

INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

IARU Senior Officers' Meeting 2014

National University of Singapore

14–15 November 2014

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IARU Senior Officers' Meeting – Agenda

National University of Singapore, 14–15 November 2014

Thursday, 13 November

- 14:00 *Pick up from Park Avenue Rochester hotel, transfer to NUS Computer Centre*
- 14:30 **EdTech Horizons Workshop** (optional)
“What can Mobile Technology do to Transform Learning at Universities?”
Prof. John Traxler, University of Wolverhampton
- 15:30 Tea break with participants of EdTech Horizons Workshop
- 15:45 *Pick up from Park Avenue Rochester hotel, transfer to NUS Computer Centre*
- 16:00 *Pick up of group at NUS Computer Centre, transfer to University Town*
- 16:30 **Tour of University Town** (optional), direct transfer to the Welcome Reception
- 18:00 *Pick up from Park Avenue Rochester hotel for transfer to Welcome Reception*
- 18:30 **Welcome Reception** with the delegates of the EdTech Horizons Workshop
Yong Siew Toh Conservatory of Music lobby
Tour of NUS Museum and Lee Kong Chian Natural History Museum
- 21:30 *Transfer to Park Avenue Rochester hotel*

Friday, 14 November

- 08:00 *Pick up from Park Avenue Rochester hotel for transfer to University Hall, NUS*
- 08:30 **Opening**
Welcome Address (Prof. Tan Chorh Chuan, President, National University of Singapore)
- 08:40 **Session 1: Senior Officers' Regional Round-up**
- 09:45 **Session 2: Institutional Joint Working & Research**
- 2.1 **Academic IP Pooling and Collaborative Technology Transfer** (PKU / ETH Zurich)
 - 2.2 **Aging, Longevity and Health** (UCPH)
 - 2.3 **Alumni Associations Network / Alumni Forum 2015** (UCPH / UTokyo)
 - 2.4 **EdTech Horizons Workshop** (NUS)
 - 2.5 **Global Transformation in IARU Member Strategies** (ETH Zurich)
- 10:30 *Refreshment break*
- 11:00 **Session 2 continued: Institutional Joint Working & Research**
- 2.6 **International Students Support Group** (Oxford)
 - 2.7 **Librarians' Contact Group** (ETH Zurich)
 - 2.8 **PKU Medical City** (PKU)
 - 2.9 **Research Administrators' Network** (UCPH)
 - 2.10 **Women and Men in Globalizing Universities** (UTokyo)

2.11 Collaboration with Futurity (ETH Zurich)**2.12 Value of Research-Intensive Universities (IARU Secretariat)**

12:00 *Photo session / lunch (The Scholars' Restaurant)*

13:30 **Session 3: International Strategies of IARU Universities**

- Presentation of the Global Strategy of NUS, Prof. Andrew Wee, Vice-President, University and Global Relations
- Discussion

14:45 **Session 4: Global Education Initiatives**

4.1 Global Summer Program (GSP) (IARU Secretariat)

- a) GSP 2014 Report
- b) Santander Agreement

4.2 Global Internship Program (GIP) (IARU Secretariat)

4.3 Global Cross Disciplinary Tournament (GXT) (ANU)

15:15 *Refreshment break*

15:45 **Session 5: Brainstorming on an IARU Student Exchange Program**

16:30 **Session 6: Updates on Ongoing Proposals**

6.1 Santander's Funding Proposal (IARU Secretariat)

6.2 National Research Foundation Proposal (NUS)

17:00 *End of meeting day 1, transfer to Park Avenue Rochester hotel*

18:45 *Pick up from Park Avenue Rochester hotel for transfer to restaurant*

19:30 **Formal Dinner** ("The Dunearn", NUSS Bukit Timah Guild House)

Saturday, 15 November

08:00 *Pick up from Park Avenue Rochester hotel for transfer to University Hall, NUS*

08:30 **Session 7: Sustainability Activities**

7.1 Sustainable Campus Initiative (UCPH)

- a) Green Guide for Universities
- b) Making Universities Sustainable Conference
- c) CO₂ Emission Report
- d) Sustainability Fellowship Exchange Program
- e) Vision and planned activities of the group

7.2 Sustainability Science Congress 2014 (UCPH)

10:00 *Refreshment break*

10:30 **Session 8: Update on IARU Membership**

11:00 **Session 9: Business Matters**

9.1 Financial Report (IARU Secretariat)

- 9.2 Agenda for Presidents' Meeting 2015 (UTokyo / IARU Secretariat)**
- 9.3 Senior Officers' Meeting 2015**
- 9.4 IARU Chairperson and Secretariat 2015–2016**
- 9.5 Wrap-up**

12:00 *End of meeting, buffet lunch (Nexus)*

13:15 *Transfer to Park Avenue Rochester hotel*

14:00 **Visit to the Singapore Botanical Gardens** (optional)

Pick up from Park Avenue Rochester hotel at 14:00

Return to Park Avenue Rochester hotel at approximately 16:15

Participants

Australian National University

Dr. Erik LITHANDER – *Pro Vice-Chancellor, International & Outreach*

ETH Zurich

Prof. Ralph EICHLER – *President*

Prof. Gerhard SCHMITT – *Senior Vice President ETH Global*

Dr. Jürg BRUNNSCHWEILER – *Director Global Institutional Affairs, ETH Global*

National University of Singapore

Prof. Barry HALLIWELL – *Deputy President, Research & Technology*

Prof. Andrew WEE – *Vice President, University & Global Relations*

Mr Bernard TOH – *Director (Projects & Communications), Office of the President*

Prof. Anne PAKIR – *Director, International Relations Office*

Peking University

Prof. CHEN Dongmin – *Director, Office of Science and Technology Development*

Dr. ZHANG Chi – *Assistant President, Peking University International Hospital*

Dr. LIU Fan – *President Assistant, CIO, Peking University People's Hospital*

University of California, Berkeley

Prof. Pradeep CHHIBBER – *Director, Institute of International Studies*

Ms. Rexille UY – *Program Manager, Institute of International Studies*

University of Copenhagen

Prof. Thomas BJØRNHOLM – *Prorector for Research and Innovation*

Mr. Steen ULRICH – *Director, Rector's Office*

Ms. Astrid GUFLER – *Senior Consultant, Rector's Office*

University of Oxford

Mr. Loren GRIFFITH – *Director of International Strategy*

The University of Tokyo

Prof. Kiichi FUJIWARA – *Professor, Graduate Schools of Law and Politics*

Mr. Tatsuya KUWAHARA – *Manager, International Affairs Department*

Ms. Midori OZAWA – *Specialist, International Affairs Department*

Dr. James FEGAN – *Project Specialist, International Affairs Department*

Ms. Mayuko NAKAI – *Administrative Staff, International Affairs Department*

IARU Secretariat

Mr. Anders HAGSTRÖM – *IARU Secretariat*

Ms. Romana RUTZ – *IARU Secretariat*

Host (National University of Singapore)

Ms. Noreen TAN – *Senior Associate Director, Office of the Vice-President*

Ms. Adeline ANG – *Senior Manager, Office of the Vice-President*

Ms. AW Siew Yin – *Management Assistant, Office of the Vice-President*

Ms. Maureen OLIVEIRO – *Management Assistant, Office of the President*

Academic IP Pooling and Collaborative Technology Transfer

Lead	Peking University
Reporting	<ul style="list-style-type: none"> - Prof. Chen Dongmin, PKU (IP Pooling) - Dr. Matthias Hölling, ETH Zurich (Technology Transfer Workshop)
Executive summary	<p><i>IP Pooling:</i> PKU and NUS initiated the creation of a web portal to pool IP of the IARU universities willing to join the platform. A demo website has been created with sample IP from PKU. The aim is to integrate partners' IP databases into the portal and link it to the IARU webpage. Due to staff shortage at PKU, the project has had to be put on hold. It is envisaged to present a progress update at the Presidents' Meeting 2015.</p> <p><i>Technology Transfer:</i> The Technology Transfer Workshop on the topic "Entrepreneurship" was held 22–24 April 2014 at ETH Zurich. Delegates found it useful to share best practices across the alliance. Various potential collaboration options were discussed. The group recommended to meet on a regular basis, but so far no partner has taken the initiative to organize and host such a meeting in 2015.</p> <p>This document contains:</p> <ul style="list-style-type: none"> ▪ Status report on the development of an IP Pooling Web Portal ▪ Summary of the Technology Transfer Workshop 2014
Funding to date	<ul style="list-style-type: none"> ▪ USD 9'573: Technology Transfer Workshop, ETH Zurich, April 2014 ▪ USD 15,091: Academic IP Pooling Workshop, Peking University, March 2013
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014 At the 2nd Technology Transfer Workshop, which was running in parallel to the Presidents' Meeting at ETH Zurich, the delegates from 8 partner universities discussed the different approaches by their institutions to university-industry-government partnerships, entrepreneurship, funding models and incubation programs. One finding of the workshop was that start-up companies at all institutions face the challenges of funding and often lack the required management skills.</p> <p>PKU gave an update on the progress of the demo website of the IARU collaborative Technology Transfer portal (IP pooling). A first draft of the web portal has been completed by NUS and PKU. Presidents agreed to have a link from the IARU website to this IP portal once the pilot project has been completed.</p> <p>Senior Officers' Meeting, November 2013 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</p>

	<p>2013. PKU invited other IARU partner universities to join the program.</p> <p>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.</p>
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Part I – IP Pooling Web Portal

(Item 6.3.1 on Outcome of 8th IARU Presidents' Meeting, April 2013)

The IARU “Workshop on Collaborative Technology Transfer” was successfully held 7–8 March 2013 at the School of Innovation and Entrepreneurship, Peking University. An outcome of this workshop was that Peking University and National University of Singapore would jointly lead the effort to build a pilot program with the input of IARU members; NUS generously offers its resource to create a web portal and search engine for the test.

Under the recommendation of NUS, we have engaged PatSNAP (www.patsnapglobal.com) to develop the IARU Collaborative Technology Transfer portal. PatSnap has extensive experience in building academic IP & tech transfer service websites. Their clients include NUS, AUTM and many more. A demo website has been created with sample IP from Peking University and the progress has been reported to the 2014 Presidents' Meeting. The plan was to upload members' IP database and integrate them. After review and approved by the SOM in November it would be linked to the IARU website as approved by the Presidents' Meeting.

Unfortunately, due to the shortage of staff at Peking University, we had to suspend this project until later in the fall semester with new hiring on board. We thus must delay the integration and linkage till the Presidents' Meeting of 2015.

Part I – Summary of Technology Transfer Workshop

22–24 April 2014, ETH Zurich

General Information and Organization

The workshop was held at ETH Zurich and focused on “Entrepreneurship”.

To facilitate the organisation and communication, invitations to attend and plan such workshops should be sent to the following contacts, as well as to the IARU Key Contacts (until further notice from the corresponding member institution):

University	Contact person
ANU	Chris Pugmire, Business Development Manager, chris.pugmire@anu.edu.au
ETH Zurich	Representative of ETH transfer
NUS	Poh-Kam Wong, Director NUS Entrepreneurship Centre, PohKam@nus.edu.sg
PKU	Dongmin Chen, Director, Office of Science and Technology Development, dongminchen@pku.edu.cn
Berkeley	Irvin Mettler, Associate Director IPIRA, imettler@berkeley.edu
Cambridge	Shirley Jamieson, Head of Marketing, Cambridge Enterprise Limited, Shirley.jamieson@enterprise.cam.ac.uk
UCPH	Karen Laigaard, Head of Technology Transfer, kala@adm.ku.dk
Oxford	Isis Innovation Ltd., innovation@isis.ox.ac.uk in addition: Weng Sie Wong, weng.wong@isis.ox.ac.uk
UTokyo	<i>no contact available</i>
Yale	Jon Soderstrom, Managing Director, Office of Cooperative Research, jon.soderstrom@yale.edu

It is important to note that technology transfer from the UK institutions is handled in separate entities and they should be approached through the contacts above to make sure that they receive the information about any future workshops.

Results and Recommendations

In general, delegates found it very useful to exchange on best practices among the members and it is recommended that a meeting of members of the technology transfer officers among the IARU members be held on a regular basis.

Each institution faces a different set of challenges and opportunities due to considerable differences in funding environment, both private and public, and in access to company collaborators, commercial management teams, angel investors and so forth. This means that while partners are unlikely to adopt identical approaches to all aspects of technology transfer, each partner does benefit from the experiences of other TTOs at different stages of development, and with different commercial and political relationships.

Suggested Collaboration Options

1. IP Pool Portal

NUS and PKU have completed a first draft portal for presenting pooled IARU IP, and it was agreed that each member would upload one or more technologies to help trial the site over the next 6 months. Concerns remain regarding IP pooling. It was noted that the novel aspect of the proposal is not the creation of a portal (there are many portals offering IP licensing opportunities, e.g. AUTM and/or swiTT have their own portals), but rather the offer of access to pooled IP in a single deal/negotiation.

Several members (and also a guest from Imperial Innovations PLC, linked to Imperial College London) felt that special attention must be given to not bulk-license several pieces of IP to a non-practicing entity (because the IP may not be utilised, and participant universities may be accused of supporting 'patent troll' activity with reputational and political ramifications), or to an entity which only intends to make use of a small proportion of the licensed IP (because the other pieces of IP would suffer delayed development at best, and may generate no return or benefits for society, depending on the deal structure). In general, pooling of research capability with a commercialization goal in mind seemed to be more beneficial and was once again discussed, however there was some doubt particularly from Berkeley as to how well this would work.

2. Staff Exchange between the Partner TTOs

All members saw potential value in this, though there are workflow challenges to address. It was seen as an efficient way of enabling more staff to be exposed to best practice from other IARU members. A particular concern, however, is the workload for the "receiving" institution to train a temporary member for a fairly short period of time. It is therefore encouraged that member institutions organize such exchanges bilaterally.

3. IARU Entrepreneurship Forum / Founders' Exchange

Exchange of information on events, competitions, entrepreneurship programs, and for discussing initiatives, requesting input from other members on access to entrepreneurship trainers, management teams for spin-outs and other resources. A pilot is envisaged which would be open to TTOs and entrepreneurs based at partner institutions, and all members felt that some value could be generated.

4. IARU Collective Presentations to Venture Capitalists

The possibility of organising occasional IARU collective presentations to Venture Capitalists and other investors in specific technology areas was discussed, and considered to have some potential. Details to be worked out; all parties will consider further.

Joint Proof of Concept funds and other cooperative investment strategies were considered too difficult by most members, despite the universal need for more of this kind of funding (particularly at ANU where such funding will no longer be available after May 2014).

5. Mutual Access to Pre-Incubators or Minor Facilities

Mutual access to pre-incubators or minor facilities such as offices, to facilitate spin-outs and maybe also TTO staff in holding discussions with potential partners in overseas territories. Several cases were discussed which illustrated the considerable value to spin-outs of being able to do this in preparation

for establishing an overseas subsidiary. In general it is not seen as a problem to accommodate a guest for a limited period of time in the pre-incubators that many of the member institutions have. However, it should be noted that this may not be balanced as some member locations are more attractive for spin-outs to reach out to than others.

6. Coaching Network

There was a general agreement that many institutions lack serial entrepreneurs to participate in and/or coach new spin-offs. Often, experience and or a network is required in a very particular field of business. It may therefore be desirable to exchange an anonymized list of coaching capacities that each member institution has access to, and allow spin-offs or spin-off projects from one institution to have access to that list and a particular coach (subject to his/her agreement, of course). Such contact could be initiated by a Skype call and only in exceptional cases be followed up by a visit from the spin-off, e.g. to be further introduced to a particular network, possibly in combination with item 5, above.

Suggested Next Steps

- Topic 1 will continue as suggested.
- Topic 3 and 6 could be envisaged.
- Topic 2 and 5 can always be negotiated between two IARU members.

Any larger project, such as 1, 3 or 6 will be tried for 6–12 months to see if it gains traction. Should this not be the case, it is suggested that no further resources are spent on the topic.

It is proposed to hold a follow-up next year.

Aging, Longevity and Health

Lead	University of Copenhagen
Reporting	Tina Gottlieb (UCPH)
Executive summary	<p>This document contains:</p> <p>Report on:</p> <ul style="list-style-type: none"> ▪ ALH Steering Committee 9 partners are now represented in the ALH Steering Committee. Outcomes of the first meeting in Copenhagen, June 2014, included: <ul style="list-style-type: none"> - Formulation of a “mission statement” - Decision to hold an <i>IARU ALH Graduate Student Conference</i> on a biannual basis, rotating between IARU universities - Idea to set up short reciprocal exchange programs/fellowships for PhDs and postdocs - The 2nd meeting of the ALH Steering Committee to be hosted in Copenhagen in 2015 ▪ Three concurrent IARU ALH Conferences UCPH/CEHA hosted three concurrent IARU ALH Conferences in June 2014, among them a Graduate Student Conference: <ol style="list-style-type: none"> 1. <i>Genome Dynamics in Neuroscience and Aging</i> 2. <i>Cultures of Health and Aging</i> 3. <i>2nd IARU Graduate Student Conference</i> ▪ IARU Summer School on Healthy Aging In the context of the IARU GSP, UCPH hosted a summer school on healthy aging for the fourth time. Once again, the course received an excellent evaluation.
Funding to date	<ul style="list-style-type: none"> ▪ USD 15,000 for ALH Graduate Student Conference (2014) ▪ USD 38,000 for Oxford project management salary (2009)
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014</p> <p>Ralf Hemmingsen (UCPH) recalled that the Aging, Longevity and Health (ALH) initiative had been originally launched as an area feasible for interdisciplinary collaboration across all IARU universities. The activities are now well established. The funding for the UCPH Center for Healthy Aging has been secured for another five years through a USD 26 million donation by the Danish “Nordea-fonden”.</p> <p>Researchers from all partner universities meet regularly to exchange ideas and promote ongoing initiatives within the aging research community. One of the initiatives discussed is joint grant writing for the EU Knowledge and Innovation Communities (KIC) that also allow for participation of institutions from outside the European Union.</p> <p>In June 2014, there will be three simultaneous IARU Congresses on Aging, Longevity and Health organized by UCPH. Preparations for the conferences are going well, and researchers from all 10 institutions have</p>

registered. Partners are asked to promote the events at their universities.

The ALH Steering Committee has been established with eight partner universities represented. The Steering Committee will strengthen the Aging, Longevity and Health (ALH) network among IARU.

Senior Officers' Meeting, November 2013

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.

Aging, Longevity and Health

Empowering the Network with a Steering Group – and Three Conferences

In June 2014, the University of Copenhagen and Center for Healthy Aging (CEHA) hosted the first Aging, Longevity and Health (ALH) Steering Group Meeting, as well as three concurrent IARU ALH Conferences, one being a Graduate Student Conference. Researchers and students from IARU were invited.

ALH Steering Group Meeting

The idea behind forming a Steering Group for the ALH network is to take the network into the second phase, facilitating greater engagement across IARU campuses and more joint conferences, workshops, exchange programs and funding opportunities. The first meeting was held on 20 June 2014.

Steering Group now represents nine out of ten IARU universities:

- Prof. Kaarin Anstey, Australian National University
- Prof. Michael Ristow, ETH Zurich – joined the Steering Group in September 2014
- Prof. Barry Halliwell, National University of Singapore
- Prof. Xiaoying Zheng, Peking University
- Prof. Guy Micco, University of California, Berkeley
- Senior Research Associate Louise Lafortune, University of Cambridge
- Lene Juel Rasmussen, University of Copenhagen
- Prof. Sarah Harper, University of Oxford
- Prof. Junichiro Okata, The University of Tokyo

Persons attending the 20 June 2014 meeting:

- Hal Kendig, representing Australian National University (for Kaarin Anstey)
- Barry Halliwell, National University of Singapore
- Xiaoying Zheng, Peking University
- Andrew Scharlac, representing University of California, Berkeley (for Guy Micco)
- Louise Lafortune, University of Cambridge
- Lene Juel Rasmussen, University of Copenhagen
- Tina Gottlieb, University of Copenhagen
- Kenneth Howse, University of Oxford (for Sarah Harper)
- Hiroko Akiyama, The University of Tokyo (for Junichiro Okata)
- Miriam Sander, Page One Editorial Services, Boulder Colorado USA

Mission Statement

At the meeting, the participants discussed overall goals and activities for the network. The group agreed upon the following 'mission' statement:

To facilitate exchange of ideas and collaborative interdisciplinary research projects on human aging among IARU ALH researchers at IARU member universities

It was decided that Lene Juel Rasmussen (UCPH) will serve as Chair of the IARU ALH Steering Group for a 2-year term (i.e. June 2014 through May 2016).

Biennial IARU ALH Graduate Student Conference

Meeting participants endorsed the UCPH proposal to hold the *IARU Aging, Longevity and Health Graduate Student Conference* on a biennial basis. The location of the conference is to be chosen by mutual agreement among members, rotating its location to different IARU member universities; alternatively, the site of the conference could be selected to coincide in time and place with an aging research-related conference or workshop of interest to the students and their mentors. At present, it is being discussed – but not yet decided – where the next Graduate Student Conference in 2016 should be held.

IARU ALH PhD Exchange or PhD Fellowship Program

Possibilities for future PhD exchange and fellowship programs were also discussed. While full degree arrangements are very difficult to manage and implement due to different requirements and educational procedures across campuses, it was agreed that short reciprocal exchange programs/fellowships in the context of collaborative research projects are feasible and are a good idea. Exchanges should be 'research-driven', and the exchange program should only be available for interdisciplinary studies concerning human aging or aging-related disease and dysfunction. The feasibility of exchanges or fellowships involving post-graduate/postdoctoral trainees was thought to be high and relatively simple to arrange, and this idea was strongly supported at the meeting.

To promote an intra-IARU PhD exchange, Lene Juel Rasmussen reiterated the proposal that a PhD fellowship be offered by University of Copenhagen to a qualified PhD student at one of the 9 remaining IARU ALH member institutions on a mutual basis (i.e. the partner university also offers a PhD fellowship to a qualified student going to Copenhagen).

To fully implement the exchange, a partner university must be selected.

IARU ALH Webpage

Helpful and appropriate ways to use the IARU webpage to promote effective communication among IARU ALH students and researchers, and to increase awareness of each other's research activities and interests, were discussed. It was agreed that the IARU website should be a 'virtual' webpage, carrying links to actively updated webpages hosted and maintained by member universities themselves. At present, no individuals are identified to lead the effort towards generating such a webpage. This will be discussed at a later stage.

Next Steering Group Meeting

The second meeting of the IARU ALH Steering Group would be hosted within approximately one year after the first meeting in Copenhagen, on a date to be decided by mutual agreement among IARU ALH Steering Group participants.

IARU Conferences 2014

With support from the University of Copenhagen, the Center for Healthy Aging and IARU funding (USD 15,000), three concurrent conferences were held in Copenhagen from 17–21 June 2014:

Genome Dynamics in Neuroscience and Aging

This conference was targeted at scientists and clinicians interested in genomic stability, mitochondrial function and neuronal development and degeneration. It was held on 17–20 June 2014 in Elsinore, Greater Copenhagen. The program was intense, covering 35 presentations by international researchers, including sessions with young investigators and poster sessions.

An abstract book was elaborated and can be pursued upon request. More information:

<http://www.iaru-conferences-2014.dk/Genome-Dynamics-in-Neuroscience-and-Aging.aspx>

Cultures of Health and Aging

The second conference held on 20–21 June 2014 in inner Copenhagen, was targeted at researchers within humanities as well as social and behavioral sciences. The dynamic programme covered 20 plenum presentations, including a session entitled *Aging in a National and International Perspective* where researchers from seven different IARU universities presented aging issues from a national point of view (ANU, NUS, PKU, Berkeley, UCPH, Oxford and UTokyo). Further, two parallel sessions of six presentations each were conducted the next day. Finally, the film “Penelope” by researcher Anne Basting, University of Wisconsin–Milwaukee, was screened. The film is about community intervention, using theater as a method.

An abstract book was elaborated and can be pursued upon request. A congress summary has been elaborated with the intention to publish it.

More information: <http://www.iaru-conferences-2014.dk/Cultures-of-Health---Aging.aspx>



Photos of participants from two conferences:

1) Genome Dynamics in Neuroscience and Aging, and 2) Cultures of Health and Aging

2nd Graduate Student Conference

The 2nd Graduate Student Conference (GSC) was held on 21–22 June 2014. The conference was targeted at PhD students from various research fields with interests in health and aging research. A total of 21 students from the following IARU partners participated: ANU, NUS, PKU, Cambridge, UCPH and UTokyo. The programme included one day with presentations by the participants and one

day where the participants took part in the career track for young scientists at the Euroscience Open Forum (ESOF) 2014 – *Science Building Bridges*.

In general, the participants expressed satisfaction with the conference. From a questionnaire, it was evident that the PhD students benefited from presenting and discussing their research work among each other. 63% stated they were “satisfied” with the conference; 25% were “very satisfied”. Besides the scientific content, the social aspects of the GSC were highly appreciated to the extent that the students have stayed in contact through a Facebook group on their own initiative.



Participants of the 2nd Graduate Student Conference

IARU Summer School on Aging (GSP)

For the fourth time CEHA hosted the interdisciplinary summer school *Interdisciplinary Aspects of Healthy Aging* from 2–21 July 2014.

The aim of the summer school is to give students the exciting opportunity to learn and use research methods from other disciplines, as well as to develop practical projects supervised by the teachers. Associate professor Ying Liu was responsible for the scientific programme.

Again this year, Prof. George Leeson, University of Oxford, visited CEHA for a scientific meeting and gave lectures at the summer school.

Participants came from the following IARU universities: ANU, NUS, PKU, UCPH, Oxford, UTokyo and Yale, along with students from Universidad de Federal de São Carlos, Brazil, and the Tohoku University, Japan.

As a new initiative, the students also visited the care home *Søndervang* in Copenhagen in order to get an insight in the life of older people in Danish care homes. During the visit, the students had good opportunities to talk with the elderly. The visit was a great success for both students and residents.

Once again, the summer school course received an excellent evaluation.



IARU summer school students visiting a Danish care home

Alumni Associations Network

Lead	University of Copenhagen, The University of Tokyo
Reporting	<ul style="list-style-type: none"> - Tania Schwartz, Director of Alumni Relations & Outreach (UCPH) - Signe Nielsen, Senior Advisor, Alumni Relations & Outreach (UCPH) - Hisaya (Charlie) Shimada, Director of the Alumni Office, The University of Tokyo (Appendix 1)
Executive summary	<p>Alumni representatives of seven IARU universities attended the 6th Alumni Associations' Summit, held 5–8 October 2014 at the University of Copenhagen. The main theme was <i>Measuring Alumni Engagement and Supporting the University's Core Values at Home and Abroad</i>. The summit was concluded by a networking reception counting 90 IARU alumni living in the Copenhagen area.</p> <p>Another main focus area of the meeting was the planning of the IARU World Alumni Forum in Japan on 1 March 2015, immediately prior to the Presidents' Meeting. The proposed theme is <i>Economics, Culture and Innovation: Lessons from Japan</i>. A panel discussion with the IARU Presidents and a joint networking reception will be part of the forum. The alumni offices of the IARU universities plan to send out 'save the date' invitations to their alumni soon.</p> <p>This document contains:</p> <ul style="list-style-type: none"> ▪ Report on the 6th Alumni Associations Summit, October 2014 ▪ Update on the planned IARU World Alumni Forum 2015
Funding to date	USD 12,705: Alumni Associations Summit, October 2010
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014</p> <p>The 5th IARU Alumni Associations Summit was held in fall 2013 at UTokyo. The topic of the meeting was how alumni activities can support the internationalization efforts and strategies of member universities. The Alumni directors shared best practices and discussed the organization of joint events to leverage the IARU network value. The Summit meeting concluded with an Alumni Networking Reception with alumni from all 10 partner universities. The next Summit will take place on 6–8 October 2014 at UCPH.</p> <p>For the Alumni Networking Reception on the occasion of this Presidents' Meeting, more than 120 alumni from all 10 partner universities have signed up.</p> <p>Peter Brunner, Director of ETH Alumni, presented the alumni associations network's proposal for an IARU World Alumni Forum. The Forum would be held in conjunction with the annual Presidents' Meetings with the aim of increasing the visibility of the alliance. The forum would cover 1.5 days and include presentation by the Presidents and top researchers from IARU universities. The institution hosting the Presidents' Meeting would provide the facilities and define the topic of the Forum. The costs would be covered through registration fees of the</p>

Forum participants.

Presidents expressed their support for the idea. UTokyo confirmed their willingness to host the first IARU World Alumni Forum in conjunction with the Presidents' Meeting in March 2015. A program proposal will be submitted to the Senior Officers' Meeting in November 2014.

Don Filer reported that the Alumni directors had decided not to pursue the idea further of organizing an IARU Alumni Event in conjunction with the 3rd Universia International Rectors Meeting in Rio de Janeiro in July 2014.

Senior Officers' Meeting, November 2013

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.

Report from the 6th IARU Alumni Associations' Summit

Sunday, 5 October – Wednesday, 8 October 2014, University of Copenhagen

Participants

University	Participants
ETH Zurich	<ul style="list-style-type: none"> – Nicole Frick, Director of Alumni Association – Peter Brunner, Director of Alumni Association
NUS	<ul style="list-style-type: none"> – Victor Savage, Director of Alumni Relations
Cambridge	<ul style="list-style-type: none"> – Holly Peterson, Head of Alumni and Supporter Relations
UCPH	<ul style="list-style-type: none"> – Tania Schwartz, Director of Alumni Relations – Signe Nielsen, Senior Advisor
Oxford	<ul style="list-style-type: none"> – Christine Fairchild, Director of Alumni Relations
UTokyo	<ul style="list-style-type: none"> – Hisaya (Charlie) Shimada, Director of the Alumni Office
Yale	<ul style="list-style-type: none"> – Mark Dollhopf, Executive Director – Katherine Edersheim, Senior Director

Absent: ANU, PKU, Berkeley

Executive Summary

The main theme was *Measuring Alumni Engagement and Supporting the University's Core Values at Home and Abroad*.

Presentations of Flagship Events

The presentations from the attending universities varied on the overall theme and there were many lively discussions and exchanging of best practices concerning how to measure alumni engagement at home and abroad in the flagship presentations from each university.

Among the central themes discussed were the following:

- The relationship between alumni relations and fundraising
- Metrics and measuring the impact of alumni relations activities
- Engaging alumni as ambassadors and volunteers in the local community and globally
- The correlation between the university's overall strategy and the strategic plans of the alumni associations

Planning of World Alumni Forum in Tokyo 2015

Another main focus area of the summit was the planning of a pilot project: the upcoming World Alumni Forum in Japan, 2015. The University of Tokyo will host the event.

The forum will be held on 1 March 2015, prior to the IARU Presidents' Meeting in Tokyo from 2–3 March 2015.

The discussions of the World Alumni Forum revealed some of the challenges of organizing joint events.

The planning of a large-scale event such as the forum requires preparation and continuous revisions. Even though the University of Tokyo is in charge of the overall planning, every IARU alumni office has to be able to fit the event into their other marketing efforts and plans.

The existence of local chapters and representation also has to be taken into account. The non-existence of local chapters is likely to affect the overall number of participants. Where local chapters do exist, they have to be engaged and committed to market the event. Whilst the forum will be marketed to alumni across Asia, it is uncertain whether alumni will travel from other countries to attend; this too could affect numbers.

Information and more material are submitted in a separate document by Mr. Charlie Shimada, Director of the Alumni Office at the University of Tokyo. Please see Appendix.

Discussion of the Form of the IARU Alumni Associations' Summits

In the discussions, the form and content of future IARU Alumni Associations' Summit were touched upon. It was agreed that the IARU Alumni Associations' Summits have an important role to play as a forum for exchanging best practices, benchmarking and inspiration. At the summits, issues that are common and pertinent for the 10 IARU alumni associations are discussed, while taking the different approaches and conditions of the participants into account. We value the opportunity to discuss (at a senior level) challenging issues facing us as we work to best engage with our alumni.

Another purpose of the alumni summits is to discuss the possibility of international joint events in places where obtaining critical mass is a challenge.

A few revisions to the content of future summits were suggested:

- The presentation of flagship activities should be down-scaled in favor of more thematic sessions.
- A half day should be reserved for planning next steps in the collaboration.
- The traditional networking reception should be moved from the last evening to the second evening of the summit.
- 3 days is an appropriate amount of time for the summit.
- An intro programme or a buddy was suggested for newcomers to the summit in order to ensure continuity.

Networking Reception

The IARU Alumni Associations' Summit was concluded by the Alumni Networking Event for IARU alumni living in Copenhagen.

Associate Professor Pia Søltoft gave an expert talk on Søren Kierkegaard, followed by a networking reception for 90 alumni from the 7 participating universities.



„Thank you very much for an enjoyable evening today. It was a very comfortable and nice event, as expected. Hope that we keep doing this sort of activities in the future.”

Yumi Suzuki, attending alum from the University of Tokyo

“I thought it was very successful: good welcome speech, interesting lecture and very good company throughout.”

Ian Seaton, attending alum from University of Oxford

Two Cambridge alumni working in related fields (architecture and engineering) have agreed to meet up again to collaborate professionally.

Next IARU Alumni Associations' Summit

At the present summit, it was agreed by all participants to continue having the IARU Alumni Associations' Summit in October.

The next summit will be hosted by Australian National University. The time of the next summit was discussed and tentatively the best time would be the 4th (or 3rd) week of October 2015.

Meeting Agenda 2014

Main theme: *Measuring Alumni Engagement and Supporting the University's Core Values at Home and Abroad.*

Sunday, 5 October 2014

- 17:30 *Tour of the University and the historic city centre*
- 19:00 *Opening Dinner*

Monday, 6 October 2014

- 09:00 Welcome (Head of Alumni Relations, Tania Schwartz)
- 09:10 Flagship Activities: University Presentation I – Yale University
- 09:50 Flagship Activities: University Presentation II – National University of Singapore
- 10:30 *Break*
- 10:50 Flagship Activities: University Presentation III – ETH Zurich

- 11:30 Flagship Activities: University Presentation IV – University of Oxford
- 12:10 *Lunch break*
- 13:00 Planning session: World Alumni Forum, Chair: Director Charlie Shimada, Alumni Office, the University of Tokyo
- 18:30 *Dinner*

Tuesday, 7 October 2014

- 09:05 Theme: Highs and/or Lows from the Last Year, Presentations, PechaKucha style
- 10:30 *Break*
- 11:00 Presentation: Using Alumni to Define Your University's Core Values and Brand, "IS IT A BIRD" (consultancy agency)
- 12:30 *Networking Lunch: Meet & Greet with the staff from Alumni Relations & Outreach*
- 14:30 Associate dean of external relations, Julie Sommerlund: Re-branding Humanities and working with external relations & alumni
- 15:00 *Tour of the Faculty of Humanities – new buildings*
- 18:00 *Dinner*

Wednesday, 8 October 2014

- 09:05 Planning session: World Alumni Forum, Chair: Director Charlie Shimada, Alumni Office, the University of Tokyo
- 09:50 Flagship Activities: University Presentation V – University of Copenhagen
- 10:30 *Break*
- 10:50 Flagship Activities: University Presentation VI – University of Cambridge
- 11:30 Flagship Activities: University Presentation VII – The University of Tokyo
- 12:40 *Tour of an exhibition and lunch (Danish Design Museum)*
- 14:30 Panel Discussion: 'Measuring Alumni Engagement and Supporting the University's Core Values at Home and Abroad'. Chairs: Executive Director Mark Dollhopf (Yale), Dr. Peter Brunner (ETH Zurich), Director of Alumni Relations, Victor Savage (NUS)
- 17:30 Alumni Networking Reception, keynote speaker: Associate Professor Pia Søltoft, Kierkegaard as a Human Condition – Choose Your Self!, Alexander Hall

Appendix – Proposed IARU World Alumni Forum 2015

Sponsored by the IARU Alumni Associations' Network

Hosted by the University of Tokyo

In April 2014, IARU Alumni Relations Directors presented a proposal at the IARU Presidents' Meeting to pilot the "IARU World Alumni Forum" to coincide with the 2015 IARU Presidents' Meeting. It was approved by the Presidents and the concept will be tested in Tokyo, March, 2015.

The Forum will increase the importance and visibility of the IARU university alliance, setting the broader goal to create an occasion for alumni from all of our institutions to network and gain insights from our institutions and each other – using our collective resources. By holding it to coincide with the IARU Presidents' Meeting, it will enhance the value of the forum by reconnecting alumni with their Presidents.

Goals of the World Alumni Forum

1. Bring together thought leaders in an area of the topic to deepen the insight of the topic
2. Engage greater numbers of IARU alumni, raising greater awareness of alumni programs
3. Offer the extensive educational resources of participating IARU institutions to alumni
4. Afford alumni opportunities for professional networking
5. Identify alumni not currently connected with our individual universities
6. Provide an occasion for IARU Presidents to meet and collectively address their alumni

The target audience for this forum is alumni of IARU universities as well as researchers, academics and students, with a target number of participants of 150–200.

Theme and Programme

We propose the theme of the forum to be *Economics, Culture and Innovation: Lessons from Japan* including aspects such as political economy, tradition and culture and the innovation they generate etc., featuring presentations and panels by industry leaders who are faculty and alumni of the IARU member universities. A panel discussion with the presenting Presidents of IARU member universities will be the concluding session followed by a reception. The reception is in the place of the one usually organized during the IARU Presidents' Meeting where the Presidents meet their alumni. In addition, an optional offsite Tokyo tour will be offered through which participants can experience Japan in conjunction with the presentations made during the forum.

Purpose	To highlight the strengths of IARU and provide IARU alumni with insights into Japan from various perspectives ranging from political economy, history, culture to architecture, and to offer networking opportunities
Where	Conference facility of the University of Tokyo, Japan
When	Sunday, March 1st, 2015, to coincide with the annual meeting of the IARU Presidents

	Optional tour of Tokyo planned on February 28 th .
Who	IARU alumni, faculty and researchers are invited to be speakers. The conference is designed for an alumni audience – not only specialists but all alumni with an interest in the theme.
Hosts	Alumni Relations Directors at IARU institutions led by the University of Tokyo
Cost	Covered by the admission fees of the participants and donations from IARU member universities' alumni associations

EdTech Horizons Workshop

Lead	National University of Singapore
Reporting	Prof. Lakshminarayanan Samavedham, Director, CDTL (NUS) Mr. Ravi Chandran, Director, CIT (NUS)
Executive summary	<p>IARU faculty, senior administrators and education technology directors will meet on 13–14 November 2014 to discuss trends, opportunities and challenges IARU members are experiencing in supporting technology-enabled-education. The aim of the workshop is to create a long-term platform for collaborative and impactful technology-enabled education projects among IARU universities.</p> <p>This document contains:</p> <ul style="list-style-type: none"> ▪ Updated program of the IARU EdTech Horizons Workshop
Funding to date	Up to USD 15,000: EdTech Horizons Workshop, November 2014
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014 Bernard Toh (NUS) updated Presidents on the program of the EdTech Horizons Workshop to take place in November 2014, back-to-back with the Senior Officers' Meeting. The program has been finalized with the input received from partners incorporated into the agenda. The workshop will put a stronger focus on the teaching and learning aspects. Guest speakers from Duke University, University of Sydney and University of Wolverhampton have been invited. In addition, delegates will have ample time for sharing best practices. The workshop might thus also create new opportunities for collaboration. 5 partner institutions have confirmed their participation; the others are also encouraged to appoint a representative.</p> <p>Senior Officers' Meeting, November 2013 Mr. Ravi Chandran (NUS, per videoconference) presented the proposed meeting agenda of the two-day Education Technology Workshop on 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 focusing on learning technology. Approximately 30 workshop participants are expected.</p>

Update to IARU EdTech Horizons Workshop

13–14 November 2014, National University of Singapore

Background

1. IARU Presidents and Senior Officers have approved a workshop for IARU faculty, senior administrators and education technology directors to meet and discuss trends, opportunities and challenges IARU members are experiencing in identifying, selecting and using technology in support for technology-enabled education.
2. Expected outcomes of this workshop are:
 - a. to identify and implement successful collaborative projects in technology enhanced education among IARU universities
 - b. educational Technology mapping exercise among IARU universities
 - c. to set up an IARU EdTech Wiki site to monitor action items from IARU EdTech projects

Progress

3. Agenda and programme for the workshop have been circulated to all speakers and participants. The confirmed programme details for this workshop is now available on the website – <http://iaru.cit.nus.edu.sg/>. The agenda, speakers' list, registration site, accommodation and meeting venues have also been confirmed.
4. Guest speakers have been identified and invitations have been sent out:

Speaker	Topic	Status
Dr. Lynne O'Brien Associate Vice Provost, Digital and Online Education Initiatives, Duke Centre for Instructional Technology <i>Duke University, USA</i>	Current and future trends in education technology and how they help address pedagogical challenges	Accepted
John Traxler Professor of Mobile Learning <i>University of Wolverhampton, United Kingdom</i>	What can Mobile Technology do to Transform Learning at Universities?	Accepted
Dr. Abelardo Pardo Associate Head of Teaching and Learning, Lecturer, School of Electrical and Information Engineering <i>The University of Sydney, Australia</i>	Analytics for decision making in Learning Environments	Accepted

IARU EdTech Horizons Workshop will also provide opportunities for IARU faculty members to present and share their technology enhanced education projects to solicit feedback and garner support for collaboration.

The following individuals have been nominated by IARU universities to speak on the education technology strategies and projects:

University	Name
Australian National University	<i>Not attending</i>
ETH Zurich	<ul style="list-style-type: none"> ▪ Dr. Konrad Osterwalder Director of Educational Development and Technology (LET)
National University of Singapore	<ul style="list-style-type: none"> ▪ Associate Professor Chng Huang Hoon Associate Provost, Office of the Provost
Peking University	<ul style="list-style-type: none"> ▪ Associate Professor Bi Minghui Vice Director, Office for Students' Affairs; Department of Musicology
University of California, Berkeley	<ul style="list-style-type: none"> ▪ Mr. Scott Shireman Chief Operating Officer (COO) Berkeley Resource Center for Online Education
University of Cambridge	<i>Not attending</i>
University of Copenhagen	<ul style="list-style-type: none"> ▪ Associate Professor Helle Overgaard Larsen E-Learning Coordinator Department of Food and Resource Economics
University of Oxford	<i>Not attending</i>
The University of Tokyo	<i>Not attending</i>
Yale University	<ul style="list-style-type: none"> ▪ Dr. Bryan Penprase Visiting Professor of Science, Yale-NUS College, Singapore Former co-Director, LACOL ▪ Professor Laura Wexler American Studies and Women's, Gender & Sexuality Studies Director, The Photographic Memory Workshop ▪ Dr. Alexandra Jeanne Juhasz Director, Munroe Center for Social Inquiry, Media Studies Pitzer College

Next Steps

5. The next steps leading up to the workshop on 13–14 November are to:
 - I. Refine and finalize the workshop agenda
 - II. Catering and logistics arrangement

Appendix – Workshop Programme

Technology Enabled Education

The EdTech Horizons Workshop will be a platform to surface and review trends, opportunities, issues and challenges in technology-enhanced teaching and learning.

The main goals of this workshop is:

- To bring IARU educators, directors and managers from the ten institutions who are involved or interested in education technologies to meet and interact, with the aim of creating a collaborative network that can lead to future IARU education technology projects for member institutions.
- To share ideas, initiatives, innovations, experiments, pedagogical challenges and possibilities in education technologies among IARU members.

Program Schedule

*Centre for Development of Teaching and Learning (CDTL) and
Centre for Instructional Technology (CIT)
National University of Singapore*

Day 1, 13 November 2014 (Thursday)

Time	Speaker	Venue
08:30 – 09:30	<i>Registration and Welcome and Program Overview</i>	CIT
09:30 – 09:45	Opening Address – Professor Lakshminarayanan Samavedham Associate Professor, Centre for Development of Teaching and Learning	CIT
09:45 – 10:45	Guest Speaker 1 – Dr. Lynne O'Brien Associate Vice Provost, Digital and Online Education Initiatives, Duke Centre for Instructional Technology, Duke University Topic: Current and future trends in education technology and how they help address pedagogical challenges	CIT
10:45 – 11:00	<i>Tea Break</i>	CIT
11:00 – 12:30	IARU Presentation (Part 1) Sharing among IARU members on their EdTech initiatives 3 presentations, 30 min. each (20 min. presentation + 10 min. QA) IARU members presenting: – Associate Professor Bi Minghui Vice Director, Office for Students' Affairs; Department of Musicology, Peking University	CIT

- Dr. Bryan Penprase
Visiting Professor of Science, Yale-NUS College, Singapore, former co-Director, LACOL
- Associate Professor Helle Overgaard Larsen
E-Learning Coordinator, Department of Food and Resource Economics
University of Copenhagen

12:30 – 13:30	<i>Lunch</i>	CIT
13:30 – 14:30	IARU Presentation (Part 2) Sharing among IARU members on their EdTech initiatives	CDTL
	IARU members presenting:	
	<ul style="list-style-type: none"> - Professor Laura Wexler American Studies and Women's, Gender & Sexuality Studies Director, The Photographic Memory Workshop, Yale University - Dr. Alexandra Jeanne Juhasz Director, Munroe Center for Social Inquiry, Media Studies Pitzer College 	
14:30 – 15:30	Guest Speaker 2 (<i>joint session with Senior Officers' Meeting delegates</i>) - Professor John Traxler Professor of Mobile Learning, University of Wolverhampton Topic: What can Mobile Technology do to Transform Learning at Universities?	CDTL
15:30 – 17:30	Tea break cum identifying projects for collaboration among IARU members: discussion in groups	CDTL
17:30	<i>Back to hotel</i>	
18:30	<i>Dinner</i>	

Day 2, 14 November 2014 (Friday)

Time	Speaker	Venue
09:30 – 10:00	<i>Breakfast</i>	CDTL
10:00 – 11:00	Guest Speaker 3 - Dr. Abelardo Pardo Lecturer, School of Electrical and Information Engineering, University of Sydney Topic: Analytics for Decision Making in Learning Environments	CDTL
11:00 – 12:00	Discussion sessions by IARU members on learning analytics facilitated by guest speaker	CDTL
12:00 – 13:00	<i>Lunch</i>	CDTL

13:00 – 14:30	<p>IARU Presentation (Part 3) Sharing among IARU members on their EdTech initiatives 3 presentations, 30 min. each (20 min. presentation + 10 min. QA)</p> <p>IARU members presenting:</p> <ul style="list-style-type: none"> - Associate Professor Chng Huang Hoon Associate Provost, Office of the Provost National University of Singapore - Mr. Scott Shireman Chief Operating Officer (COO), Berkeley Resource Center for Online Education - Dr. Konrad Osterwalder Director of Educational Development and Technology (LET), ETH Zurich 	CDTL
14:30 – 15:00	<i>Tea Break</i>	CDTL
15:00 – 16:00	Finalization of collaboration initiatives on education technology projects that will benefit IARU	CDTL

Synopsis

Speaker	Topic	Synopsis
<p>Dr. Lynne O'Brien Duke University</p>	<p>Current and future trends in education technology and how they help address pedagogical challenges</p>	<p>Cloud-based, user-centered and mobile-delivered technologies offer new opportunities for shaping educational experiences and for assessing and certifying educational outcomes. Early versions of online education attempted to replicate the classroom experience. Newer models, such as the modular content of Khan Academy, the large scale of Massive Open Online Courses (MOOCs) and adaptive learning systems such as Knewton are focused on transformative uses of educational technology. Much of the controversy around these newer experiments has focused on whether technology-based educational approaches are better or worse than classroom-centered ones. Instead, we should be asking what educational experience is best for each learner at a specific point in time. Increasingly diverse and flexible educational offerings coupled with more fine grained assessment will help us find ways to address the challenges of cost, quality and access to education in the future.</p>
<p>Professor John Traxler University of Wolverhampton</p>	<p>What can Mobile Technology do to Transform Learning at Universities?</p>	<p>Since the start of the new century, mobile technologies have been showing how learning in universities can be transformed. We have seen an incredible variety of projects and pilots in the universities of Western Europe, Asia Pacific and North America and outliers in South Africa, Australasia and elsewhere. They have covered every discipline and every pedagogic approach, taking university education to people and communities otherwise beyond the reach of traditional interventions and enriching university education by making it more authentic, spontaneous, situated, contextual and personalized. These were pilots and projects often originally driven by the perceived challenges, experiences, paradigms and theorizing of learning with computer technology but handicapped by problems of scale, sustainability, evidence, equity and embedding. More recently, these various factors have been displaced by the transformation of mobile technologies from being scarce, fragile, expensive and difficult to being cheap, robust, easy and universal whilst computer technologies in education have remained institutional and conservative. University students' perceptions of using mobile technologies for learning are not shaped by any earlier generations' experience of using computer technologies for learning but are now predominantly shaped by their continuous of informal, social, cultural,</p>

		financial and recreational use of mobile technologies before, after and during their time at university.
Dr. Abelardo Pardo The University of Sydney	Analytics for decision making in Learning Environments	With the increasing use of educational technology comes the possibility of observing students while they work in various activities in a learning experience. This observation goes beyond simple resource access and may include analysis of text written in discussion forums, actions in simulators, tools used, etc. Can the availability of such rich data set influence the decision making process when designing or deploying a learning scenario? How does the educational landscape change in the presence of this data? What are the techniques that guarantee a higher impact in the overall quality of an experience? These questions lie at the heart of the expectations deposited in the area of Learning Analytics. Data can now be collected about aspects of a learning environment that previously not available, but there is a need for algorithms and techniques to translate this potential into tangible improvements. In this talk we will review the main strategies to include data as part of the decision making process and the issues faced to improve the overall quality of a learning experience.
Dr. Bryan Penprase Yale-NUS College	New Forms of Online Learning from Liberal Arts Colleges	At liberal arts colleges in the US and Singapore, the emphasis on small class size and interactivity has focused development of online and technology-enhanced learning into new formats that in some ways are unique to these small colleges. The model of online learning at liberal arts colleges may be described as "replicable" but not easily "scalable." Innovative uses of videoconferencing with global classrooms, student-generated portfolios, tutorials, and research results, group annotation of texts and in-class scientific research by students are increasingly common at liberal arts colleges with the rapid development of new online learning technologies. In this talk, I will describe new initiatives in online learning at liberal arts colleges and how they provide promising examples of new ways of teaching that preserve a small class feel but often with globally connected classrooms. A few examples of these new forms of online learning at liberal arts colleges include controlled studies of flipped classes in Engineering, Math, and Chemistry; jointly taught international classes that link students in the US and Ghana, and the US and Japan; student-developed online materials from classes; joint annotation and translation of humanities texts; innovative use of 3D printers in both science and humanities subjects; combining archaeological data with 3D computer visualization to create a "virtual" ancient city for archaeology and history students to explore online. I will also describe a new liberal arts consortium for online learning known as LACOL connecting eight of the leading US liberal arts colleges (Amherst, Carleton, Claremont McKenna, Haverford, Pomona, Swarthmore Vassar and Williams) in online education, and new forms of technological innovation at the new Yale-NUS College in Singapore. All of these initiatives defy the label of MOOC, and promise to deliver enhanced teaching and learning with new models that can also be adopted at larger institutions.
Associate Professor Helle Overgaard Larsen E-Learning Coordinator Department of Food and Resource Economics	Using educational technology to meet pedagogical challenges: Empirical findings on student behavior, performance and satisfaction in online course.	Use of education technology is increasing at European universities. In the past 10 years, efforts at the University of Copenhagen have focused on standardizing online teaching elements and increasing student satisfaction through application of the five-stage model in course design. Here we report empirical experiences with developing and implementing such full online teaching. The focus is on quantitative data related to (i) student online behavior in terms of use of LMS sub-components at Department level, and (ii) course-level student performance and satisfaction. Data is derived from LMS database extracts on student online behavior, and course-level student evaluations and final marks. We find low levels of drop-outs, high levels of study activity, positive student evaluations, and a tendency towards higher marks.

<p>Professor Laura Wexler Yale University</p>	<p>DOOC (Distributed Online Collaborative Course): Designing an alternative MOOC</p>	<p>In 2013, the first DOCC (Distributed Open Collaborative Course) was offered by a group called FemTechNet, as an experiment in the creation of an alternative genre of networked learning. FemTechNet is an activated network of scholars, artists, and students whose work spans disciplines and domains: humanities, arts, social sciences, media making and creative production. As an example of a technological innovation, the design of the DOCC was grounded in a rethinking of the typical aims and objectives of large, online courses (MOOCS), to focus not on reaching the "masses," but rather on the process of engaging a "critical mass" of learning participants who are interested in advanced topics not widely available at institutions of higher education.</p> <p>Grounded in feminist and critical pedagogy, a DOCC recognizes the expertise distributed within a network and the collaborative nature of learning in a digital age. The creation of the DOCC 2013, on the topic of "Feminism and Technology," attracted more than 250 students who participated in an 11-week distributed learning experience. Students participated in one of 15 nodal courses and in three "at-large" self-constitute learning communities; all of these (except the nodal course taught at the Ontario College of Art and Design in Toronto) were located in US institutions or cities. There was no SINGLE credit granting institution. Credit was offered to students through mechanisms already established within particular/situated institutions. Other participants included self-directed learners who weren't necessarily interested in institutional credit and drop-in learners who participated in specific events and topics. Each nodal course followed its own syllabus, but shared a set of specifically-designed learning materials: 1) Video Dialogues - a set of pre-recorded video discussions among experts in feminist science and technology studies; 2) digital learning objects that are created and uploaded by participants; and 3) a pedagogical activity called "Storming Wikipedia" that is designed to write women and feminist scholarship of science and technology back into the internet-based digital archive.</p> <p>One of the broader objectives of this effort is to address and support the interest of women and girls in STE(A)M topics by reinvigorating the (often forgotten) histories of the engagements among women, technological innovation, scientific practice and knowledge making, and the imagination. The Wikistorming Learning Activity served as the scaffolding that enabled students to contribute to the digital archive of material on the history of women and technology. Teaching students how to edit and write for wikipedia is an example of teaching "procedural literacies," which is a foundation for the development of more advanced digital knowledge making practices.</p> <p>We propose a panel presentation to describe the structure and outcomes of the DOCC 2013. We will describe the process of designing the DOCC, the collaborative effort involved in running the course and producing the learning materials, an overview of the outcomes in terms of digital archive of new materials and wikipedia revisions, and a summary of lessons learned about the availability and adequacy of current networked learning tools and platforms. We will end with an invitation to IARU member institutions to participate in a DOCC in 2015.</p>
<p>Mr. Scott Shireman Berkeley Resource Center for Online Education</p>	<p>The UC Berkeley Perspective on Online Education</p>	<p>Two years ago, UC Berkeley formed the Berkeley Resource Center for Online Education (BRCOE), a new campus entity tasked with innovation in online learning, not only in terms of teaching and technology but also strategy and revenue generation. This talk will cover the four pillars of Berkeley's digital strategy and how it fits within our traditional campus-based model as well as share lessons learned and a few trends we see possibly shaping the next few years.</p>

Global Transformation in IARU Member Strategies

Lead	ETH Zurich
Reporting	Dr. Barbara Becker (ETH Zurich)
Executive summary	<p>As a first step to start this new institutional joint working group, a contact list with representatives of the member universities has been compiled. The project coordinator has conducted interviews at NUS and a literature review to frame the questions of the intended mapping of current institutional approaches and arrangements of IARU members. The network will be contacted in Q4 of 2014.</p> <p>This document contains:</p> <ul style="list-style-type: none"> ▪ Status update on the new joint working initiative on Global Transformation in IARU Member Strategies
Funding to date	Up to USD 10,000 for a workshop
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014 Dr. Barbara Becker, Director Global Transformation Affairs at ETH, proposed to establish a new institutional learning activity on relations with emerging and developing countries in the context of globalization. The proposal foresees a meeting of experts from the partner universities to share experiences and map the institutional approaches to interaction with partners in emerging and developing countries. As a follow-up of the workshop, the proposal envisages two options for further action: establishing a working group for the elaboration of guidelines or principles on how to incorporate the perspective of developing countries in the Alliance, or a Standing Panel for regular exchange and potential advisory services.</p> <p>Presidents agreed to establish the network to exchange ideas and prepare a workshop, which will be funded with USD 10,000. Based on the workshop results the network is to define the working agenda to be presented at the next Senior Officers' Meeting.</p> <p>Senior Officers' Meeting, November 2013 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. <i>Research for Development (R4D)</i> could be addressed as an explicit field of reflection within IARU.</p> <p>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.</p>

Global Transformation in IARU Member Strategies

Introduction

In April 2014, Presidents agreed to establish a new institutional learning activity on relations with emerging and developing countries in the context of globalization. The proposal foresees a meeting of Emerging and Developing Country Relations Officers from the partner universities for exchange of experience and mutual learning on the role and relevance of developing countries in the strategic thinking of the IARU universities. A mapping of current institutional approaches and arrangements of IARU members is intended to be the first outcome of the network.

Progress

The first steps have been taken by the project coordinator, Dr. Barbara Becker (ETH Zurich), towards launching the initiative:

1. List of Contact Persons

A contact list of the Emerging and Developing Country Relations Officers of the IARU partners has been compiled. As many partners have this topic divided among several units or individuals, some partners found it difficult to find and nominate an appropriate contact person. Some partners choose to have *ad interim* contacts and wait for a first outline of activities to then appoint the most appropriate person in the relevant area.

Partner	Name	Contact/Position
ANU	Margaret Carlin	<i>ad interim contact</i>
ETH	Barbara Becker (project coordination)	Director for Global Transformation Affairs, ETH Global
NUS	Prof Peter Pang	Assistant Vice President, University & Global Relations
PKU	Li Yun	<i>ad interim contact</i>
Berkeley	Maryanne McCormick	Blum Center at Berkeley
Cambridge	Jennifer Barnes Toby Wilkinson	Pro-Vice-Chancellor Head of International Strategy Office
UCPH	Jane Lydixsen Niels Elers Koch	Academic Officer, International Education and Grants Department Head and Professor, Department of Geosciences and Natural Resource Management
Oxford	Nina Tomlin Ed Nash	Representative on Africa and Latin America, International Office Lead of Oxford's largest initiative in the developing world: Myanmar, International Office
UTokyo	tbd	<i>ad interim contact</i>
Yale	Don Filer	<i>ad interim contact</i>

2. Interviews

In June 2014, Barbara Becker conducted a series of targeted interviews with representatives of NUS:

- University and Global Relations (UGR): Prof Peter Pang, Assistant Vice-President (University & Global Relations), and Ms Noreen Tan, Senior Associate Director
- International Relations Office (IRO): Prof Anne Pakir, Director, Mr Bernard Toh, Director (Projects & Comms), and Yeap Su Phing, Manager (Office of the President)
- NUS Chua Thian Poh Community Leadership Programme: Prof Albert Teo, Director

These interviews will be used as a basis to frame the questions of the intended mapping.

3. Mapping

The mapping template had to be postponed to the end of 2014 due to unforeseen priorities of the project coordinator at ETH Zurich. The network will be contacted in Q4 of 2014 with a revised timetable and the first outline of activities for mapping the current institutional approaches to relations with developing countries of their respective universities.

4. Conceptual Context

A literature review on the wider concept of “global transformation” has been initiated by the project coordinator.

5. Meeting in 2015

After having collected the partners’ institutional approaches to relations with developing countries, it is envisaged that the network will meet in spring 2015 at ETH Zurich to analyze the data, share experiences and discuss joint initiatives on relations with emerging and developing countries.

International Students Support Group

Lead	University of Oxford
Reporting	Ed Nash, International Strategy Office (University of Oxford)
Executive summary	<p>Following discussion of International Student Teaching and Support at the November 2013 Senior Officers' Meeting and the April 2014 Presidents' Meeting, this paper provides further detail on the purpose, constitution and activities of a proposed formal IARU Students Support Group. It also presents a bid for funds for an initial meeting of the group in 2015, and a sample schedule for such a meeting.</p> <p>This document contains:</p> <ul style="list-style-type: none"> ▪ Information/details on the purpose of this initiative ▪ Funding request of USD 10,000 for a meeting of the group
Funding to date	n/a
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014</p> <p>Oxford has collected data from IARU partners to assess challenges international students face and the support provided to them. Funding aspects were not included in the discussions. Partner universities reported a desire to learn about the best approaches to international student support, Oxford proposes to host a meeting to explore the initiatives and define the minimum recommended standard for supporting international students.</p> <p>Presidents agreed to form a group to share experiences and best practices for supporting international students. Oxford will present a draft agenda and a funding request to the Senior Officers' Meeting in November 2014 for a first meeting of the group in early 2015. PKU suggested including discussions on ways of facilitating the flow of international students to non-English speaking countries. Erik Lithander (ANU) referred to the annual "International Student Barometer" survey. The company "i-graduate" which runs these surveys, is based in the UK and might be invited to the Oxford workshop.</p> <p>Senior Officers' Meeting, November 2013</p> <p>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 under-privileged background in this discussion.</p> <p>Loren Griffith will send a questionnaire to 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.</p>

Support for International Students at IARU Universities

Introduction

At the Presidents' Meeting in April 2014 the University of Oxford presented a paper detailing some of the challenges IARU institutions faced in teaching and supporting international students. Members discussed the possibility of establishing a group of officers from IARU institutions to investigate the issue further and facilitate the sharing of best practice between member institutions.

Following the Presidents' Meeting, Oxford has been investigating the possibility of launching the group with a meeting in Oxford, at a date to be set in the first half of 2015. The meeting would include presentations of student support approaches and facilities at different member institutions, as well as presentations by external bodies and roundtable discussions about the challenges leading universities face in providing education to people from different cultures.

This paper provides further detail on the purpose, constitution and activities of a formal IARU student support group. It also presents a bid for funds for an initial meeting of the group. A full copy of the report presented at the April 2014 Presidents' Meeting, which contains data on current international students' support services at IARU universities, is appended.

Context

IARU universities are amongst the world's most international, with proportions of international students ranging from eight percent up to 39 percent (the average is 21 percent). There is already an array of support available to international students at IARU universities, although there is little standardization of the services that international students can expect across the Alliance's institutions.

Every IARU university offers additional support in both academic skills and social adaptation for international students. However, at some universities these services are only available on a specific basis, for example when a student needs remedial assistance, and often students receive a different standard of support depending on the course they are studying or the college they are assigned to.

International Students Group

In view of the rising numbers of international students at IARU universities; the difficulties they face in adapting to new academic cultures, studying in a second language and mixing with students from different countries; and the current lack of knowledge about the best ways to accommodate their needs, the University of Oxford proposes the creation of a group of officers from IARU institutions dedicated to investigating the best approaches to international student teaching and support. The International Students Group would meet regularly and communicate in other ways to discuss these issues and help in the definition of student support best practice.

The Group would comprise of one or two officers from each IARU university. Group members would be drawn from departments dealing with student affairs, recruitment, internationalization, and similar areas. Membership would be informal and could be changed at will by member universities.

The Group would take part in formal activities, such as annual or biennial meetings and the publication of international student support materials, but would also form a consultative network allowing officers confronting international student support issues to take advice from IARU peers.

In formal terms, the aims of the Group would be:

- to define best practice in international students' teaching support and social/cultural support;
- to publicise recommendations of the best ways international students should be supported, for the benefit of both IARU member universities and other institutions;
- and to provide a forum for IARU officers to seek advice on international students' support.

International Students Group Inaugural Meeting

In order to launch the Group and to provide an opportunity for IARU universities to appoint group members, the University of Oxford proposes holding an inaugural International Students Group meeting in Oxford in the first half of 2015.

The meeting would last one and a half to two days, and would include presentations by officers from different institutions, presentations by external organisations with expertise in different aspects of international students support, and themed roundtable discussions on different aspects of teaching support and social/cultural support for international students. A sample schedule is appended.

At the suggestion of the ANU delegation at the April 2014 IARU Presidents' Meeting, the University of Oxford has contacted i-graduate, the International Graduate Insight Group, who have confirmed that they would be interested in taking part in such an event.

Further topics that were discussed at the April 2014 Presidents' Meeting included issues connected with the recruitment of international students to non-English language institutions. The University of Oxford would be happy to work with IARU partners to ensure that aspects of student support practice connected to these issues are included in the meeting agenda.

Funding for International Students Group Meeting

The University of Oxford estimates the total cost of holding the meeting would be around \$10,000 (£6,000), assuming an attendance of 24 officers. Oxford wishes to submit a bid for these funds to IARU Senior Officers for their consideration.

This estimate does not include the cost of attendees' travel to Oxford, or of accommodation in Oxford (though the University would be able to book accommodation on attendees' behalf).

It does include the cost of all elements of the meeting, as well as all meals (excepting breakfast, which is normally included with accommodation). The University will also endeavor to provide some cultural opportunities in Oxford.

APPENDIX 1: "Support for International Students at IARU Universities", report submitted to IARU Presidents' Meeting, April 2014

APPENDIX 2: "Sample Schedule for International Students Group Meeting"

Appendix 1 – Support for International Students at IARU Universities

Introduction

Despite a global trend towards greater internationalization in higher education, students still face significant barriers to integration into university life in a foreign country. Adapting to new academic expectations, as well as living in a different culture, both continue to be problematic to significant numbers of students, including at IARU institutions.

With proportions of international students ranging from eight percent up to 39 percent (the average is 21 percent), the IARU universities are amongst the world's most international. This means that they are able to benefit from the excellence of their international populations more than many other universities within their countries, but also that they must address the challenges faced by international students on a greater scale.

In a survey of IARU institutions, the most commonly reported challenges encountered by their international students were perceived to be:

- Understanding new academic expectations
- Confidence expressing themselves in the classroom
- Studying in a second language
- Knowing what support services their university offers
- Engaging outside their social/cultural/language group
- Financial pressures (high international fees, higher cost of living than in their home country)

This paper follows a report presented jointly by Oxford and Cambridge at the 2013 Senior Officers' meeting, which suggested the establishment of an IARU working group for international student teaching and support. It presents the results of a survey of IARU institutions' approaches to supporting international students, illustrating the main trends in support programmes. The final section suggests further IARU joint working in student support, through the creation of a working group and the publication of a paper defining minimum and ideal standards for international students' support.

Current Provision

There is already a wide array of support available to international students at IARU universities, although there is little standardization in the sorts of services that international students can expect across the Alliance's institutions. All of the IARU universities surveyed provided additional support in both academic skills and social adaptation for international students, or for all students. However, at some universities these services are only available on a specific basis, for example when teaching staff decide a student needs remedial assistance, and in many cases students may receive a different standard of support depending on what course they are studying or what college they are assigned to.

For the sake of clarity, this paper categorises ongoing student support activity into three main areas:

- Programmes that aid international students in their academic studies
- Programmes that aid international students' social integration
- Language programmes

As well as splitting into these three areas, support activities can also be divided between programmes that are available to all students (although may be especially useful for international students) and programmes that are only open to international students.

Programmes that aid Academic Studies

Academic studies support that international students can draw on takes a variety of forms at IARU universities. At all institutions this activity is targeted at improving core academic skills vital to teaching and research, such as critical thinking, note taking, essay writing, and exam preparation. However, the ways in which this support is provided differ widely, from dedicated learning centres staffed by professional personnel, to structures whereby students support each other, to online provision.

Common forms of academic support include:

Teaching Centres

The most intensive form of support provided is through dedicated teaching centres, such as The Australian National University's Academic Skills and Learning Centre (ASLC). The ASLC provides additional teaching assistance in key academic areas, including transition to higher education, note-taking, research, oral presentations, academic writing and exam preparation. Students who use the service can attend study skills workshops, or arrange one-to-one tutorials with professional learning advisors. The 50-minute tutorials provide an opportunity for students to submit and discuss written work; they can be used to seek guidance on sensitive issues such as meeting progress requirements, disciplinary conventions and presenting papers.

Other institutions have similar services, one example being the Centre for Internationalisation and Parallel Language Use at the University of Copenhagen, which aids with both language teaching and academic skills.

Student Mentoring

Another intensive, though less formalized, form of support is through student mentoring. Mentoring arrangements are common at various Oxford and Cambridge Colleges, though their design varies. Academic-focused mentoring systems include, for example, a programme at one Oxford college in which specially selected postgraduate students are paired with undergraduates and meet regularly to read and critique their essays in a semi-formal, tutorial-type environment. Typically, postgraduates are paid an hourly rate for taking part in such systems.

The University of Tokyo also uses more experienced students to provide support for international students, under a system that is designed to aid both academic skills development and adaption to daily life in Tokyo.

Another mentoring-style system also common at Oxford and Cambridge colleges is 'college parents', under which first year students are paired with second year undergraduates who provide both

academic advice and social and pastoral care. Such arrangements are typically designed and initiated by undergraduate students and offer a friendlier, more holistic type of support than purely academic programmes. College tutors report that first year students value the academic support given by academic parents very highly, especially in terms of advice on performance in tutorials. This demonstrates the value of student-to-student interaction in adaptation to new learning cultures.

Study Skills Materials

Provision of study skills materials – whether online or through distributed material – is also a major form of academic support provided by IARU universities. Such material increasingly has taken the form of videos and other more engaging material, rather than text. Online study skills material is desirable from the point of view of universities, as the material can be verified to ensure absolute accuracy. It is also generally an affordable approach, offers a uniform service to all students, and can even help enhance an institution's profile, if there is open access to the material via the Internet. The main drawback of this approach is that videos are not interactive in the way that face-to-face discussions with academic staff, fellow students or professional learning advisors are.

In all of these examples, the support provided is open to all students, but many institutions report that international students are more likely to make use of – and benefit from – such services.

Social Programmes

The challenges international students may face in integrating socially with home students and local people have been universally recognised by IARU institutions. All surveyed universities run additional social activities for international students – often shortly after enrollment – and most also provide support to existing university societies in running such events. As with academic support programmes, activity in this area includes both initiatives specifically designed for international students, as well as programmes designed for all students, but which may have particular benefits for international students.

Common social programmes include:

Orientation Programmes

Many IARU institutions' international offices or student administration departments run orientation or welcome events for international students. These take part around the start of academic courses and range from aiding the student with formal duties such as opening bank accounts and registering with local immigration officials (where necessary), to social events including trips to local tourist sites, welcome dinners and other cultural events. In some instances they may also involve an academic element, such as additional lectures to clarify study expectations.

As well as orientation on arrival, some institutions provide pre-departure events to introduce incoming international students to the academic and social aspects of their institutions. These include the bridging courses run for selected students by the National University of Singapore and the integrated approach taken by the University of Cambridge, under which incoming international students can attend social events organized by alumni in their home country before taking part in institutional and college orientation programmes when they arrive in the UK.

Funding for National Student Societies

At universities where societies play a prominent role in student life, it is common to see national societies (e.g. The Chinese Students and Scholars Association) providing a wide range of social integration and transition events. As with orientation programmes run by university administrators, national societies' events range from support with vital activities, such as finding accommodation, through to social events. Many national student societies are also specifically founded to create cultural bridges between their members and host nations, as well as students of other nationalities at the university.

Oxford's International Strategy Office has recently begun supporting national student societies with small grants to fund events designed to bring together students of several nationalities. The Office initiated the programme after a study of international students at the University found that integration with students of other nationalities was one of the biggest challenges for international students.

Language Programmes

The importance of language skills to the achievements of international students and staff at IARU universities has long been recognized, and many Alliance institutions have provided additional language services for several decades. Such services can be delivered by academic departments or dedicated centres and are either free or incur small fees (further to any fee that students may be paying for attendance at the university).

The growing scale of internationalization at IARU universities over the past two decades has increased the need for this provision, with many institutions noting that difficulty studying in a second language is one of the most commonly reported challenges faced by international students. Provision of language training is increasingly seen as vital from the start of studies – or even before. The University of Tokyo not only provides a variety of Japanese language classes for international students, but also provides e-learning materials to international students due to attend the University, so they can begin their Japanese studies before enrollment.

The increasing ubiquity of English as the international lingua franca of academia has simultaneously encouraged an increase in English language learning services at leading research universities. The Centre for Internationalisation and Parallel Language Use at the University of Copenhagen offers both Danish language courses and courses on academic English. These courses were previously available solely to international students, but have recently been opened up to all students, at home students' request.

Language support services are typically available to all students (as opposed to international students only), but many IARU institutions report that international students are more likely to make use of such services than home students. Several IARU institutions specifically advise international students to use language services, despite the fact that the services are open to all students. When this advice is delivered through other international student support services it can aid in providing a holistic support experience.

At Peking University, language training is integrated with social programmes through a student-organized one-to-one language partner program, under which international and Chinese students are able to learn their mutual languages from each other.

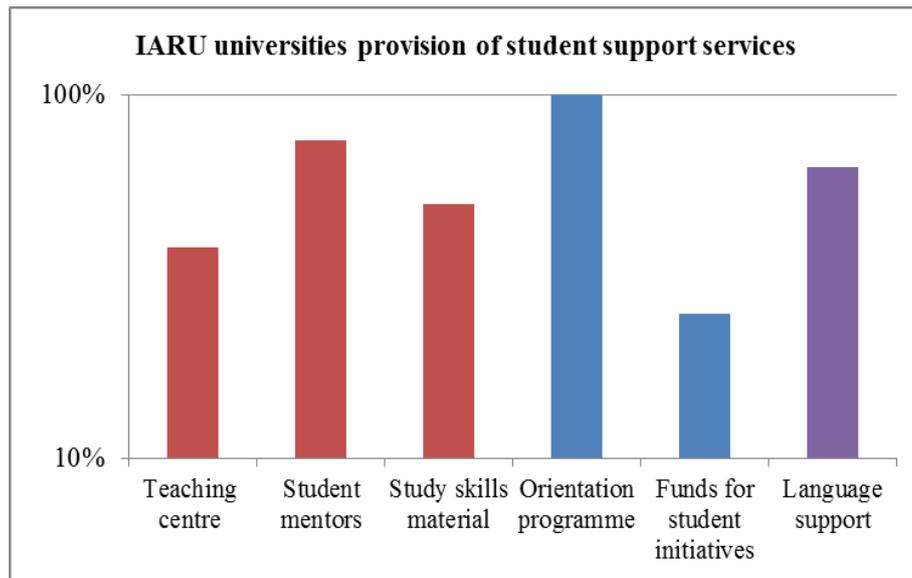


Table 1: Ubiquity of different types of student support services at IARU institutions, according to survey responses

Programmes' Success and Ongoing Challenges

Success

Success in international student support is difficult to define and measure. So far, most support services provided by IARU institutions have focused on academic skills development, social issues and language, while the tendency of international students to lack confidence when expressing themselves has not been explicitly confronted. Nevertheless, institutions that have surveyed support services' users say that using such services helps international students feel confident about study. This suggests that well implemented support services can provide a holistic experience, strengthening students' ability in several areas.

The Australian National University notes that the number of international students attending academic skills support workshops and induction sessions open to all has increased, while events specifically targeted at international students are often less well attended. The University has therefore encouraged provision of and student attendance at such universally accessible sessions. Providing student support services that are universally available can both aid in study skills and encourage students of different nationalities to mix. Importantly, it can also serve to reduce the stigma of students of certain nationalities needing 'remedial' classes that others do not. Nevertheless, international students often do face genuine learning challenges that differ from other students' challenges and require targeted support. There is a risk that, in a climate of limited resources, opening up support services to all students could reduce international students' access to the help they need.

The argument for wider access to support encourages the increased use of student support networks, whether through mentoring systems or the activities of student societies. However, challenges such as studying in a foreign language may require professional support that fellow students cannot provide.

Challenges

Ongoing challenges to the effective and efficient provision of high-quality support services for international students will continue to confront IARU institutions for the foreseeable future.

Close to 60 percent of universities surveyed rated securing funding or other resources (i.e. staff, teaching spaces) as a key challenge to providing excellent teaching and support services for international students, making this the biggest challenge in ensuring provision of support services.

Beyond funding, two other challenges reported by multiple institutions were decentralised institutional structures that hamper the extension of good practice throughout the university, and a lack of knowledge about the best approaches to international student support.

The survey did not reveal any tactics for confronting these challenges, though further information sharing between institutions may reveal formal or informal processes by which they are mitigated.

Future Steps

The importance of support services to international students is almost universally acknowledged within IARU institutions. However, large international student populations are still a relatively new phenomenon for many universities, and there is as yet little standardization of the ways international students are supported. Nor is there much literature providing guidance on the most effective way to support international students.

The IARU universities are confronting similar challenges in ensuring international students achieve to the best of their ability, but more work is required for institutions to be able to understand which initiatives will work and how they can be most efficiently implemented. There is also little understanding about how the challenges of implementing these services – funding them, navigating the barriers presented by institutional structures and effectively promoting them to students – can be overcome. More understanding of how support services can be usefully integrated with each other is also required.

In light of these issues, Oxford is suggesting the creation of an IARU working group to analyze and discuss the different forms of support provided for international students. It is envisaged that the group would work towards the publication of a formal IARU advice paper that defined minimum and ideal standards of international students support, thereby aiding universities (including non-IARU institutions who were able to access the publication) in providing excellent education to their international students. This is an area in which IARU could usefully exercise intellectual leadership.

Appendix 2 – Sample Schedule for International Students Group Meeting

This is an illustrative schedule that matches the main student teaching and support needs identified through past research and meetings. The University of Oxford would regard this content as both plausible to arrange in early 2015 and meeting the needs of IARU members. The schedule is intended to aid discussion of the potential format of the meeting, not as a presentation of its final form.

Day one: Teaching international students		
Time	Event	Presenter
9.30am	Keynote address: <i>'Culture and pedagogy: different countries' approaches to learning'</i>	Oxford University Department of Education
10.30am	Break	
10.45am	Presentations and discussion: <i>'Supporting international students' learning'</i>	Academic Skills & Learning Centre, ANU Mentoring coordinator from Oxford or Cambridge college
11.45am	Break	
12.00pm	Presentations and discussion: <i>'From school to university: bridging and foundation programmes'</i>	Oxford Maths, Physical and Life Sciences Bridging Programme UK Higher Education International Unit
1.00pm	Lunch	
2.30pm	Workshop: <i>'Recruiting and educating students in a second language'</i> 2.30pm: ten minute presentation 2.40pm: ten minute presentation 2.50pm: workshop discussion 3.20pm: workshop facilitator records key problems and potential solutions from participants	Peking University International Office Centre for Internationalisation and Parallel Language Use, University of Copenhagen
3.30pm	Break	
3.45pm	Workshop: <i>'Teaching support for international students: provision, results and cost'</i> 3.45pm: ten minute presentation 3.55pm: ten minute presentation 4.05pm: workshop discussion 4.35pm: workshop facilitator records key problems and potential solutions from participants	Education Policy Support, Oxford Academic Skills & Learning Centre, ANU
4.45pm	End	

Day two: The international student experience		
Time	Event	Presenter
9.30am	Keynote address: <i>'Measuring the student experience'</i>	i-graduate
10.30am	Break	
10.45am	Presentations and discussion: <i>'Orientation activities for international students'</i>	University of Tokyo University of Cambridge
11.45am	Break	
12.00pm	Presentations and discussion: <i>'Accommodating and integrating students of different cultures'</i>	National University of Singapore The Berkeley International Office (The International Student Experience – Pathways to Personal and Academic Success)
1pm	Break	
2.30pm	Optional tour (option one): Walking tour of Oxford: Bodleian Library, Radcliffe Camera, University Church, Christ Church College, conclude with tea in college	Optional tour (option two/wet weather option): Tour of Bodleian Library and Ashmolean Museum, conclude with tea in museum
5pm	End	

Librarians' Contact Group

Lead	ETH Zurich (2014)
Reporting	Dr. Wolfram Neubauer (ETH Zurich)
Executive summary	<p>At its 3rd meeting in June 2014 in Berkeley with full representation from all IARU members, the Librarians' Contact Group discussed the mayor issues facing university libraries today.</p> <p>The group developed an "IARU Green Library Toolkit". The 38-page report which includes case studies, serves the IARU libraries as a guide for any kind of future actions in the context of potential future green activities. It has been published on the IARU website.</p> <p>At the meeting, ETH Zurich initiated a new project to benchmark the services of the IARU libraries. The collected data will be presented in 2015.</p> <p>This document contains:</p> <ul style="list-style-type: none"> ▪ Report on the outcomes of the 3rd meeting of the Librarians' Contact Group
Funding to date	n/a
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014 The Librarians' Contact Group meets annually but does not rely on IARU funding for their meetings. The group is developing an "IARU Green Library Toolkit", which will be presented to the Senior Officers' Meeting 2014. The group will align the Green Library Toolkit project with the IARU Sustainability Initiative. It exchanges information regularly through electronic means.</p> <p>Senior Officers' Meeting, November 2013 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 be held at UC Berkeley on 23–24 June 2014.</p>

Report of the Librarians' Contact Group

3rd Librarians' Meeting

The 3rd meeting of the Librarians' Contact Group took place in Berkeley, 22–24 June 2014. All ten member institutions were represented.

The local organizers prepared an efficient agenda, which gave the group the opportunity to discuss all major issues facing university libraries all over the world. The most important topics within this framework were:

- (Possible) roles of academic libraries within the broad field of research data
- Libraries as a place; information labs as a new development in libraries; investment in adaption activities for library spaces
- Strategic plans and re-organization
- Costs and/or cost reduction in academic libraries
- E-only for books and journals in academic libraries
- Relevance of traditional licensing models; Open Access; new models for licensing scholarly journals
- Public access to details of licensing contracts

Green Library Project

As mentioned in previous reports, the group started the Green Library Project in 2013. On the basis of terms of reference developed by Cambridge and Oxford, the paper aims to

- give an overview about the situation at every location,
- give the opportunity to share best practices, expertise and experience,
- assign and take actions and responsibilities,
- and provide advice and time to develop actions.

Every library appointed a responsible person for the exchange of information within a taskforce, which was chaired by Beth Dupuis from Berkeley. The result is a report, which was accepted by the Librarians' Group at the Berkeley meeting and which will be used by all libraries as a toolkit for any kind of future actions in the context of potential future green activities. This 41-pages report can be obtained from the IARU Secretariat. It has also been published on the IARU website.

Benchmarking Library Services of the IARU Libraries

At the Berkeley meeting, ETH Zurich launched the idea of benchmarking the services of all IARU libraries, well aware of the fact, that a direct comparison of library services is a challenging issue. ETH has prepared the first version of a survey, which could be used to identify the necessary numbers.

In the meantime, the Librarians' Group has agreed on a final version of this survey. ETH is collecting the data of the members. The processed numbers will be prepared for the next meeting of the group in June 2015.

4th Librarians' Meeting, June 2015

The group held a detailed discussion about the necessity and the place of a next meeting, without a final conclusion. A small taskforce will brainstorm possible topics for a next meeting which is envisaged to take place in June 2015 in Beijing.

PKU Medical City

Lead	Peking University
Reporting	Peking University
Executive summary	<p>Presidents have expressed support for the idea of collaboration of interested IARU universities with the PKU International Hospital initiative. A first workshop will take place in December 2014 in Beijing on the topic of “Real-life Medicine (RLM)”.</p> <p>PKU proposes to devote a workshop session to the topic “mobile health (mHealth)”. Colleagues are invited to submit presentations and collaboration proposals. The goal of the workshop is to compare mHealth policies of the member countries, to analyze and discuss the challenges and further development of mHealth and to establish joint collaborative projects among IARU members.</p> <p>This document contains:</p> <ul style="list-style-type: none"> ▪ Status update on the workshop on “Real-life Medicine (RLM)”, including a draft agenda and a discussion paper on a topic proposal of the workshop.
Funding to date	n/a
Outcomes of previous meetings	<p>Presidents’ Meeting, April 2014</p> <p>PKU presented an invitation to start a global collaboration among IARU universities within the new PKU International Hospital. Presidents were supportive of the idea. To enable forms of engagement that are tailored to each institution, they proposed that members pursue the collaboration individually instead of the Alliance as a whole.</p> <p>PKU plans a workshop to elaborate on the collaboration for 5–6 December 2014 in Beijing. Prof. Shan Wang, Head of Peking University International Hospital, invited partners to send him their input on the proposal.</p>

Update on the Workshop on Real Life Medicine

Peking University, 12 October 2014

PKU proposes to initiate a global medical collaboration among IARU universities. “Real-life Medicine (RLM)” is foreseen as the initial project of this collaboration. The RLM project would unite all ten IARU institutions and provide a big data analysis platform on which life science research, translational medicine and clinical trials can be conducted.

As approved by the IARU Presidents' Meeting in April 2014, we are pleased to announce that the IARU Workshop on “Real Life Medicine” will be hosted by Peking University in Beijing on 3 December 2014 (Appendix I). With an interest to further the current global experiences, PKU will convene this workshop in order to exchange insights on collaborative opportunities and confront the challenges of setting mobile health (mHealth) into field practices across the borders of continents and institutions.

Three sessions are planned in the RLM workshop. We cordially invite IARU member universities to nominate interested colleagues to submit presentations, and/or solicit speakers from outside IARU. In addition to presentations, collaboration project proposals are also highly desirable.

The *first session* is to present ongoing collaborative alliance projects. We have two pilot projects for discussion. This first project is PKU-Oxford joint research project on the early warning system of patients in Cardiology. The second project is about RLM Diabetes by a few universities. It is our sincere effort to connect PKU with the other IARU Workshop attendees on mHealth related research.

The *second session* is to share experience and comparison of health policy of mHealth in different countries. The vision and experience of attendees will have a great impact on the future growth and development of healthcare delivery system and in life sciences that will translate into long lasting effects on all people globally. We have a proposal for this section (Appendix II).

The *third session* is to have a brainstorm for next year's theme of IARU annual workshop. This will open for group discussion. There is one potential project for discussion: RLM sleep disorders.

Appendix I – Tentative PKU Workshop Program

IARU Workshop on Real Life Medicine

Peking University, 3 December 2014

Workshop Logistics

- Accommodations – Lakeview Hotel, Peking University
- Hotel room will be reserved under attendee's name (www.thelakeviewhotel.com.cn).
- Travel information: Airport –Beijing Capital International Airport (PEK). Airport transportation will be provided.

Tentative Workshop Program (to be updated with speakers)

December 2, 2014	
16:00 – 18:00	<i>Registration at the lobby</i>
18:00 – 18:30	Welcome Reception at Lakeview Hotel
18:30 – 20:30	Informal Welcome Dinner

December 3, 2014	
08:30 – 08:40	Welcoming Remarks (10 min.) by Peking University President Enge Wang
08:40 – 10:00	<p>Session One: Pilot Projects in Real-Life Medicine (mHealth)</p> <p>Project 1: RLM Cardiology (PKU–Oxford joint project)</p> <ul style="list-style-type: none"> – The early warning system of patients in Cardiology (10 min.) – Collaboration Discussion on RLM Cardiology (10 min.) – IARU Group Discussion and Participation (20 min.) <p>Project 2: RLM Diabetes</p> <ul style="list-style-type: none"> – Research progress in RLM Diabetes (10 min.) – Collaboration Discussion by PKU, Oxford, NUS, UCPH (10 min.) – IARU Group Discussion and Participation (20 min.)
10:00 – 11:10	<p>Session Two: Global mHealth Policy Comparison</p> <ul style="list-style-type: none"> – IARU Member Presentations (10 min. each member) – Brainstorm and Discussion
11:10 – 11:30	<i>Coffee Break</i>
11:30 – 12:30	<p>Session Three: Global Medical Collaboration: Themes and Projects for 2015</p> <ul style="list-style-type: none"> – Member Presentations (5 min. each member) – Brainstorm and Open Discussion for New Projects – Potential Project Discussion: NLM Sleep Disorders
12:30 – 12:45	Closing Remarks and Group Photo

12:50 – 13:30	<i>Lunch at Lakeview Hotel</i>
14:00	Three options for afternoon activities: <ul style="list-style-type: none">- Collaboration Discussions with PKU Faculties- Guided Tour of PKU Medical City- Guided Tour of Beijing
19:30 – 21:00	Banquet at Lakeview Hotel

Appendix II – Proposal for Section Two of PKU Workshop

Proposal for IARU Annual Workshop on Real Life Medicine

Session Two: Mobile Health Policy Comparison and Analysis

Peking University, Beijing, 3 December 2014

1. Introduction

“Global Medicine Collaboration – Real Life Medicine” as the initial project was presented by Peking University and Peking University International Hospital in the annual Presidents’ Meeting of IARU in April 2014. “Real-Life Medicine (RLM)” was proposed as the first project in global medicine collaboration. RLM is an innovative and integrated healthcare delivery model involving modern health information technology, wearable medical devices and well trained health care providers.

The goal of the project is to form global collaborative joint venues among IARU members. Real-Life Medicine is the topic PKU and PKUIH have chosen aiming to build coalition of researchers and scientist in IARU member institutions who have expertise or special interest in this area of modern medicine. We believe this coalition of world renowned researchers and scientists will be instrumental in innovative health care delivery system advancements which will translate into long lasting benefits of all people globally.

Advancement in Mobile Health technologies and delivery models promise a wealth of intriguing solutions to health care issues ranging from robust data collection to improve healthcare access in the rural area, better care of chronically ill patients, and cost cutting in health care expenditure, but they also carry attendant policy issues that pose significant challenges to the regulatory bodies, both state and private sectors, tasked with protecting public rights, safety, and interests.

There are increased government regulations regarding mHealth, especially interest in creating new policies that are protective of the patients. It is evidenced by public dialogue, such as the European Commission's Green Paper on Mobile Health and specific regulatory action, as seen in the 2013 FDA warning letter to technology firm Biosensor Technologies Private Ltd and subsequent formulation of a Mobile Medical Applications Guidance for Industry and Food and Drug Administration Staff policy document. Thus under the purview of state bodies, the fact that mobile health solutions are, by definition, mobile, health related and therefore frequently bringing them under the scrutiny of a range of regulatory bodies with their unique standards and rules.

Technology firms advocate the rapid creation, development, and application of digital health technologies aim to reduce costs, improve health of people, improve access to health care, and enhance patient experience. They are concerned with excessive regulations that can stifle innovation and retards the process in marketing their mHealth solutions.

The most consequential issues related to public privacy and safety make State Regulatory mandates critical, and this is the driving force behind convening these panelists in the Workshop. Participation of IARU members in this workshop can enrich all participants on the Health Policy guiding mobile

health of all continents, globally. We can learn and appreciate the challenges, the obstacles and the future growth in mHealth.

2. Goals

Technology firms advocate the rapid creation, development, and application of digital health technologies aim to reduce costs, improve health of people, improve access to health care, and enhance patient experience.

We believe there is the need of evaluating the true market needs of mHealth, and the safety and privacy of patients (consumers) for new and innovative mHealth solutions. By comparing and analyzing Health Policy pertains to mobile health sector globally, we can learn and appreciate the challenges, the obstacles and the future growth in mHealth sector.

Goals of this workshop are to:

- Compare mHealth Policy among IARU Members
- Discuss the challenges and obstacles in mHealth Policy
- Analyze the future growth of mHealth

3. mHealth Status and Policy in China

China is experiencing rapid industrialization, aging of the population, increased wealth to pay for medical devices, meanwhile facing a shortage of hospitals, doctors, and nurses. For this reason, the Chinese Government has already placed a significant emphasis on developing leading edge mHealth technologies.

China's Healthcare System on mHealth

With 1.4 billion populations, China's healthcare system will continue to struggle among the priorities of providing quality and access to citizens while containing costs. The Chinese government, the hospitals and the industry stakeholders have to harness various new technologies in order to generate greater efficiency and productivity. Looking back to how the internet and mobile phones revolutionized everyday life, mHealth seems to be a logical solution towards China's healthcare transformation. The prevalence of mobile users and maturity of China's mobile infrastructure will help bypass the limitation of existing systems. Using mHealth solutions, patients can have the same quality and access at the community clinic as at a large academic hospital when they need; doctors at rural areas can enjoy the same level of access to medical knowledge and communication as in a large city; chronic conditions can be monitored and managed at the fingertips of doctors and patients through mobile devices. More importantly, these mHealth solutions will also reduce the healthcare costs. mHealth offers patients easier access to care and control over their own health.

China's National Policies on mHealth

China has several national policies that support mHealth development. The Ministry of Industry and Information Technology and access to Plan for Internet of Things identified personal health monitoring and remote diagnostics as key areas for application development. The national plan

provides sponsorships to mobile health demonstration projects, supports standards setting, and provides certification for health care machine-to-machine communication (M2M). In health care, the national plan also identified application development for drug supply chain management, hospital management, family and community based remote diagnostics as key areas of focus.

The Ministry of Industry and Information Technology's 12th Five Year Plan for Medical Device Industry identified mobile healthcare as a key technology development area and key product development area. The ministry of Health has also sponsored and initiated several demonstration projects under the Regional Collaborative Health Services Demonstration Projects that included mobile solutions for physicians, patient health record, disease data access, and health quality monitoring.

4. Scope of Work

Workshop proposal will be send to IARU member attendees to solicit interest and input. IARU member representatives will present and share their experiences in Health Policy pertains to mobile health in their region, with the focus on the differences and similarities. The effects and attributions of the policies will be discussed.

Topics on the pitfalls and attributes of different policies, the balance of mHealth technical and market development vs. market needs and their impact on consumer (patients) safety and privacy etc. will be carried out in panel discussions.

Facts and recommendations on global mHealth Policy from this workshop will be reported to IARU in writing.

5. Timetable

	Description of Work	Start and End Dates
Phase One	Proposal sent to members to solicit interest	October 13, 2014
Phase Two	Presentations and panel discussions	December 3, 2014
Phase Three	Summarizing research findings	February 1, 2015

6. Next Steps

- To summarize mHealth status and policy among different countries of IARU members
- To establish joint collaborative projects among IARU members

Research Administrators' Network

Lead	University of Copenhagen Peking University University of Oxford
Reporting	Jan Andersen (UCPH) Zhou Hui (PKU) Anna Haldrup (UCPH)
Executive summary	<p>The 3rd meeting of the Research Administrators' Network was held in Oxford on 1–2 October 2014. A major theme in all meetings has been how to reduce administrative obstacles in research collaboration, and a first draft for a common IARU agreement on how to handle Marie Curie fellowships in the Horizon 2020 program has been discussed at the Oxford meeting. The agreement is intended as an IARU model for handling researcher mobility. Another concrete outcome of the collaboration is a first draft of a joint lexicon, where the network exchanges meanings of terms and phrases in research collaboration globally. It is foreseen to share the knowledge base on the IARU website.</p> <p>For further collaboration, the network suggests to hold a seminar on 'Funding of Research'. Large global private (or semi-private) research foundations would be invited to a dialogue with the IARU Presidents, discussing barriers and potential in research funding – with the aim to increase the global competitiveness of the IARU universities. This proposal with a three-year working plan is planned to be presented at the Presidents' Meeting 2015.</p> <p>This document contains:</p> <ul style="list-style-type: none"> ▪ Report on the outcomes of the 3rd encounter of the Research Administrators including an outlook of planned activities
Funding to date	<ul style="list-style-type: none"> ▪ <i>up to USD 10,000</i> <i>Research Administrators' Meeting 2015</i> ▪ <i>up to USD 10,000</i> <i>Research Administrators' Meeting 2014</i> ▪ USD 8,736 <i>Research Administrators' Meeting (Sept. 2013)</i>
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014</p> <p>One of the main topics discussed at the 2nd Research Administrators' Meeting, held in September 2013 at PKU, concerned the mobility of researchers: Within individual countries, there is plenty of support for mobility, but not across national borders or continents. Further, the group identified difficulties in the reporting to funding agencies in collaboration projects where several universities are involved. Thirdly, the communication between universities of different countries / continents could be improved regarding cross-continent funding opportunities for collaborative research projects that partner Universities might not be aware of.</p> <p>The group had suggested establishing a Research Administrators' Fellowship Program to promote staff mobility. At their meeting in fall 2013, Senior Officers supported the idea in principle, but encouraged the</p>

institutions to fund the fellowships individually.

The network also plans to establish a dictionary on the terms used in research management as each institution uses quite different terms. The next Research Administrators' workshop will take place on 1–2 October 2014 in Oxford.

Prof. Tan (NUS) mentioned that the Global Research Council (GRC) has put together a consortium of funding agencies from around the world, dedicated to promoting the sharing of data and best practices for high-quality collaboration among funding agencies.

Jennifer Barnes (Cambridge) suggested that the group considers whether IARU as an alliance of leading universities could help other institutions to be globally competitive when they bid for grants, for example under Horizon 2020.

Senior Officers' Meeting, November 2013

Prof. Chen Dongmin (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 proposed 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.

Report

Copenhagen, 21 October 2014

Summary

The IARU Research Administrators' Network would like to thank the Presidents and Senior Officers of IARU for the support to continue the collaboration.

The activities in the Network since the meeting of the Presidents in April 2014 were based on the follow-up on the decisions made in the Business Meeting in Beijing 2013:

a) Joint model for handling the Marie Curie fellowships between IARU countries

A draft model has been developed by Patrick Schlesinger and Poul Petersen, at the moment it was in two versions, and it was decided that Andrew Rudczynski would comment on the draft contract, after which it will be circulated to the partners. It was decided that a final draft would be in circulation before New Year, meaning that it will be in use for the next round of the Marie Curie fellowships in 2015.

b) Research Administrator Fellowship program

Even though it was not supported financially by the Senior Officers meeting, it was decided that a staff exchange was a useful instrument in the further professional training of colleagues in research support offices. It was discussed that a program of one week in duration was the most adaptable model for both the sending and receiving institution. It was agreed to promote this opportunity and take it into consideration in the member institutions. There has already been exchange between Oxford and Berkeley, and in October 2014 colleagues from University of Copenhagen will be visiting Berkeley. The exchange of staff members may be supported by the fellowship programs of professional associations (EARMA, SRA, NCURA, ARMS).

c) The development of a joint dictionary

A dictionary has been developed on a large number of key terms in international collaboration. The list will now be shared, either via the IARU website or hosted by Oxford University, depending on the potential in the IARU website for hosting interactive documents. The document will be amended and elaborated, and in order to secure an active document, it was decided to have a procedure to ensure a regular update.

Meeting of the Research Administrators Network, 1–2 October 2014

Oxford University was the host of a well-planned and giving meeting, reflecting some of the key challenges our institutions are faced with.

The main sessions were on:

1. How to work with big companies: Funding and strategic partnerships
2. How do universities prove the benefit of their research to society an exchange of practice and ideas
3. International research collaboration

There was also a tour of the Bodleian Library (the main research library of the University of Oxford, and one of the oldest and largest libraries in Europe) and a discussion with library staff on key issues and challenges facing university libraries.

Planned Activities

Upon recommendation from Hui Wang, NUS, it was decided to develop a three-year plan during 2014 that could be presented at the Presidents' Meeting 2015, in order secure a longer planning span.

Contents of such a plan would include:

- Seminar on funding of research
- Further work on removing obstacles for collaboration, hereunder expanding the work on model agreements
- Bibliometrics and the establishing of a joint pool of comparative data

Berkeley kindly offered to host the next meeting of the Network in September 2015.

ANU offered to host a meeting 2016 in conjunction with the INORMS Meeting September 2016 in Canberra.

Appendix

1. Program for the 3rd Meeting of the IARU Research Administrator Network, 1–2 October 2014
2. Minutes of the Business Meeting of the 3rd IARU Research Administrator Network, 1–2 October 2014

Appendix 1

Program for the 3rd Meeting of the IARU Research Administrator Network 1-2 October 2014, University of Oxford

Wednesday, 1 October

10.30–11.45	<i>Guided city tour</i>
12.00–13.00	<i>Arrival and informal lunch at St Anne's</i>
Opening Chair: Glenn Swafford, University of Oxford	
13.00–13.10	Welcome
13.10–13.30	Introduction
Topic 1: How to work with big companies: Funding and strategic partnerships Chair: Agatha Keller	
13.30–13.45	Brief presentation by Yukitsugu Ono, University of Tokyo
13.45–14.15	Brief presentations by Dr Phil Clare, Associate Director, Research Services and Head of Knowledge Exchange, and Dr Maxine Allen, Head of Business Development and Partnering, Medical Sciences Division, University of Oxford
14.15–14.30	Brief presentation by Andrew B Rudczynski, Yale University
14.30–14.45	Brief presentation by WANG Hui, National University of Singapore
14.45–15.10	<i>Afternoon Tea</i>
15.10–15.45	<i>Could the IARU network provide a major platform for forging global corporate partnerships?</i> Session facilitator: Douglas Robertson, Australian National University
15.45–16.00	General discussion and actions arising
Providing world-class research infrastructure A case study: The Bodleian Library	
A special behind the scenes tour of the main research library of the University of Oxford, and one of the oldest libraries in Europe, and an introduction to key challenges and opportunities from the Library's perspective	
16:20–17:00	<i>Tour of the Old Library</i>
17:00	<i>Return to Clarendon Building</i>
17:00–17:30	Meet with members of staff – Mr Andrew Bonnie, Chief of Digital Operations – Ms Sally Rumsey, Digital Research Librarian – Mrs Chris Flegg, Bodleian Business Librarian
17:30–19:15	<i>Hotel check-in and free time</i>

19:15	<i>Conference Dinner, St Anne's College</i>
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Thursday, 2 October

Topic 2: How do universities prove the benefit of their research to society – an exchange of practice and ideas Chair: Jan Andersen	
09.00–09.45	<i>Delivering societal benefit from university research – agenda setting by the UK Higher Education Funding Councils and the UK Research Councils</i> Invited Session Leader: Gillian Rendle, Senior Planning Officer, PRAS and Senior Projects Manager, Research Services, University of Oxford and REF 2014 Panel Adviser (seconded 0.5 to HEFCE)
09.45–10.00	<i>Impacts on Policy.</i> Brief presentation by Douglas Robertson, Australian National University
10.00–10.15	Brief presentation by Lingchun Yang, Peking University
10.15–10.30	Brief presentation by Patrick Schlesinger, University of California, Berkeley
10.30–10.45	Discussion
10.45–11.00	<i>Morning tea</i>
Topic 3: International research collaboration	
11.00–11.45	<i>Could we develop a set of principles or a 'think-piece' for the Global Research Council on how funders can best facilitate programs that are cross-agency and span different countries?</i> Session facilitator: Douglas Robertson, Australian National University
11.45–12.15	<i>Complying with different funding regimes</i> Session facilitator: Agatha Keller, ETH Zurich
IARU Business Meeting	
12.15–13.30	<p>1. Follow up on the decisions made in the Business Meeting in Beijing</p> <ul style="list-style-type: none"> – Joint model for handling the Marie Curie fellowships between IARU countries – Research Administrator Fellowship program – Dictionary on terms used in research management (legal and formal terms) <p>2. Next Meeting – Aims, Location, Timing</p> <p>Recommendation from Douglas: The next INORMS meeting will be held in Melbourne, Australia in 2016 and I propose that we host the IARU Research meeting in Canberra either immediately before or after that meeting which runs from the 13th to the 16th of September 2016. Melbourne is a one hour flight from Canberra.</p> <p>3. Any other business</p>
13.30–14.30	<i>Light lunch as people depart</i>

Participants from IARU

Institution	Participant	Job Title
ANU	Douglas Robertson	Director of Research Services
ETH Zurich	Agatha Keller	Co-Head EU Grants Access, International Research Programmes
NUS	WANG Hui	Director, Research Administration
PKU	YANG Lingchun	Assistant Director, Office of Scientific Research
Berkeley	Patrick Schlesinger	Assistant Vice Chancellor, Research Administration and Compliance
Cambridge	Peter Hedges	Head of the Research Office
UCPH	Jan Andersen	Senior Executive Advisor
	Poul Petersen	Senior Executive Officer, Head of EU Office
Oxford	Glenn Swafford	Director, Research Services
UTokyo	Yukitsugu Ono	General Manager, Research Promotion Department
	Hiroyuki Sano	Senior Staff, Research Promotion Department
	FAN Shaofeng	Chief, Division for Basic Research Programs, Office of Scientific Research
Yale	Andrew B. Rudczynski	Associate Vice President for Research Administration

Oxford Colleagues Joining for Parts of the Symposium

Wednesday, 1 October

Topic 1: How to work with big companies: Funding and strategic partnerships

- Lucy Booth, Head of the Intellectual Property Rights Management Team, Research Services
- Liam Curren, Senior Research Contracts Specialist - Industry Collaborations, Research Services (Science Area)
- Dr Richard Liwicki, Deputy Director, Research Services
- Barbara Murray, Head of Research Services (Science Area)

Providing world-class research infrastructure

- Dr Lotte Boon, Head of the Research Systems and Information Management Team, Research Services
- Ms Pamela Reid, Manager, Committees, Wellcome Trust (on secondment with Research Services, Sep.–Dec. 2014)

Conference Dinner

- Dr Richard Liwicki, Deputy Director, Research Services
- Dr Phil Clare, Associate Director, Research Services and Head of Knowledge Exchange

Thursday, 2 October

Topic 2: How do universities prove the benefit of their research to society – an exchange of practice and ideas

- Linda Andrews, Head of Research Services (Humanities, Social Sciences and ASUC)
- Dr Lotte Boon, Head of the Research Systems and Information Management Team, Research Services
- Dr Andrew Fairweather-Tall, Assistant Registrar (Research), Humanities Division
- Dr Mary Fridlington, Senior Assistant Registrar, Mathematical, Physical and Life Sciences Division
- Dr Sam Sneddon, Assistant Registrar (Research), Social Sciences Division
- Leila Whitworth, Assistant Registrar (Research), Medical Sciences Division

Topic 3: International research collaboration

- Sharon Pleydell-Pearce, Research Facilitator, Social Sciences Division
- Dr Dan Blakey, Senior Research Services Manager, Research Services
- Dr Andrew Fairweather-Tall, Assistant Registrar (Research), Humanities Division
- Gill Rowe, Head of Research Services (Medical Sciences)
- Leila Whitworth, Assistant Registrar (Research), Medical Sciences Division

Appendix 2

Minutes of the Business Meeting of the 3rd IARU Research Administrator Network, 1-2 October 2014

Agenda

1. Follow up on the decisions made in the Business Meeting in Beijing:
 - Joint model for handling the Marie Curie fellowships between IARU members
 - Research Administrator Fellowship program
 - Dictionary of terms used in research management (legal and formal terms)

2. Next Meeting – Aims, Location, Timing

Recommendation from Douglas: The next INORMS meeting will be held in Melbourne, Australia in 2016. ANU can host the IARU Research meeting in Canberra in conjunction with the meeting which runs from the 13th to the 16th of September 2016.

3. Any other business

Participants: Yale University, Andrew B. Rudczynski; University of California, Berkeley, Patrick Schlesinger; ETH-Zürich, Agatha Keller; Australian National University, Douglas Robertson; National University of Singapore, Wang Hui; University of Copenhagen, Jan Andersen, Poul Petersen; University of Tokyo, Yukitsugu Ono, Hiroyuki Sano; Peking University, Yang Lingchun, Fan Shaofeng; University of Oxford, Glenn Swafford; University of Cambridge, Peter Hedges.

Introduction

It was decided to make a brief notice to the Senior Officers Meeting 14–15 November 2014 to thank the Senior Officers for their support to the IARU Research Administrators Network:

The IARU Research Administrators Network was founded in 2011 in Copenhagen. The aim of the Network is to enhance the collaboration of the IARU partners, share best practices and discuss items of joint interest. A major theme for the three meetings held in network have been how to reduce administrative obstacles in research collaboration, and a first draft for a common IARU agreement on how to handle Marie Curie fellowships in the Horizon 2020, has been discussed at the meeting in Oxford. Once the draft has been qualified by all partners, the agreement can be used as an IARU model for handling research mobility. Another concrete outcome of the collaboration is a first draft of a joint lexicon, where the network exchanges meanings of terms and phrases in research collaboration globally. The knowledge base will be shared on the IARU website.

The IARU Research Administrators Network will continue the collaboration. In order to strengthen the link to the overall development of IARU, the business meeting decided to suggest a Seminar on 'Funding of Research', where the aim is to invite a number of large global private (or semi-private) research foundations to a dialogue with the IARU Presidency, discussing barriers and potential in research funding. It is foreseen that given the ability also to interact with one another, such a meeting would be highly interesting for a number of the large funders in the world, and by having the IARU

Presidents as the main target audience and communication partner, we believe that such a meeting could be jointly fruitful. A number of large US funders have met successfully last year with US institutions, and a global continuation could be a natural further step. One of the outcomes would be to increase the global competitiveness of the IARU universities.

The IARU Research Administrators Network will pursue this concept and will integrate this into a suggestion for a three year working plan to be presented at the IARU Presidency meeting in spring 2015.

Minutes

Ad 1. Follow up on the decisions made in the Business Meeting in Beijing

a) Joint model for handling the Marie Curie fellowships between IARU countries

A draft model has been developed by Patrick Schlesinger and Poul Petersen, at the moment it was in two versions, and it was decided that Andrew Rudczynski would comment on the draft contract whereafter it will be circulated to the partners. It was decided that a final draft would be in circulation before New Year, meaning that it will be in use for the next round of the Marie Curie fellowships in 2015.

b) Research Administrator Fellowship program

Even though it was not supported financially by the Senior Officers meeting, it was decided that it was a useful instrument in the further professional training of colleagues in research support offices. It was discussed that a program of one week in duration was the most adaptable model for both the sending and receiving institution. It was agreed to promote this opportunity and take it into consideration in the membership institutions. There has already been exchange between Oxford and Berkeley, and October 2014 colleagues from University of Copenhagen will be visiting Berkeley.

c) A dictionary has been developed on a large number of key terms in international collaboration. The list will now be shared, either via the IARU website or hosted by Oxford University, depending on the potential in the IARU website for hosting interactive documents. The document will be amended and elaborated, and in order to secure an active document it was decided to have a procedure to ensure a regular update.

Ad 2. Next Meeting – Aims, Location, Timing

ANU proposed to host a meeting in conjunction with INORMS meeting September 2016 in Canberra, and this was welcomed as timely planning. In Beijing it was decided that for the continuity it was important to plan for yearly meeting. Therefore Berkeley kindly offered to host a meeting in September 2015 in San Francisco. The timeframe means that the reporting to the Senior Officers Meeting would be a little more complicated, as it would be difficult to manage a proper reporting to the following SO meeting.

Upon recommendation from Hui Wang, NUS, it was decided to develop a three year plan during 2014 that could be presented at the Presidents Meeting in 2015, in order secure a longer planning span. As a consequence it was decided to write a short update to the SO-meeting (in the beginning of these minutes).

Ad 3. AOB

Thank you to Oxford University for a well-planned and giving meeting, reflecting some of the key challenges our institutions are faced with.

The main sessions were on:

1. How to work with big companies: Funding and strategic partnerships
2. How do universities prove the benefit of their research to society an exchange of practice and ideas
3. International research collaboration

There was also a tour of the Bodleian Library (the main research library of the University of Oxford, and one of the oldest and largest libraries in Europe) and a discussion with library staff on key issues and challenges facing university libraries.

Women and Men in Globalizing Universities

Lead	University of California, Berkeley (Prof. Angelica Stacy) The University of Tokyo (Prof. Sawako Shirahase) ETH Zurich (Prof. Renate Schubert)
Reporting	Prof. Renate Schubert (ETH Zurich) Prof. Trudy Coe (Oxford)
Executive summary	<p>The group plans to complement the collected benchmark analysis of the academic ladder, changes over time, and the international mobility of academics with additional statistics comparing, for instance, not only female faculty shares in PTEM fields but also in Medicine and in Social Sciences and Humanities. Furthermore the group plans to elaborate a memorandum emphasizing the advantages of equilibrating gender figures and changing culture with respect to gender at the partner universities. For further discussions and exchange of best practices, the group will meet in June 2015 in Oxford.</p> <p>This document contains:</p> <ul style="list-style-type: none"> ▪ Update on the planned activities of the group ▪ Funding request of USD 10,000 for a meeting in June 2015
Funding to date	<p>USD 3,638 Workshop (October 2013) USD 6,512 Workshop (March 2012) USD 8,500 For project development (PM 2006)</p>
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014 Renate Schubert, ETH Zurich's representative in the Women and Men in Globalizing Universities group, presented a summary of the insights gained from the benchmarking study on the academic ladder and the areas of action the group focuses on. PKU will look into the possibility of providing their data to make the survey cover all ten IARU institutions.</p> <p>Presidents expressed their thanks to the group for the interesting work and expressed an interest in seeing a similar comparison also for the social sciences.</p> <p>The group plans to meet again in spring 2015 at Oxford. A funding request will be submitted at the next Senior Officers' Meeting in November 2014.</p> <p>Senior Officers' Meeting, November 2013 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.</p>

	<p>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.</p> <p>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.</p> <p>Senior Officers thanked the working group for their impressive work.</p>
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Status Update

Following the Presidents' Meeting in April 2014, the Group "Women and Men in Globalizing Universities" contacted PKU in order to integrate their respective data into the comparison of all IARU Universities with respect to female faculty shares.

For 2015 an update of the statistics collected in 2013 is planned. This update will be complemented by additional statistics comparing, for instance, not only female faculty shares in PTEM fields but also in Medicine and in Social Sciences and Humanities.

Besides this update, the group will elaborate a small memorandum emphasizing the advantages of equilibrating gender figures and changing culture with respect to gender at our Universities.

Furthermore, the exchange of best-practice models to reach an equilibrated number of men and women on all steps of the academic career and in all different disciplines or fields will be continued. This exchange will take place during the next meeting of the Group in the first half of 2015 in Oxford (29–30 June). For the organization of this meeting, a maximum amount of USD 10,000 is budgeted.

As a follow-up of this projected meeting, a stronger exchange and collaboration between pairs of Equal Opportunity Offices at the different Universities will be initiated. It will be discussed whether spending one or two months at partner institutions might be helpful for improving quantity and quality of gender equality activities at IARU Universities.

Funding Request

This is a bid from the University of Oxford to the Senior Officers' Meeting in November 2014, to host a meeting in June 2015 of the working group on 'Women and Men in Globalizing Universities'.

The group held its last meeting at ETH Zurich on 28–29 October 2013. At that meeting, the group:

- reviewed comparative gender data on the academic career ladder, changes over time, and the international mobility of academics
- shared and discussed best practice initiatives across member institutions aimed at tackling gender inequalities among academic staff, in science subjects in particular.

The group agreed that they would leverage the benefits from the meeting by working at their home institutions to continue to gather and analyse data, and to implement evidence-based initiatives aimed at improving gender equality, thereby providing global leadership on this important issue, informed by regular collection, reporting and comparison of data. The group also agreed to begin collecting good-practice narratives of the academic careers of men and women in member institutions, in order to probe similarities and differences between IARU members. On the basis of the data and narratives, member institutions will identify concrete measures to tackle gender equality.

In order to compare progress since 2013 and share best practice, the group needs to meet again to collate experiences and identify next steps. The University of Oxford has agreed to host this meeting in June 2015 and seeks the funding of USD 10,000 to do so.

Partnership with Futurity

Joint Lead	ETH Zurich and University of Copenhagen
Reporting	Marianne Lucien (ETH Zurich)
Executive summary	<p>On 10 July 2014, the IARU Secretariat communicated the Futurity Executive Committee's confirmation of a proposed IARU-Futurity partnership. IARU member institutions are now able to engage with Futurity's online knowledge sharing platform by individual agreement for an annual fee established by Futurity. Specific contractual agreements are at the discretion of individual universities and Futurity.</p> <p>Currently, ETH Zurich, NUS, Berkeley and Yale are the only IARU member institutions that have opted to engage Futurity Services. The Futurity membership list may be viewed online at: http://www.futurity.org/about/.</p>
Funding to date	n/a
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014</p> <p>On behalf of ETH and UCPH, Marianne Lucien (ETH) presented a proposal to partner with Futurity, a non-profit online knowledge-sharing platform for research news from currently more than 60 universities. Hosted at the University of Rochester, USA, Futurity serves almost 8,000 subscribers, including news outlets, with a daily newsletter with science story ideas. The network has over 20,000 followers on Social Media. Futurity partners only with university alliances, among them AAU, Russell Group and Group of Eight. Berkeley and Yale are currently using Futurity services.</p> <p>Presidents approved the proposal of partnering with Futurity. The association will be at no cost to IARU. Partner institutions opting to use Futurity's services pay an annual fee (currently USD 3,000), but there is no obligation to subscribe to this service. Presidents indicated that it would be important for institutions opting to use Futurity's services to receive regular metrics that indicate the value and the reach of Futurity's newsletter articles, web, and social media presence. IARU will leave specific specifications, such as this one, to be outlined in individual agreements. The Secretariat will communicate the interest to Futurity. ETH and UCPH will draft a memorandum of understanding.</p>

Value of Research-Intensive Universities

Lead	University of Copenhagen National University of Singapore
Reporting	IARU Secretariat
Executive summary	With the publication of the report on the IARU website in February 2014, the initiative was closed. To keep the page up to date and relevant, partners are asked to contribute new case studies and links to the respective universities' news stories and send these to the IARU Secretariat.
Funding to date	USD 12,151: Workshop, October 2010
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014 The position paper on the "Value of Research Intensive Universities" and the website write-up has been revised since the last Presidents' Meeting. The Key Performance Indicators have been removed, giving the document a qualitative rather than quantitative focus. The document was published on the IARU website in February 2014. It can serve as a good starting point for discussions with various stakeholders of the individual institutions. Partners are encouraged to send periodically new case studies and links to relevant news from their institution to the IARU Secretariat to keep the web pages up to date.</p> <p>Presidents thanked Barry Halliwell, Thomas Bjørnholm and their colleagues at NUS and UCPH for the final round of work on the document. Herewith, the initiative is closed.</p> <p>Senior Officers' Meeting, November 2013 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.</p> <p>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.</p> <p>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.</p> <p>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</p>

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.

International Strategies of IARU Universities

Global Strategy of National University of Singapore – Abstract

Presentation by Prof. Andrew Wee, Vice-President, University and Global Relations

The National University of Singapore (NUS) has evolved from a modest medical school founded in 1905 to a respected university of global standing today and remains an institution committed to serving the country and society. As Singapore's oldest university, NUS has had, and continues to have, the privilege of nurturing generations of men and women who have gone on to make an impact in Singapore and overseas. As the needs of society changes with time and technological advancements, the priorities of education have also evolved. It is more important than ever for our students to acquire a global mind-set with critical and analytical abilities to make sense of the increasing complexities of the world.

NUS will be sharing its strategy to enhance NUS as a global university, not only bringing the world to NUS but also bringing NUS to the world through its various areas of focus on internationalization: international education, international research and international networking.

Global Summer Program (GSP)

Lead	GSP Coordinators IARU Secretariat
Reporting	IARU Secretariat
Executive summary	<p>The 7th GSP cycle in 2014 run very smoothly. A total of 304 students participated in one or more of the 20 courses offered by all 10 partners. Preparations for GSP 2015 have already started. At their meeting, GSP Coordinators discussed the GSP Hub proposal prepared by ANU and Berkeley. ANU offered to host its GSP 2015 course in a format reflecting the hub model with the aim to gather experiences and launch the first IARU Student Research Hub with a maximum of 45 students in 2016.</p> <p>This document contains:</p> <ul style="list-style-type: none"> ▪ Report from the GSP 2014, outlook GSP 2015 and beyond
Funding to date (in USD)	<ul style="list-style-type: none"> ▪ 5,938 (September 2014) GSP Meeting, Oxford ▪ 9,363 (September 2013) GSP Meeting, Zurich ▪ 7,188 (September 2012) GSP Meeting, Beijing ▪ 10,280 (September 2011) GSP Meeting, Copenhagen ▪ 7,018 (September 2010) GSP Meeting, Cambridge ▪ 10,200 (September 2009) GSP Meeting, Oxford ▪ 3,500 (September 2008) GSP Meeting, Antwerp ▪ 2,500 (February 2008) GSP Workshop, Cambridge <p>---</p> <ul style="list-style-type: none"> ▪ 200,000 (2014) IARU-Santander GSP Scholarships ▪ 200,000 (2013) IARU-Santander GSP Scholarships ▪ 200,000 (2012) IARU-Santander GSP Scholarships ▪ 75,000 (2011) Student grants ▪ 100,000 (2010) Student grants
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014</p> <p>Anders Hagström reported on behalf of the GSP coordinators on the Global Summer Program (GSP). GSP has become a firmly established program. In 2013, a total of 328 students participated in one or more of the 19 courses offered by all 10 partners. The 2013 program was again a success; the participant survey showed high satisfaction rates. The GSP coordinators work well together and try to address problems arising, such as student cancellations.</p> <p>GSP 2014 is the 7th cycle, involving all 10 partner universities and a total of 20 courses. The high application numbers confirm the continued strong student interest. However, interest is still very unevenly distributed, reflecting the different summer school cultures at IARU universities. Further challenges are the rising fees – even after taking into account the support available through the Santander scholarships – and the significant coordination effort by partners and the IARU Secretariat when put in relation to the total number of participants. Presidents tasked</p>

GSP Coordinators to explore new ideas for making GSP available to more students, while keeping an eye on the organization and coordination load of the program. ANU and Berkeley are elaborating possible new formats or extensions of GSP, and will present them at the next GSP Meeting in September 2014.

Focusing on other forms of IARU-wide exchanges might be another possibility to broaden student involvement. Presidents asked Senior Officers' Meeting to explore the options at their next meeting.

A second alumni survey will be carried out by the IARU Secretariat in 2014. Alumni will also be asked for ideas on how to celebrate the 10th GSP anniversary in 2017.

Senior Officers' Meeting, November 2013

Anders Hagström (IARU Secretariat) presented a summary 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 signaled interest to continue the support for the GSP. The Secretariat will approach Santander for a follow-up funding in spring 2014.

Global Summer Program 2014

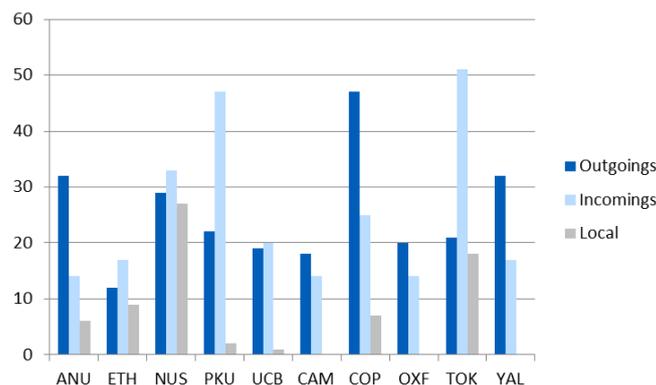
Summary

Number of Courses, Applications and IARU Participants

2014 marked the 7th year of the IARU Global Summer Program (GSP). A total of 20 courses with durations between 2 and 6 weeks were offered by all 10 partner institutions.

The 20 courses attracted over 700 applications from IARU students. As there are more and more opportunities for students to go abroad in the summer, students tend to apply for multiple options, so the number of applications should be viewed in this context. Nonetheless, the overall picture confirms the continued interest of students in the GSP.

A total of 304 IARU students attended one or more GSP course. The following graph shows the student distribution among the partner universities.



Student Feedback

The general feedback of the 2014 program was very positive. In the post-course survey, 92% of the survey participants said that they would recommend GSP to their peers (7% answered “maybe”, 1% would not recommend it). The diversity of the participants continues to be the key success factor of GSP. Having students from most, if not all, IARU institution as well as a sufficient number of local students is appreciated by GSP participants.

IARU-Santander GSP Scholarships

The IARU-Santander GSP Scholarships are crucial for making this international opportunity available to as many students as possible. During the 2014 Global Summer Program, a total of 154 students, or 51% of all IARU GSP students benefitted from the IARU-Santander GSP Scholarships, averaging USD 1,368 per student. Most of the carried-over funds from GSP 2013 have been disbursed 2014.

GSP 10th Anniversary

Partners and GSP alumni were asked for ideas on how to celebrate the 10th anniversary of GSP in 2017. Yale might look into the possibility of organizing a GSP media course for students researching on the outcomes of the past Global Summer Programs. Another idea was to use the IARU World Alumni Forum as a platform for inviting GSP alumni. UTokyo is looking into the possibility of launching this already for the 2015 World Alumni Forum for GSP alumni in the Tokyo area.

GSP Challenges

Despite the success of the current GSP model, one recurring challenge is the significant organizational and financial effort required to provide courses for a relatively small number of students. Also the students need to dig deep in their pockets to participate in the program: Five courses had a total cost of USD 5,000 or more, with on-campus accommodation and board representing the bulk of the total cost (not including travel and living expenses).

“GSP Hub” Proposal

A few years ago, GSP Coordinators started discussing the idea of creating a “GSP hub”, gathering a larger pool of students in one location. Under this approach, participating partners would host the GSP every few years on a rotating basis with the aim of reducing the overall financial and administration burden. ANU and Berkeley committed to explore the idea in more detail and presented the proposal of the “IARU Student Research Hub”. ANU offered to host its 2015 GSP course in a format reflective of this model. It is aimed to launch the first IARU Student Research Hub in 2016 with a maximum of 45 students.

Further Information

- Annex A List of the GSP Meeting 2014 participants
- Annex B GSP 2014 course descriptions, including duration and cost
- Annex C Courses offered in the GSP 2015 (tentative)
- Annex D Confirmed outcomes of GSP Working Committee Meeting 2014

Annex A – Participants of the GSP Working Committee Meeting 2014

University of Oxford, 22–23 September 2014

Institution	Name	Position
Australian National University	Dr. Erik Lithander	Pro Vice-Chancellor, Office of the Vice-Chancellor
	Dr. Davina Potts	Director of Global Engagement, Office of Global Programs and Engagement
	Ms. Margaret Carlin	Manager, Office of Global Programs and Engagement
ETH Zurich	Dr. Angelika Wittek	Head of Student Exchange Office, Student Exchange Office
	Ms. Myriam Keller	Student Exchange / IARU GSP Coordinator, Student Exchange Office
National University of Singapore	Prof. Gregory Clancey	Master, Tembusu College
	Prof. Anne Pakir	Director, International Relations Office
	Mr. Michael Klemm	Associate Director, International Relations Office
Peking University	Dr. Xia Hongwei	Director, Office of International Relations
University of California, Berkeley	Prof. Khatharya Um	Professor and Faculty Academic Director, Berkeley Study Abroad
University of Cambridge	Ms. Sarah Ormrod	Director of International Programmes, Institute of Continuing Education
University of Copenhagen	Ms. Anne Bruun	Associate Director, International Education and Grants
	Ms. Julie Talleruphuus	Academic Advisor
University of Oxford	Prof. Angus Hawkins	Director, Public and Int. Programmes, Dep. for Continuing Education
	Ms. Liza Denny	Assistant Director, International Programmes, Dep. for Continuing Education
	Ms. Nina Tomlin	Senior Strategy Officer, International Strategy
	Ms. Jenni Smith	Financial Support Manager, Student Financial Support
The University of Tokyo	Prof. Takeo Fujiwara	Project Professor, Center for Research and Development of Higher Education
	Ms. Yoshiko Takahira	Project Specialist, Int. Exchange Group, International Affairs Dep.
Yale University	Dr. Jane Edwards	Dean of International and Professional Experience, Yale College
	Dr. William Whobrey	Dean, Yale Summer Session, Center for Int. and Professional Experience
IARU Secretariat	Mr. Anders Hagström	IARU Secretariat
	Ms. Romana Rutz	IARU Secretariat

Annex B – GSP 2014 Course Descriptions

Code	Course	Length (days, incl. week- ends)	Total course fees in USD* (estimates only, include tuition fees, textbooks and accommo- dation fees)	Course Description
ANU1	Long-Term Biodiversity and Climate Change in Asia-Pacific	24	Non ANU: 1,640 ANU: 735	What can the past tell us about our future? Much of what we know of the deeper past comes from the remains of microscopic organisms and sediment properties found in depositional settings around the world. In Australia and the Asia-Pacific region there is a rich body of evidence for past changes in climate and biodiversity that is only just beginning to be explored. The course combines in-class learning and a 7 day fieldtrip to the Wet Tropics of northeast Queensland with 'hands-on' experience in field collection and analysis of a range of palaeo-environmental indicators including pollen, charcoal, seeds, biogenic silica, and stable isotopes. The will provide students with a deeper understanding and the practical skills to engage in palaeoecology, archaeological science, palaeoclimatology, and natural resource management research.
ANU2	Indigenous Peoples and Development	22	Non ANU: 2,380 ANU: 1,460	This course engages with three big ideas or questions. Who are Indigenous people or peoples? What does and can development mean in relation to them? And what sorts of policies do, or could, governments pursue in relation to Indigenous people(s)? The primary focus is on the Australian experience but the situation in the other settler-majority English-speaking nation-states of New Zealand, Canada and the USA will also be examined. The course will note that in remote sparsely-settled areas the Indigenous demographic presence is far greater than the national average and ask what consequences this has for development and policy.
ETH1	ETH Sustainability Summer School 2014	22	500 + accommodation	The ETH Sustainability Summer Schools provide young researchers with the opportunity to work on a topic of global relevance with focus on sustainable development in interdisciplinary and intercultural teams. Focus is given not only to teaching theoretical knowledge but also to solving specific case studies. The summer school will be divided into a teaching block where students meet and discuss with experts from various fields and a case study block. The 2014 course will focus on the topic of "Health" and be held in Switzerland (Emmental and Zürich).
ETH2	Sustainable Agriculture and the World Food System	14	845	The question of how to feed the world, while considering human health, the environment and social wellbeing is one of the defining challenges of our time. In order to address these challenges we need to understand the world food system and its complexity, which is a key aim of the program.
NUS1	Southeast Asia in Context	34	4,250	Southeast Asia in Context is a five-week exploration of Southeast Asia's geographical, historical and cultural diversity. This course takes advantage of Singapore's strategic position in offering a unique blend of classroom instruction at NUS campus with hands-on fieldwork in Cambodia and Thailand or Indonesia. The lecturers are experienced teachers and researchers of Southeast Asia, who will explore themes such as Southeast Asian religion, archaeology, rural development, politics and regional integration. The fieldtrip includes visits to

Code	Course	Length (days, incl. week- ends)	Total course fees in USD* (estimates only, include tuition fees, textbooks and accommo- dation fees)	Course Description
				magnificent ancient temples, rural agricultural communities, war memorials and a fair sampling of local village life that is well off the usual tourist track.
NUS2	Asia Now! The Archaeology of the Future City	19	1,530	This IARU course concentrates on the Asian built environment – architecture, urban planning, and sustainability – using the city-state of Singapore as a laboratory. Students will join one of two 15-student seminars taught by prominent social scientists with urban studies backgrounds. The venue will be Tembusu College, in the National University of Singapore's new "University Town" campus, which integrates housing and classrooms in a stunning environment. Field trips to urban sites in Singapore will be interspersed with discussions and readings that offer in-depth, analytical, critical, and alternative perspectives on Asian urbanism. Regular sessions will be supplemented by evening plenaries engaging prominent policy-makers and an evening of documentary film screening on societies and urban spaces in Asia. Students will come away with a deeper understanding of challenges facing a rapidly-urbanizing Asia, and some solutions being worked out in Singapore and elsewhere in the region.
PKU1	Major Issues Concerning the Rise of China	26	1,545	The rise of China is one of the most important and defining themes in contemporary international relations. This seminar course is intended for advanced undergraduate students and graduate students to examine major issues and topics concerning the rise of China from a broad theoretical perspective, and to engage in the academic discourse and policy debate about implications of China's rise for world politics. The seminar is organized around the central question – will China's rise bring about a fundamental change to the international system? It is roughly divided into three sections: (1) China's rise and the "paradigm change" in world politics; (2) China's quest for identity and order; and (3) implications of China rising for Asia and the world. Under each of these sections, a few specific topics are identified for class discussion.
PKU2	Silk Road: A History of Cultural and Material Exchanges	26	1,545	This course introduces the history of the Silk Road – a complex network of trade routes that connected China and Rome over land and sea – and examines the cultural and material exchanges between the peoples and cultures it connected. The course covers the period 500 BCE to 1500 CE, during which forces wielded by many peoples (e.g. Chinese, Greeks, Persians, Arabs, Turks, and Mongolians) shaped the geo-political landscape of Asia. It explores the roles played by the Silk Road in forming and transforming the cultural, ethnic, and religious identities of these peoples and their perceptions of one another. It highlights such themes as conspicuous consumption, cultural diversity, religious pluralism, and nomadic migration, as well as the financial, judicial, religious, and social institutions that were the fruits of these extended exchanges. The course begins and ends with an analysis of conceptualizations of the "Silk Road" against the backdrop of the "Great Game" that played out in the late 19th and early 20th centuries among various colonial powers as well as its legacy to this day.
PKU3	Special Topics in	26	1,545	Over three decades, the Chinese economy has undergone a rapid economic transformation at an unprecedented pace and

Code	Course	Length (days, incl. week- ends)	Total course fees in USD* (estimates only, include tuition fees, textbooks and accommo- dation fees)	Course Description
	Chinese Economy			scale. Transforming from a centrally planned economy to a market-oriented system – institutional change ushered an era of industrialization and globalization. After experiencing decades of sustained growth, Chinese economy is at a crossroad – with emerging issues of economic imbalance, environmental degradation, inequity, to aging population – compels scholars to rethink China's development path. This intense course focuses on the special topics that are key to China's past, present and future economic development. Throughout the course, case studies and special topic research will serve as core teaching material.
UCB1	Environmental Leadership Program	21	4,500	The Beahrs Environmental Leadership Program (ELP) of the College of Natural Resources at the University of California, Berkeley provides state-of-the-art training in environmental and natural resource science, policy, and leadership to strengthen the capacities of environmental practitioners worldwide. Participants will benefit from a unique opportunity to interact with Berkeley faculty as well as their global peers to access new information and tools, share practical experiences, and develop collaborative leadership skills. The Beahrs ELP has graduated 500 environmental leaders from over one hundred countries.
UCB2	Media and Global Protest Movements	39	5,225	This course is concerned with the interplay between political activism and contemporary (mainstream/social) media in international perspective. It places focus on the chain of uprisings in the Arab world, Turkey, Europe, and the United States, and the use of social media as a tool for contention. It takes stock of the background factors characterizing the global protest wave, and examines the role that the mainstream media and digital sphere have played in shaping 'the politics of revolt', and globalizing its repertoires. It further assesses the economic and political implications of such protests for an emerging global order. The course additionally explores the extent to which digital activism is an innovative form of protest and contrasts it with more traditional forms of activism. It also asks the question whether recent forms of activism reconfigure the politics of space in contention.
CAM1	Shaping the World: Understanding the Past, Predicting the Future	28	5,700	The leaders of tomorrow will need to be skilled investigators, with ability to place any investigation in context. The ability to take a global perspective on matters which shape our world requires those same future leaders to foster their ability to think beyond an immediate and narrow field of interest. This program offers a unique opportunity for participants to draw upon a rich reserve of knowledge, to attend lectures across a broad range of subjects, and to draw together ideas in a series of focused discussions. Intensive 'supervisions' offer the chance to experience Cambridge teaching at its best: Participants will benefit immensely from the exchange of ideas both with lecturers and with their student peers from around the globe.
COP1	Kierkegaard: The	24	With agr. (ANU, NUS, UTokyo):	The course takes a Danish perspective on common existential themes by reading the world famous local philosopher, Søren

Code	Course	Length (days, incl. week- ends)	Total course fees in USD* (estimates only, include tuition fees, textbooks and accommo- dation fees)	Course Description
	Individual in the Global Society		810 EU: 1,350 non EU: 2,440	Kierkegaard, in his home town and at his own university. At the same time the course draws on the IARU network by inviting well known specialists from the partner universities as guest lecturers. Based on GSP in 2012 and 2013, it is our experience that this combination of the local Danish perspective with the involvement of international experts meets the expectations of IARU-students.
COP2	Interdisciplinary Aspects of Healthy Aging	20	With agr. (ANU, NUS, UTokyo): 730 EU: 1,310 non EU: 1,810	Aging begins early in life. This program offers a unique opportunity for participants to gain new knowledge on how more people can live healthy lives and enjoy a robust old-age. The course is designed for students who would like to gain diverse experience in the Aging research field, and focuses on interdisciplinary research projects, which reflects the interdisciplinary nature of the Center of Healthy Aging (CEHA, http://healthyageing.ku.dk/).
OXF1	Global Challenges of the 21 st Century	27	6,170	The 2014 Oxford Global Summer Programme offers a general introduction to a range of scientific and development challenges of the 21st century. The course is designed for undergraduates, with topics ranging across social, technological and environmental issues, such as climate change, conservation and cities.
TOK1	Introduction to the Japanese Language	12	1,280	The University of Tokyo provides an introductory course for those new to Japan which will both facilitate participation in Japanese society and introduce characteristics of the Japanese language such as the Japanese writing system, elementary grammar, and communication patterns. To improve students' Japanese literacy, "practical" lessons (e.g. typing Japanese on PC with a dictionary) will also be included in this course to enable students to continue their study of the language after their return to their home country. With the Japanese learnt during this course, we hope that students will be able to enjoy various aspects of Japanese cultures when away from the classrooms.
TOK2	Sustainable Urban Management	12	1,205	The course provides basic knowledge of civil engineering, architecture and urban engineering in the context of sustainable urban management. Planning and management are taught on the building, urban and national scale. A one-day excursion related to the lectures will be organized for GSP students as part of the course.
TOK3	Japan in Today's World	9	1,050	This course will give an overview of modern Japan with emphasis on the works of the political system, including political parties, civil service, elections, and foreign relations with China, US, Korea, as well as Japan's role in international political economy. Along with those introductory classes, we will hold two workshops, one on Risk Management and Post Disaster Relief after the March 2011 Earthquakes and another - on Territorial Disputes and Nationalism, where participants are encouraged to make contributions in the discussion with invited specialists. There will be no field trips, but we expect the workshops to offer a different kind of excitement.
TOK4	Nanoscience	14	1,345	This lecture series provides a general overview of nanoscience, which has grown very rapidly in the last few years. It consists

Code	Course	Length (days, incl. week- ends)	Total course fees in USD* (estimates only, include tuition fees, textbooks and accommo- dation fees)	Course Description
				of three sub-courses of lectures (Biotechnology, Biomedicine and Nanobiotechnology and Nanotechnology). Each sub-course will include visits to active laboratories in the University of Tokyo.
YAL1	Foreign Policy and International Law	41	3,630	Open to IARU students only. The mutual influence of law and politics at the international level. Topics include the sources of international law, the participants, courts, dispute settlement, jurisdiction, and customary law. Readings on foreign policy making, international law, treaties, and international courts from the literature of United Nations bodies and the International Law Commission.

*Estimates only, include tuition fees, textbooks and accommodation fees)

Annex C – Tentative List of Courses Offered in the GSP 2015

Code	Course Title	Duration	Course Description
ANU1	ANU IARU Global Winter Research Institute 2015	June – July (4 weeks)	<p>In line with the research-intensive nature of the IARU universities and the increasing popularity of undergraduate research experiences internationally, ANU is proposing to run an undergraduate research proposal course under the proposed theme of Human Security, possibly with multiple streams allowing for a disciplinary focus within a broader agenda (either science/social science or science/engineering & technology).</p> <p>The ANU IARU Global Winter Research Institute is designed to support advanced undergraduate students in preparing a research proposal to support future studies at an honours or masters level. The program is targeted at high achieving students who are likely to undertake graduate study in the future.</p>
ETH1	ETH Sustainability Summer School – Resources (<i>final title to be defined</i>)	21 June – 10 July	The ETH Sustainability Summer Schools provide young researchers with the opportunity to work on a topic of global relevance with focus on sustainable development in interdisciplinary and intercultural teams. Focus is given not only to teaching theoretical knowledge but also to solving specific case studies. The summer school will be divided into a teaching block where students meet and discuss with experts from various fields and a case study block where they apply the knowledge and produce a concrete product.
ETH2	World Food System Summer School – Organic Production Systems	1–15 August	The question of how to feed the world while considering human health, the environment and social wellbeing is one of the defining challenges of our time. In order to address these challenges we need to understand the world food system and its complexity which is a key aim of the World Food System Summer School. The two weeks intensive academic program will bring together students and young professionals from a wide variety of disciplines and cultures to navigate this complexity and to empower for action. This summer school provides you with an opportunity to analyze and learn about important concepts, models, approaches. It also gives you the chance to ground your experience in hands-on farm work and to exchange with important stakeholders of the food system.
NUS1	Southeast Asia in Context	22 June – 25 July	Southeast Asia in Context is a five-week exploration of Southeast Asia's geographical, historical and cultural diversity. This course takes advantage of Singapore's strategic position in offering a unique blend of classroom instruction at NUS campus with hands-on fieldwork in Myanmar or Indonesia. The lecturers are experienced teachers and researchers of Southeast Asia, who will explore themes such as Southeast Asian religion, archaeology, rural development, politics and regional integration. The fieldtrip includes visits to magnificent ancient temples, rural agricultural communities, war memorials and a fair sampling of local village life that is well off the usual tourist track.
NUS2	Asia Now! The Archaeology of the Future City	22 June – 10 July (tbc)	This course draws upon comparative studies and the Singapore experience to uncover the dynamics and meaning of interrelationships between society and the built environment of cities in Asia. The theme on the archaeology of the future invites us to examine the many layers of a city to discover elements of its past and identify possible urban futures that are already emerging. Field trips, plenary sessions with policy-makers/scholars and short-film screenings will complement discussions and readings that provide in-depth, analytical, critical, and alternative perspectives on urbanization and urbanism in Asia. Students will gain a deeper understanding of the challenges and solutions facing a rapidly-urbanizing Asia.
PKU1	Major Issues Concerning the Rise of China	6 July – 31 July	The rise of China is one of the most important and defining themes in contemporary international relations. This seminar course is intended for advanced undergraduate students and graduate students to examine major issues and topics concerning the rise of China from a broad theoretical perspective, and to engage in the academic discourse and policy debate about implications of China's rise for world politics. The seminar is organized around the central question – will China's rise bring about a fundamental change to the international system? It is roughly divided into three sections: (1) China's rise

			and the “paradigm change” in world politics; (2) China’s quest for identity and order; and (3) implications of China rising for Asia and the world. Under each of these sections, a few specific topics are identified for class discussion.
PKU2	Comparative Philosophy – China and the West	6 July – 31 July	The focus of the course will be a careful reading of representative texts of the Confucian and Daoist lineages: the Analects of Confucius, the Zhong Yong, the Xiao Jing, the Daodejing, selections from Zhuangzi and the Huainanzi. The objective will be to struggle with imagination to take the Chinese philosophical tradition on its own terms. To this end, we will use several sources – the Book of Changes, Traditional Chinese Medicine, Tang Junyi on Chinese natural cosmology – to establish a lens through which to read these canonical texts. This lens provide us with an interpretive context, and will enable us to be sensitive to the presuppositions we are likely willy-nilly to bring to the texts. Over the tenure of the course, we will attempt to develop a nuanced and sophisticated appreciation of the basic vocabulary of Chinese philosophy.
PKU3	tbc	tbc	tbc
UCB1	Environmental Leadership Program	27 June – 18 July	<p>The <i>Behrs</i> Environmental Leadership Program (ELP) of the College of Natural Resources at the University of California, Berkeley provides state-of-the-art training in environmental and natural resource science, policy, and leadership to strengthen the capacities of environmental practitioners. Participants will benefit from a unique opportunity to interact with Berkeley faculty as well as international environmental practioners to access new information and tools, share practical experiences, and develop collaborative leadership skills. The Behrs ELP has graduated over 500 environmental leaders from <i>over one hundred countries</i>.</p> <p>The 3-week certificate course on <i>Sustainable Environmental Management</i> offers a series of interdisciplinary workshops, facilitated by UC Berkeley faculty and non-academic experts from the greater San Francisco Bay Area.</p>
UCB2	Media and Global Protest Movements	8 July – 15 August	<p>The course is concerned with the nexus between protest movements and contemporary (mainstream/social) media in international and comparative perspective. It places focus on the recent chain of uprisings in the Middle East, Europe, Latin America and United States, and on the use of new media as a tool for political mobilization. The course examines the field dynamics and repertoires of contemporary protest movements. It further sheds light on the role that mainstream media and digital sphere have played in galvanizing protest movements and shaping their dynamics.</p> <p>The course adopts an interdisciplinary approach by offering both academic lectures and multimedia workshop in which students explore a variety of web-based tools and produce websites.</p>
CAM1	Our Changing World	5–25 July or 5 July – 1 August (tbc)	The leaders of tomorrow will need to be aware of the events that change the world, and the key issues facing world leaders today. Using specific examples from both past and present, the core course will address climate change, scientific discovery, international development, international relations, financial crises, disease, diplomatic incidents, war and natural catastrophe, to identify a number of what the teaching team consider to be world-changing events. Sessions will explain the key causes, impact and repercussions of these events.
COP1	Kierkegaard: The Individual in the Global Society	8–24 July	<p>The course takes a Danish perspective on common existential themes by reading the world famous local philosopher, Søren Kierkegaard and draws on the IARU network by inviting well-known specialists from the partner universities as guest lecturers.</p> <p>The main topic of the course is Søren Kierkegaard's witty and deeply earnest exploration of the problem of self-identity. Beginning with the breakdown of culture-specific ethnic and religious categories that have traditionally defined the self, the course treats Kierkegaard's scathing critique of religious culture and politics, his view that religious demands can conflict with seemingly universal ethical duties, and his assertion that the look of the Other is a defining factor in self-identity.</p>
COP2	Interdisciplinary Aspects of	7–26 July	The course is designed for students who would like to gain diverse experience in the Aging research field. It is rooted in the Center of Healthy Aging (CEHA,

	Healthy Aging		<p>http://healthyageing.ku.dk/) and reflects CEHA's diverse research projects and interdisciplinary nature.</p> <p>The course combines lectures and project work. Students will learn the basic research concepts and principles in diverse disciplines including humanities, social science, epidemiology, neurology, physiology, and molecular biology from the lectures. Students will form groups and carry out a research project under the supervision of CEHA researchers. This course is aimed at students who have gained a bachelor level degree and are interested in all aspects of ageing research. Students from all fields are welcome.</p>
COP3	tbc	tbc	tbc
OXF1	Global Challenges of the 21 st Century – Environmental, Technological and Urban Sustainability	29 June – 25 July	<p>The 2015 Oxford GSP offers a general introduction to a range of scientific and development challenges of the 21st century. The course is designed for undergraduates, and addresses issues of climate change, conservation and urbanisation.</p> <p>It is assumed that students will have a minimum of two years' study in the humanities, social sciences or sciences. They will be expected to work outside their usual area of expertise and to adopt methods appropriate (scientific / non-scientific) to the questions posed. However, no <i>prior</i> scientific knowledge is required.</p> <p>The course will be delivered through tutorials, class meetings, seminars/presentations, project work and discussions.</p>
TOK1	Introduction to the Japanese Language	2 weeks in July	An introductory course for those new to Japan which will both facilitate participation in Japanese society and introduce characteristics of the Japanese language such as the Japanese writing system, elementary grammar, and communication patterns.
TOK2	Sustainable Urban Management	2 weeks in July	The course provides basic knowledge of civil engineering, architecture and urban engineering in the context of sustainable urban management. Planning and management are taught on the building, urban and national scale. An excursion related to the lectures will be organized for GSP students as part of the course.
TOK3	Japan in Today's World	2 weeks in July	This course will give an overview of modern Japan with emphasis on the works of the political system, including political parties, civil service, elections, and foreign relations with China, US, Korea, as well as Japan's role in international political economy.
TOK4	Nanoscience	2 weeks in July	This lecture series provides a general overview of nanoscience, which has grown very rapidly in the last few years. It consists of three sub-courses of lectures (Biotechnology, Biomedicine and Nanobiotechnology, and Nanotechnology). Each sub-course will include visits to active laboratories in the University of Tokyo.
YAL1	Moral Foundations of Politics (tentative)	5 July – 7 August	<p>An introduction to recent philosophical arguments about the moral foundations of politics</p> <p>The liberal, conservative, and democratic traditions will be discussed via readings from Mill, Rawls, Burke, MacIntyre, and others. There are no prerequisites, but students are expected to have read Hannah Arendt's <i>Eichmann in Jerusalem</i> before the first class.</p>
YAL2	Gender, Justice & the Environment (tentative)	5 July – 7 August	<p>Focus on relationships between gendered beings (both human and non-human) and the environments in which they live</p> <p>Topics include feminist theories of nature and materiality, bodies and environmental toxicities, interspecies connections, and the sociopolitical contexts of environmental disasters.</p>

Annex F – Confirmed Outcomes of the GSP Working Committee Meeting 2014

University of Oxford, 22–23 September 2014

Opening

Prof. Sally Mapstone, Pro-Vice Chancellor for Education at University of Oxford, opened the meeting, extending a warm welcome to all delegates. She stressed the importance of the Global Summer Program as providing students a unique international experience and exposing them to different teaching and learning environments. Prof. Mapstone thanked everyone behind the scene for their commitment and energy to make GSP happen.

Anders Hagström welcomed the meeting participants and thanked Nina Tomlin and her team at University of Oxford for hosting the meeting.

Session 1: GSP 2014

1.1 GSP 2014 Course Review

Australian National University

ANU received a high number of applications but in total fewer than in previous years, mostly due to changed funding arrangements for outgoing students. Some GSP courses run into the semester of ANU, causing outgoing students to miss the first weeks of the semester. As the intensity of the offered GSP courses among all universities was not consistent, it was difficult to manage the student expectations.

ANU offered two courses which run successfully.

ETH Zurich

ETH offered two courses that were also open to local and non-IARU students. As not all the Santander funds were used for outgoing students, ETH also awarded Santander scholarships to incoming students after having double-checked with the home university to ensure that the total amount of received Santander monies did not exceed the maximum of USD 2,000 per student.

National University of Singapore

NUS offered the same two courses that have been running successfully for a few years. The five-week “Southeast Asia in Context” course included a travel component to Indonesia or Cambodia; the three-week “Asia Now!” course was held within Singapore. The faculty of the courses changes every three years. The latter course counted 17 students although the capacity would have allowed enrolment of two or more students from each partner university.

Peking University

Three courses have been offered within GSP 2014, one of them in collaboration with Yale that attracted many students also from Yale. The overall quality of the three courses has improved, which

has contributed to the increase in the number of incoming students. In the course surveys, students asked for more specific pre-course information and more free time to explore the city.

PKU received a significant higher number of applications of outgoing students. The Santander scholarships were essential for enabling more students to participate.

University of California, Berkeley

Overall, compared with last year UC Berkeley had fewer students, both outgoing and incoming. The reason for the smaller number of outgoing applications is unclear. Reducing the numbers of incomings was deliberate. UC Berkeley tried a new course with a student cap on it. The course proved to be successful. There was a good representation of 8 partner institutions.

One course ended in mid-August making it a challenge to meet the reporting deadlines.

University of Cambridge

The University of Cambridge interviewed all outgoing students to guarantee a good selection. Incoming students particularly enjoyed the intensive supervisions within the program. One struggled with language skills. Overall this years' GSP at Cambridge was good, but a few of the students wanted more cohesion between the individual elements of the program, which ties in with the plan to change the format for 2015. As usual, the program caused a lot of administrative work for a relatively small cohort of students.

University of Copenhagen

UCPH offered two courses that have run for a number of years. There was faculty involvement from Yale and Oxford. In terms of incoming students, UCPH would have liked to have full IARU representation. With regards to outgoing students, interest has increased compared to previous years.

University of Oxford

14 students attended the course offered by Oxford. The size of the cohort was kept small to enable small-group teaching. There were no students from UTokyo, ETH, Cambridge and Oxford. The course was open also to Oxford students but none applied. Finding the right balance of academic rigor and intensity versus free time is a continuous challenge.

The University of Tokyo

Prof. Takeo Fujiwara thanked the partners for having signed the memorandum of understanding for receiving students from overseas. New regulations at UTokyo required the Memorandum on Student Exchange for GSP.

As in the past years, UTokyo offered 4 courses – one of them being an introductory language course – attracting close to 200 applications. About 20 UTokyo students were sent abroad on GSP while about 40 GSP students from overseas attended the UTokyo courses.

Yale University

Yale offered a course that had been held before. A trip to the United Nations with lunch at the Yale Cub in New York City was part of the course. Unfortunately no Yale students participated in the course. The results of the post-course survey were disappointing. The reasons will be analysed.

Feedback of the outgoing students was positive. In particular the PKU course with faculty involvement from Yale and 9 Yale students is worth mentioning.

Yale requires a minimum course duration of 4 weeks for courses to be credit bearing. GSP course durations of 3 weeks and less are therefore less attractive to Yale students.

1.2 GSP 2014 Snapshot

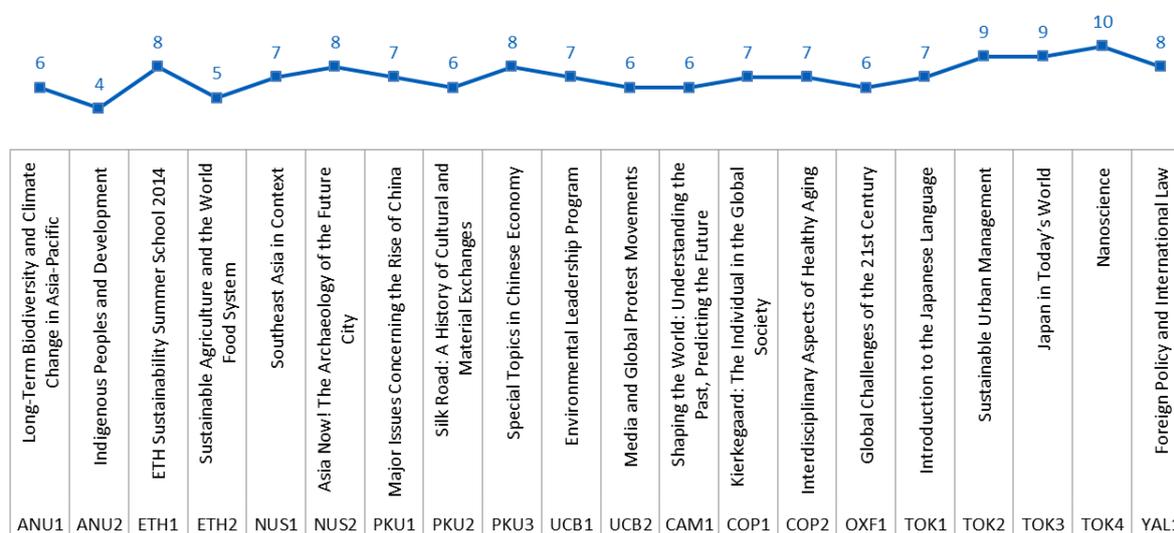
2014 marked the 7th year of the IARU Global Summer Program. A total of 20 courses were offered, with durations between 2 and 6 weeks, attracting over 700 applications. A total of 304 IARU students participated in GSP 2014. As there are more and more opportunities for students to go abroad in the summer, students tend to apply for multiple options, so the number of applications should be viewed in this context. Nonetheless, the overall picture confirms the continued interest of students in the GSP.

On average, each course had 15 student participants – less than in previous years. More students could thus benefit from GSP within the current course offer and organizational workload.

Keeping cost low continues to be a major challenge. Five courses had a total cost of USD 5,000 or more, with on-campus accommodation and board representing the bulk of the total cost (not including travel and living expenses).

ANU handled the most applications of outgoing students, followed by UCPH and NUS. UTokyo attracted most incoming applications and hosted the largest number of IARU students, closely followed by PKU. UCPH sent out most students on GSP.

The table below gives an overview of the GSP 2014 courses with the number of partner institutions represented in each course:



1.3 GSP 2014 Course Survey Analysis

Course organizers sent out the survey links provided by the IARU Secretariat to course participants (including non-IARU students). The response rate was 48% (2013: 58%). Courses receiving less than 5 responses were excluded from the analyses for privacy considerations.

Overall, GSP 2014 performed well, even slightly better than last year. The key findings are the following:

- 97% of the students “agreed” or “strongly agreed” that GSP 2014 was a good experience. All courses scored at least 4 of maximum 5 points. 92% of the students would recommend GSP to their peers.
- The feeling of being part of a broader IARU network is less pronounced. 70% of the students were not aware of IARU before they participated in the GSP.
- The diversity of the participants is a key success factor of GSP. Having students from most, if not all, IARU institution as well as a sufficient number of local students is appreciated by GSP participants. They enjoy receiving different perspectives, ideas and approaches of peers from other cultures. Being exposed to different teaching styles and learning environments than at home is found to be challenging but also enriching.
- Pre-departure course information continues to be a weakness, even though the value has improved considerably in the last years. Based on the student feedback, the IARU Secretariat will modify the template of Course Info Part II to include a rough estimate of the course intensity and the living expenses. Course organizers need to be aware of the different information channels used by incoming IARU students, local students and non-IARU students.
- Deciding factors for choosing a GSP course are cost and the availability of scholarships, date, content, geographical location, reputation of the host university, faculty, feedback from past GSP students, course duration, anticipated work load vs. free time and field trips.
- The respondents found that the GSP Aims & Principles as described on the webpage (a. address critical issues in a global perspective, b. work with outstanding peers from around the globe, c. learn intensively in a cross-cultural setting, d. learn from top researchers) were fulfilled in a satisfactory manner.
- When asked for improvement of GSP, students mentioned the following:
 - Improved pre-departure information (see above)
 - Longer courses (4 weeks and more)
 - Reduced cost, more financial support
 - Less less rigorous/intense courses, allowing for more free time to explore the city/country

Session 2: Course Administration and Logistics – Discussion of Key Issues

Application Form

The PDF application form caused some cross-platform issues between Windows and Mac. In forms that had been filled in using Apple’s “Preview” software, the field content was not visible on other operating systems. The meeting agreed to switch to a MS Word format.

Cost

Universities will continue to try hard to minimize the cost to students. The IARU Secretariat will state on the webpage that travel expenses, visa and living cost is not included in the cost overview.

Student Cancellations

When applying for GSP, students receive a rough overview of the total cost but they receive the decision on the financial only later. This is a frequent reasons for student cancellations. The IARU Secretariat will describe the process as clearly as possible on the webpage, but delegates agreed that it will never be possible to provide the students beforehand with exact numbers.

Universities are free to apply cancellation charges if seen fit, but these must be declared up-front.

Pre-Departure Course Information

Many students wished that the course were less intense, allowing for more free time to explore the city/country. Lot of the research, essay writing, preparation of group presentations etc. was done in the evenings and during weekends. To manage student expectations, the IARU Secretariat will clarify on the webpage that students should anticipate a full time commitment to the course while on the program and plan traveling time before or after the course.

Facebook Page

The IARU Secretariat reported that the Facebook Page (www.facebook.com/groups/iaru.gsp/) is widely used (except by PKU students as Facebook cannot be accessed within China). Students get to know each other before the courses start; GSP alumni share their experiences. GSP Coordinators are encouraged to visit the page and contribute actively and/or send pictures and news to the IARU Secretariat to be posted on the page.

Branding

ANU, NUS and PKU distributed IARU/GSP t-shirts to build up the identity of "IARU-ness". In addition, PKU organized special IARU events for GSP students.

Student Surveys

Partners running their own surveys with the returning students are invited to forward these reports to the host universities.

Session 3: GSP 2015

3.1 Timeline for GSP 2015

GSP Coordinators agreed on the following timeline:

Course Announcements	Complete Course Profiles / Start of Application Period	Selection	Nomination	Offer	Acceptance
Basic course details submitted to Secretariat for tabling at the Senior Officers' Meeting 2014 (14–15 Nov.)	Completed course profiles forwarded to the Secretariat for upload on the website. GSP 2015 course information go live. Application period opens.	Application period closes. Selection process commences.	Selection process completed at sending universities. Nominated applications forwarded to host universities. <i>Please include all financial aids offered to the applicant if available.</i>	Host university sends offer letter to applicant. <i>Please cc sending university.</i>	Student responds to nomination / acceptance. University sets deadline but no later than 10 April 2015. <i>Please notify sending university.</i>
Course Info Part I	Course Info Part II				
24 October 2014	12 December 2014	6 March 2015 (NUS/TOK: 22 Feb.)	20 March 2015	2 April 2015	10 April 2015

Lunar New Year: 19 February 2015
Easter: 3–6 April 2015

Notes

- **Course Info Part II:** If the complete course information is already available, GSP coordinators can send both Course Info Parts (I and II) by 24 October.
- **Application:** All IARU students must go through the application process of their home university and cannot be accepted directly by the host university. Students who apply directly without having been nominated by their home university should be referred to their GSP Coordinator.
- **Eligibility:** Any student that is inscribed at a partner university is eligible to participate in GSP. The course description should make it clear if a course is suitable for graduate students (under “Target audience & prerequisites”).
- **Nomination I:** A student should be nominated only for one course as multiple nominations are bound to cause confusion for both the organizers and the student. If a student has applied for several courses, the sending university should select the student for one of the courses. If a course has vacancies, the GSP Coordinator of the organizing university should advise the other partner universities so that they can give students a second chance who had been turned down by the original course they had been nominated for.
- **Nomination II:** Coordinators should notify a partner university if there are no nominations for this particular university.

3.2 Outlook of GSP 2015 Courses

University	Courses (tbc)	Comments
ANU	1	1 instead of 2 courses
ETH	2	One course on a sustainability and one on a food systems topic.
NUS	2	Repeat of the 2014 courses, "Asia Now!" with 4 weeks instead of 3
PKU	3	Repeat of 2014 PKU1; PKU2 as offered two years ago, PKU3 on Chinese economics
Berkeley	2	Repeat of 2014 courses
Cambridge	1	New course, 4 weeks
UCPH	2–3	Repeat of 2014 courses, looking into the possibility of offering a 3 rd course
Oxford	1	Course on sustainability and development, 4 weeks
UTokyo	4	Repeat of the 4 courses from 2014, maybe different schedule due to a slight change in the academic calendar of UTokyo next year
Yale	2	Plan to offer two courses. 2014 course will not be repeated.

Session 4: Santander

4.1 Santander Agreement Fulfillment 2014

During the 2014 GSP, a total of 154 students, or 51% of all IARU GSP students benefitted from the IARU-Santander GSP Scholarships. A total of USD 210,731 were awarded, averaging USD 1,368 per student. Most of the carried-over funds from GSP 2013 have been disbursed 2014.

4.2 Santander Agreement 2015–2017

The first agreement with Santander was valid for three years and terminated with GSP 2014. The IARU Secretariat approached Santander to explore the extension of the agreement from 2015 onwards. The draft for the agreement was reviewed by the Secretariat and circulated to all partners for comments. Not being a legal person, IARU could not be the contractual partner of Banco Santander. Prof. Tan Chorh Chuan, President of the National University of Singapore, kindly agreed to sign the contract on behalf of IARU.

In character, the new agreement is a continuation of the existing agreement without major changes. Articles that had caused uncertainty in the past have been formulated more clearly. Each partner university will receive USD 20,000 per year to be disbursed to at least 10 students to cover airfare, tuition and living cost. The agreement limits scholarships to a maximum of USD 2,000 per student. In addition, Santander has asked that scholarships should be at least USD 1,000 per student to be "significant". If there is additional financial support from the student's home university, "topping up" with Santander funds is possible, in which case the Santander funds can be less than USD 1,000 per student. All partners should try to use the full amount of USD 20,000 per year by awarding scholarships to outgoing students. If the full amount cannot be used for outgoing students, the remaining funds can be offered to incoming students who have not yet received the maximum of USD

2,000 of the IARU Santander GSP Scholarship. If the yearly quota cannot be fully spent in the current GSP cycle, the university can carry over the unconsumed scholarships to the next GSP year.

The agreement with Santander requires partners to complete and sign the Confirmation Form, send information for the annual report to Santander, including the names and e-mail addresses of the scholarship beneficiaries, and to acknowledge Santander as the sponsor of the Global Summer Program on their respective webpages. The IARU Secretariat will prompt GSP Coordinators to comply with these regulations in due time.

In the past, Santander had expressed interest to expand its support to IARU. The GSP Coordinators had suggested to seek additional funds to make the GSP experience available to more students. IARU Presidents acknowledged the importance of the Santander scholarships which contribute significantly to the student mobility and therefore to the success of GSP. However, they decided to give preference to expanding IARU initiatives to graduate students or other forms of student exchange programs.

Expansion of IARU Membership to other Universities

Presidents have discussed expanding IARU with one or more further members from South America or Africa. At the Presidents' Meeting in April 2014 they decided to invite Universidade de São Paulo (USP) to join the Alliance. The IARU Chair has formally invited USP but has not received a clear answer so far. If USP became a new member, they would become part of GSP in two years at the earliest (GSP 2016). A clause of the new Santander contract foresees the option to negotiate an addendum to the agreement to accommodate such an expansion.

Emilio Botín, Executive Chairman of Santander

Emilio Botín passed away on 10 September 2014. Mr. Botín had been the entry point to set up the GSP agreement with Santander. Jane Edwards offered to write a letter of condolence on behalf of the IARU GSP group to Santander.

Session 5: GSP Alumni

5.1 Results of Alumni Survey 2011–2013

In summer 2014, the IARU Secretariat conducted a survey with the past GSP participants from 2011, 2012 and 2013. 85% of the students contacted, the e-mail address on record was still valid. A total of 298 students responded to the survey, which corresponds to a response rate of 37% (2008–2010: 18%).

99% of all respondents agreed or strongly agreed that GSP had been a rewarding experience. A major strength of GSP lies in the diversity of the participating students. The students highly appreciated studying with peers from different academic backgrounds and with diverse nationalities and cultures. Many stated that they would like to have had students from all ten IARU universities represented in their course. On the personal level, GSP has helped to establish many international friendships.

In general, the respondents thought that the GSP principles had been satisfactorily met. However, they did not view their GSP experience to have been research-intensive. Students wished that there were more science courses offered and that the courses had a stronger focus on research. More opportunities for graduate students would also be welcomed.

5.2 GSP 10th Anniversary 2017

In 2017, the IARU Global Summer Program will celebrate its 10th anniversary. Partners and GSP alumni have been asked for ideas on how to celebrate that anniversary. Ideas ranged from activities for alumni such as local or virtual alumni reunions and GSP alumni conference to extended or new formats of GSP.

The IARU Secretariat took up the idea to use the IARU World Alumni Forum taking place back-to-back with the IARU Presidents' Meeting 2015 in Tokyo as a platform and invite GSP alumni living in the Tokyo area. A slot in the Forum could be reserved to organize a GSP specific event.

Jane Edwards and her team at Yale might look into the possibility of organizing a GSP media course for students researching on the outcomes of the past Global Summer Programs.

Session 6: GSP Further Directions

6.1 IARU Student Research Hub (GSP Hub)

Despite the success of the current GSP model, one recurring challenge is the significant organizational and financial effort required to provide courses for a relatively small number of students. A few years ago, the idea evolved to create a hub to gather a larger pool of students in one location. Under this approach, participating partners would host the GSP every few years on a rotating basis with the aim of reducing the overall financial and administration burden.

ANU and Berkeley committed to explore the idea in more detail and presented the proposal of the "IARU Student Research Hub". The suggested model would bring together undergraduate students and faculty from partner universities to look in detail at a topic of significance to the Alliance and the world. The proposed inaugural topic is *Human Security*. The hub would run for at least 4 weeks and incorporate a strong research component. ANU is investigating the possibility of offering its 2015 GSP course in a format reflective of this model. It is aimed to launch the first IARU Student Research Hub in 2016 with a maximum of 45 students. Some lectures would be delivered in a plenary, but the students would also be divided in groups to conduct research on different strands.

GSP Coordinators thanked ANU and Berkeley for taking the lead and welcomed the pilot course to gain first experiences and then discuss the further development. They also reminded that a distinct benefit of the current GSP model are the small groups that allow to forge a strong bond among the students and faculty.

6.2 Realization of Global Classrooms – Proposal by UTokyo

The University of Tokyo is developing an interactive ICT system that creates a "global classroom" by connecting several universities. The project aims at offering students the possibility to experience a global environment. The system will allow to connect to the global classroom with commonly used technologies. The only draw-back of such live streams would be the time differences of different locations.

The system is still under development. As soon as it will have been finalized and tested with different universities in Japan, UTokyo will advise the IARU partners step by step about how to access the system.

The GSP course “Sustainable Urban Management” might be offered as an open course.

6.3 Multi-Lateral One- or Two-Semester Exchange Program

GSP has become a firmly established program that is running smoothly. Expanding the scope of the discussions beyond the summer program has been brought up several times at IARU Presidents' Meetings. Presidents tasked the Senior officers to look into other forms of IARU-wide exchanges. IARU should reach out to more students by creating more international student opportunities. The GSP Coordinators were asked to feed into this discussion.

GSP Coordinators drew the attention to the already existing broad student mobility under the IARU umbrella. The exchanges however are based on bilateral agreements. Multi-lateral agreements would cause more administration burden and therefore not be worth the effort.

To make Presidents aware of the presumably astonishing number of the already existing exchanges of students and faculty among the IARU universities, the IARU Secretariat will collect the numbers and aggregate them into a matrix.

6.4 Other Global Education Initiatives

Global Internship Program (GIP)

In 2014 three IARU universities offered a total of 13 internships. 3 of them were carried out with an IARU intern. NUS offers diverse internships every year to international students although it has proved to be a challenge to find suitable projects. ANU offers semester-long research internships to students who must be enrolled in some classes to avoid visa issues.

Partners acknowledged that the institutions are too diverse to set up an IARU-wide internship program. Available internship opportunities however can be communicated to the IARU Secretariat that forwards the information to all IARU Key Contacts and advertises them on IARU's webpage – ideally in December/January when the GSP application period opens in order to reach most students.

Sustainability Fellowships

In 2014 a total of 17 students from all 10 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. The IARU Secretariat will include these student exchanges in the above mentioned matrix and circulate it among the GSP Coordinators for their information.

Global Cross-Disciplinary Tournament (GXT)

The student association at ANU hosted GXT in July 2014. 25 students from 6 partner universities participated in this year's student-led initiative under the topic “The Future of the Body”. Erik Lithander (ANU) and Takeo Fujiwara (UTokyo) were among the review panellists. The event received financial support from ANU.

The initiative depends on enthusiastic students who volunteer to run it. The organizing team is always new and can therefore not draw on the past experiences. If this initiative is to be continued, the hosting university should look into ways to connect the students with the GSP courses held on site and the IARU Research Hub.

Graduate Student Conference (GSC)

UCPH hosted the second IARU Graduate Student Conference in June 2014. 21 PhD students from 6 partner universities participated in the conference. UCPH reported funding issues for participants coming from far away. Overall, the conference was a great success.

Partners were encouraged to use this model. Such conferences proved to be a useful networking platform. NUS, initiator of this initiative, is looking into offering a graduate student conference in 2016.

Session 7: Presentation of the University of Oxford International Summer Schools

Prof. Angus Hawkins, Director of International Programmes at the Department of Continuing Education presented the University of Oxford International Summer Schools. These intensive programs are taught either by Oxford faculty or by external experts. Students attend small group seminars and daily lectures. Participants in these programs usually have a university degree, or have spent a minimum of two years at university. Oxford does not award credit for the summer programs, but participants receive a “Detailed Certificate” which information on contact hours (for plenary sessions and workshops), grades achieved and private study hours enabling them to seek credit at their home institution.

In 2013/2014 some 17,000 students took part in one or more of the 872 courses offered. The courses range from open access to part-time undergraduate qualifications, part-time Master’s degrees and part-time Doctorates and are conducted face-to-face, residential and online (approximately 70 online courses, each targeted at approximately 20 persons). Programs are offered in History, English Literature, International Politics, International Human Rights Law, Creative Writing, Theology, Oxford University Summer Schools for Adults, and Oxford Teachers’ Academy, the latter in partnership with Oxford University Press. The financially self-sustaining program generates an annual financial turnover of GBP 10.6 million and counts 400–450 academics from all across the university plus external experts and 140 administrative staff.

Session 8: Closing

The IARU Secretariat will prepare a report of the GSP Working Committee Meeting 2014 to be presented to the Senior Officers’ Meeting in November. The draft report will be circulated to the GSP Coordinators for comments. GSP Coordinators are encouraged to contact their Senior Officers to brief them on the ongoing activities.

At the Presidents’ Meeting 2014, Rector Ralf Hemmingsen (UCPH) was elected as the next IARU Chairperson. Rector Hemmingsen will assume this position from 1 January 2015 until 31 December 2016. With the Chair, the IARU Secretariat will also move to UCPH. The hand-over will take place in April/May after the selection/nomination process of GSP 2015 has been concluded and before the GSP 2015 courses start. The GSP Coordinators thanked the current IARU Secretariat, Anders Hagström and Romana Rutz, for their commitment and support over the last two years.

University of Yale has offered to host the next GSP Working Committee Meeting 2015 on 21–22 September 2015. The meeting will start with a Welcome Dinner on Sunday, 20 September, and end with lunch on Tuesday, 22 September.

Anders Hagström thanked all participants for the constructive discussions, and University of Oxford for their kind hospitality.



Santander Agreement 2015–2017

Lead	IARU Secretariat
Reporting	IARU Secretariat
Executive summary	<p>A new sponsorship agreement with banco Santander for the GSP seasons 2015, 2016 and 2017 has been signed by NUS on behalf of IARU partners. In character, the new agreement is a continuation of the existing agreement without any major changes.</p> <p>This document contains:</p> <ul style="list-style-type: none"> ▪ Report on the new agreement with Santander
Funding to date (in USD)	<ul style="list-style-type: none"> ▪ 200,000 (2014) IARU-Santander GSP Scholarships ▪ 200,000 (2013) IARU-Santander GSP Scholarships ▪ 200,000 (2012) IARU-Santander GSP Scholarships
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014</p> <p>The current agreement with Banco Santander will end with GSP 2014. The IARU-Santander scholarships contribute significantly to enabling student mobility among the partners institutions and thus to the success of GSP. Anders Hagström reported that Santander is now preparing a draft for a new agreement, which will be reviewed by the IARU Secretariat and circulated to all partners for approval. In character, the new agreement will be a continuation of the existing one without major changes.</p> <p>As IARU is not a legal entity, the new agreement will have to be signed by one of the partner institutions on behalf of the Alliance. In view of the current transitioning of the IARU Secretariat, President Tan offered to sign the agreement on behalf of IARU. Santander wishes to stage a signing ceremony with press coverage during the “3rd Universia International Rectors Meeting”, 28–29 July 2014 in Rio de Janeiro. President Tan, Vice-Chancellor Hamilton and President Salovey have confirmed their attendance.</p> <p>Senior Officers' Meeting, November 2013</p> <p>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 signaled interest to continue the support for the GSP. The Secretariat will approach Santander for a follow-up funding in spring 2014.</p>

Santander Agreement 2015–2017

Summary

Banco Santander sponsored the IARU Global Summer Program (GSP) with annual USD 200,000 for the three-year period 2012–2014. The IARU-Santander GSP Scholarships were used to cover students' airfares, tuition and living cost. The agreement ended with GSP 2014.

In spring 2014, the IARU Secretariat approached Santander to explore the possibility of extending the agreement from 2015 onwards. Santander prepared a draft for a new agreement which was reviewed by the Secretariat and circulated to all partners for comments.

In July 2014, President Tan (NUS) signed the new agreement on behalf of IARU. A signing ceremony was held during the 3rd *Universia International Rectors Meeting* in Rio de Janeiro with the attendance of Santander's Chairman, Emilio Botín, Prof. Tan Chorh Chuan (President, NUS), Prof. Peter Salovey (President, Yale), Prof. Andrew Hamilton (Vice-Chancellor, University of Oxford) and Prof. Zhang Yan (Executive Vice-President, PKU).

Agreement 2015–2017

In character, the new agreement is a continuation of the existing agreement without any major changes, but articles that had caused uncertainty are now more clearly defined.

The distribution of the scholarships must follow the following guidelines:

- Santander supports the Global Summer Program (GSP) by providing annually USD 20,000 to each IARU member university in 2015, 2016 and 2017. The IARU Secretariat distributes the annual shares to the universities in spring each year.
- The scholarships are to be named “IARU-Santander Global Summer Program Scholarships” resp. “IARU-Santander GSP Scholarships”.
- Each partner shall award these IARU-Santander GSP Scholarships to at least 10 students – preferably to its outgoing students. The agreement limits scholarships to a maximum of USD 2,000 per student. In addition, Santander has asked that scholarships should be at least USD 1,000 per student to be “significant”. If there is additional financial support from the students' home university, “top-up funding” with Santander monies is possible allowing the Santander monies to be less than USD 1,000 per student.
- The universities should try to use the full amount of USD 20,000 per year to award outgoing students. If the full amount cannot be used for outgoing students, the remaining funds can be offered to incoming students who have not yet received the maximum of USD 2,000 of the IARU-Santander GSP Scholarship (not to be mixed with other scholarships or other Santander funds) by the sending university.
- If the yearly quota cannot be awarded in the current GSP cycle, the university can carry over the unconsumed scholarships to the next GSP year.

- Each scholarship shall be used solely to cover a participating student's airfare, tuition and living cost.

In return, Banco Santander receives the following rights:

- Santander is allowed to publish its sponsoring of the IARU GSP and may display the university names and logos on its websites and in any related publicity materials but must adhere to the corporate identity guidelines of the universities.
- Each partner must acknowledge Santander as the sponsor of the IARU-Santander GSP Scholarships by mentioning it on the respective webpages on which GSP is promoted.
- Partners must provide Santander with a list of scholarship beneficiaries including their e-mail addresses. (As far as partners and the IARU Secretariat know, Santander has not used these e-mail addresses in any way.)
- IARU Secretariat reports to Santander annually about the progress of the GSP program and the use of the Santander funds.

Emilio Botín, Executive Chairman of Santander

Emilio Botín passed away on 10 September 2014. Mr. Botín had been the entry point to set up the GSP agreement with Santander. Jane Edwards, Senior GSP Coordinator of Yale, has written a letter of condolence on behalf of the IARU GSP group to Santander.

Global Internship Program (GIP)

Lead	n/a
Reporting	IARU Secretariat
Executive summary	<p>In 2014, three universities offered a total of 13 internship places. 3 of them were carried out by an IARU intern. No new internship opportunities for 2015 have been announced so far. The IARU Secretariat will ask the partners for possible internship positions.</p> <p>This document contains:</p> <ul style="list-style-type: none"> ▪ Report on the Global Internship Program
Funding to date (in USD)	n/a
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014 Anders Hagström noted that GIP is not a program, but rather a platform for offering internship opportunities to students at partner universities. The IARU Secretariat offers brief guidelines. Partners are invited to use this platform and offer attractive internship positions.</p> <p>Senior Officers' Meeting, November 2013 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.</p>

Global Internship Program (GIP)

IARU internships offer highly sought after international work opportunities for students. In 2014, three universities offered a total of 13 internships. 3 of them were carried out with an IARU intern. The table below shows the details.

University	Internship Title	Applications	Sending University	Funding (USD)
NUS	Documentation and quantification of butterfly wing patterns	Yale: 1	none	940/m
	The impact of Pleistocene climate change on South-east Asian bird diversification	PKU: 1 Yale: 1	none	
	A bioeconomic modelling of 'oil palm pests' infestation in Southeast Asia	none	none	
	Using an equation to speed up cache simulations	none	none	
	Concurrency control for social network data	PKU: 1	PKU	
	Equation-based flash allocation to virtual machines	PKU: 1	PKU	
	On modeling 2-dimensional and 2-level caches	none	none	
	Query optimization for social network data	none	none	
	Wireless Sensor and Actuator Node Realization	none	none	
	Lee Kong Chian Collection Curatorial Research Intern	PKU: 5	none	
T.K. Sabapathy Collection Curatorial Research Intern	PKU: 2	none		
PKU	Senior Program Assistant, Peking University International Summer School Program	Cambridge: 1	none	320/m
UTokyo	Internship with the International Core Research Center for NanoBio	PKU: 1 non-IARU: 4	PKU	---
Total	13 internships offered by 3 IARU universities	18	3	n/a

Best Practices

There are no standard requirements for IARU Internships. The partner universities are free to set up internships according to their own requirements. The Secretariat makes following recommendations:

- Internships can be held anytime of the year, but for ease of scheduling and convenience (as student accommodation will be available), it is best held during the summer break.
- Where possible, the hosting partner should be able to offer a stipend to offset living expenses (accommodation, food, transport etc.). It is preferable that on-campus housing can be arranged, otherwise assistance with off-campus housing should be provided.
- Typically, the interns themselves (if available, with support from their home universities) will cover the air travel costs.
- The hosting universities should provide logistics support and advice to the interns – such as providing visa letters, support in finding accommodation, workplace orientation, etc. Interns should be advised to purchase adequate insurance coverage. Experience shows that obtaining a work permit is often a challenge.

- The selection of interns is directly done by the hosting faculty or department. Interviews are usually conducted over Skype.

The Secretariat regularly asks partners for internship opportunities. Open internships positions are published online (www.iaruni.org/gei/internships). Please also refer to the web page for examples of past internships. IARU Key Contacts are informed about new internship opportunities and responsible to make them known among their students.

Global Cross Disciplinary Tournament (GXT)

Lead	Australian National University
Reporting	Margaret Carlin (Australian National University)
Executive summary	<p>The student association at ANU hosted GXT in July 2014. 25 students from 6 partner universities participated in this year's student-led initiative under the topic "The Future of the Body". Erik Lithander (ANU) and Takeo Fujiwara (UTokyo) were among the review panelists. The event received financial support from ANU.</p> <p>The initiative depends on enthusiastic students who volunteer to run it. The organizing team is always new and can therefore not draw on the past experiences. Partners are invited to encourage student teams at their universities to drive this forward to guarantee the continuation of this initiative.</p>
Funding to date	USD 13,809: 3 rd GXT, Peking University, July 2013
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014 Erik Lithander (ANU) reported that students from 8 partner universities have applied to the GXT competition that will take place in July 2014 at ANU. The organizing student association at ANU has thus qualified for financial support from the university. Students show a tremendous enthusiasm to run this event.</p> <p>Senior Officers' Meeting, November 2013 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.</p> <p>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.</p>

IARU Student Exchange Program

Background – IARU Global Education Initiatives

Under the broad title of *Global Education Initiatives*, IARU offers several programs for students:

- Global Summer Program (GSP)
- Global Internship Program (GIP)
- Sustainability Fellowships
- Global Cross-Disciplinary Tournament (GXT)
- Graduate Student Conference

GSP has been particularly successful among the Global Education Initiatives of IARU. GSP has become a firmly established program. Also the Sustainability Fellowship exchange program is well established and runs smoothly. The other initiatives however are experiencing difficulties in becoming strong programs.

Expanding the scope of the discussions beyond the summer program was again discussed by the IARU Presidents' Meeting in April 2014. Graduate student mobility was identified as one possibility for a further line of collaboration with Banco Santander. Presidents tasked the Senior Officers to look into other forms of IARU-wide exchanges.

Discussions at GSP Working Committee Meeting 2014

At their meeting in September 2014, GSP Coordinators were asked to feed into the discussion. They drew the attention to the already existing broad student mobility between IARU universities on a bilateral basis. The coordinators thought that multilateral agreements would cause more administration burden and would therefore not be worth the effort.

As a basis for discussion the IARU Secretariat is collecting data on the existing student exchanges between the IARU universities. The result is expected to be finalized by mid-November 2014 for presentation to the Senior Officers' Meeting.

Santander's Funding Proposal

Lead	tbd
Reporting	IARU Secretariat
Executive summary	<p>In fall 2013, NUS President Tan Chorh Chuan and Bernard Toh met with Santander's Chairman Emilio Botín and Vice-President Salvador Medina who signalled interest to set up an "IARU-Santander Research Fund" with USD 200,000 to 300,000 per year. Senior Officers and Presidents questioned whether such an endeavor would be worth the administrative effort required to guarantee the quality of projects and agreed to suggest to Santander to look into extending the promotion of student mobility instead. IARU Presidents attending the signing ceremony for the new sponsorship agreement of GSP in June 2014 planned to approach Santander's Chairman Emilio Botín with this idea but did not find the opportunity to do so due to the packed schedule of the meeting.</p> <p>In September 2014, Emilio Botín passed away. No further dialogue with Santander on additional funding has taken place since fall 2013.</p>
Funding to date	n/a
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014 As a "counter offer" to the IARU research proposal "Failure of the Numerical", Santander has proposed setting up an "IARU-Santander Research Fund" to fund selected research projects, with a total of USD 200,000–300,000 per year. Presidents questioned whether such an endeavour would be worth the administrative effort required to guarantee the quality of projects. It was agreed to pursue another line of collaboration with Santander to promote (graduate) student mobility. The success of the GSP is a good track record for a graduate student travel grant program. President Tan, Vice-Chancellor Hamilton and President Salovey will approach Santander's Chairman Emilio Botín with this idea at the <i>3rd Universia International Rectors Meeting</i>, 28–29 July 2014 in Rio de Janeiro.</p> <p>Senior Officers' Meeting, November 2013 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.</p> <p>The Senior Officers congratulated NUS for the successful negotiations with Santander Bank. Nonetheless, the conditions of the proposal are still</p>

	<p>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.</p> <p>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.</p> <p>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.</p> <p>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 <i>3rd International Universia Meeting of Chancellors</i> in Rio de Janeiro in July 2014.</p> <p>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".</p>
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National Research Foundation (NRF) Proposal

Lead	National University of Singapore
Reporting	Mr Bernard Toh (NUS)
Executive summary	No progress has been made with the National Research Foundation on this proposal. NUS recommends to terminate this exploratory initiative.
Funding to date	n/a
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014 Barry Halliwell (NUS) reported that the proposal for an IARU research activity is still “under serious consideration” by Singapore’s National Research Foundation (NRF). A decision is expected in May. To reduce the complexity of the program, NRF has said that NUS would be the entity to coordinate the research collaboration between NRF and the alliance. Further information will follow at the next Senior Officers’ Meeting in November 2014.</p> <p>Senior Officers’ Meeting, November 2013 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.</p>

Sustainable Campus Initiative

Lead	University of Copenhagen
Reporting	Mr. Tomas Refslund Poulsen (UCPH)
Executive summary	<p>The Sustainable Campus network has been very productive in the last year. Driven by the commitment to take the global lead in making universities more sustainable, the network published the <i>Green Guide for Universities</i> and organized an international conference on <i>Making Universities Sustainable</i> in October 2014. Furthermore, the group has produced an <i>IARU Carbon Emissions Benchmark Report</i> which can be downloaded from the IARU website (http://www.iaruni.org/sustainability/reducing-co2-emissions).</p> <p>In the background, the <i>Sustainability Fellowship Exchange Program</i> continues to run smoothly. Seventeen successful exchanges took place in 2014 with students completing projects on a range of sustainability topics.</p> <p>This document contains:</p> <ul style="list-style-type: none"> ▪ Campus Sustainability Officers' report, including updates on <ul style="list-style-type: none"> - Green Guide for Universities - Making Universities Sustainable Conference - Emissions Benchmark Report - Sustainability Fellowship Exchange Program - Vision and planned activities of the group
Funding to date (USD)	<ul style="list-style-type: none"> ▪ up to 15,000 (2015) Sustainability Meeting ▪ 15,000 (October 2014) Sustainability Science Congress ▪ 6,060 (March 2014) Sustainability Meeting ▪ 8,449 (March 2013) Sustainability Meeting ▪ 9,146 (March 2012) Sustainability Meeting ▪ 10,000 (2011–2012) Consultancy Fees ▪ 7,207 (March 2011) Sustainability Meeting ▪ 4,055 (February 2010) Sustainability Meeting ▪ 16,500 (March 2009) Copenhagen related activities ▪ 14,000 (October 2008) Sustainability Meeting --- ▪ up to 15,000 (PM 14) Publication IARU Green Paper ▪ up to 25,000 (PM 13) Campus Sustainability Conference 2014 ▪ up to 10,000 (PM 12) Benchmarking study (unspent) ▪ up to 15,000 (PM 11) Website write-up (unspent)
Outcomes of previous meetings	<p>Presidents' Meeting, April 2014</p> <p>Dominik Brem, ETH representative in the sustainability Campus Initiative, reported on behalf of the group about the ongoing activities:</p> <ul style="list-style-type: none"> - <i>Campus Sustainability Officers Workshop</i>: The group held its 5th meeting in March 2014 at UTokyo. All 10 universities actively participate in the network. The next meeting will take place in spring

2015 at ETH Zurich.

- *Website Update*: The group headed by ANU together with the IARU Secretariat have updated the entire campus sustainability content on the IARU website. The group has received USD 15,000 IARU funding for the update work.
- *CO₂ Benchmarking Report*: The original idea of a CO₂ benchmarking study had proved unrealistic given the many differences (climate, size and growth, data collection methodology etc.) between the partner universities. The current version of the IARU emission reduction report thus focuses on individual emission profiles, mitigation strategies and target settings, and provides snapshots of institutional performance with regards to carbon mitigation. All members reported positive progress in reducing emissions. The report will be published in May 2014.
- *Individual Campus Sustainability Progress Reports*: Nine partner universities have provided short reports on their respective campus sustainability programs in 2013. The reports have been published on the IARU webpage.
- *Sustainability Fellowship exchange program*: 15 students from 9 institutions participated in another year of successful exchanges in 2013, completing high quality projects on a wide range of sustainability topics. All partners will participate in the 2014 exchange program. The program is well established and runs smoothly. The best student reports have been published on the IARU website.
- *“IARU – Green Universities Guide” (formerly “Green Paper”)*: The guide will present hands-on recommendations by IARU universities for activities to make universities more sustainable. The publication will be ready for dissemination in summer 2014. All partner institutions have been closely involved in the process and contributed case studies. The guide will be circulated to partners and the IARU Secretariat for final approval before publication. An external company “Sustainia” has been hired to convert the guide into a professional and appealing publication. The Presidents approved the funding request of USD 15,000 for publication and marketing assistance. President Eichler reminded the group and partners that marketing efforts should be coordinated with the all partners’ communications departments.
- *“Making Universities Sustainable” Conference*: The conference with workshops will be a side event of the Sustainability Science Congress 22–24 October 2014 in Copenhagen. It will focus on case studies from the “IARU – Green Universities Guide” and on the CO₂ Benchmark Paper. The conference is open to all experts engaged in campus sustainability matters.

The lead of the group will transfer to UCPH. Presidents thanked ANU for the efforts and commitment in the last 7 years. The leadership of ANU has significantly contributed to the activities and the reputation of IARU.

Presidents congratulated the group for the impressive work and the

productive collaboration among all partner universities. The working group has regained momentum, demonstrated leadership on the sustainability issue and is one of the flagship activities of IARU.

Senior Officers' Meeting, November 2013

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.

Report

The IARU Sustainable Campus Initiative group has been very productive over the last year and has worked intensively on a number of key activities demonstrating IARU universities taking global leadership in making universities more sustainable.

In autumn 2014, the IARU Sustainable Campus Initiative will be publically present with two significant initiatives: The *Green Guide for Universities* and the *Making Universities Sustainable Conference*.

IARU – Green Guide for Universities



The Green Guide will be internationally launched in October 2014. The *Green Guide for Universities* has been jointly developed by the sustainability groups of the IARU universities and identifies key themes to address when making universities more sustainable. It presents key issues to be addressed, recommendations and lessons learned by IARU universities on their own path improving their sustainability, with a particular focus on environmental aspects. The guide includes 23 inspiring real-life cases that have made a difference in the IARU universities.

The Green Guide has been developed together with the international think-tank “Sustainia”, securing a professional and appealing layout. IARU and Sustainia will mutually benefit from the Guide being promoted via IARU universities’ and Sustainia’s communication platforms.

The development of the Green Guide serves several purposes. The Green Guide:

- demonstrates that IARU universities’ show global leadership on university sustainability
- contributes significantly to an increased international focus on and the sharing and development of university sustainability
- improved collaboration and sharing of strategies, initiatives and best practices among IARU universities.

Promotion Activities

The publication has been made available for an international audience and promoted via a number of communication platforms:

- Joint IARU activities
 - Promotion on the IARU website, Facebook account “IARU Secretariat”, IARU GSP Facebook page (www.facebook.com/groups/iaru.gsp/), and Twitter (@IARUnews).
 - Promotion at *Making Universities Sustainable Conference*
 - Promotion at the *IARU Sustainability Science Congress*
- Individual promotion by IARU universities
 - Press releases
 - Social media (LinkedIn, Facebook, Twitter)
 - Newsletters
 - Email promotion to relevant networks
 - Dissemination to university and sustainability networks and stakeholders

Making Universities Sustainable Conference



Parallel to the IARU Sustainability Science Congress, IARU will host the *Making Universities Sustainable Conference*. The development of the Green Guide has served as the backbone for defining the conference themes, and IARU universities will present a number of case studies for inspiration and discussion.

The conference will give IARU sustainability professionals, administrative staff and their colleagues from other international universities an unique opportunity to:

- get inspiration from leading practitioners and scientists in 3 tracks, addressing 1. Laboratories & Buildings, 2. Communication & Engagement and 3. Strategy and Organization
- learn how universities from around the globe succeed in becoming more sustainable
- get involved in workshops and bring back tools, examples and tested strategies to use at their own universities
- meet, network and share best practices with sustainability professionals and colleagues.

The conference is open to all engaged in university sustainability, experienced as well as beginners. Expected number of participants is 70–90.

- Date: 22–24 October 2014
- Venue: Frederiksberg Campus, University of Copenhagen

Emissions Benchmark Report

The *IARU Emissions Benchmark Report 2014* was prepared to provide a comparative study of the member institutions' greenhouse gas emissions, and to provide an insight into their individual mitigation strategies.

The intent of the process was not to enable nor to establish a ranking within the institutions, but to establish a methodology for benchmarking the respective emissions profiles and mitigation strategies. The data gathering process identified several issues with the reporting periods and types of emissions data reported by the individual institutions. Despite these issues, the report gives a clear picture of the institutional commitments and potential opportunities to improve their sustainability performances. The report provides a valuable background for the IARU Campus Sustainability group when developing future joint IARU carbon reduction and mitigation initiatives and strategies.

Sustainability Fellowship Exchange Program

All institutions reported another year of successful exchanges with students completing high quality projects on a range of topics. Details of the projects undertaken in 2014 are contained in the following table. The Sustainability Fellows are required to complete reports and the best projects are published on the IARU web site (www.iaruni.org/sustainability/fellowships/reports).

Host institution	Sending institution	Student	Project
Australian National University	Cambridge	Eleanor Hobson	Water audit of a selection of campus buildings to identify options for both water and energy reduction. Investigation of marketing options that could help raise the profile and level of awareness of the Sustainability Dashboard Project.
	NUS	Amelie Yin Yue	An audit of the campus streetlights to confirm location and details of lights. This information was used to develop a business case to determine the viability of changing to LED.
ETH Zurich	UCPH	Lotte Nymark Busch Jensen	Analysis of bicycling infrastructure on the two ETH campuses: suggestions for optimizations and further improvements.
	Oxford	Joanna Baker	Organization of ETH Sustainability Summer School 2014
National University of Singapore	ANU	Lee Constable	Mini-study on incorporating sustainability into the curriculum, highlighting key lessons and challenges to be overcome. Revamped the Office of Environmental Sustainability's webpages on recycling, including a new section on e-waste recycling.
	Yale	Nora Moraga-Lewy	Conceptualized communications newsletter (for community gardens), book reviews/postings for Facebook and pop-up sustainability messages dotting the campus. Developed engagement ideas for e-waste recycling roadshows and main collection event.

Peking	UTokyo	Hiroya Eto	The sustainable campus project of Peking University as the place for the students to live in.
Berkeley	Oxford	Timothy Hedgeland	Production of an ideas toolkit for the engagement of the campus with the new carbon neutrality goals, and of a document on storytelling techniques regarding issues of sustainability.
Cambridge	ANU	Ishbel Cullen	Post Occupancy Evaluation at the University of Cambridge: past practice and future opportunities.
	UCPH	Frederick Lowther-Harris	Videoconferencing at the University of Cambridge: identifying and implementing improved practices.
UCPH	Cambridge	Finnoula Taylor	Sustainable building certification schemes: comparative study and development of recommendations for UCPH.
	Yale	Carlos Gould	CO ₂ -emissions from flights: survey on methods for calculation and development of recommendations for UCPH.
Oxford	Berkeley	Kaela Shiigi	Education for a Sustainable Future. A review of approaches to Education for Sustainable Development and how these might be applied at the University of Oxford.
	ETH Zurich	Anna-Mateja Delas	Review of Biodiversity Strategies, their implementation within the Higher Education Sector, and the impact of future legislation for the University of Oxford.
UTokyo	Peking	FAN Xing	Low-carbon campus management and urban resilience.
Yale	ETH Zurich	Elisa Baumer	Green Labs Surveys.
	NUS	Joleen Chan	Water management plan: analysis of water consumption.

Future Activities

Planned

The next Campus Sustainability Officers' Meeting will take place on 27–29 January 2015 at ETH Zurich. Exact time, outline of a tentative schedule and agenda will be decided at the Campus Sustainability Officers' Meeting at the *Making Universities Sustainable Conference*, late October 2014. The main focus of the Zurich meeting will be the development of the strategy for the next 3-year period (2015–2018) and the elaboration of a formal proposal submitted to the Presidents' Meeting in March 2015 for approval.

Building on Successes

The past years have shown the great potential of the IARU Sustainability network regarding the in-depth discussion of sustainability topics and the international promotion of sustainability at universities.

The IARU Sustainability group has moved from a more narrow approach with the greenhouse gas inventory in 2007 to the now published *Green Guide* and a more holistic approach to campus sustainability (e.g. living labs etc.) This shows the evolution of the topic within the highly dynamic IARU group. Even though IARU universities face different cultural, geographical and organizational

conditions for their sustainability efforts, the ongoing collaboration has proven very valuable; important sharing of experiences and best practices have been carried out and significant joint initiatives have been executed placing IARU at the forefront of sustainable campus development.

Preliminary ideas for future activities have been developed in relation to the Campus Sustainability Officers' Meeting in Tokyo and further discussed in the sustainability steering group. It is considered important to build on the established momentum in the IARU Sustainability group. Ideas will be discussed in detail and an action plan with a roadmap for the next 3 years can be expected. The following visions, themes and activities are considered:

Vision

- IARU universities as sustainable systems in systems – universities as living labs. Global institutions and politicians and the COP-system has demonstrated limitations and inefficiency in achieving global agreements and solutions. As IARU universities, we can demonstrate in practice and communicate internationally that IARU universities, as complex urban systems and infrastructure, can be turned sustainable. We can serve as a role model and inspiration for other universities and cities.
- Shape the 40–50 thousands of annual candidates from IARU universities to act sustainable in their daily life and as ambassadors for sustainability in their professional lives.

IARU Sustainability Commitments

- Development of joint IARU sustainability commitments/principles (identification of sustainability themes which IARU will address – could be based on the *Green Guide*)
- Establishment of an IARU sustainable alumni organization

Technical Expertise

- Increased focus and joint collaboration on the most critical and challenging sustainability issues relevant to universities (e.g. lab design, business travel, energy efficiency of research equipment)
- Flexibility of university buildings (how can this be achieved, key elements of flexibility)
- Possibility to facilitate joint Master Thesis in some technical areas (e.g. labs etc.)

Communication

- Issue briefs presenting interesting and new cases from IARU universities (e.g. present cases which were not included in the *Green Guide*)
- Integrated sustainability reporting (GRI 4/ISCN) – set standards for universities and higher education
- Publication (e.g. review, best cases) in a peer-reviewed journal on evolution of campus sustainability action (2007–2014)

Outreach

- Relationship University – Community – Industrial partners

Facilitate Exchange of Knowledge and Best Practice

- Yearly Campus Sustainability Officers' Meetings as cornerstone in the IARU sustainability collaboration
- Exchange of good/best cases and lessons learnt in the development of sustainable campus (use videoconference facilities, web seminars on specific themes)
- Build on the good experiences from the student fellowship, and establish staff exchange (e.g. sustainability staff/professionals) improving in-depth exchange of best practise and learning

Sustainability Science Congress 2014

Lead	University of Copenhagen
Reporting	Prof. Katherine Richardson (UCPH)
Executive summary	<p>This report has been written two weeks prior to the event hosted in Copenhagen (22–24 October 2014). Approximately 700 participants have registered, representing 54 countries. The Congress will include five plenary sessions for topical overviews and 15 special sessions dedicated to specific sustainability challenges. Plenary sessions will be live streamed. Speakers/session organizers from all IARU universities will be present.</p> <p>The Congress is being held back-to-back with the <i>Global Green Growth Forum (3GF)</i> which attracts high level politicians, business leaders and global experts such as the Prime Minister of Denmark, the Danish Minister for Climate and Energy, the EU Climate Commissioner, the Executive Director for the World Business Council for Sustainable Development, the Executive Director for the UN Sustainable Solutions Development Network and the Danish Crown Prince.</p> <p>International media partners include <i>Science</i>, <i>Elsevier</i>, <i>Sci Dev Net</i> and <i>Routledge</i>. Approximately 40 journalists are registered for the Congress, including some from India and Africa. The conclusions of the Congress will be published in a special edition of the journal <i>Solutions</i>.</p> <p>Side events include the IARU-sponsored <i>Making Universities Sustainable Conference</i>, a PhD course on the economics of sustainability, an international student competition (“mock negotiation”) and an energy game for Bachelor’s and Master’s students. Several IARU universities are participating in the student competition.</p> <p>The total costs of the conference are estimated at approx. USD 1,290,000. These costs are being met by registration fees, an IARU contribution (USD 15,000), the UCPH budget and contributions from external sponsors. The Congress is currently projected to generate a deficit of approx. USD 113,000 to be covered by UCPH.</p> <p>This document contains:</p> <ul style="list-style-type: none"> ▪ Report on the IARU Sustainability Science Congress
Funding to date	USD 15,000: Congress in 2014
Outcomes of previous meetings	<p>Presidents’ Meeting, April 2014</p> <p>The planning of the Congress is progressing well. Press coverage is in place. Over 300 applications and 200 abstracts have been received, however there was little response from some IARU universities.</p> <p>Rector Hemmingsen asked each IARU partner to promote the Congress within their institutions and networks. All Presidents are invited to participate. IARU institutions have been granted an extended deadline for contributions. The conference is open to all institutions but IARU universities should be prominently present.</p>

	<p>Funding is provided by UCPH (USD 280,000), IARU (USD 15,000), VILLUM Foundation (USD 428,000) and further sponsorship from private companies. Each university should fund their own delegates attending the Congress.</p> <p>Presidents congratulated UCPH on the project. The Congress provides a platform for researchers to showcase their work in this area and for IARU to spread its name.</p> <p>Senior Officers' Meeting, November 2013</p> <p>The IARU Sustainability Science Congress <i>Global Challenges: Achieving Sustainability</i> 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 <i>Global Green Growth Forum</i> (organized by the Danish Government) and with the <i>IARU Clean Campus Conference</i> (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.</p> <p>The meeting congratulated UCPH to the project which helps IARU to achieve broader visibility.</p>
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Report on the IARU Sustainability Science Congress 2014

Planning for the IARU Sustainability Science Congress (www.sustainability.ku.dk/iarucongress2014/) to be held on 22–24 October, 2014, has gone into its final phase. Approximately 700 participants from 54 countries are registered. Special effort has been given to ensuring the participation of students at the Congress. In addition, a grant from the Danish Foreign Ministry has enabled the participation of scholars and students from less developed countries.

Program

The Congress is being held back-to-back with the Global Green Growth Forum (3GF) which attracts high level politicians and business leaders. In the opening session of the Congress, the overall theme will be that business and political leaders cannot achieve a sustainable trajectory for societal development without the new knowledge that comes from research. Speakers in the opening session will be The Prime Minister of Denmark, the EU Climate Commissioner, the Executive Director for the World Business Council for Sustainable Development, a representative of Future Earth, UCPH President Ralf Hemmingsen (on behalf of IARU) and the Chair of the Scientific Steering Committee, Professor Katherine Richardson. The Danish Crown Prince will attend this session.

The scientific program is comprised of 5 plenary sessions designed to give an overview over types of challenges:

1. The interface between economic and environmental components of sustainability
2. The changing boundaries or framework for life on earth
3. Changing societal infrastructure to meet the demands of sustainability
4. Changing the way we think in order to achieve sustainability

An impressive list of global experts, including the Former Director of NOAA, Jane Lubchenco and the prize-winning Chinese economist, Shiyi Chen, are plenary speakers. The plenary sessions will be live-streamed and can be accessed at the Congress website.

Fifteen parallel sessions are planned, each dealing with a specific aspect of the sustainability challenge. There are speakers/session organisers from all IARU universities.

The closing session will be comprised of a panel discussion focusing on concrete suggestions (outcome from the parallel sessions) of actions that can be taken immediately to begin the societal transition to a sustainable trajectory. This panel will consist of the Danish Minister for Climate and Energy, the Executive Director for the UN Sustainable Solutions Development Network, Guido Schmidt-Traub and 2 IARU researchers (Dan Kammen from Berkeley and Xuemai Bai from ANU). A representative from business may also participate. The panel will be moderated by the Chair of the Scientific Steering Committee, Katherine Richardson.

Media

There is already considerable media interest in the Congress. Media partnerships have been agreed with Science, Elsevier, Sci Dev Net, Routledge and several Danish media, including Danish radio and television. Journalists representing the following media have registered for the Congress:

International

- Guardian
- National Geographic News
- TIME Magazine
- www.china.org.cn
- the Environmental Magazine (US)
- The Statesman (influential Indian paper from New Delhi and Calcutta)
- Nation Media Group, The EastAfrican newspaper
- environmentalresearchweb.org
- news24hourbd.com
- Maghreb Arabe Presse – news agency from Morocco
- Nepalbani Radio Network

Danish

- Information
- Jyllandsposten
- DR
- Politiken
- Videnskab.dk
- Illustreret Videnskab
- Mandag Morgen

An article (Appendix) has already appeared in the Indian newspaper, *The Statesman*.

Side Events

Four side events are being carried out in conjunction with the Congress:

Making Universities Sustainable Conference (supported by IARU)

Focusing on best practice cases on key issues ranging from laboratories and energy to management and green purchasing. (See separate report of the Sustainable Campus Initiative).

PhD Course in The Economics of Sustainability, Growth, and Climate Change

This course is designed to provide solid background in the economics of sustainability, growth and climate change for PhD students and young researchers with no or very little background in economics but who have a strong interest in the interdisciplinary aspects of sustainability, growth, and climate change.

Energy game for Bachelor's and Master's students: Changing the Game

Students play a strategic and interactive game focusing on future energy systems in the context of climate change. At the end of the session, participants have designed an energy plan for 2030. This side event occurs at the Congress site and during the Congress so students can also participate in the parallel session focusing on energy.

The Copenhagen Competition

This is an international negotiation competition where students from all over the world simulate real multilateral negotiations. This year students with various academic backgrounds will discuss the Sustainable Energy Trade Agreement (SETA). Several IARU universities are participating in the Competition. The final phase of the Competition will take place in Copenhagen in the days immediately preceding the Congress. The prizes for the competition will be presented by the Danish Prime Minister. The Velux Foundations are sponsoring the competition and the Faculty of Law at UCPH is sponsoring the attendance of the student competitors at the Congress as well as their living expenses during the Congress.

Finance

The total costs of the conference are estimated to be 7,578,841 DKK (approx. 1,290,000 US\$). These costs are being met by registration fees, an IARU contribution (15,000 US\$), the UCPH budget and contributions from external sponsors. The largest of these sponsors is the Velux Foundations (approx. 390,000 US\$). Smaller sponsorships have been received from corporations (Velux, Mærsk, Grundfos, Rockwool and Novozymes), public authorities (The Danish Ministry's development organisation, DANIDA) as well as national lottery funds. Højer furniture is sponsoring the stage furniture and Realdania fund has provided a contribution to the parallel session on health. Despite these sponsorships and contributions, the Congress is currently projected to generate a deficit of 665,426 DKK (approx. 113,000 US\$). This deficit results largely from an underestimate of the secretariat costs associated with organizing the Congress and is expected to be covered by funds from UCPH.

Products

A special issue of the journal *Solutions* will report the conclusions from the Congress. Contributions are expected from all parallel sessions. Guest Editors will be Katherine Richardson (UPCH) and Robert Dyball (ANU).

Appendix – Article of *The Statesman*
 Indian English-language broadsheet daily newspaper

Science

The Statesman | 16
 KOLKATA, WEDNESDAY 08 OCTOBER 2014

Busting a myth

ONCE SEEN AS AN ALTERNATIVE FOR SCARCE PETROLEUM, BIO-FUELS HAVE LIMITATIONS THAT PREVENT THEIR EXTENSIVE USE, SAYS

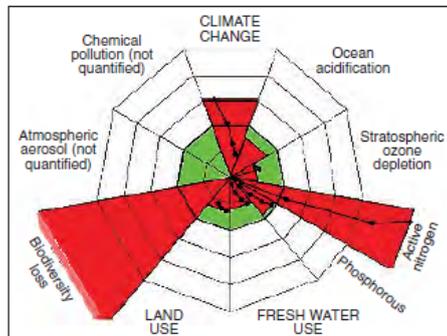
S ANANTHANARAYANAN

The 1970s were a period of innocence — we became aware of the fuel crisis but we did not suspect global warming. It was only in 2006, that Al Gore, with his documentary, *An Inconvenient Truth*, brought it home to many that the earth may never be the same again.

Global warming is the awful truth about human activity, largely in the last few decades and most of all in the last few decades, which has pumped CO₂ (mostly) and some other gases, which trap heat, into the atmosphere. And this has set into motion a rapid rise in global temperatures, leading to the melting of polar ice caps and many large glaciers, soon to lead to a rise in sea levels and unpredictable changes in weather everywhere in the world.

Apart from rise in CO₂ from burning coal for electricity and petroleum for transport, to cater to a growing world population, the same population is also making large demands for food, to be provided by farmland and pasture for livestock. Agriculture industry and housing needs are, hence, also encroaching on forests and other areas of greenery and eliminating the engines of fixing atmospheric CO₂ back into oxygen. It is estimated that increased use of land for food crops would soon cross the so-called planetary boundary, or the limit that would lead to irreversible changes.

But at the time of the oil crisis in the 1970s, when the Arabs realised that oil would not last forever, we believed that the problem was one of finding alternatives to petroleum. France, with negligible coal reserves, accelerated its nuclear programme and stopped all use of oil for power generation. But for other alternatives to the use of oil for transport and also electricity generation, the discovery of bio-fuel, or motor spirit derived from organic matter, appeared to be a Godsend. But while



In 2009, J Rockstrom (right) and colleagues of the Stockholm Resilience Centre in Sweden defined the limits that needed to be respected to avoid disastrous and irreversible environmental changes. Of the nine such planetary boundaries identified, three had already been breached.

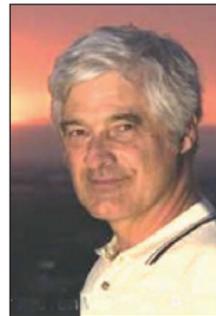


nations rushed to maximise this new messiah, other realities — for one, that even cleaner fuel, like bio-fuel, added CO₂ to the atmosphere, and, then, that cultivation of plants for bio-fuel would eat into limited land, which was needed for food crops — soon became apparent.

Dr Steven W Running, University Regents Professor of Ecology and in the Numerical Terradynamics Simulation Group at the University of Montana, in Missoula, USA, has reviewed the facts about the use of bio-fuel in a post in *Future Earth*, a global research platform supporting the efforts to attain a sustainable world. The data is to be presented at the forthcoming

Sustainability Science Congress at Copenhagen.

Dr Running starts with an existing estimate of the total vegetable matter created all over the earth by fixing carbon with the help of sunlight, through photosynthesis. This figure, without a correction for the portion used by the plants



"What good would all the use of biomass for energy do?" asks Steven W Running.

themselves, is estimated with the help of satellite data of the amount of light absorbed in wavelengths that are used in photosynthesis all over the earth. The absorption would obviously vary from place to place and according to the season, but the average comes to about 53 billion tones, on land, and about the same in the sea. As the biomass created in the sea is consumed by organisms in the sea, what is left is only the part created on land.

Not all this biomass, however, is available for humans to use. Some 28 per cent is biomass created as the root structure underground. Some 24 per cent is in the wilderness, including national parks, and is either out of reach or not desirable to exploit. Of what is left, some 80 per cent is being used by humans for food, fibre and fuel, and only about five billion tones, out of 53 billion, is left, and may be the reserve for the population increase expected in the coming decades.

But now, Dr Running notes, there is a competitor for this last five billion tones, in the form of bio-energy. Bio fuels are largely based on grain, which is fermented to create methanol, or from fats to create bio-diesel, to be used in place of or along with petrol or diesel to run internal combustion engines, and bio-fuels now account for under 10 per cent of the total energy produced and consumed in the world. But then, if the world pushes up the prices of energy, as it must, then many energy producing agencies may like to shift from fossil

fuels to bio-energy which would lead to massive bio-mass farming.

"The energy markets can out-compete the food markets financially, so bio-energy production could replace food production on a large enough scale to disrupt the current economics of agriculture and even generate food shortages. The ethanol fuel goals of the US government doubled the commodity price of corn from around two dollars to four dollars per bushel in the last half dozen years, disrupting the global corn market. It is easy to imagine that any major development of bio-energy could be on a collision course with global food security," Dr Running says.

The next point he makes is what good would all the use of biomass for energy do? All the remaining five billion tones of biomass, if used for energy, would be able to create less than 20 per cent of the energy being used. Creating any more energy than that would call for biomass cultivation to eat into existing agricultural land or into wilderness and forest reserves, which would affect the earth's carbon fixing capacity and biodiversity.

But there are still ways to manage bio-energy so that it does not erode food supplies, says Dr Running. A good part of the bio-energy potential is from agricultural and forest residues and municipal trash. While all the figures are estimates, it may not be far wrong to say that ways could be found to generate a fourth of our energy needs from bio-mass, he says. But this would need careful design of a bio-energy and food production policy, for optimum division of biomass between electricity generation and producing ethanol and for allowing a part of crop residues to remain as nutrient for the next year's crop.

"Building a policy or incentive structure that protects agricultural production from bio-energy competition may be a necessary but difficult requirement that will challenge international diplomacy and treaty mechanisms," Dr Running says.

These issues will be the centerpiece of a session titled "The multiple demands on biomass" at the conference on Global Challenges: Achieving Sustainability at the University of Copenhagen on 22-24 October 2014.

THE WRITER CAN BE CONTACTED AT simplescience@gmail.com

Update on IARU Membership

Background

In 2013, Presidents asked Senior Officers to develop a proposal for expanding IARU membership by one or two universities from South America or Africa. A working group composed of Barry Halliwell (NUS), Loren Griffith (Oxford) and Astrid Gufler (UCPH) suggested criteria as a base for the Presidents' consideration (research-intensiveness, geographic diversification, potential to contribute to the alliance, and ability to participate fully). Based on the criteria, Senior Officers identified two possible candidates, Universidade de São Paulo (Brazil) and University of Cape Town (South Africa) and presented the rationales for both of them at the Presidents' Meeting 2014.

At that meeting, Presidents agreed to Sir Leszek Borysiewicz suggestion of not defining criteria, as they might be referred to by other institutions that meet them. IARU's strength is the strong level of trust, support and mutual respect between members. However, the reason for IARU's expansion is the geographical reach.

In a secret vote, Presidents decided to invite Universidade de São Paulo to consider joining IARU. Presidents further agreed on a moratorium of 7 years for any further expansion of membership.

Membership Invitation to Universidade de São Paulo – Current Status

IARU Chairman, Prof. Ralph Eichler, invited Universidade de São Paulo (USP) to join the International Alliance of Research Universities. A formal letter of invitation from Prof. Eichler, including an overview of current activities of the alliance as a first impression of what a membership would entail and the MoU of IARU, was sent on 15 May 2014 to Prof. Dr. Marco Antonio Zago, Rector of USP (see Appendix). A copy of the letter was also sent electronically to Prof. Machado Neto, Vice-Rector for International Relations at USP, whom Jürg Brunnschweiler (ETH Zurich) had met just a couple of weeks before at the *Going Global* conference in Miami. Jürg Brunnschweiler followed up with an email reminder on 20 June.

As none of this communication had generated any reaction – not even a short message acknowledging receipt – the IARU Secretariat asked the Key Contacts of IARU Presidents, who were planning to attend the Universia Rectors' conference in Rio de Janeiro at the end of June, to brief their Presidents accordingly and speak with Rector Zago in person when they meet at the conference.

Don Filer (Yale) had the chance to talk briefly to Prof. Machado Neto who could not recall having received a copy of the invitation letter. Following this conversation, Don Filer forwarded the invitation letter to Prof. Machado Neto for Rector Zago's consideration. On 8 September, Ms. Angela das Neves, USP International Office, replied with the message "*Thank you very much for your message. Professor Raul Machado Neto asked me to inform you that we will organize ourselves to participate in IARU in 2015.*" The IARU Secretariat offered Ms. Angela das Neves to provide her/USP with more details on any or all aspects of the alliance, either by e-mail or via videoconference. No reply has been received to date.

Appendix – Invitation Letter to Universidade de São Paulo



Eidgenössische Technische Hochschule Zürich
Swiss Federal Institute of Technology Zurich

Prof. Dr Marco Antonio Zago
Reitor, Universidade de São Paulo
Rua da Reitoria, 374
Cidade Universitária
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The President

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Zurich, 15 May 2014

International Alliance of Research Universities – IARU

Dear Reitor Zago

I am writing to invite Universidade de São Paulo to consider joining the International Alliance of Research Universities (IARU).

IARU was established in 2007 by ten research-intensive universities as a strategic alliance to expand and deepen their collaboration. All ten founding institutions (Australian National University, ETH Zurich, National University of Singapore, Peking University, University of California, Berkeley, University of Cambridge, University of Copenhagen, University of Oxford, The University of Tokyo and Yale University) are still members of the Alliance.

For my colleague Presidents/Rectors/Vice-Chancellor and myself, IARU has developed into an important platform for dialogue and reflection on issues that our institutions face in an increasingly global environment. Over the past years the Alliance has also established a broad spectrum of activities, covering many areas of our universities' activities, such as global education (including a highly successful Global Summer Program GSP), research collaboration, campus sustainability, and "institutional learning" on various aspects of institutional governance.

In its current setup, IARU is an "international", but not a "global" alliance. Having reached a certain depth and breadth of activities, the IARU member institutions are looking at the possibility of inviting a further institution from Latin America to join the alliance. At the recent annual meeting of the IARU presidents, we agreed to explore whether Universidade de São Paulo would consider becoming a member of IARU.

The documentation in the attachment and on the IARU website (www.iaruni.org) gives you an overview of the current activities of the alliance as a first impression of what a membership would entail. The only direct financial commitment is the alliance membership fee of USD 20,000 per year. These funds are used to fund the IARU Secretariat, the annual meetings of three groups (Presidents, Senior Officers – typically Vice-Rectors or Directors of International Relations – and the Global Summer Programme coordinators), and other activities.

Page 1/2

International Alliance of Research Universities – IARU

However, the commitment of each member institution in the form of persons engaging in the various activities goes far beyond the membership fee. I estimate that 10–20 individuals at each member institution are engaged in IARU activities. Depending on how an institution accounts for this, along with travel costs for meetings, organization of 1–2 summer courses per year, support for student participation in internships and events, etc., the commitment of each member institution can be estimated at between USD 100,000-150,000 per year.

If you would be interested in exploring the possibility of USP joining IARU, I would be happy to discuss the matter further with you over the phone. Several of the Presidents of the IARU member universities are also attending the Universia conference in Rio de Janeiro in July. This might also provide an opportunity for you to learn more about the Alliance, the opportunities it offers and the kind of engagement membership would entail.

Looking forward to hearing from you, I remain

Yours sincerely



Ralph Eichler
Chair of IARU

Encl.

Financial Report

IARU Income & Expenditure Statement

1 January 2013 – 31 October 2013

		Total (USD)
Carried forward from 31 December 2013		262 750.83
INCOME		400 000.00
Members' contribution	200 000.00	
IARU-Santander sponsorship for GSP	200 000.00	
Total available funds		662 750.83
EXPENDITURE		
Meetings		33 779.28
Presidents' Meeting 2014	27 841.02	
GSP Working Committee Meeting 2014	5 938.26	
Initiatives		45 632.70
Academic IP Pooling Workshop (April 2014)	9 572.56	
Campus Sustainability Workshop (Mar. 2014)	6 060.14	
ALH Graduate Student Conference (June 2014)	15 000.00	
Sustainability Science Congress (Oct. 2014)	15 000.00	
Disbursements		200 000.00
IARU-Santander sponsorship for GSP 2014	200 000.00	
Secretariat costs		80 000.00
Contribution to Secretariat costs	80 000.00	
Total Expenditure		359 411.98
BALANCE		303 338.85
Total available funds	662 750.83	
Total expenditure	-359 411.98	

Projected Commitments 2014

Projected until 31 December 2014

	max. amount	Total (USD)
Carried forward from 31 October 2014		303 338.85
EXPENDITURE		
Meetings		
Senior Officers' Meeting 2014	15 000.00	up to 15 000.00
Initiatives		
Campus Sustainability Website	15 000.00	up to 90 000.00
Campus Sustainability Benchmarking Study	10 000.00	
Campus Sustainability Conference (Oct. 2014)	25 000.00	
Publication IARU Green Paper (2014)	15 000.00	
Research Administrators' Meeting (2014)	10 000.00	
EdTech Horizons Workshop (Nov. 2014)	15 000.00	
Total Anticipated Expenditure		up to 105 000.00
ANTICIPATED BALANCE (31 December 2014)		
Total available funds	approx. 303 338.85	198 338.58
Total anticipated expenditure	up to 105 000.00	

Budget 2015

	max. amount	Total (USD)
Carried forward from 31 December 2014	approx.	198 338.58
INCOME		400 000.00
Members' contribution	200 000.00	
IARU-Santander sponsorship for GSP	200 000.00	
Total available funds		598 338.58
EXPENDITURE		
Meetings		55 000.00
Presidents' Meeting 2015	30 000.00	
GSP Working Committee Meeting 2014	10 000.00	
Senior Officers' Meeting 2015	15 000.00	
Initiatives		
Approved initiatives	up to	35 000.00
Campus Sustainability Workshop (2015)	15 000.00	
Global Transformation in Member Strategies (2015)	10 000.00	
Research Administrators' Meeting (2015)	10 000.00	
New proposals	up to	20 000.00
<i>International Students Support Group Meeting (2015)*</i>	<i>10 000.00</i>	
<i>Workshop of the Gender Group (2015)*</i>	<i>10 000.00</i>	
Disbursements		200 000.00
IARU-Santander sponsorship for GSP 2015	200 000.00	
Secretariat costs		80 000.00
Contribution to Secretariat costs at ETH Zurich	26 666.67	
Contribution to Secretariat costs at UCPH	53 333.33	
Total Expenditure	up to	390 000.00
BALANCE		208 338.58
Total available funds	598 338.58	
Total expenditure	-390 000.00	

**Italic values: projects submitted for approval*

Agenda for Presidents' Meeting 2015

The University of Tokyo, 2–3 March

Program at a Glance (tentative)

Sunday, 1 March	all-day 19:30	IARU World Alumni Forum (optional) Welcome Dinner (IARU Presidents' Meeting delegates only)
Monday, 2 March	08:30 – 17:30 19:00	IARU Presidents' Meeting – Day 1 Formal Dinner (IARU Presidents' Meeting delegates only)
Tuesday, 3 March	8:30 – 12:00 12:30 13:00	IARU Presidents' Meeting – Day 2 Lunch Optional tour (Tokyo area)

Agenda Items (draft)

1. Topical Session

Proposals by UTokyo (see Appendix)

- *Universalism and Regionalism in Globalizing Universities*
- *International Administration in Globalizing Universities*

2. Presidents' Regional Updates

3. Institutional Joint Working & Research

- Academic IP Pooling and Collaborative Technology Transfer (PKU)
- Aging, Longevity and Health (UCPH)
- Alumni Associations Network (UCPH/UTokyo)
- EdTech Horizons Workshop (NUS)
- Global Transformation in IARU Member Strategies (ETH Zurich)
- International Students Support Group (Oxford)
- Librarians' Contact Group (ETH Zurich)
- PKU Medical City (PKU)
- Research Administrators' Network (UCPH)
- Sustainable Campus Initiative (UCPH)
- Women and Men in Globalizing Universities (UTokyo)
- Value of Research Intensive Universities (IARU Secretariat)

4. Global Education Initiatives

- Global Summer Program GSP (IARU Secretariat)
- Global Internship Program GIP (IARU Secretariat)
- Global Cross Disciplinary Tournament GXT (tbd)

5. New Proposals

Partners are requested to send proposals for new initiatives to the IARU Secretariat by mid-January 2015.

- IARU Student Exchange Program (tbd)

6. Update on IARU Membership

7. Business Matters

- Financial Report
- Presidents' Meeting 2016

Appendix – Topical Session, Proposals by UTokyo

The University of Tokyo wishes to propose the following for the next Presidents' Meeting, to be held in Tokyo, March 2015. We will be very much obliged if you could consider these as candidates for the final agenda.

1. Universalism and Regionalism in Globalizing Universities

Taking the opportunity of hosting the Presidents' Meeting in Tokyo, we wish to propose a session on the old issue of *East meets West*. Although academic research is by definition universal, all institutions of higher education operate in specific nations or regions, and are held to be responsible in articulating the national or regional agenda that is shared in each society. How, then, should we cope with two demands of universal research and regional or cultural identities? This contrast between universalism and nationalism has been a continuous challenge in universities located in the non-western societies, but then also the western world itself includes wide geographical and cultural diversities. The session, possibly between 40 to 60 minutes, will invite a keynote speaker from Japan, yet to be decided, followed by a discussion.

2. International Administration in Globalizing Universities

As globalizing universities, a significant number of the student body in IARU universities is composed of international students, while a large number of students study abroad. Each university has therefore developed offices that are responsible of globalizing strategies, including both global outreach and the management of international diversity. What, then, is the role of the international office in each university? How do they relate to other organs such as budget or curriculum, and how do they reconcile their different views? In this panel, we would like to ask those in charge of global and international administration in each university so that we may share their experiences. This session will take possibly 60 to 90 minutes.

Senior Officers' Meeting 2015

Next Senior Officers' Meetings

2015

The next Senior Officers' Meeting will be hosted by University of Copenhagen.

Proposed dates:

- 22–23 October (Welcome Dinner on Wednesday, meeting ends with lunch on Friday)
- 29–30 October (Welcome Dinner on Wednesday, meeting ends with lunch on Friday)

2016

At the Senior Officers' Meeting 2013, Peking University offered to host the Senior Officers' Meeting 2016.

Previous Senior Officers' Meetings

2014 @ National University of Singapore, (14–15 November)

2013 @ University of California, Berkeley (5–6 November)

2012 @ University of Cambridge (29–30 October)

2011 @ Australian National University (24–25 October)

2010 @ ETH Zurich (18–19 October)

2009 @ University of Oxford (22–23 October)

2008 @ University of California, Berkeley (20–21 October)

2007 @ The University of Tokyo (19–21 September)

2006 @ ETH Zurich (20 September)

2005 @ Yale University

IARU Chairperson and Secretariat 2015–2016

Prof. Ralph Eichler, President of ETH Zurich, has served as IARU Chair since 1 January 2013. He will relinquish this position with his retirement on 31 December 2014. At the Presidents' Meeting 2014, Chairman Ralph Eichler announced that all Presidents had given their support for electing Rector Ralf Hemmingsen (UCPH) as the next IARU Chairperson. Rector Hemmingsen will assume this position from 1 January 2015 until 31 December 2016.

The official hand-over of the IARU Secretariat from ETH Zurich to UCPH will be as of 1 May 2015 – after the Presidents' Meeting 2015 has concluded and before the start of the Global Summer Program 2015.

IARU Calendar

Meetings and Activities 2014

Date	Event	Host
26–28 March	<i>Campus Sustainability Officers' Workshop</i>	UTokyo
23–24 April	<i>Technology Transfer Workshop</i>	ETH Zurich
24–25 April	<i>Presidents' Meeting</i>	ETH Zurich
17–20 June	<i>Conference on "Genome Dynamics in Neuroscience and Aging"</i>	UCPH
20–21 June	<i>Conference on "Cultures on Health and Aging?"</i>	UCPH
21–22 June	<i>Graduate Student Conference on "Aging Research and Scientific Careers"</i>	UCPH
23–24 June	<i>Librarians' Meeting</i>	Berkeley
<i>all year / summer</i>	<i>Global Internship Program (GIP)</i>	<i>all</i>
8–18 July	<i>Global Cross-Disciplinary Tournament (GXT)</i>	ANU
June – August	<i>Global Summer Program (GSP)</i>	<i>all</i>
June – August	<i>Sustainability Fellowship Exchange Program</i>	<i>all</i>
22–23 September	<i>GSP Working Committee Meeting</i>	Oxford
1–2 October	<i>Research Administrators' Meeting</i>	Oxford
6–8 October	<i>6th Alumni Associations Summit</i>	UCPH
22–24 October	<i>Making Universities Sustainable Conference</i>	UCPH
22–24 October	<i>Sustainability Science Congress</i>	UCPH
13–14 November	<i>EdTech Horizons Workshop</i>	NUS
14–15 November	<i>Senior Officers' Meeting</i>	NUS
3 December	<i>Workshop on "Real-life Medicine (RLM)"</i>	PKU

Scheduled Meetings and Activities 2015

Date	Event	Host
27–29 January	Campus Sustainability Officers' Workshop	ETH Zurich
1 March	IARU World Alumni Forum	UTokyo
2–3 March	Presidents' Meeting	UTokyo
Spring (tbd)	International Students Support Group Meeting	Oxford
Spring (tbd)	Meeting of the Emerging and Developing Country Relations Officers	ETH Zurich
June (tbd)	Librarians' Meeting	PKU (tbc)
29–30 June	Women and Men in Globalizing Universities (Workshop V)	Oxford
Summer (tbd)	ALH Steering Group Meeting	UCPH
all year / summer	Global Internship Program (GIP)	all
June – August	Global Summer Program (GSP)	all
June – August	Sustainability Fellowship Exchange Program	all
21–22 September	GSP Working Committee Meeting	Yale
September	Research Administrators' Meeting	Berkeley
October (tbd)	7 th Alumni Associations Summit	ANU
tbd	Senior Officers' Meeting	UCPH

IARU Meetings – Overview

Presidents' Meetings

- 2018 @ Peking University (date tbd)
- 2017 @ tbd
- 2016 @ University of Oxford (date tbd)
- 2015 @ The University of Tokyo (2–3 March)
- 2014 @ ETH Zurich (24–25 April)
- 2013 @ National University of Singapore (8–9 April)
- 2012 @ University of Copenhagen (26–27 April)
- 2011 @ Yale Club, New York City (6–7 April)
- 2010 @ Peking University (13–14 April)
- 2009 @ University of Cambridge (28–29 April)
- 2008 @ Yale University (22–23 April)
- 2007 @ Australian National University (28–29 March)
- 2006 @ National University of Singapore (13–14 January)

Senior Officers' Meetings

- 2016 @ Peking University (dates tbd)
- 2015 @ University of Copenhagen (date tbd)
- 2014 @ National University of Singapore (14–15 November)
- 2013 @ University of California, Berkeley (5–6 November)
- 2012 @ University of Cambridge (29–30 October)
- 2011 @ Australian National University (24–25 October)
- 2010 @ ETH Zurich (18–19 October)
- 2009 @ University of Oxford (22–23 October)
- 2008 @ University of California, Berkeley (20–21 October)
- 2007 @ The University of Tokyo (19–21 September)
- 2006 @ ETH Zurich (20 September)
- 2005 @ Yale University

GSP Working Committee Meetings

- 2015 @ Yale University (21–22 September)
- 2014 @ University of Oxford (22–23 September)
- 2013 @ ETH Zurich (9–10 September)
- 2012 @ Peking University (24–25 September)
- 2011 @ University of Copenhagen (17–18 September)
- 2010 @ University of Cambridge (19–21 September)
- 2009 @ University of Oxford (14–15 September)
- 2008 @ Antwerp, Belgium (19–21 September)
- 2008 @ University of Cambridge (11–13 February)

Confirmed Outcomes of the 9th IARU Presidents' Meeting ETH Zurich, 24–25 April 2014

Opening

Ralph Eichler, Chairman of IARU and President of ETH Zurich, welcomed all participants to the 9th Presidents' Meeting, the first to be held at ETH Zurich. Presidents Ian Young (ANU) and Peter Salovey (Yale) were not able to attend the meeting and sent their apologies. Ralph Eichler extended thanks to the IARU Secretariat (Anders Hagström and Romana Rutz) and the team of ETH Global for their assistance in the preparations for the meeting.

Session 1: Institutional Joint Working & Research

1.1 Value of Research Intensive Universities

The position paper on the “Value of Research Intensive Universities” and the website write-up has been revised since the last Presidents' Meeting. The Key Performance Indicators have been removed, giving the document a qualitative rather than quantitative focus. The document was published on the IARU website in February 2014. It can serve as a good starting point for discussions with various stakeholders of the individual institutions. Partners are encouraged to send periodically new case studies and links to relevant news from their institution to the IARU Secretariat to keep the web pages up to date.

Presidents thanked Barry Halliwell, Thomas Bjørnholm and their colleagues at NUS and UCPH for the final round of work on the document. Herewith, the initiative is closed.

1.2 Academic IP Pooling and Collaborative Technology Transfer

At the 2nd Technology Transfer Workshop, which was running in parallel to the Presidents' Meeting at ETH Zurich, the delegates from 8 partner universities discussed the different approaches by their institutions to university-industry-government partnerships, entrepreneurship, funding models and incubation programs. One finding of the workshop was that start-up companies at all institutions face the challenges of funding and often lack the required management skills.

PKU gave an update on the progress of the demo website of the IARU collaborative Technology Transfer portal (IP pooling). A first draft of the web portal has been completed by NUS and PKU. Presidents agreed to have a link from the IARU website to this IP portal once the pilot project has been completed.

1.3 Research Administrators' Network

One of the main topics discussed at the 2nd Research Administrators' Meeting, held in September 2013 at PKU, concerned the mobility of researchers: Within individual countries, there is plenty of support for mobility, but not across national borders or continents. Further, the group identified difficulties in the reporting to funding agencies in collaboration projects where several universities are involved.

Thirdly, the communication between universities of different countries / continents could be improved regarding cross-continent funding opportunities for collaborative research projects that partner Universities might not be aware of.

The group had suggested establishing a Research Administrators' Fellowship Program to promote staff mobility. At their meeting in fall 2013, Senior Officers supported the idea in principle, but encouraged the institutions to fund the fellowships individually.

The network also plans to establish a dictionary on the terms used in research management as each institution uses quite different terms. The next Research Administrators' workshop will take place on 1–2 October 2014 in Oxford.

Prof. Tan (NUS) mentioned that the Global Research Council (GRC) has put together a consortium of funding agencies from around the world, dedicated to promoting the sharing of data and best practices for high-quality collaboration among funding agencies.

Jennifer Barnes (Cambridge) suggested that the group considers whether IARU as an alliance of leading universities could help other institutions to be globally competitive when they bid for grants, for example under Horizon 2020.

1.4 EdTech Horizons Workshop

Bernard Toh (NUS) updated Presidents on the program of the EdTech Horizons Workshop to take place in November 2014, back-to-back with the Senior Officers' Meeting. The program has been finalized with the input received from partners incorporated into the agenda. The workshop will put a stronger focus on the teaching and learning aspects. Guest speakers from Duke University, University of Sydney and University of Wolverhampton have been invited. In addition, delegates will have ample time for sharing best practices. The workshop might thus also create new opportunities for collaboration. 5 partner institutions have confirmed their participation; the others are also encouraged to appoint a representative.

1.5 International Student Teaching & Support

Oxford has collected data from IARU partners to assess challenges international students face and the support provided to them. Funding aspects were not included in the discussions. Partner universities reported a desire to learn about the best approaches to international student support, Oxford proposes to host a meeting to explore the initiatives and define the minimum recommended standard for supporting international students.

Presidents agreed to form a group to share experiences and best practices for supporting international students. Oxford will present a draft agenda and a funding request to the Senior Officers' Meeting in November 2014 for a first meeting of the group in early 2015. PKU suggested including discussions on ways of facilitating the flow of international students to non-English speaking countries. Erik Lithander (ANU) referred to the annual "International Student Barometer" survey. The company "i-graduate" which runs these surveys, is based in the UK and might be invited to the Oxford workshop.

1.6 Women and Men in Globalizing Universities

Renate Schubert, ETH Zurich's representative in the Women and Men in Globalizing Universities group, presented a summary of the insights gained from the benchmarking study on the academic

ladder and the areas of action the group focuses on. PKU will look into the possibility of providing their data to make the survey cover all ten IARU institutions.

Presidents expressed their thanks to the group for the interesting work and expressed an interest in seeing a similar comparison also for the social sciences.

The group plans to meet again in spring 2015 at Oxford. A funding request will be submitted at the next Senior Officers' Meeting in November 2014.

1.7 Librarians' Contact Group

The Librarians' Contact Group meets annually but does not rely on IARU funding for their meetings. The group is developing an "IARU Green Library Toolkit", which will be presented to the Senior Officers' Meeting 2014. The group will align the Green Library Toolkit project with the IARU Sustainability Initiative. It exchanges information regularly through electronic means.

1.8 Alumni Associations Network

The 5th IARU Alumni Associations Summit was held in fall 2013 at UTokyo. The topic of the meeting was how alumni activities can support the internationalization efforts and strategies of member universities. The Alumni directors shared best practices and discussed the organization of joint events to leverage the IARU network value. The Summit meeting concluded with an Alumni Networking Reception with alumni from all 10 partner universities. The next Summit will take place on 6–8 October 2014 at UCPH.

For the Alumni Networking Reception on the occasion of this Presidents' Meeting, more than 120 alumni from all 10 partner universities have signed up.

Peter Brunner, Director of ETH Alumni, presented the alumni associations network's proposal for an IARU World Alumni Forum. The Forum would be held in conjunction with the annual Presidents' Meetings with the aim of increasing the visibility of the alliance. The forum would cover 1.5 days and include presentation by the Presidents and top researchers from IARU universities. The institution hosting the Presidents' Meeting would provide the facilities and define the topic of the Forum. The costs would be covered through registration fees of the Forum participants.

Presidents expressed their support for the idea. UTokyo confirmed their willingness to host the first IARU World Alumni Forum in conjunction with the Presidents' Meeting in March 2015. A program proposal will be submitted to the Senior Officers' meeting in November 2014.

Don Filer reported that the Alumni directors had decided not to pursue the idea further of organizing an IARU Alumni Event in conjunction with the 3rd Universia International Rectors Meeting in Rio de Janeiro in July 2014.

1.9 Aging, Longevity and Health

Ralf Hemmingsen (UCPH) recalled that the Aging, Longevity and Health (ALH) initiative had been originally launched as an area feasible for interdisciplinary collaboration across all IARU universities. The activities are now well established. The funding for the UCPH Center for Healthy Aging has been secured for another five years through a USD 26 million donation by the Danish "Nordea-fonden".

Researchers from all partner universities meet regularly to exchange ideas and promote ongoing initiatives within the aging research community. One of the initiatives discussed is joint grant writing

for the EU Knowledge and Innovation Communities (KIC) that also allow for participation of institutions from outside the European Union.

In June 2014, there will be three simultaneous IARU Congresses on Aging, Longevity and Health organized by UCPH. Preparations for the conferences are going well, and researchers from all 10 institutions have registered. Partners are asked to promote the events at their universities.

The ALH Steering Committee has been established with eight partner universities represented. The Steering Committee will strengthen the Aging, Longevity and Health (ALH) network among IARU.

Session 2: Global Education Initiatives

2.1.a Global Summer Program GSP

Anders Hagström reported on behalf of the GSP coordinators on the Global Summer Program (GSP). GSP has become a firmly established program. In 2013, a total of 328 students participated in one or more of the 19 courses offered by all 10 partners. The 2013 program was again a success; the participant survey showed high satisfaction rates. The GSP coordinators work well together and try to address problems arising, such as student cancellations.

GSP 2014 is the 7th cycle, involving all 10 partner universities and a total of 20 courses. The high application numbers confirm the continued strong student interest. However, interest is still very unevenly distributed, reflecting the different summer school cultures at IARU universities. Further challenges are the rising fees – even after taking into account the support available through the Santander scholarships – and the significant coordination effort by partners and the IARU Secretariat when put in relation to the total number of participants. Presidents tasked GSP Coordinators to explore new ideas for making GSP available to more students, while keeping an eye on the organization and coordination load of the program. ANU and Berkeley are elaborating possible new formats or extensions of GSP, and will present them at the next GSP Meeting in September 2014.

Focusing on other forms of IARU-wide exchanges might be another possibility to broaden student involvement. Presidents asked Senior Officers' Meeting to explore the options at their next meeting.

A second alumni survey will be carried out by the IARU Secretariat in 2014. Alumni will also be asked for ideas on how to celebrate the 10th GSP anniversary in 2017.

2.1.b IARU-Santander GSP Scholarships Extension

The current agreement with Banco Santander will end with GSP 2014. The IARU-Santander scholarships contribute significantly to enabling student mobility among the partners institutions and thus to the success of GSP. Anders Hagström reported that Santander is now preparing a draft for a new agreement, which will be reviewed by the IARU Secretariat and circulated to all partners for approval. In character, the new agreement will be a continuation of the existing one without major changes.

As IARU is not a legal entity, the new agreement will have to be signed by one of the partner institutions on behalf of the Alliance. In view of the current transitioning of the IARU Secretariat, President Tan offered to sign the agreement on behalf of IARU. Santander wishes to stage a signing ceremony with press coverage during the “3rd Universia International Rectors Meeting”, 28–29 July

2014 in Rio de Janeiro. President Tan, Vice-Chancellor Hamilton and President Salovey have confirmed their attendance.

2.1.c Memorandum on Student Exchange for GSP

New regulations at UTokyo require a memorandum of understanding for receiving students from overseas. President Junichi Hamada thanked the partners for having given their consent to sign the memorandum.

2.2 Global Internship Program GIP

Anders Hagström noted that GIP is not a program, but rather a platform for offering internship opportunities to students at partner universities. The IARU Secretariat offers brief guidelines. Partners are invited to use this platform and offer attractive internship positions.

2.3 Global Cross Disciplinary Tournament GXT

Erik Lithander (ANU) reported that students from 8 partner universities have applied to the GXT competition that will take place in July 2014 at ANU. The organizing student association at ANU has thus qualified for financial support from the university. Students show a tremendous enthusiasm to run this event.

Session 3: University-Industry Cooperation

Dr. Hubertus von Grünberg, Chairman of the board of directors of ABB Ltd., Zurich, presented ABB and the company's involvement in research projects with around 70 research institutions worldwide. ABB is a global leader in power and automation technologies and puts a strong focus on research and development. ETH Zurich is its main academic partner, currently there are around 13 research projects underway between ETH and ABB.

ABB cooperates with research institutions by supporting relevant research, offering internships and collaborating on research projects, typically in the form of PhD projects. Policies on intellectual property rights need to be clear before the collaboration starts and depend on whether the research is fundamental or applicable to industry.

Dr. Urs Zuber, Head Industry Relations at ETH Zurich, presented the institution's approach to collaboration with industry. Companies approach ETH to receive information about research activities, find relevant contacts, access new technologies and expertise, find innovative solutions, establish strategic partnerships with individual research groups, access the pool of talents, and to promote their brand. ETH has three units to serve these needs: "ETH Zürich Foundation" for development and fundraising, "ETH Industry Relations" as the central entry point to establish the contacts between ETH researchers and industry and "ETH transfer" for research agreements and collaborations. Two "Innovation and Entrepreneurship Labs" (ieLab) have been established to bridge the gap between fundamental research and product development. ETH also supports promising spin-offs with "pioneer fellowships"; the venture capital however needs to be acquired on the free market. ETH advises spin-off companies and establishes important contacts. The close distance between campus and industry facilities is key.

Session 4: Presidents' Regional Round-up

Australian National University

Erik Lithander presented apologies from Vice-Chancellor Ian Young who had had to cancel his participation in the meeting at short notice due to political issues that had arisen in Australia. In 2012, the Australian government removed the cap on the number of funded undergraduate places in the public university system. This led to a rapid growth in undergraduate education across the board, although growth rates were very different across the university system (+22% at ANU). The new government has now reviewed the demand-led system and opened up government funding to private universities and non-university education providers on the same terms. Sub-Bachelor education now competes for the same budget as for-degree education. In response to the new situation, ANU with the other Group of 8 universities has argued for removing the cap on tuition fees, combined with an equitable scholarship scheme.

The government has launched a new “Colombo Plan”, reversing the old scheme that funded international students coming to Australia, to fund Australian students going to institutions in Asia with the aim of acquiring “Asian literacy”. The Ministry of Foreign Affairs will spend more than 100 million Australian dollars over the next five years on this program.

ETH Zurich

The relations between Switzerland and the European Union (EU) are framed by a series of bilateral treaties, of which the agreement on free movement of people is a major pillar. In February 2014, the Swiss voted to (re-)introduce quotas for immigration within the next three years. A strict quota system would violate the agreement on the free movement of people. The EU has responded by excluding Switzerland from the next generation of the research (Horizon 2020) and education (Erasmus+) programs. The Swiss government is working hard to find a diplomatic solution with the EU. For Swiss universities, the issue is less a financial concern, but more one of being excluded from the Europe-wide competition, creating a climate of uncertainty especially for PhD and postdoc students and their families.

Switzerland is establishing a National Innovation Park to attract technology-intensive companies, create jobs and wealth. A go-ahead by the federal and cantonal governments is expected this year. ETH Zurich and EPFL in Lausanne are foreseen as the two national hubs.

Student fees at ETH (and in Switzerland in general) are very low (approximately USD 1,500 per year). Currently, a parliamentary initiative is in the pipeline to introduce differentiated fees for domestic and international students. Still, tuition fees will remain a small fraction of the total student budget, given the high cost of living in Switzerland. On the Hönggerberg campus, ETH is now building its first on-campus student housing for some 1,000 students.

National University of Singapore

The Yale-NUS College, now in its first year of operation, is continuing to develop very well. The first cohort of the four-year program, counts 150 students. For the second class, already more than 10,000 applications have been received. The curriculum includes a strong comparative component of Western and Asian contexts. Construction work on the facilities will be completed in a year's time.

Singapore is in the process of rapid massification of higher education. Whereas in the 1980s only 5% of an age group went to university, by 2020, 40% of students will enter university. The Singapore university system has expanded to 6 institutions with the two newest being non-research-intensive universities (they will conduct some research, applied/industry-linked) that are closely linked to industry, allowing for a greater diversity of higher education options.

Research and Development in Singapore is undergoing an extensive review in preparation for the next five-year funding period (2016–2020). Key questions include national scientific goals, the efficiency of the funding system, and promoting innovation, commercialization and entrepreneurship.

NUS is also focusing on growing student and faculty entrepreneurship and creating an entrepreneurship ecosystem. Facilities for NUS start-ups have also been created at the NUS Suzhou Research Institute in China.

Peking University

Integrating PKU in the network of world universities is a high priority of the university. PKU's Yenching Academy (YCA), to be opened in fall 2015, will offer a one-year Chinese Studies Master's program in English for the most talented students from leading universities in China and worldwide, focusing on humanities and social sciences in a global and interdisciplinary context.

PKU is planning to establish up to 10 new research centers in basic disciplines. Faculty from IARU universities are invited to contribute to teaching and research.

President Wang summarized the idea of the new healthcare system PKU Medical City (see item 5.6).

University of California, Berkeley

Over the course of the last 6–8 years, state funding for the California system of higher education has decreased significantly. The drop in state funding has been compensated by increased tuition fees and by admitting more out-of-state students who pay higher fees. Access and affordability of university education continue to be high on the political agenda.

Philanthropy has been the other lever to compensate for the cuts in state funding: in its recent campaign, UCB managed to raise USD 3.13 billion.

UCB is working to expand the range of global opportunities for students and broadening the “global footprint” of the university.

University of Cambridge

In the build-up to the general elections in the UK in 2015, higher education is likely to become more politicized. The A Levels exams are being reformed, putting questions on their role as qualification for university admission. Student finance continues to be a political issue, with a proposal on removing the current cap on tuition fees.

The UK government has announced additional funding for investment in university infrastructure. Funding under the “City Deal” aims to improve economic competitiveness by supporting business-university interaction.

On the European level, Horizon 2020 brings several significant improvements in research funding with a considerable increase in the program budget, support for large-scale research in infrastructure

and a focus on excellence. On the downside, the new instrument of the “European Citizens’ Initiative” has already produced a number of initiatives that are threatening research freedom, including campaigns against vivisection and stem cell research.

University of Copenhagen

Over the past years in Denmark, there has been considerable political pressure to increase the number of students. As the cost of the system has been rising (students in Denmark do not pay tuition fees), the focus is now shifting to either reducing student numbers or the time they spend in the system. The Danish Committee on Quality in Higher Education has suggested that only a third of the student body should continue directly with a Masters’ degree. Furthermore, it is proposed to reduce the duration of Master programs from two years to one year. UCPH observes these trends in the educational system with great concern.

On a more positive note, Denmark is planning to ease immigration rules which will make it easier to recruit international researchers and students.

The national accreditation system is being modified, moving from program to institutional accreditation. UCPH welcomes this development.

University of Oxford

The political environment for higher education in the UK is becoming “less and less comfortable”. With the new system of fixed-term governments, election campaigns are becoming longer.

Income from the increased tuition fees has made up for the funds lost through budget cuts. Research funding has not been affected as much as other areas and has remained nominally stable.

Oxford has put significant efforts on access to the university, with philanthropy-sponsored scholarship programs to set off the higher tuition fees, in particular for students from low-income backgrounds. Another major priority has been funding for graduate scholarships.

Oxford’s new Blavatnik School of Government has successfully completed its first year. Another philanthropy success led to the creation of the Oxford Martin School that places a major emphasis on interdisciplinary research.

The University of Tokyo

As a consequence of the financial crisis in Japan, UTokyo has faced unprecedented budget cuts. As a compensation, the university is seeking to increase competitive funding, in particular to sustain its commitment to the globalization strategy, promoting international student exchange and producing an environment of international research and education.

UTokyo is carrying out a comprehensive reform of undergraduate education. Improving quality, promoting active learning and classroom interaction, international mobility and internships are among the objectives. UTokyo is considering changing the academic year to a 4-term system and increasing the number of programs offered in English.

As part of the UTokyo global strategy, President Hamada highlighted three initiatives: 1) The “UTokyo Forum”, a large-scale series of events to improve collaboration with partner universities and research institutes; 2) UTokyo’s first MOOC, offered in September 2013 on the Coursera platform, further courses are planned on edX; 3) UTokyo’s new online tool that can search theses, programs as

well as current activities in the study of sustainability that will be presented at the Sustainability Science Congress in Copenhagen in October 2014.

Yale University

Don Filer reported on behalf of President Peter Salovey who was not able to attend the meeting. Cost of and access to higher education is currently a widely debated topic in the US. There is the general perception that in particular students from minority and low-income backgrounds and students who are the first in their family to attend college have limited access to elite institutions in the US. Yale has a number of programs in place to promote access and address this issue.

Session 5: New Proposals

5.1 National Research Foundation Proposal

Barry Halliwell (NUS) reported that the proposal for an IARU research activity is still “under serious consideration” by Singapore’s National Research Foundation (NRF). A decision is expected in May. To reduce the complexity of the program, NRF has said that NUS would be the entity to coordinate the research collaboration between NRF and the alliance. Further information will follow at the next Senior Officers’ Meeting in November 2014.

5.2 IARU-Santander Research Fund

As a “counter offer” to the IARU research proposal “Failure of the Numerical”, Santander has proposed setting up an “IARU-Santander Research Fund” to fund selected research projects, with a total of USD 200,000–300,000 per year. Presidents questioned whether such an endeavour would be worth the administrative effort required to guarantee the quality of projects. It was agreed to pursue another line of collaboration with Santander to promote (graduate) student mobility. The success of the GSP is a good track record for a graduate student travel grant program. President Tan, Vice-Chancellor Hamilton and President Salovey will approach Santander’s Chairman Emilio Botín with this idea at the 3rd Universia International Rectors Meeting, 28–29 July 2014 in Rio de Janeiro.

5.3 Global Transformation in IARU Member Strategies

Dr. Barbara Becker, Director Global Transformation Affairs at ETH, proposed to establish a new institutional learning activity on relations with emerging and developing countries in the context of globalization. The proposal foresees a meeting of experts from the partner universities to share experiences and map the institutional approaches to interaction with partners in emerging and developing countries. As a follow-up of the workshop, the proposal envisages two options for further action: establishing a working group for the elaboration of guidelines or principles on how to incorporate the perspective of developing countries in the Alliance, or a Standing Panel for regular exchange and potential advisory services.

Presidents agreed to establish the network to exchange ideas and prepare a workshop, which will be funded with USD 10,000. Based on the workshop results the network is to define the working agenda to be presented at the next Senior Officers’ Meeting.

5.4 Graduate Student Conference

As part of its strategy to empower the Aging, Longevity and Health network, UCPH will host the 2nd Interdisciplinary Graduate Student Conference on “Aging Research and Scientific Careers” on 21–22 June 2014, targeted at PhD students with interests in health and aging research. All IARU universities are invited to participate. Ralf Hemmingsen encouraged each partner to nominate two PhD students to attend the conference.

Presidents agreed to co-fund the Graduate Student Conference with USD 15,000.

5.5 Partnership with Futurity

On behalf of ETH and UCPH, Marianne Lucien (ETH) presented a proposal to partner with Futurity, a non-profit online knowledge-sharing platform for research news from currently more than 60 universities. Hosted at the University of Rochester, USA, Futurity serves almost 8,000 subscribers, including news outlets, with a daily newsletter with science story ideas. The network has over 20,000 followers on Social Media. Futurity partners only with university alliances, among them AAU, Russell Group and Group of Eight. Berkeley and Yale are currently using Futurity services.

Presidents approved the proposal of partnering with Futurity. The association will be at no cost to IARU. Partner institutions opting to use Futurity’s services pay an annual fee (currently USD 3,000), but there is no obligation to subscribe to this service. Presidents indicated that it would be important for institutions opting to use Futurity’s services to receive regular metrics that indicate the value and the reach of Futurity’s newsletter articles, web, and social media presence. IARU will leave specific specifications, such as this one, to be outlined in individual agreements. The Secretariat will communicate the interest to Futurity. ETH and UCPH will draft a memorandum of understanding.

5.6 PKU Medical City

PKU presented an invitation to start a global collaboration among IARU universities within the new PKU International Hospital. Presidents were supportive of the idea. To enable forms of engagement that are tailored to each institution, they proposed that members pursue the collaboration individually instead of the Alliance as a whole.

PKU plans a workshop to elaborate on the collaboration for 5–6 December 2014 in Beijing. Prof. Shan Wang, Head of Peking University International Hospital, invited partners to send him their input on the proposal.

5.7 Participation in “The Limits of the Numerical”

After Santander’s decision not to support the “Failure of the Numerical” research proposal, the project was no longer on the agenda of IARU. The project team, coordinated by Cambridge, has raised USD 1.4 million to start the project as a collaboration with the Universities of Chicago and Toronto. One element of the scheme is to run a week-long early-career research colloquium each year. Sir Leszek Borysiewicz invited the individual IARU members to engage in this program.

Session 6: IARU Membership

In 2013, Presidents asked Senior Officers to develop a proposal for expanding IARU membership by one or two universities from South America or Africa. A working group composed of Barry Halliwell (NUS), Loren Griffith (Oxford) and Astrid Gufler (UCPH) suggested criteria as a base for the Presidents' consideration and discussion (research-intensiveness, geographic diversification, potential to contribute to the alliance, and ability to participate fully). Based on the criteria, Senior Officers identified two possible candidates, Universidade de São Paulo (Brazil) and University of Cape Town (South Africa) and presented the rationales for both of them.

Sir Leszek Borysiewicz suggested not to define criteria, as they might be referred to by other institutions that meet them. There was consensus that IARU's strength is the strong level of trust, support and mutual respect between members. However, the reason for IARU's expansion is the geographical reach.

In a secret vote, Presidents decided to invite Universidade de São Paulo to consider joining IARU. Presidents further agreed on a moratorium of 7 years for any further expansion of membership.

Session 7: Setting the Tone: The Role of Leading Universities in Self-Policing University Values

Rob Quinn, founding Executive Director of the Scholars at Risk (SAR) network introduced the organization and his understanding of the role of leading universities in self-policing and protecting university values, such as access, accountability, academic freedom, autonomy and social responsibility.

Scholars at Risk is an international network of higher education institutions dedicated to protecting threatened scholars, preventing attacks on higher education communities and promoting academic freedom worldwide. Scholars at Risk undertakes activities on behalf of scholars under threat in their home country – such as those suffering prosecution on improper or false charges or wrongfully imprisoned – as well as against widespread threats to an entire faculty, university or system. The organization is based at New York University and counts more than 200 member universities from 30 countries.

The discussion focused mainly on international differences between ethical standards that might arise in international partnerships. President Eichler mentioned that ETH is working on developing ethical standards for international collaboration. Robert Quinn encouraged the Alliance and individual universities to raise value discussions on a regular basis within their international partnerships.

ANU, ETH, Berkeley, Cambridge and Oxford are already participating in the SAR network. Robert Quinn invited the other IARU members to join the network.

Session 8: Sustainability Activities

PKU has approached IARU universities with a proposal to establish a “Green Alliance of Universities for a Sustainable Future” (GAUSF) to promote green campus activities. The new alliance is planned to be launched by PKU together with other universities in fall 2014. An annual eco-forum is planned by PKU and the Guiyang local government. The alliance could influence many universities in China in

their effort to adopt practices addressing sustainability issues. PKU will consider presenting a proposal for discussion purposes at the 2014 Senior Officers' Meeting.

President Ralph Eichler drew attention to the International Sustainable Campus Network (ISCN) which comprises more universities than IARU and cautioned against having too many networks addressing the same issues.

8.1 Sustainable Campus Initiative

Dominik Brem, ETH's representative in the sustainability Campus Initiative, reported on behalf of the group about the ongoing activities:

- *Campus Sustainability Officers Workshop*: The group held its 5th meeting in March 2014 at UTokyo. All 10 universities actively participate in the network. The next meeting will take place in spring 2015 at ETH Zurich.
- *Website Update*: The group headed by ANU together with the IARU Secretariat have updated the entire campus sustainability content on the IARU website. The group has received USD 15,000 IARU funding for the update work.
- *CO₂ Benchmarking Report*: The original idea of a CO₂ benchmarking study had proved unrealistic given the many differences (climate, size and growth, data collection methodology etc.) between the partner universities. The current version of the IARU emission reduction report thus focuses on individual emission profiles, mitigation strategies and target settings, and provides snapshots of institutional performance with regards to carbon mitigation. All members reported positive progress in reducing emissions. The report will be published in May 2014.
- *Individual Campus Sustainability Progress Reports*: nine partner universities have provided short reports on their respective campus sustainability programs in 2013. The reports have been published on the IARU webpage.
- *Sustainability Fellowship exchange program*: 15 students from 9 institutions participated in another year of successful exchanges in 2013, completing high quality projects on a wide range of sustainability topics. All partners will participate in the 2014 exchange program. The program is well established and runs smoothly. The best student reports have been published on the IARU website.
- *"IARU – Green Universities Guide" (formerly "Green Paper")*: The guide will present hands-on recommendations by IARU universities for activities to make universities more sustainable. The publication will be ready for dissemination in summer 2014. All partner institutions have been closely involved in the process and contributed case studies. The guide will be circulated to partners and the IARU Secretariat for final approval before publication. An external company "Sustainia" has been hired to convert the guide into a professional and appealing publication. The Presidents approved the funding request of USD 15,000 for publication and marketing assistance. President Eichler reminded the group and partners that marketing efforts should be coordinated with the all partners' communications departments.
- *"Making Universities Sustainable" Conference*: The conference with workshops will be a side event of the Sustainability Science Congress 22–24 October 2014 in Copenhagen. It will focus on case studies from the "IARU – Green Universities Guide" and on the CO₂ Benchmark Paper. The conference is open to all experts engaged in campus sustainability matters.

The lead of the group will transfer to UCPH. Presidents thanked ANU for the efforts and commitment in the last 7 years. The leadership of ANU has significantly contributed to the activities and the reputation of IARU.

Presidents congratulated the group for the impressive work and the productive collaboration among all partner universities. The working group has regained momentum, demonstrated leadership on the sustainability issue and is one of the flagship activities of IARU.

8.2 Sustainability Science Congress 2014

The planning of the Congress is progressing well. Press coverage is in place. Over 300 applications and 200 abstracts have been received, however there was little response from some IARU universities.

Rector Hemmingsen asked each IARU partner to promote the Congress within their institutions and networks. All Presidents are invited to participate. IARU institutions have been granted an extended deadline for contributions. The conference is open to all institutions but IARU universities should be prominently present.

Funding is provided by UCPH (USD 280,000), IARU (USD 15,000), VILLUM Foundation (USD 428,000) and further sponsorship from private companies. Each university should fund their own delegates attending the Congress.

Presidents congratulated UCPH on the project. The Congress provides a platform for researchers to showcase their work in this area and for IARU to spread its name.

Session 9: Business Matters

9.1 IARU Chairperson and Secretariat 2015–2016

The current IARU Chair, President Ralph Eichler announced that all Presidents had given their support for electing Rector Ralf Hemmingsen (UCPH) as the next IARU Chairperson. Rector Hemmingsen will assume this position from 1 January 2015 until 31 December 2016.

The current IARU Secretariat at ETH will agree the details of the hand-over process with the new Secretariat. The final hand-over will take place after the Presidents' Meeting 2015 and before the start of the Global Summer Program 2015.

Presidents congratulated Rector Hemmingsen and thanked him for his willingness to take on this responsibility.

In the name of all IARU partners, President Tan thanked Chairman Ralph Eichler for his leadership and capacity to move the Alliance forward during his two years as Chair.

9.2 Financial Report

Anders Hagström (IARU Secretariat) reported that the balance at the end of 2013 stood at USD 260,000. In the initial years, the alliance had accumulated funds, but is now digging into the reserves. In previous meetings, USD 120,000 had already been approved for initiatives in 2014, although the annual budget available for activities is only USD 65,000. In addition, Presidents have approved new funding of USD 40,000 (publication of IARU Green Paper USD 15,000, Graduate Student Conference

USD 15,000, Workshop Global Transformation in IARU Members Strategies USD 10,000). The forecasted end-of year balance 2014 will thus be USD 168,000.

9.3 Presidents' Meeting 2015

The next Presidents' Meeting will be hosted by UTokyo on 2–3 March 2015. The official part of the meeting will start with a Welcome Dinner on Sunday, 1 March, and end with lunch on Tuesday, 3 March.

A proposed topic for broad discussion is student exchange/internationalization – a pressing issue especially in Japan. Presidents are invited to send further suggestions for topics to the IARU Secretariat.

Presidents accepted PKU's offer to host the Presidents' Meeting 2018 on the occasion of the 120th anniversary of Peking University.

Conclusion

IARU Chair Ralph Eichler thanked all participants for the constructive discussion and wished everyone safe travel home.

Presidents expressed their thanks to Ralph Eichler for his leadership of the Alliance and to the IARU Secretariat and ETH Zurich for organizing and hosting the meeting.

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.

Participants' Biographies

Australian National University



Dr Erik LITHANDER

Pro Vice-Chancellor, International & Outreach

Dr Erik Lithander joined the Australian National University in the newly-created role of Pro Vice-Chancellor (International and Outreach) in June 2012. Prior to joining ANU, Erik spent six years as Director of International Affairs at University College Dublin, Ireland's largest university, and was previously the Associate Director (International Relations) at the University of Auckland in New Zealand.

Originally from Sweden, Erik holds a Candidature in Political Science from Université Libre de Bruxelles in Belgium, a BSc (Econ) from the London School of Economics, and an MPhil and PhD from the University of Cambridge, where his research focus was on contemporary Latin American literature. He is an alumnus of the executive education programme at the Wharton School of the University of Pennsylvania and of the LH Martin Institute's "Leading Universities" programme, based at the University of Melbourne.

The Pro Vice-Chancellor (International & Outreach) provides leadership on international partnerships and international government relations, international students at ANU, national and international student recruitment and admissions, student mobility programmes, brand and reputation management and domestic institutional alliances.

The key ANU units which form part of this portfolio are the Office of Student Recruitment and Admissions, Office of Global Engagement and International Relations, the ANU Marketing Office, the ANU Office of Strategic Communications and Public Affairs and the ANU North American Liaison Office in Washington DC.

ETH Zurich



Prof. Ralph EICHLER

President

Professor Ralph Eichler obtained his doctorate in Physics from ETH Zurich. After working as a researcher in the USA (Stanford University and Los Alamos Meson Physics Facility) and Germany (DESY/German Electron Synchrotron), as well as at the Institute for Medium Energy Physics at ETH Zurich and as a project manager at Paul Scherrer Institute (PSI), he became a Professor of Physics at ETH Zurich in 1989. His scientific career then took him once again to DESY, this time as spokesman of the international collaboration H1, before he took on leading roles at PSI, firstly as Deputy Director from 1998 to 2002 and then as Director from 2002 to 2007. Professor Eichler has been President of ETH Zurich since September 2007.

Professor Eichler is a member of the ETH Board and Vice President of ETH Zurich Foundation. His other affiliations include memberships of the Swiss Academy of Engineering Sciences (SATW) and Advisory Board of Peking University International Hospital. He currently acts as Vice President of the Rectors' Conference of the Swiss Universities (CRUS), is a member of the 'swissuniversities' Board as well as the Chairperson of IARU.



Prof. Gerhard SCHMITT

Professor for Information Architecture / Senior Vice President ETH Global

Gerhard Schmitt is Senior Vice President for ETH Global, Professor for Information Architecture, and Founding Director of the Singapore-ETH Centre.

Since 2006, Gerhard Schmitt concentrates on the definition and design of Information Architecture (IA) as the next level of Computer Aided Architectural Design (CAAD). The integration of Big Data and Design through the creation of a simulation, visualization and interaction platform for Future Cities is at the centre of his research. Gerhard Schmitt established the CAAD curriculum and research program since 1988 when he became Professor at ETH Zurich. His courses include design computing and programming, collaborative and shared authorship design, and global virtual design studios. His previous research focused on the development of multi agent based systems and smart design support systems, using artificial intelligence methods.

From 1998–2008 he served as Vice President for Planning and Logistics of ETH Zurich. In 2000, he initiated the development of a third, virtual campus, named ETH World with an international master plan competition. In 2003, he devised the concept for Science City, ETH's new campus in Zurich; in 2004, he initiated the development of the master plan; in 2006, the international competition for the best integrated urban scale sustainability concept; and in 2007, the energy concept to reduce CO₂ output by more than 50% in 10 years.

From 1984 to 1988 he pursued CAAD research and teaching at Carnegie Mellon University. He has been Visiting Professor at the Harvard Graduate School of Design, at Katholieke Universiteit Leuven, Belgium, at the Technical University of Denmark DTU in Lyngby and at the Technical University of Delft.

From 1994 to 1996 he was Dean of the Faculty and Department of Architecture at ETH, president of ETH's Informatics Commission 1989–1997, President of the Swiss Computer Graphics association 1996–1998, Vice President of the Board of the HMT, the Zurich Academy for Music, Theater and Ballet, President of the Foundation Board of the Studienzentrum Pfäffikon, President of the Scientific Advisory Board of Distance Learning Switzerland FS–CH, and Chairman of the Visiting Committee of the Graduate School of Design at Harvard University 2004–2007. Since 2010 he leads the Simulation Platform at the Singapore-ETH Centre Future Cities Laboratory.



Dr. Jürg BRUNNSCHWEILER

Director Global Institutional Affairs, ETH Global

Dr. Jürg Brunnschweiler obtained his doctorate in Biology from the University of Zurich. He joined ETH Zurich in 2002, working first in the Presidents' Staff and the Lecturers' Office, then in the office dealing with the European Union Framework Programmes. In 2009, he returned to the Office for Faculty Affairs where he was responsible for faculty recruiting procedures at various departments. In addition, he was contact person for academic career advancement and Secretary of the Tenure Committee. Since 1 October 2012, Dr. Brunnschweiler is the Director of Global Institutional Affairs at ETH Global.

National University of Singapore



Prof. Barry HALLIWELL

Deputy President, Research & Technology

Tan Chin Tuan Centennial Professor

Professor Barry Halliwell is Deputy President (Research and Technology) at the National University of Singapore and is responsible for driving the University's research agenda. He is involved in planning and establishing research institutes, centres and programs as well as in helping to formulate policies and agreements relating to intellectual property rights. He oversees the NUS research institutes and centres, the NUS Institutional Review Board (IRB) and NUS Institutional Animal Care & Use Committee (IACUC) and enforcement of the NUS Research Integrity Code. His responsibilities also include overseeing the expansion and allocation of research funding and liaison with granting bodies.

Professor Halliwell graduated from the University of Oxford with BA (1st class) and D.Phil degrees. He holds a D.Sc degree from the University of London. He was a faculty member with the University of London, King's College from 1974 to 2000 and held a prestigious Lister Institute Research fellowship. From 1995 to 1999, he was a Visiting Research Professor of Internal Medicine and Biochemistry with the University of California, School of Medicine, Divisions of Cardiology and Pulmonary/Critical Care Medicine. Professor Halliwell was a Visiting Professor of Biochemistry to NUS from 1998 to 2000. He was Head of the University's Department of Biochemistry from 2003 to 2007 and was Deputy Director, Office of Life Sciences from 2001 to 2005. From 2003 to September 2008, he was Executive Director of the NUS Graduate School of Integrative Sciences and Engineering.

An internationally-acclaimed biochemist, Professor Halliwell is known especially for his seminal work on the role of free radicals and antioxidants in biological systems. The Thomson Reuters lists Professor Halliwell as one of the world's most highly-cited researchers in Neurobiology & Behaviour, Pharmacology & Toxicology, Biology and Biochemistry and his Hirsch Index is 140. <http://www.researcherid.com/rid/C-8318-2009>. His book *Free Radicals in Biology and Medicine* published by Oxford University Press, and now in its fourth edition, is regarded worldwide as the authoritative text in the field.

Professor Halliwell was awarded the Public Administration Medal (Silver) in 2010 by the President of Singapore for contributions to Singapore and awarded the President's Science and Technology Medal

2013 by the President of Singapore “for distinguished sustained and exceptional contributions to Singapore’s Science and Engineering landscape”. He was awarded the “Lifetime Achievement Award” by the Society for Free Radical Biology and Medicine in the USA for overall sustained excellence in the field. He was recently awarded the Ken Bowman Research Award for outstanding achievements in the field of cardiovascular research from the Institute of Cardiovascular Sciences (Canada) and NUS University Award – Outstanding Researcher Award. His laboratory is also ranked number one worldwide by highest citation score in Free Radical Research.

His research focuses on the role of free radicals and antioxidants in human disease, particularly Alzheimer disease and other brain disorders, such as strokes, and in the ageing process. His interest in identifying the most important antioxidants in the human diet and in developing novel antioxidants has critical bearing on treating human diseases and understanding how diet might cause or prevent them.

Professor Halliwell is a member of several editorial boards including *FEBS Letters*, *Biochemical Journal* and *Antioxidants and Redox Signaling*. He has been a lead speaker at Gordon Conferences and other prestigious events worldwide and is a member of several expert advisory panels to leading universities, companies and government agencies.



Prof. Andrew WEE

Vice President, University & Global Relations

Professor Andrew Wee is currently the Dean of the NUS Faculty of Science since April 2007. He is a faculty member of the NUS Department of Physics, and also the Director of the Surface Science Laboratory in the NUS Faculty of Science, and an adjunct scientist at the Agency of Science, Technology and Research’s Institute of Materials Research and Engineering.

From April 2014, Prof Wee will be taking on a new portfolio as Vice President (University and Global Relations) at the National University of Singapore (NUS). In his role as Vice President, he will work with the President on the University’s efforts to become a leading global university located in the heart of Asia through the strengthening of strategic relations with stakeholders both in Singapore and overseas.

Prof Wee is currently the President of the Singapore National Academy of Science. He was awarded the President’s medal in 2008 by the Institute of Physics Singapore, and is a fellow of the Institute of Physics UK, the Singapore National Academy of Science, the Institute of Physics Singapore, as well as an academician of the Asia-Pacific Academy of Materials.

Prof Wee’s research interests are in surface and nanoscale science, scanning tunneling microscopy (STM) and synchrotron radiation studies of the molecule-substrate interface, graphene and related nanomaterials. He has published more than 400 internationally refereed scientific papers. He is an Associate Editor of the journal *ACS Nano* since 2011, and serves or has served on several journal editorial boards including *Applied Physics Letters – Journal of Applied Physics* (2009–2011), *Surface and Interface Analysis* (2005–), and *Surface Review and Letters* (2002–).

Prof Wee was previously a visiting scientist with the Lawrence Berkeley National Laboratories in the US, a Commonwealth Fellow as well as a Rhodes Scholar at the University of Oxford. He holds a Bachelor of Arts (Honours) in Physics as well as a Masters degree from the University of Cambridge. He received his DPhil from the University of Oxford.



Mr Bernard TOH

Director (Projects & Communications), Office of the President

Mr Bernard Toh joined the University in April 2005 as Director, Office of Corporate Relations. After leading the corporate events and communications team for four years, he was appointed to the Office of the President to assist in projects and communications. One of the projects that he is currently overseeing is the development of the Lee Kong Chian Natural History Museum which will be opened in late 2014. From October 2009 to July 2013, he served as Director of the IARU Secretariat and was recently jointly appointed as Director (Special Projects) in the Office of University and Global Relations, NUS, where he hopes to continue contributing on the international relations front drawing on the experiences and relationships built over the four years serving in the IARU Secretariat.

Prior to joining NUS, Bernard served in the Republic of Singapore Air Force and the Singapore Ministry of Defence for twenty years. His last held appointment with the Air Force was Head Air Manpower, looking after the human resource and capital requirements of the entire air force. Prior to leaving the service, he served as Director Public Affairs of the Singapore Ministry of Defence. Bernard's academic background includes a Bachelor of Arts (Architectural Studies) from the National University of Singapore and a Master of Business Administration from Cranfield University, UK.



Prof. Anne PAKIR

Director, International Relations Office

Associate Professor Anne Pakir (Department of English Language and Literature, National University of Singapore) is the Director of International Relations (IRO) at NUS. She obtained her Ph.D in Linguistics from the University of Hawaii, Manoa on an NUS scholarship and focused on a linguistic investigation of Baba Malay for her thesis. A Fulbright scholar at U.C. Berkeley (MA in English) and later at Cornell (post-doc), Anne Pakir also won a Japan Society for the Promotion of Science (JSPS) award to Tokyo and was an ASEAN University Network (AUN) Distinguished Visiting Professor in Manila. She received the Chevalier dans l'Ordre des Palmes academiques in 2010 from France. She serves on several editorial boards in the fields of Applied Linguistics, Language Planning, Language Policy, World Englishes and Asian Englishes. She also serves in the Editorial Advisory Board in the Journal of Studies in International Education. Her most recent publication, co-edited with Lisa Lim (University of Hong Kong) and Lionel Wee (NUS), is *English in Singapore: Modernity and Management*, 2010 (Hong Kong University Press). She was President of the Singapore Association for Applied Linguistics (1997–2004) and served as Chair of the AILA 2002 World Congress of Applied Linguistics hosted in Singapore. She was also President of the International Association for World Englishes (1998–2000) and a member of the TOEFL Board, Princeton NJ (2004–2009); President of the Fulbright Association (Singapore) from 2008–2011. She received the Public Administration Medal (Bronze) awarded by the President of the Republic of Singapore at the National Day Honours 2014.

Peking University



Prof. CHEN Dongmin

Director, Office of Science and Technology Development

Dr. Chen Dongmin is a Professor in School for Advanced Interdisciplinary Studies of Peking University and he spearheads IARU's Academic IP Pooling and Collaborative Technology Transfer initiative.

Prior to joining Peking University, he was an adjunct Professor of the Institute of Physics, Chinese Academy of Sciences where he served as the co-director of the Beijing National Laboratory for Condensed Matter Physics from 2004 to 2009. Before that he was a Sr. Rowland Fellow and the Head of the Nanoscale Quantum Physics Lab. of Rowland Institute at Harvard University where he worked from 1989 to 2004. His academic expertise includes nonvolatile material and device physics, MEMS device and process, MEMS-CMOS integration; spin and quantum device physics.

Dr. Chen is an Associate Editor of Applied Physics letter; a Sr. Associate Editor of Chinese Science Bulletin and an Associate Editor of Chinese Physics Letter. Dr. Chen co-founded Miradia Inc. in Silicon Valley in 2003 where he led the development of a platform technology for MEMS-CMOS 3D integration for applications in digital micro-mirror array and motion sensors, and successfully licensed the technology to TSMC. Dr. Chen is a Board of Director and served as its 2010–2011 President of the Chinese American Semiconductor Professional Association (CASPA).



Dr. ZHANG Chi

Assistant President, Peking University International Hospital

Dr. Chi Zhang is an Assistant President of Peking University International Hospital. Dr. Zhang obtained Medical Degree at Beijing Medical University (Now Peking University Health Science Center), and became an orthopedic surgeon in Beijing Jishuitan Hospital. He obtained PhD in Pharmacology at Case Western Reserve University in US, and completed postdoctoral fellowship in Molecular Genetics at University of Texas MD Anderson Cancer Center in Houston. He was a Faculty member at University of Texas Southwestern

Medical Center in Dallas as a Director of Bone Research Laboratory before joining Peking University International Hospital in 2014.

Dr. Zhang has been interested in bone research. The primary goal of the basic research is to investigate molecular mechanisms of gene regulation in bone formation. The translational research aims to identify pathogenesis of skeletal diseases such as osteoporosis, osteonecrosis, and arthritis as well as bone tumor, and further to develop potential therapeutic strategies for orthopedic diseases. He has published many original peer-reviewed papers in PNAS, JBC, Biomaterials, Bone, and etc. He has served as Editorial Board Members for PLoS One and Scientific Reports. Dr. Zhang has received training in hospital management at China Europe International Business School.



Dr. LIU Fan

President Assistant, CIO, Peking University People's Hospital

Dr. Fan Liu, Associate Professor of Orthopedic Surgery, has been the President Assistant of Peking University People's Hospital (PKUPH) since 2008. He has been the Chief Information Officer of Peking University People's Hospital since 2006.

Dr. Liu devotes himself to academic orthopedic surgery and modern hospital management including surgical patient care, research, education and hospital administration. In 2008 he successfully put the ERP (Enterprise Resource Planning) online in PKUPH – which has more than 1,700 beds – and set up the first, and currently the only, HRP (Healthcare Resource Planning) system in China. Leading a group of his colleagues, he built up the largest integrated delivery system (IDS) in and out of the Beijing area. This network serves 4 million Chinese people annually across nearly 274 sites of care. He is PI of National Grants on the study of an interoperable, private and secures personal health record information system in support of the widespread, meaningful use of healthcare IT.

Dr. Liu is the Deputy Secretary-General of CHIMA (China Hospital Information Management Association) and is VP of Committee of PHR and EMR of China Medical Informatics Association.

Dr. Liu graduated from Peking University Health Science Center in 1999, and then did his residency in orthopedic surgery at PKUPH. He joined the Arthritis Clinical & Research Center, PKUPH, as associate professor in 2008. He received an education program on hospital management from CCER (China Center for Economic Research) in Peking University in 2010.

University of California, Berkeley



Prof. Pradeep CHHIBBER

Director, Institute of International Studies

Professor Pradeep Chhibber is the Director of the Institute of International Studies at UC Berkeley. He is concurrently the Indo-American Endowed Chair and Class of 1959 Chair as well as a professor at the Department of Political Science at UC Berkeley. Professor Chhibber has published extensively on issues related to party systems, electoral politics and the politics of India.



Ms. Rexille UY

Program Manager, Institute of International Studies

Rexille has been with the Institute of International Studies (IIS) for over five years. As the current Program Manager, she manages the operations and financial matters of the Institute. Rexille plans and executes IIS events, colloquiums, and conferences; reviews grant, fellowship, and scholarship applications received by the Institute; and processes financial transfers to awarded faculty and students. She has degrees in both Sociology and Media Studies from UC Berkeley.

University of Copenhagen



Prof. Thomas BJØRNHOLM

Prorector for Research and Innovation

Professor Thomas Bjørnholm is currently Prorector for Research and Innovation at the University of Copenhagen. Thomas Bjørnholm was Director of Nano-Science Center at the University of Copenhagen from 2001. He obtained his Ph.D. in materials chemistry in 1990. In 1992 he became affiliated with the Chemistry Department at the University of Copenhagen as Associate Professor, in 2000 as Research Professor and in 2005 as full Professor. In 1997 he was a visiting professor at the University of Texas at Austin and since 2003 he has been the chairman of the Copenhagen Graduate School for Nanoscience and Nanotechnology. Thomas Bjørnholm's main research interests lie within the area of organic electronics, single molecule science, nanochemistry and bionanotechnology. He has published around 200 papers in scientific journals and books including several contributions to high impact journals as Science and Nature, and given more than 150 invited talks at conferences and research institutions.



Mr. Steen ULRICH

Director, Rector's Office

Mr. Steen Ulrich is currently the Director of the Rector's Office at the University of Copenhagen. He has held previous positions as a political advisor in the European Parliament and as a European Affairs consultant with the Confederation of Danish Industry. Mr. Ulrich has also undertaken an internship with the Prime Minister's Office in Denmark. He has a MSc in Political Science and MA in European Affairs.



Ms. Astrid GUFLEER

Senior Consultant, Rector's Office

Ms. Astrid Gufler is Senior Consultant at the Rector's Office at the University of Copenhagen, where she works with strategic development and public and international relations. She has held previous positions as communication advisor and process consultant in the Merger Secretariat – a temporary unit established to manage the merger of 3 Danish universities – and at the University's International Office. Ms. Gufler's academic background includes a Master of Arts in English/American Studies (major) and Danish and Sociology (minors).

University of Oxford



Mr Loren GRIFFITH

Director of International Strategy

Loren Griffith is Director of International Strategy within the University of Oxford. He and the International Strategy Team are responsible for developing a coherent corporate strategy to promote Oxford's international relations, global profile and international competitiveness. The Team's portfolio is broad and includes such issues as Oxford's approach to:

- international student recruitment and funding
- integration of international academic staff and students
- international educational experiences for all students
- international collaborations (research and education)
- promoting deeper engagement with key countries/regions

Prior to joining Oxford, Loren was a management consultant at McKinsey & Company for seven years. As a member of the London, Boston, Delhi, New York and Los Angeles offices, he served clients in health care, including health systems and pharmaceutical companies, and in secondary and higher education. He also worked for United States President Barack Obama's transition team and for the California State Senate. He holds a law degree (J.D.) with distinction from Stanford University, a Master's in Public Affairs (MPA) from Princeton University's Woodrow Wilson School and a B.A. in Ethics, Politics & Economics, magna cum laude, from Yale University.

From October to December 2014 Loren is based in Yangon, Myanmar, assisting in a project to develop Yangon University's internationalisation strategy.

The University of Tokyo



Prof. Kiichi FUJIWARA

Professor, Graduate Schools of Law and Politics

Professor Kiichi Fujiwara is Professor of International Politics at the University of Tokyo, teaching courses on international relations and international conflict at the Faculty of Law, Graduate Schools of Law and Politics, and the Graduate School of Public Policy, the University of Tokyo.

A graduate of the University of Tokyo (B.A. and M.A.), Professor Fujiwara studied as a Fulbright student at Yale University before he returned to Japan at the Institute of Social Science (ISS). He first joined the faculty at Chiba University and then returned to ISS for seven years before moving into his present position. He has held positions at the University of the Philippines, Johns Hopkins University, and was selected as a fellow of the Woodrow Wilson International Center at Washington D.C.

Professor Fujiwara is known for his writings on international affairs, including *Remembering the War* (2001), *A Democratic Empire* (2002), *Is There Really a Just War?* (2003), *Peace for Realists* (2004) (winner of the Ishibashi Tanzan award, 2005), *International Politics* (2007), *War Unleashed* (2007), and *Conditions of War* (2013). Professor Fujiwara is a regular commentator on international affairs and Japanese foreign policy on Japanese TV networks such as NHK and TBS, along with the BBC

World Service, CNN and NPR. He is also a film critic with two published works, *America in Film* (2006) and *That's a Movie!* (2012).



Mr. Tatsuya KUWAHARA

Manager, International Planning Group, International Affairs Department

Mr. Tatsuya Kuwahara has been Manager of the International Planning Group at the University of Tokyo since April 2014.

Prior to his current position, he worked as the Director of International Exchange Division of Tohoku University from 2012 to 2014. He has also worked as the Director of International Exchange Department of the Japan Advanced Institute for Science and Technology from 2010 to 2012. He has been seconded to the University of Tokyo from Ministry of Education, Culture, Sports, Science and Technology (MEXT).



Ms. Midori OZAWA

Specialist, International Affairs Department

Ms. Midori Ozawa is an assistant manager in the International Planning Group of the University of Tokyo since April 1, 2014. Her responsibilities range from activities related to international affairs, specifically organizing international symposiums, conferences etc., to managing a team of members handling various issues of globalization of the University.

Before transferring to the current position, she worked as the Assistant Manager in the International Relations Section of the University of Tokyo's Kavli IPMU (Institute of Physics and Mathematics of the Universe) handling activities related to international affairs. In 2001 she also spent one year studying at the Beijing Language and Culture University in China.



Dr. James FEGAN

Project Specialist, International Affairs Department

James Fegan is a Project Specialist in the International Planning Group, International Affairs Department of the University of Tokyo where he has a wide range of roles in the various issues of globalization of UTokyo including the translating into English and checking documents of the University Administration that are issued in English.

Prior to joining the University of Tokyo in December 2012, Dr. Fegan worked in the UK in diverse roles across a wide range of industrial fields, having obtaining his degrees from the University of Newcastle upon Tyne, a Technical Representative for a Japanese marine coatings company, an Engineering Manager for the European office of a Japanese printed and non-printed web inspection systems manufacturer, and the Project Leader for a Japanese Tier 1 body parts manufacturer in the UK to Toyota Motors UK working on the Auris and new-Avensis projects, until becoming one of the statistics caused by the fall of the Lehman Brothers. He has also had some experience as a used car salesman in Japan.



Ms. Mayuko NAKAI

Administrative Staff, International Affairs Department

Ms. Mayuko Nakai is a member of the International Planning Group, International Affairs Department of the University of Tokyo since 2007.

She is responsible for various matters relating to international alliances to which the University of Tokyo belongs, maintaining a section of the university's website and the production of brochures for international students.

IARU Secretariat



Mr. Anders HAGSTRÖM

IARU Secretariat

Mr. Anders Hagström is the Director of Global Educational Affairs at ETH Zurich. His previous appointments included project manager of ETH Zurich's ICT development program, "ETH World", and various positions in the field of lifelong learning for engineers at Helsinki University of Technology, Cambridge University and European Federation of National Engineering Associations.



Ms. Romana RUTZ

IARU Secretariat

Ms. Romana Rutz joined ETH Zurich in January 2012, first as a member of the student administration at the Department of Mechanical and Process Engineering and as of October 2012 as a programme manager of ETH Global where she is responsible for various international projects of ETH Zurich. Prior to joining ETH Zurich, she worked as an analyst for an international consulting company and as a flight attendant.

Romana Rutz holds a Master's degree in business administration, economics and business education from University of St. Gallen (HSG). During her studies, she gained international experience on several long-term internships abroad – in particular in Ecuador, India and the United States.

