge.

Partners also reported difficulties with this group to identify the right people at their universities. As academic skill development will be a major topic of the meeting, the aim is to get an academic support group together.

NUS shared that 60% of its student cohort is international. NUS' support of international students is targeted at integrating international students socially with home students and local people. Academic services are offered to all students, without particularly addressing international students. NUS would like to learn more from partners' experiences with peer-mentoring services. PKU is interested in learning more about the support of international students studying in a foreign language.

A topical session of the Presidents' Meeting 2015 will be devoted to the role of the international offices of the IARU universities in accommodating an international student body.

2.7 Librarians' Contact Group

At its 3rd meeting in June 2014 in Berkeley with full representation from all IARU members, the Librarians' Contact Group discussed the major issues facing university libraries today. In consultation with the IARU Sustainable Campus initiative, the group has developed a, “IARU Green Libraries” report, showcasing partners' activities reduce their libraries' carbon footprint. The report which includes best practices examples from all members has been published on the IARU website.

ETH's library has initiated a new project to benchmark the services of the IARU libraries. The collected data will be analysed at the next meeting of the Librarians in June 2015 at PKU and presented to the next Senior Officers' meeting. Bernard Toh encouraged the librarians to look into the idea of initiating a student internship program – possibly in collaboration with the Sustainability Fellowship Exchange Program. Barry Halliwell asked the group for a discussion on approaches to dealing with publications in open-access journals.

2.8 PKU Medical City

Dr. Zhang Chi reported on the PKU-IARU workshop on medical collaboration to be held on 3 December 2014 in conjunction with the PKU International Hospital Advisory Board meeting. The

workshop will be followed by the opening ceremony of PKU International Hospital on 5 December. (The 2nd workshop on Mobile Health, originally planned for 4 December, has been postponed to the first half of 2015). Partners have been invited to contribute to the workshop with presentations and collaboration project proposals. Sessions will include presentations of the PKU-Oxford joint research project on an early-warning system of patients in cardiology, comparison of mobile health policies in different countries and real-life medicine on diabetes.

PKU proposes to have a series of annual workshops at PKU on different collaborative projects. No IARU funding will be required for the workshops.

2.9 Research Administrators' Network

The 3rd meeting of the Research Administrators' Network was held in Oxford on 1–2 October 2014. A major theme in all meetings of the network has been how to reduce administrative barriers to research collaboration. The group has made a first draft for a common IARU agreement on how to handle Marie Curie fellowships in the Horizon 2020 program. Another outcome of the collaboration is a first draft of a joint lexicon, where the research administrators share terms and phrases in international research collaboration. It is foreseen to share the knowledge base on the IARU website.

The network suggests holding a seminar on “Funding of Research”. Major funding companies and foundations would be invited to a networking event with the IARU Presidents and Research Administrators' Officers with the aim to increase the individual partners' competitiveness for funding. Senior Officers questioned whether such an event would achieve the desired outcome and create a platform for broader discussions. The foundations would have to be selected very carefully. Senior Officers asked the Research Administrators to prepare a proposal to be presented to the Presidents in March 2015.

2.10 Women and Men in Globalizing Universities

The group is working to complement the benchmark analysis of the IARU universities with data from PKU and with further statistical data also from non-PTEM fields such as medicine, social sciences and humanities. The group further plans to elaborate a memorandum on the advantages of equilibrating gender figures at the IARU universities. Senior Officers approved the funding request of USD 10,000 to finance the group's next workshop to be held in June 2015 at Oxford.

2.11 Collaboration with Futurity

IARU is now associated with Futurity. Each IARU institution can now engage with Futurity's online platform for science news by entering a bilateral agreement with Futurity at the cost of USD 3,000 per year. To date, ETH, Berkeley, NUS, UCPH and Yale have already opted to do so.

ETH reported that since joining on 1 September 2014, about 15 news articles from ETH have been published by Futurity, contributing to an increased visibility of ETH abroad.

2.12 Value of Research-Intensive Universities

With the publication of the report on the IARU website in February 2014, the initiative was brought to an end. To keep the page up to date and relevant, Presidents have agreed that the information should be updated on a regular basis. The Secretariat will send out an invitation to the partners to contribute

new case studies and links to the report. The aim is to have an updated page for the Presidents' Meeting 2015.

Session 3: International Strategies of IARU Universities

Prof. Andrew Wee, Vice-President University and Global Relations, presented the Global Strategy of NUS. The presentation was followed by a discussion of strategic approaches of the partner universities.

Session 4: Global Education Initiatives

4.1.a Global Summer Program (GSP)

Anders Hagström reported on behalf of the GSP Coordinators on the Global Summer Program (GSP). GSP continues to be a flagship activity of IARU. The large number of hits on the IARU GSP webpages confirm the strong student interest in the program.

Course cost continues to be a concern as it is a deciding factor for students when considering participation. Five courses 2014 had total costs of USD 5,000 or more. Without the support from Banco Santander, the cost challenge would even be greater. In 2014, 51% of all IARU GSP students benefitted from the IARU-Santander GSP Scholarships.

The preparations for GSP 2015 are well under-way. The number of courses offered will increase by one to 21. There would be room for having more students in the courses with the same cost and administrative efforts.

The IARU Secretariat conducted a survey with the three GSP cohorts 2011–2013. The survey results confirm that GSP is highly regarded by the students. Students created many life-long international friendships. GSP Coordinators are considering possibilities of fostering the network of GSP alumni. The IARU World Alumni Forum in Tokyo will be used as a platform for also inviting GSP alumni.

ANU and Berkeley have elaborated a “GSP hub proposal” as a means of getting more students together in one location and to reduce costs. ANU is looking into offering its 2015 GSP course in a format reflective of the proposed “IARU Student Research Hub”. It is aimed to launch the first IARU Student Research Hub in 2016 with a maximum of 45 students.

4.1.b Santander Agreement

The first sponsorship agreement with Santander ended with GSP 2014. Santander has agreed to continue the support for GSP for the next 3 years under the same conditions. NUS having agreed to act as the contracting partner signed the new agreement for 2015–2017 on behalf of IARU partners. Senior Officers tasked the IARU Secretariat to write an acknowledgement letter to Santander in coordination with NUS.

4.2 Global Internship Program (GIP)

The Global Internship Program is not a program per se but rather a platform for partners to offer student internships. The corresponding section on the IARU website belong to the most frequented

pages, especially during the GSP application period. No internship opportunities for 2015 have been announced so far. Partners are encouraged to send their internship offers to the Secretariat.

4.3 Global Cross Disciplinary Tournament (GXT)

Erik Lithander reported from GXT 2014 which was organized by the student association at ANU. Students were given a theme (“The Future of the Body”). In cross-disciplinary, cross-cultural teams, they were then asked to define a challenge and develop a solution before meeting for two weeks at ANU. Also this year, students were very enthusiastic about the tournament. 25 Students from 6 partner universities participated. Students at UTokyo had indicated an interest in organizing GXT 2015. *(Note: After the meeting UTokyo notified the Secretariat that the GXT 2015 cannot be hosted in Tokyo.)*

Erik Lithander found the activity worthwhile and advised that GXT should continue as an entirely student-led activity, supported by the hosting university but without funding from IARU.

Rexille Uy reported on experiences from the student-run education program “DeCal” at UC Berkeley. Students create and facilitate their own courses on a variety of (often unorthodox) subjects. The courses need to have a faculty sponsor and the department chair takes the final decision whether or not a course is appropriate. The courses are completely student-led, students learn a lot and may earn one credit.

Session 5: Brainstorming on an IARU Student Exchange Program

Building on the success of GSP, the Presidents’ Meeting 2014 tasked Senior Officers to look into other forms of IARU-wide student exchanges. At their meeting in September 2014, GSP Coordinators discussed the possibilities, drawing attention to the existing bilateral exchange schemes between IARU universities. They cautioned setting up multilateral agreements as the administration burden might not be worth the effort. The Secretariat distributed an overview of existing student exchanges between the IARU universities.

Anders Hagström reminded Senior Officers that an IARU multilateral student exchange agreement was signed in 2006 by 4 partner universities (ANU, NUS, ETH and UCPH). Although the agreement was set up to allow for more flexibility in balancing exchanges flows among the partners, in practice partners had to achieve balanced flows on a bilateral basis.

As an alternative, Pradeep Chhibber suggested a “virtual exchange program” with joint teaching of online course modules. Andrew Wee presented a successful mode at NUS in collaboration with other partner universities where a single course is taught with materials compiled by instructors at different institutions. Lecturers or tutors are presented separately at each participating location. Recorded lectures are available online. Each student is assigned a tutorial group comprising of local and international students from the participating institutions. The tutorials take place virtually on the online platform where students engage in online discussions. Assessments and group projects are handled individually at the institutions. Social Science and Humanities are especially suitable for this teaching format. Bringing faculty together to agree on a joint syllabus and overcoming the different time zones is the biggest challenge. Pradeep Chhibber and Kiichi Fujiwara agreed to prepare a proposal for such a concept to be presented at the Presidents’ Meeting 2015.

Session 6: Updates on Ongoing Proposals

6.1 Santander's Funding Proposal

With the intention to reshape the idea of Santander's interest to further support IARU with a research fund for student mobility, President Tan Chorh Chuan had planned to approach Santanders' Chairman Emilio Botín at the Universia Rectors' conference in July 2014, but did not find the opportunity to do so. A few weeks later, Mr Botín passed away.

NUS offered to first get a feel on how to establish a new relationship with the successor on a bilateral basis before IARU as a group will approach Santander for extending the collaboration. The new Chair might also be an entry point. The topic will be raised again at the Presidents' Meeting 2015 in Tokyo.

6.2 National Research Foundation Proposal

Barry Halliwell reported that Singapore's National Research Foundation (NRF) is currently focused on planning the next 5-year cycle 2016–2020. In general, NRF has recognized the importance of bottom-up proposals from universities. NUS will inform the partners when any concrete opportunities for IARU emerge.

6.3 IARU Sports Initiative – Proposal by PKU (*new*)

Chen Dongmin (PKU) proposed a new institutional joint working and research collaboration initiative on sports. Successful practice in sports programs and physical education on the partner campuses would be shared and a new research collaboration on sports science (including health sciences) would be started. The main focus of the initiative would be on the latter by conducting joint research activities, establish joint and double Master's and PhD programs and exchange faculty.

The IARU Secretariat will circulate the proposal among the Senior Officers and Key Contacts. Partners are asked to indicate their interest to the IARU Secretariat by 15 December 2014.

6.4 IARU Prize – Proposal by UCPH (*new*)

To raise IARU's external and internal visibility, Thomas Bjørnholm proposed to introduce a "IARU Prize" for students, researchers, junior faculty and/or NGO's to be awarded annually at the Presidents' Meetings. The award could consist of sponsored prize money or of an offering for students/researchers to do an internship (e.g. 6 months) at one of the partner universities. Thomas Bjørnholm will draft a brief proposal and circulate it among partners for feedback and inputs. If there is interest, UCPH and ETH will draft a proposal for the Presidents' Meeting 2015.

Session 7: Sustainability Activities

7.1 Sustainable Campus Initiative

Amy Ho, NUS representative in the IARU Sustainable Campus network, presented a report on the activities of the group:

- The *lead* of the group has been taken over by UCPH.

- The *Green Guide for Universities* was launched in October 2014. The guide presents key themes, priorities, lessons learnt and recommendations on how to make universities more sustainable and is aimed to demonstrate IARU's universities contributions to and leadership on campus sustainability. The guide is available in hard copy and as a free e-publication on the websites of IARU, the partner universities and Sustainia. Universities have promoted the guide both jointly and individually via national and regional networks reaching more than 1,000 universities, IARU university staff and student communities. All partner were encouraged to continue the promotion activities. Additional international press promotion is also planned.
- The *Making Universities Sustainable Conference* was successfully held on 22–24 October 2014 in Copenhagen with over 110 participants from 18 countries. The general feedback from the conference was very positive. Based on this success, the group will look into organizing another event.
- The Sustainability Officers have completed a comparative study of the member institutions' greenhouse gas emissions and their individual mitigation strategies (*IARU Universities Emissions Report*). The emissions data show significant differences between the partners. Emissions are either reported as CO₂ equivalent or CO₂ only. Not all partners were able to collect scope 3 data (indirect emissions from sources not directly controlled by an institution) and the data cover different time periods. Senior Officers tasked the Sustainability Officers to agree upon common metrics to be applied across all partner universities to allow for comparability and benchmarking and revise the report before publishing it on IARU's webpage. Gerhard Schmitt (ETH) offered to assist the group in the data collection and visualization of the results. All Senior Officers showed commitment to further invest in this project and would be willing to provide the group with further resources if needed.
- The *Sustainability Fellowship Exchange Program* continues to be successful. 17 exchanges took place in 2014 with students completing high quality projects on a range of sustainability topics. All partners participated in the exchange.
- A roadmap with the *vision and planned activities* of the group for the next 3 years will be presented at the Presidents' Meeting 2015.

The Chair congratulated the group to the excellent work. In particular the publication of the Green Guide and the Making Universities Sustainable Conference have contributed significantly to IARU's visibility.

7.2 Sustainability Science Congress 2014

On behalf of IARU, UCPH hosted the Sustainability Science Congress on 22–24 October 2014. Approximately 800 participants from over 50 countries attended the congress. The program included five plenary sessions with topical overviews and 15 special sessions dedicated to specific sustainability challenges. Speakers/session organizers from all IARU universities were present.

Partners reported very positive feedbacks and thanked UCPH for having organized this large-scale congress.

Session 8: Update on IARU Membership

The Secretariat reported that none of the communication by the IARU Chair Ralph Eichler to the Rector of Universidade de São Paulo (USP), Prof. Marco Antonio Zago, or by the Secretariat to USP's Vice-Rector for International Relations, Prof. Machado Neto, had generated any reaction from USP – not even an acknowledgment of receipt. At the Universia Rectors' conference in Rio de Janeiro in July, Don Filer had the chance to briefly talk to Prof. Neto. As a consequence, Ms. Angela das Neves from the USP International Office sent a short e-mail, saying that USP would envisage to join the alliance in 2015. The follow-up e-mail by the Secretariat remained unanswered to date, leaving it unclear whether USP genuinely plans to join the alliance or not.

Senior Officers discussed whether USP would be genuinely committed to become an active IARU member or if they were reluctant to decline the invitation. All agreed that USP's reaction was not a good sign. It will be at the Presidents' discretion in March 2015 to decide whether to look at another Latin American university or the University of Cape Town instead, or to keep the moratorium of 7 years for any further expansion of membership.

Session 9: Business Matters

9.1 Financial Report

Anders Hagström (IARU Secretariat) reported that by the end of 2014, the alliance's reserves will be close to USD 200,000. Approved initiatives for the financial year 2015 add up to USD 65,000 – the exact annual amount available annually for initiatives.

9.2 Agenda for Presidents' Meeting 2015

The next Presidents' Meeting will be hosted by President Hamada and the President Elect of UTokyo on 2–3 March 2015 and chaired by the new IARU Chair, Rector Ralf Hemmingsen. Prior to the Presidents' Meeting, UTokyo will host the first IARU World Alumni Forum on 1 March. Presidents and Senior Officers are invited to attend the Forum, in particular the Presidents Panel, followed by the networking reception.

Partners are invited to send proposals for topical sessions and new initiatives to the IARU Secretariat by mid-January 2015. Kiichi Fujiwara presented UTokyo's two proposals for topical sessions: "Universalism and Regionalism in Globalizing Universities" (East meets West issue, presentation by a renowned historian) and "International Administration in Globalizing Universities" (related to the International Students Support Group, partners sharing experiences). Anne Pakir offered on behalf of NUS to contribute to the latter by sharing the results of the impact study of NUS' exchange programs.

Senior Officers agreed to the Secretariat's proposal not to prepare printed tomes for delegates unless a personal copy has been pre-ordered at the IARU Secretariat.

9.3 Senior Officers' Meeting 2015

The next Senior Officers' Meeting will be hosted by University of Copenhagen on 22–23 October 2015. The meeting will start with a Welcome Dinner on Wednesday, 21 October, and end with lunch on Friday, 23 October.

9.4 IARU Chairperson and Secretariat 2015–2016

Rector Ralf Hemmingsen will take over the position of IARU Chair from President Ralph Eichler from 1 January 2015 until 31 December 2016. The hand-over of the IARU Secretariat from ETH to UCPH will be as of 1 May 2015 – after the outcomes of the Presidents' Meeting 2015 have been finalized and before the start of the Global Summer Program 2015.

9.5 Wrap-up / Future Directions of IARU

Senior Officers acknowledged the achievements of IARU since its inception almost 10 years ago. Partners have established a strong level of trust and rapport. One of the benefits of the alliance is the exchange of best practices through meetings and institutional joint working initiatives. Senior Officers discussed the vision of the alliance for the next 5-10 years and whether IARU should raise its external visibility. There was common agreement that the alliance needs to think about the future directions, but that it might be premature to bring it up at the Presidents' Meeting 2015 as five participating Presidents will be new to the alliance. A session on the past and present of IARU should be included in the Presidents' Meeting, followed by discussions on current issues and possible future directions. Loren Griffith offered to research the strategies of other alliances. A more detailed discussion will then be held at the Senior Officers Meeting 2015.

Conclusion

IARU Chair Ralph Eichler thanked all participants for the constructive discussions, the IARU Secretariat for the efficient preparation of the meeting, and NUS for their excellent hospitality. Senior Officers expressed their thanks to Ralph Eichler for his leadership of the alliance over the past two years.