

Confirmed Outcomes of the 11th IARU Senior Officers' Meeting

The University of Copenhagen, 22–23 October 2015

Opening

Prof. Ralf Hemmingsen, Rector of UCPH and IARU Chair, welcomed all participants to the meeting and introduced Dr. Marilet Sienaert from the University of Cape Town participating as observer.

The Chair thanked UCPH organizing committee, in particular Ms. Astrid Gufler, and the IARU Secretariat for preparing the meeting.

Session 1: Senior Officers' Regional Round-up

Regional-Round ups are discussions on global trends in higher education, including developments in the respective partners' countries and any other matters of interest to IARU. Senior Officers shared national political events affecting higher education, key initiatives, developments and challenges at their universities.

Session 2: Institutional Joint Working

2.1 Alumni Associations' Network

The first World Alumni Forum was successfully held on 1 March 2015 at UTokyo, with a total of 200 participants. The Presidents Panel was particularly appreciated and it was agreed at the 2015 Presidents Meeting to be held again in correspondence of the 2016 Presidents Meeting. Loren Griffith updated the Senior Officers that the next Presidents' Panel will be held on 24 April 2016 ahead of the Presidents' Meeting in Oxford. Prior to the Panel, there will be a brief signature ceremony sanctioning University of Cape Town IARU membership. A networking reception with the Alumni will also be part of the event.

The 7th Alumni Associations' Summit will take place on 26 - 29 October 2015 in Canberra, Australia. The summit will be concluded by a networking reception with alumni from IARU partner universities hosted by Pro-Vice Chancellor Erik Lithander.

2.2 Collaboration with Futurity

Jürg Brunnschweiler (ETH) gave a brief update about the partnership with Futurity and an overview of the growth of the Futurity platform in the past year. While participation to the platform has positively contributed to some IARU partners' outreach capacity, for others it has at this stage not yet produced significant effects.

2.3 Global Transformation in IARU Member Strategies

Jürg Brunnschweiler (ETH) gave an overview of the work of the group thus far. Prof. Kichii Fujiwara (UTokyo), member of the Global Transformation group, congratulated the coordinator at ETH, Dr. Barbara Becker, and presented the Concept Paper.

Senior Officers confirmed that there is solid support among partners for the working group, they agreed with incorporating the global transformation perspective in the Global Education Initiatives and potentially in other IARU initiatives, yet this should be developed in more concrete suggestions.

Senior Officers confirmed the added value of sharing best practices and experiences amongst IARU universities on the topic of Global Transformation, and encouraged the group to continue, also in view of establishing new collaborations. Senior Officers remained uncertain about the proposed commitments for the Presidents' meeting and concluded that the Global Transformation will not at this stage aim at the creation of a common policy paper. The Global Transformation proposal will be tabled next at the 2016 Senior Officers' Meeting.

Senior Officers endorsed the funding request of up to USD 10,000 for the second workshop of the group to be held in May 2016 in Cape Town.

2.4 International Students Support Group

The International Student Teaching group and Support met for the 1st time in March 2015 at Oxford. 17 academics and administrators from across eight IARU institutions discussed the challenges IARU universities face in providing teaching and support services to international students, and the possible solutions to these issues. Partners observed it is a very diverse topic and that none of the IARU universities address it comprehensively, but segmented across different units. For this reason the group decided to focus each of the next meetings on a specific area of activity.

The group plans to meet again in April 2016 with a focus on student support services and identified the following key topics:

- Cultural integration
- Orientation
- Use of technology in student support
- Holistic care including mental health

Senior Officers endorsed the funding request of up to USD 10,000 for the second meeting of the group. The meeting will take place in spring 2016 in Canberra with strong support from ANU.

The Chair congratulated the group and encouraged it to compile and share the best practices emerging into guidelines and/or recommendations from and for the partners.

2.5 EdTech Horizons and Joint Online Course

Prof. Andrew Wee (NUS) informed that the NUS lead of this initiative has terminated and that there are no further workshops scheduled.

Building on the outcomes of the first EdTech Horizons Workshop and on the Distributed Open Online Course (DOCC) organised at Yale in summer 2015, the Joint Online Course proposal progressed further. Prof. Pradeep Chhibber (UC Berkeley) and Prof. Kiichi Fujiwara (UTokyo) reported they have

been preparing the course with the collaboration from 3 other IARU universities: NUS, Cambridge and Yale.

The pilot course will be designed for undergraduate students and will address the topic of “State Failure”; the syllabus and the modules distribution among universities will be finalised in a meeting scheduled in January 2016 at UC Berkeley. The format of the course will be that of DOCC (not MOOC) allowing local teaching and grading, along with global interaction between the students during the duration of the course. The course is planned to be taught in the autumn semester of 2016. The course materials will be available at any time to all IARU students, whereas student interaction will only be possible during the teaching period.

Prof. Pradeep Chhibber (UC Berkeley) and Prof. Kiichi Fujiwara (UTokyo) met with the Norwegian Institute of International Affairs (NUPI, <http://www.nupi.no/en/>) who offered to cover the production costs for videos and lectures if successful in acquiring a national grant. Senior Officers agreed that Prof. Chhibber will send a letter in support of NUPI's application and confirmed IARU's interest in collaborating with the Norwegian Institute of International Affairs within the joint online course initiative.

Senior Officers asked the group to document and transfer to IARU partners the know-how they will acquire from the preparation and making of the pilot joint course, in order to be used for the development of other joint courses in the future.

Senior Officers endorsed the funding request of up to 15,000 USD for joint video production, in case these costs will not be covered by the Norwegian Institute of International Affairs. An additional amount of up to 10,000 USD has been granted to the hosts of the two meetings scheduled in 2016 (the first meeting is scheduled in January 2016 at UC Berkeley).

2.6 Librarians' Contact Group

Dr. Davina Potts (ANU) updated the Senior Officers about the outcomes of the 5th meeting of the Librarians, held in September 2015 in Peking. The project to benchmark the services of the IARU Libraries was completed and judged very useful. The Librarians' Contact Group agreed to focus in the future on selected projects (1) highlighting the benefits and challenges of the digital collections, coordinated by Roxanne Missingham (ANU) and (2) establish a mentoring and leadership development in the network, coordinated by Kira Stine Hansen (UCPH).

The Chair observed that the group gained new momentum and welcomed the new projects.

2.7 Research Administrators' Network

Prof. Thomas Bjørnholm (UCPH) reported about the 4th meeting of the Research Administrators' Network, held in UC Berkely on 14–15 October 2015. The network refined and changed the initial idea of the funding platform, major funding companies and foundations would no longer be invited to a networking event with the IARU Presidents and Research Administrators' Officers. The Network instead proposed to have an internal discussion about how global challenges can be addressed with resources which often are available from local/national funding agencies.

The Senior Officers agreed to include the proposed topic on the list of possible topical sessions for future Presidents' Meetings.

2.8 Technology Transfer Network and Academic IP Pooling

Dr. Xia Hongwei (PKU) reported that the 3rd workshop scheduled in April 2015 at NUS could not take place as attendance was not high enough, therefore the sum of 10,000 USD assigned to the host will be made available in the general budget.

A workshop with a new focus on educating researchers in creating successful spin-offs is proposed in the framework of a PKU, NUS and UC Berkeley joint proposal for the 10th anniversary of IARU. Senior Officers agreed to support the new workshop and approved funding of up to USD 15,000 to UC Berkeley who will host the event.

The development of an IP Pooling pilot portal resumed, PKU invited partners to upload their IPs; sample IPs from PKU and NUS have already been published on line. The Chair reminded that the decision to upload further IPs is left to the individual partners. It was also concluded that the group name will be “Technology Transfer Network”.

2.9 Women and Men in Globalizing Universities

Prof. Kiichi Fujiwara (UTokyo) reported about progress of the initiative. The group has agreed to focus on students and their educational attainment, especially in PTEM where there is an under representation of women. The Universities of Oxford and ETH Zurich have decided to work jointly on this topic in order to gain insights on causes for the gap and measures to fight it. To support these activities, the group requested 5,000 USD for student helpers assisting mainly in data collection.

The group further plans to define and identify areas of “good practice” that could be transferred between IARU universities. This will be based on a survey for which the group requested 3,000 USD for student help.

Given the larger focus and to use the momentum for quicker changes within the IARU Universities based on the identified good practices, the group proposed to meet every year instead of every 2 years and requested up to 8,000 USD for hosting the 2016 workshop.

The Senior Officers approved the funding requests of up to 16,000 USD, and suggested the group to advertise the students' positions as part of the Global Internship Program.

Session 3: Security – Cyber Threats, Terrorism and Surveillance in Open Institutions

Ms. Astrid Gufler (UCPH) introduced the format of the topical session. At their 2015 Meeting, Presidents agreed that one of the added values of IARU is the high degree of trust which creates a fruitful environment for tackling difficult and sensitive issues that affect all the universities. A number of topics were identified at that meeting, including cyber security. This topical session has been planned as a pilot of the format in which Presidents could in the future discuss sensitive issues.

Mr. Thomas Ahrenkiel, Director of the Danish Defense Intelligence Service, gave a presentation about “Threats and Risks to Modern Democracies and its Institutions”. The presentation was followed by a discussion of the appropriate balance within educational institution to provide requested information and ensure autonomy and trust.

Senior Officers agreed that the proposed format worked well and could be replicated at Presidents' Meeting when addressing a “hot topic”. However it was noted that not all sensitive issues may require input from an external experts and can therefore be discussed among Presidents only.

Session 4: Future Directions of IARU

At their 2015 meeting, Presidents tasked Senior Officers to prepare a discussion paper on the future directions of IARU for the Presidents' Meeting 2016. Ms. Astrid Gufler (UCPH) presented the paper on behalf of the task force composed of Don Filer (Yale), Erik Lithander (ANU), Jürg Brunnschweiler (ETH) and herself.

The paper outlines 4 ways forward for IARU, responding to the growing ambitions of the alliance as well as to the limited resources at its disposal. Senior Officers agreed on the principles exposed in the paper and assigned higher priority to increasing IARU's visibility within their universities rather than towards an external public. Senior Officers tasked the task force to further develop the TEDx proposal and to submit an elaborated concept at the 2016 Presidents' Meeting with a view to having the event in 2017. Ms. Rexille Uy (UC Berkeley) joined the task force replacing Dr. Erik Lithander (ANU).

Mr. Don Filer (Yale) suggested compiling a paper for information to the Presidents giving an overview of the indirect impact of IARU in terms of new collaborations established thanks to being members of this alliance. The aim of the paper is to describe coherently the actual and potential benefits deriving from this membership, reaching beyond bilateral cooperation between universities.

Senior Officers agreed to the proposal. A task force coordinated by Don Filer (Yale) and composed of Loren Griffith (Oxford) and Prof. Andrew Wee (NUS), with the assistance of the Secretariat, is tasked to draft the paper. The task force will meet virtually and coordinate the collection of inputs from all partners.

Session 5: 2016 Presidents' Meeting Agenda

The IARU Secretariat outlined the tentative programme of the 2016 Presidents' meeting to be held in Oxford on 25 and 26 April 2016. Senior Officers agreed to reduce the number of agenda items that are strictly covering IARU working matters in favour of more time dedicated to sessions focusing on strategic and sensitive issues. Senior Officers agreed to follow a silent approval procedure ahead of the Presidents' Meeting in order to approve the running initiatives' requests for funding. New proposals and selected initiatives will still be tabled at the Presidents' meeting.. The Secretariat should circulate a working proposal.

Loren Griffith (Oxford) presented three themes for the Topical Session: Continuing education, Academic freedom and Widening access to university. Dr. Lykke Friis (UCPH) proposed to add a topic addressing the potential exit of the United Kingdom from the European Union (EU) and the effects within the Alliance. Senior Officers decided to address "Continuing education" and "Academic freedom". The Chair suggested covering the possible exit of the United Kingdom from the EU as part of the Regional Round-up session.

Loren Griffith further informed the Senior Officers that prior to the Presidents' Meeting, on Sunday 24 April 2016, Oxford will host a brief signing ceremony formally sanctioning University of Cape Town membership in IARU. The ceremony will be followed by the Presidents' Panel, as agreed at the 2015 Presidents' Meeting. Senior Officers agreed that the topic of the panel should be "Future Challenges", the discussion will last 1h 45m including talks and a moderated discussion with questions from the IARU Alumni audience.

IARU Chair Ralf Hemmingsen invited Senior Officers to consider if the joining of a new partner and the IARU 10th anniversary, marked the occasion to review the Memorandum of Understanding and Principles of IARU. Senior Officers unanimously confirmed IARU Principles and Memorandum of Understanding in their current version.

Session 6: Celebrating 10 Years of IARU

IARU Chair Ralf Hemmingsen invited Steen Ulrich (IARU Secretariat) to introduce the session and give an overview of the 10th anniversary celebration proposals' collection and selection process. He then invited the partners to present the 4 shortlisted proposals for decision at this meeting.

Ms. Rexille Uy (UC Berkeley) presented proposal #1 "Campus Sustainability: How Do You Make a Campus Green?", a collection of different media (1 from each partner) showing a solution found for sustainability on campus. The collection would be made available online, shared at IARU universities and with other universities. This proposal builds on one of IARU's signature achievements, that is the work of the Sustainable Campus Initiative.

Dr. Davina Potts (ANU) presented proposal #2 "Global Challenges of the Next 10 Years" this is a chain of lectures happening over a limited period of time eg. a day or a week, where IARU institutions will send an eminent professor to give a talk at another campus on topic of global challenges identified by the Senior Officers. The talks would be recorded and available for viewing in the future.

Dr. Jürg Brunnschweiler (ETH) presented proposal #3 "Going Global Conference" on behalf of the Global Transformation group. The proposal consists in giving a talk about Global Transformation Strategies in IARU Members at the "Going Global" Conference taking place in Cape Town in May 2016. Professor Eilis Ferran (Pro-Vice Chancellor, Cambridge) already agreed to give the talk and an abstract has been submitted to the conference organizers.

Dr. Xia Hongwei presented proposal #8 "Higher Education Summit", an annual held international forum on the theme of "Higher Education and Human Development" to which IARU Presidents or leadership are invited to participate as part of the debate about higher education development and its influences on human society.

Senior Officers observed that proposals #3 and #8 are already scheduled and will happen in any case. They confirmed that IARU members of the Global Transformation group will be meeting in Cape Town on a date close to the "Going Global" conference and will therefore be able to attend the conference, if that matches their plans. Senior Officers rejected the requests for funding of 1,000 USD for covering the conference fee for each member of the GT initiative; Senior Officers approved the request for funding of up to 5,000 USD for covering Prof. Eilis Ferran full participation costs as representing the Alliance.

Concerning the Higher Education Summit, PKU proposed to host the 2016 Senior Officers Meeting on a date close to the "Higher Education Summit", therefore IARU partners could also participate to the Summit. Senior Officers agreed to this proposal.

Senior Officers concluded that IARU partners will take individual decisions whether to attend events proposed under #3 and #8; the IARU Secretariat will provide a specific IARU 10th anniversary logo which can be used by the speaker/hosting IARU partner at the events' relevant sessions.

Senior Officers recognised the continued efforts and successful achievements of the sustainability initiative and decided to acknowledge these by selecting proposal #1 as IARU 10th anniversary flagship project. After discussion, the following elements have been added to the concept presented by UC Berkeley:

- Each IARU partner will create a product, all products will be available on the IARU website. UC Berkeley will present the partners' production at the 2016 Presidents' Meeting in the form they consider most suitable.
- UC Berkeley (Prof. Pradeep Chhibber and Rexille Uy) will coordinate the project in agreement with the IARU Sustainable Campus Initiative, and assisted by the IARU Secretariat.
- Senior Officers are responsible to ensure that all IARU partners will be able to deliver. IARU Sustainability officers at each campus will be responsible for delivering the product.
- UC Berkeley is in charge of drafting the guidance material with the IARU Sustainable Campus Initiative, indicating the requirements of the products, the timeline and the key message.
- University of Cape Town is exempted as new member of the Alliance.

Senior Officer asked UC Berkeley to finalize the concept including the above elements and circulate it for comments. Senior Officers agreed to grant 1,000 USD to each partner for video production and to reserve up to 5,000 USD for UC Berkeley for coordination and editing of the final video, the latter amount will be transferred upon need.

IARU Chair Ralf Hemmingsen thanked all partners for their creative and innovative contribution to the call for ideas and encouraged partners who have submitted new proposals in this framework to further develop their concepts and propose them for consideration at future meetings.

Session 7: Sustainability Activities

7.1 Sustainable Campus Initiative (SCI)

Prof. Thomas Bjørnholm (UCPH) gave an overview of the successful cooperation within the IARU Sustainable Campus Network and highlighted the importance of internal support for ensuring continuous results.

The group proposed to update the Presidents' Statement on Sustainability published in February 2009. Senior Officers mandated the SCI to update the Presidents' Statement and submit it to the 2016 Presidents' Meeting.

The next SCI meeting is proposed to be held back-to-back to the ISCN meeting, in Siena (Italy), funding for the annual meeting has been secured at the 2015 Presidents' meeting. The SCI should inform the Secretariat on which partner will be in charge of organizing the meeting.

7.2 Global University Climate Forum

Yale Sustainability Office is coordinating the organisation of the Global University Climate Forum. The forum is run in cooperation with the International Sustainable Campus Network and the Univerisités Sorbonne, IARU sponsors with 10,000 USD contribution. Selected teams of students from around the world including IARU students will meet at a workshop to exchange on ways to

promote and implement greening measures on campus. The workshop will take place in Paris on 5 December 2015, during the COP21. Over 150 students are expected from more than 30 countries.

The Chair and Senior Officers congratulated the Sustainability group for the continuous great work and visibility that these initiatives bring to IARU.

Session 8: Global Education Initiatives

8.1 Global Summer Program (GSP)

Michela Gaifami (IARU Secretariat) reported on behalf of the GSP Coordinators on the Global Summer Program (GSP).

GSP continues to be a flagship activity of IARU. A total of 20 courses offered by all 10 partner institutions attracted over 500 applications from IARU students. A total of 283 IARU students attended one or more GSP course. The general feedback of the program was very positive. The diversity of the participants continues to be the key success factor of GSP. There is a decrease in the number of applications and average number of students per course since 2012 which raised concern among the GSP Coordinators.

Costs were less a concern in 2015, only 2 courses had total costs of USD 5,000 or more. In 2015, 48% of all IARU GSP students benefitted from the IARU-Santander GSP Scholarships.

The preparations for GSP 2016 are well under-way. The number of courses offered will increase by two to 22. Students from the University of Cape Town are invited to apply to the 2016 GSP. An increasing number of courses will host faculty members from more than 1 IARU partner. Faculty members from Berkeley and Copenhagen will collaborate on a course at ANU. PKU and Yale also plan on offering a course with faculty staff from both institutions.

The 2016 GSP Working Committee Meeting will be hosted at NUS. The GSP Coordinators proposed to expand the scope of their 2016 annual meeting and involve the GSP Alumni, GSP Faculty and the GSP sponsor Banco Santander to discuss on the future of the program as well as strategic and topical aspects in global education. The GSP Coordinators requested the Senior Officers to support the participation of one GSP Alumni per university with up to 2,500 USD per IARU member.

Prof. Andrew Wee (NUS) expressed support for the proposal involving Santander to participate in the broader discussion and experience of the GSP alumni, and reiterated NUS commitment to host the event. Senior Officers approved to support one GSP Alumni per IARU university with up to 2,500 USD for travel and accommodation costs. The Senior Officers tasked NUS and the GSP Coordinators to finalize the concept of the event and share it with the Key Contacts and the Secretariat.

The Chair thanked the GSP Coordinators and expressed strong support for the GSP and the proposed meeting.

8.2 Global Internship Program (GIP)

The Global Internship Program is not a program per se but rather a platform for partners to offer student internships. In 2015, four universities offered a total of 20 internship places. 12 of them were

carried out by an IARU intern. One internship opportunity for 2016 has already been announced at NUS. Partners are encouraged to send their internship offers to the Secretariat.

Session 9: Research Collaboration

9.1 Aging, Longevity and Health (ALH)

The ALH Steering Committee has met for the second time, with representatives of 8 partners. Its second meeting focused on shared projects, student opportunities, such as exchange programs and fellowships for PhDs and postdocs, and on the 2016 Graduate Student Conference to be held in Tokyo.

The ALH steering group reported that student exchanges at PhD level would greatly benefit to the collaborative research and networks within IARU partners, however they are still hardly implemented due to lack of resources and administrative differences between partners. The ALH group asked IARU partners to consider possibilities for funding PhD students exchange scholarships..

9.2 PKU Medical City

PKU Medical City is a medical collaboration among interested IARU universities. Due to a new situation at PKU International Hospital, it is proposed to postpone the PKU annual IARU workshop scheduled in November 2015. IARU Chair thanked PKU for the update, PKU will get back to IARU with further news in the future.

Session 10: Novo Nordisk International Talent Program

Prof. Thomas Bjørnholm (UCPH) introduced the Novo Nordisk International Talent Program which has been recently established between the University of Copenhagen (UCPH) and the Danish healthcare company Novo Nordisk (Novo).

Novo has offered to fund a scholarship program for undergraduate students in their third year and Master students from IARU universities taking a study abroad experience at the University of Copenhagen, and vice versa, in a number of academic fields relating to the areas Novo represents. So far, 55 scholarships have been awarded to students from IARU Universities. Students can submit applications by 25 October or 1 April of each year. UCPH will circulate further information about this program to IARU partners.

Session 11: Business Matters

11.1 Update on IARU Membership

An official letter of invitation was sent on 10 April 2015 to Dr. Max Price, Vice-Chancellor of the University of Cape Town, from IARU Chairman. After internal consultation and further exchanges with Rector Ralf Hemmingsen, Dr. Max Price, on behalf of the University of Cape Town, accepted to become a member of IARU as of January 2016 and to participate as observer to the 2015 Senior Officers Meeting. IARU Chair Ralf Hemmingsen thanked Dr. Marilet Sienaert from UCT for her participation at this meeting.

Dr. Marilet Sienaert thanked IARU partners and reiterated the commitment of the University of Cape Town to contribute and integrate in the various IARU activities.

At the 2013 Presidents meeting, Presidents agreed on a moratorium of 7 years for any further discussion about possible expansion of membership.

11.1 IARU Communication and Branding

Michela Gaifami (IARU Secretariat) reported that a number of communication and branding products require updates and changes.

- Security updates imposed changes to the current IARU website which will result in a new graphic layout. The IARU Secretariat also hopes that the new website design will improve the user's experience and use of social media.
- The IARU Trademark registration must be renovated and IARU logo registered in South Africa; the Secretariat will proceed in cooperation with UCT and ANU, the official owner of the logo. Senior Officers confirmed that no changes should be made to the logo.
- The IARU Secretariat will also update the branding materials where the list of partners is featured in order to add the University of Cape Town. Additionally, it will contract a designer to make a specific logo for the 10th anniversary to be used during 2016.

In order to fulfil the above, the IARU Secretariat is granted up to 25,000 USD.

11.2 Financial Report

Steen Ulrich (IARU Secretariat) reported that by the end of 2015, the alliance's reserves will be just above to USD 200,000. Approved initiatives for the financial year 2016 add up to USD 138,500 – the detailed budget overview is enclosed to the outcomes.

11.3 Senior Officers' Meeting 2016

The next Senior Officers' Meeting will be hosted by Peking University on 3–4 November 2016. The meeting will start with a Welcome Dinner on Wednesday, 2 November, and end with lunch on Friday, 4 November. The Higher Education Summit will take place on 5 and 6 November 2016.

The 2017 Senior Officers' meeting will be hosted by Yale University.

11.4 Wrap-Up / International Funding Platform

Prof. Thomas Bjørnholm (UCPH) presented the offer from the Research Administrators' Network (RAN) to approach international foundations and have an informal dialogue on behalf of the alliance partners. The aim would be to understand what the existing or perceived barriers to funding research are and to foster new funding opportunities for IARU partners. Senior Officers expressed general interest in the topic, however they stressed the importance of approaching foundations through the appropriate channels. They additionally suggested that the ultimate goal of this proposal should be better clarified and concretely described before any further steps can be taken.

Chair Ralf Hemmingsen concluded that the group can develop an operational proposal to be submitted to the Senior Officers. In their proposal, the group should include the possibility of the IARU partners individually approaching the foundations.

Conclusion

IARU Chair Ralf Hemmingsen thanked all participants for the constructive discussions, the IARU Secretariat for the efficient preparation of the meeting, and UCPH for their excellent hospitality.

Annexes

Annex 1 – Budget Overview 2016

Annex 2 – Calendar 2016

Annex 3 – Updated IARU Contact List

Annex 1 – Budget Overview 2016

Budget 2016

	max. amount	Total (USD)
Carried forward from 31 December 2015	approx.	218 820,22
INCOME		420 000,00
Members' contribution	220 000,00	
IARU-Santander sponsorship for GSP*	200 000,00	
Total available funds		638 820,22
EXPENDITURE		
Meetings		55 000,00
Presidents' Meeting 2016	30 000,00	
GSP Working Committee Meeting 2016	10 000,00	
Senior Officers' Meeting 2016	15 000,00	
Running Initiatives		
Approved	up to	138 500,00
Research Administrators' Meeting 2016	10 000,00	
Campus Sustainability Officers' Workshop 2016	10 000,00	
Global Transformation in Member Strategies (Meeting May 2016)	10 000,00	
International Students Support Group Meeting (Apr. 2016)	10 000,00	
Workshop of the Gender Group (2016)	8 000,00	
Gender Group: Data Collection and Survey Prep.(GIP)	8 000,00	
IARU Jont Online Course Video Production	15 000,00	
IARU Joint Online Course Meetings (Two scheduled in 2016)	10 000,00	
Innovation & Entrepreneurship Ecosystem (4th workshop TechTrans)	15 000,00	
GSP Alumni participation to GSP2016 meeting	22 500,00	
Going Global High Speaker Participation fee	5 000,00	
New proposals:		
IARU 10th Anniversary : #1 Green Campus	10 000,00	
Contingency reserve (UCB)	5 000,00	
Disbursements		200 000,00
IARU-Santander sponsorship for GSP 2016*	200 000,00	
Secretariat costs		80 000,00
Contribution to Secretariat costs at UCPH	80 000,00	
Total Expenditure	up to	473 500,00
BALANCE		165 320,22
Total available funds	638 820,22	
Total expenditure	-473 500,00	

*Subject to amendments in case of Univeristy of Cape Town decision to join the GSP Session from 2016.

Annex 2 - Scheduled Meetings and Activities 2016

Date	Event	Host
January	IARU Online Course DOCC	UC Berkeley
April	International Students Support Group Meeting	ANU
25 – 26 April	Presidents' Meeting	Oxford
May	Global Transformation Workshop	tbd
Spring (tbd)	Women and Men in Globalizing Universities (Workshop VI)	tbd
Spring (tbd)	Campus Sustainability Officers' Workshop	tbd (Italy)
Spring (tbd)	IARU Online Course DOCC	tbd
May-August	Global Internship Program (GIP)	all
June - August	Sustainability Fellowship Exchange Program	all
June - August	Global Summer Program (GSP)	all
Fall	IARU Joint Online Course is taught	online
(tbd)	Librarians Contact Group meeting	ETH
(tbd)	ALH Steering Committee Meeting	UTokyo
(tbd)	Alumni Directors' Summit	tbd
(tbd)	Research Administrators' Network	tbd
October (tbd)	Innovation & Entrepreneurship Ecosystems	UC Berkeley
26 – 27 September	GSP Working Committee Meeting	NUS
3 – 4 November	Senior Officers Meeting	PKU
5 – 6 November	Higher Education Summit	PKU

Annex 3 – IARU Contacts Lists

Updates in bold.

IARU Presidents

University	President		Remarks
ANU	Ian Young	President and Vice-Chancellor	Since 2011
	Brian Schmidt	President and Vice-Chancellor	From January 2016
NUS	Tan Chorh Chuan	President	Since 2008
ETH Zurich	Lino Guzzella	President	Since January 2015
PKU	Jianhua Lin	President	Since February 2015
Berkeley	Nicholas Dirks	Chancellor	Since June 2013
Cambridge	Leszek Borysiewicz	Vice-Chancellor	Since 2010
Copenhagen	Ralf Hemmingsen	Rector	Since 2005
Oxford	Andrew Hamilton	Vice-Chancellor	Since October 2009
	Louise Richardson	Vice-Chancellor	From January 2016
UTokyo	Makoto Gonokami	President	Since 1 April 2015
Yale	Peter Salovey	President	Since 2013
UCT	Max Price	Vice-Chancellor	Since 2008

IARU Senior Officers

University	Senior Officer	E-mail
ANU	Professor Shirley Leitch	pvc.io@anu.edu.au
	Davina Potts	davina.potts@anu.edu.au
NUS	Andrew Wee, Prof.	ugrweets@nus.edu.sg
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	Anders Hagstrom	hagstroem@sl.ethz.ch
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	CHEN Dongming	dongminchen@pku.edu.cn
Berkeley	Pradeep Chibber	chibber@berkeley.edu
	Robert Price	rprice@berkeley.edu
Cambridge	(Jennifer Barnes – no longer at Cambridge)	
	Toby Wilkinson	Toby.Wilkinson@admin.cam.ac.uk
Copenhagen	Thomas Bjørnholm	prorektor@adm.ku.dk
	Lykke Friis	prorektor-education@adm.ku.dk
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	(Nina Tomlin – on leave)	
UTokyo	Kiichi Fujiwara	kkfujiw@attglobal.net kiichifujiwara@gmail.com
Yale	Don Filer	donald.filer@yale.edu
UCT	Marilet Sienaert	marilet.sienaert@uct.ac.za

IARU Key Contacts

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	(Romana Rutz – on leave from Dec 2015)	romana.rutz@sl.ethz.ch
NUS	Noreen TAN (Ms)	noreen_tan@nus.edu.sg
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