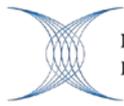


INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

IARU Senior Officers Meeting 2016
Peking University
2 – 3 November 2016

Executive Summaries



Note

This paper contains the Executive Summaries of the reports and papers prepared for the 2016 Senior Officers' Meeting held at Peking University on 2 and 3 November 2015. The summaries herein contained refer to the original reports and papers as included in the Tome. The reader will find the Tome page of the corresponding item at the end of each summary. This compilation should be considered as an aid and it does not replace the meeting Tome.

Session 1: Senior Officers' Regional Round-up

No summary available

Session 2: Institutional Joint Working

2.1 Alumni Associations Network

Tome page 15

Executive summary	<p>Over 170 alumni and guests from IARU gathered in Oxford on Sunday, 24 April to hear a panel of IARU Presidents discuss 'What makes a great university in the 21st century?' Moderated by Professor Ngaire Woods (Dean of the Blavatnik School of Government at Oxford), the discussion covered a wide range of topics including academic freedom, pressures of working with private enterprise, what it means to be an ethical/moral leader. Following the panel discussion, guests moved to the Divinity School for a reception at which alumni could meet the presidents of their universities as well as alumni from the other universities.</p> <p>The next meeting of IARU alumni directors will take place in Oxford, 24-26 October with an alumni reception scheduled to take place in London on the evening of 26 October.</p> <p>The report includes:</p> <ol style="list-style-type: none"> 1. Article about the Presidents' Panel 2. Presentation and agenda of the 8th Alumni Directors' Summit 3. Report of the 7th Alumni Directors' Summit
Items for decision	--
Funding Request	--

2.2 Global Transformation in IARU Member Strategies

Tome page 31

Executive summary	<p>The workshop consisted of four elements: (i) inputs on global transformation and its interpretation by participants from UCT (host), ETH Zurich (chair) and the Pro-Vice-Chancellor for Institutional & International Relations of Cambridge; (ii) activity reports by each participating university; (iii) a discussion on the perception of GT and its relevance for IARU; (iv) an outline of joint action and next steps. The discussion evolved around five topics: (i) the definition and understanding of GT; (ii) strategic considerations of dealing with GT in the context of IARU; implementation in (iii) research, (iv) education, and (v) at the institutional level.</p> <p>The workshop benefitted greatly from being hosted at UCT: by being exposed to an environment of dynamic transformation processes, and by UCT sharing its experiences in dealing with these challenges.</p> <p>At its second meeting the GT group elaborated a list of envisaged joint activities in the fields of education / curriculum development; partnership and networking; and visionary action. The outcome is a list</p>
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	<p>of agreed activities with assigned responsibilities and a timeline of agreed steps.</p> <p>The group concluded that the activities should be converted into a two-year plan to be presented at the next PM in March 2017. Since the workshop in May some joint activities have already started, e.g. linking GT and GSP, and entering in a dialogue with ARUA. Progress will be reported at the PM 2017.</p> <p>In order to capture the Asian perspective on GT, the group suggested to hold the next workshop at PKU in May 2017.</p> <p>This report contains:</p> <ol style="list-style-type: none"> 4. GT 2nd workshop summary and conclusions on joint actions 5. GT 2nd Workshop Agenda 6. GT 2nd Workshop Preparatory survey and guiding questions
Items for decision	<p>Endorse outline of envisaged joint action (Table 2)</p> <p>Approve funding for the third workshop</p>
Funding Request	<p>Up to 10,000 (USD) for third workshop at PKU in May 2017</p>

2.3 International Students Support Group

Tome page 55

Executive summary	<p>The International Student Teaching and Support met for the second time on 6 – 8 April, hosted by the Australian National University. The group looked at more specific aspects of the ways IARU institutions support international students. The program and registered participants are annexed.</p> <p>The group has not found a host for their 3rd meeting in 2017.</p>
Items for decision	--
Funding Request	--

2.4 Joint Online Course

Tome page 61

Executive summary	<p>The IARU joint program focuses on State Fragility and Peacemaking through a joint effort of faculties from four institutions, University of California Berkeley, University of Cambridge, National University of Singapore, and University of Tokyo. Through a hybrid of joint teaching and individual teaching, the classes are taking place in each of the four campuses, and are included in the academic calendar as credit-giving courses, starting from October 2016. Through the use of jointly developed course materials as well as transnational assignments and classes, this course is expected to provide students the fruit of the cross-national teaching based on the IARU network.</p> <p>As the actual teaching only started in October 2016 at all four institutions, updates will be given orally at the Senior Officers Meeting. A full report will be submitted at a later stage.</p> <p>The report includes:</p>
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	<ul style="list-style-type: none"> • Course description as of April 2016.
Items for decision	-- --
Funding request	--

2.5 Librarians' Contact Group

Tome page 69

Executive summary	<p>The Librarians' Contact Group has prepared three posters which were Displayed at the president's meeting. Furthermore, a proposal on leadership development among the IARU libraries has been discussed during the last IARU Librarians meeting</p> <p>The Group has transformed its meetings to a workshop-like form with a mixture of input and sharing by all members of the group.</p> <p>The Groups next meeting is to take place in June (calendar week 28) 2017 in Yale, in connection with the IARU Research Administration Group to discuss how to support researchers in data management.</p> <p>The lead is rotating each year, therefore Susan Gibbons (University of Yale) will be responsible for the next meeting.</p> <p>This report includes:</p> <ol style="list-style-type: none"> 1. Report of the 5th Librarians' meeting 2. Collaboration with the Research Administrators' Network 3. IARU Libraries' Posters
Items for decision	Presentation from the Librarians' Group at the 2017 Presidents' Meeting on: Open Access, Information Literacy and (digital) Preservation of cultural and scientific records.
Funding to date	n/a

2.6 Researchers Administrators' Network

Tome page 79

Executive summary	<p>The Research Administrators met at ANU on 16 September 2016; the meeting was attended by PKU, UC Berkeley, UCPH, ETH and ANU. The primary focus of the meeting was to consider the area of research infrastructure development and maintenance and the management of research data. This was then accompanied with a joint session with the ANU Librarian building on the Zurich meeting of IARU Librarians attended by Agatha Keller of ETH Zurich on behalf of the IARU Research Management Group in June 2016</p> <p>A major benefit of the network continues to be the useful exchange of office practices with particular attention this time on dealing with major deadlines, office performance metrics and research integrity management.</p> <p>Several actions were agreed during the Business Meeting, including: inclusion of UCT, updates to the Lexicon, consider more contact with the IARU Tech Transfer group and draft a list of key terms form international funding.</p> <p>The RAN will meet again in June 2017, probably at Yale and in connection with the IARU Librarians meeting.</p> <p>This report contains:</p>
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	<ol style="list-style-type: none"> 1. Report of the 2016 RAN Meeting 2. Report of the 2015 RAN Meeting
Items for decision	--
Funding request	--

2.7 Technology Transfer Network

Tome page 89

Executive summary	<p>The 4th Technology Transfer Network workshop is scheduled to take place at UC Berkeley on 6 – 9 October 2016. The workshop will address special topics, such as “Distributed Innovation Ecosystem“, “Software licensing“, and “IP marketing“.</p> <p>All IARU partners interested in the IP Pooling were invited to upload their patents. The web-portal will be further discussed at the workshop in Berkeley.</p>
Items for decision	--
Funding request	--

2.8 Women and Men in Globalizing Universities

Tome page 95

Executive summary	<p>Eight IARU Universities participated in the “Gender Working Group” meeting at Beijing University in July 2016. The group discussed various topics:</p> <ul style="list-style-type: none"> – Ratios of men and women at the different steps of academic careers – Excellence versus equity – Gender gap in educational attainment – Good practice measures to support women and men in globalizing universities – “Implicit bias” trainings – incentives to increase the number of female tenured professors – Target setting, in the context of hiring professors – Experience with the Athena-Swan type certification systems <p>The “Gender Working Group” had been allocated 8’000 USD for IARU interns to help in analyzing gender differences in educational attainment and to collect best practice measures. The preparatory work in the IARU institutions took longer than expected (assemble working groups/preliminary information gathering/development of survey instruments etc.). Hence, the IARU Gender Group was not ready to hire interns in the first half of 2016. In addition, some of the data collection can be done by individual institutions, so that this project may now require less financial resources. The Beijing Meeting decided that implicit bias training should also be investigated before the 2017 meeting. This could be financed by the previously allocated money for interns. A new topic for which additional money is required is the analysis of measures to increase the percentage of female professors at IARU Universities.</p> <p>The work package for interns at two IARU Universities therefore includes:</p>
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	<ul style="list-style-type: none"> – Data collection concerning educational attainment of men and women at IARU universities – Survey on good practices related to measures assuring excellent and equal educational attainment. – Implicit bias training for the performance of our universities and especially for the educational attainment – Assessment of the role of incentives (monetary or non-monetary) for increasing the percentage of female full professors at our institutions.
Items for decision	Additional funding for IARU Internship work
Funding request	USD 4,000 IARU Intern to assess the role of incentives

Session 3: Topical Session

No summary available

Session 4: Sustainability Activities

4.1 Sustainable Campus Initiative & Fellowship Program

Tome page 105

Executive summary	<p>At the annual meeting of the Sustainable Campus Initiative (SCI) in June 2016 the representatives from the IARU institutions agreed on the following four priorities for the 2016-2017 academic year.</p> <ol style="list-style-type: none"> 4. Climate Change: Energy management 5. Climate Change: Business Travel 6. Employee and Student Engagement 7. IARU Universities as Catalysts for a Sustainable Society <p>Under each priority the group identified a number of projects (9 in total) to be carried out through the year under one institutions' lead. The content of each project is complementary to existing institutional priorities for the universities listed. This ensures authentic leadership for each project, as well as appropriate staff time. In some projects, there is a funding request, to cover additional collaborative expenses.</p> <p>In 2016, seven IARU Sustainability Fellowships were hosted across eight institutions. The IARU Sustainable Campus Initiative (SCI) discussed opportunities to enhance this programme with three measures: (1) allowing institutions to recruit a student from their own institution to work with them on an IARU project, (2) endeavoring to develop a forum or community across cohorts of fellows, (3) Establishing program where staff could visit other IARU.</p> <p>The 2017 annual meeting will take place at UC Berkeley in June in connection with the International Sustainable Campus Network (ISCN) conference.</p> <p>Relations with ISCN: some explorative discussion took place about possibilities and opportunities of collaborating with the International Sustainable Campus Network.</p> <p>The members of the steering group are: ANU, Cambridge, Copenhagen, and Yale; the group is coordinated by Melissa Goodall (Yale).</p>
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	<p>The report contains:</p> <ol style="list-style-type: none"> 1. Priorities and Funding Requests for 2016-2017 2. Sustainable Fellowships Report 2016 3. SCI Annual meeting 2017 4. Relations with ISCN 5. Administrative notes
Items for decision	Nine project descriptions and related funding.
Funding Request	<p><i>US\$ 45,500 Total requested divided as follows:</i></p> <p><i>Energy Management and Behavior Change (Oxford)</i> <i>US\$5,000 Support for a student to conduct research and complete the report</i></p> <p><i>US\$3,000 Design and production of best practice guide</i> <i>Smarter Meetings (Virtual Conferences) (ETH)</i> <i>US\$25,000 Professional support for conference organization and moderation</i></p> <p><i>US\$2,000 Production of communication materials</i> <i>US\$3,000 Production of guidelines</i> <i>Presentation to the IARU Presidents at PM2017 (ANU)</i> <i>US\$3,000 Travel for one members of the IARU SCI Steering Committee</i></p> <p><i>IARU Universities as Catalysts for a Sustainable Society (Yale)</i> <i>US\$1,500 Green Guide Case Studies</i> <i>US\$1,500 "Campus" as a "Living Lab"</i> <i>US\$1,500 Global University Climate Forum</i></p>

4.2 How to Make a Campus Green

Tome page 123

Executive summary	<p>UC Berkeley Sustainability Officer coordinated the realization of a compilation of videos from the 10 partner universities describing the sustainability practice on campus.</p> <p>The final video was published on IARU's website and social media. All IARU partners' video contributions are linked from the IARU website and can be viewed on IARU's Vimeo channel or on the partners' website.</p>
Items for decision	--
Funding Request	--

Session 6: New Initiatives

6.1 Real Estate Working group

Tome page 135

Executive summary	<p>The Public Real Estate Management (PREM) at ETH Zurich suggests to establish a IARU working group on real estate issues to share knowledge, good practice examples, benchmarks and conceptual frameworks in the field of real estate development at IARU universities.</p> <p>The concrete goals of such a group and the elaboration of a roadmap should be discussed and agreed upon at a first meeting. Relevant field of activities may include also facility management, governance, virtual laboratories/rooms etc.</p> <p>ETH Zurich suggests to use the following two topics to start discussions: establish a benchmarking tool to compare infrastructure needs among universities; types of shared facilities / technology platforms available.</p> <p>It is suggested to have a first 2.5 days meeting in Zurich or elsewhere in Spring (May) 2017. The draft agenda and preparatory work are outlined in the full proposal.</p>
Items for decision	Approval of the new working group and funding request
Funding request	10.000 USD per year, for the organization of annual meetings in 2017, 2018 and 2019.

6.2 IARU Lectures

Tome page 139

Executive summary	<p>The University of Copenhagen has entered into a partnership with the Danish national newspaper Politiken about hosting 11 public talks by researchers from the IARU alliance. The talks will be given in the period 2016-2018, the first two in autumn 2016.</p> <p>The themes of the talks will be inspired by some of the world's most topical issues within a broad spectre of scientific disciplines ranging from health over natural sciences to technology and culture. The talks will be supplemented by podcasts, advance publicity in Politiken as well as video clips, if available.</p> <p>The target audience is students and readers of Politiken, who will have the opportunity to get an insight into some of the most significant and up-to-date research at these universities.</p>
Items for decision	--
Funding	Funding is provided by the Carlsberg Memorial Grant approx. 150,000 USD

Session 7: Research Collaboration

7.1 Aging, Longevity and Health

Tome page 145

<p>Executive summary</p>	<p>Two summer courses in ALH</p> <p>The Center for Healthy Aging (CEHA), UCPH, has been running the IARU summer school <i>Interdisciplinary Aspects of Healthy Aging</i> since 2011. In 2016, the UCPH/CEHA ran a second summer course for the first time in the ALH area under the EIT Health umbrella.</p> <p>a) New summer course in 2016</p> <p>The new summer course titled <i>Alive and KICKing – innovative solutions to aging-related challenges</i> contributes to the education and training of professional health innovators and entrepreneurs at an international level. The course is not part of the GSP, yet open for IARU students and includes online lectures and an on-campus part at the UCPH (August). In 2016, the online part of the course had more than 1400 online learners and the on campus part had 23 participants from 9 different countries worldwide (from the Netherlands, Poland, Croatia, Hungary and Portugal, as well as participants from the IARU partners in Japan, China, United Kingdom and Denmark).</p> <p>In 2016, three IARU students were awarded the Novo Nordisk International Talent Program scholarship in connection with participation in the <i>Alive and KICKing</i> summer course, representing the IARU partner universities: ANU, PKU, Berkley and UTokyo.</p> <p>b) IARU summer course on Healthy Aging</p> <p>The 6th IARU Summer School on healthy aging took place in July, 2016, at UCPH. Students were from seven IARU universities (ANU, UTokyo, PKU, NUS, Oxford, Cambridge and UCPH) and two non-IARU universities (Mexico and Finland). The scientific program included the IARU lecturer Prof. George Leeson (Oxford). Three students from IARU Universities received a scholarship in the range of USD 380–3500 from the Novo Nordisk International Talent Program.</p> <p>2nd and 3rd ALH Steering Committee Meeting in Copenhagen</p> <p>The ALH Steering Committee represents 9 out of 11 IARU universities. The Committee held its second meeting in August, 2015. 8 universities were represented: NUS, ANU, PKU, Tokyo, Berkeley, Oxford, ETH and UCPH. The next meeting is in Tokyo in November, 2016. Among other things, the Committee discussed the content and set-up for the upcoming 3rd Steering Group Meeting - and the 3rd IARU Aging, Longevity and Health Graduate Student Conference to be held 3-5 November 2016 in Tokyo, Japan.</p> <p>The IARU Project: Walkability</p>
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	<p>The IARU research project titled Walkability – mobility and social relations among the elderly involves Oxford, UCPH/CEHA and the Helen Hamlyn Center for Design. The goal is to investigate whether the existence of perceived community assets and/or specific characteristics of the built environment influence the propensity of older adults to walk, exercise and/or practice other healthy behaviors. Joint project meetings were conducted (Aug. Sept); local meetings by the Danish team (Nov. and Dec.). The project group expects to submit an application for funding during 2016.</p> <p>This report contains:</p> <ul style="list-style-type: none"> – Report about the ALH activities – Updates about the ALH GSC conference
Items for decision	--
Funding request	--

7.2 Graduate Student Conference

Tome page 151

Executive Summary	<p>3rd ALH Graduate Students' Conference</p> <p>The 3rd ALH GSC will begin with a symposium on day 1 and continue with a workshop focusing on IARU students' projects. 22 students from IARU partner universities registered to attend the GSC, registrations are now open to participants from other universities who wish to attend the symposium.</p>
Items for decision	--
Funding request	<i>(15,000 USD Approved at the 2015 Presidents' Meeting)</i>

Session 8: Global Education Initiatives

8.1 Global Summer Program (GSP)

Tome page 157

Executive summary	<p>The GSP continues to be an important program within IARU. GSP 2016 offered 23 courses and 269 IARU students participated from all partner universities.</p> <p>The 2016 GSP Working committee met at NUS from 25 to 27 September 2016. Ms Ana Wang (Banco Santander) and 10 IARU GSP Alumni also participated to the meeting. Besides looking into the organisational aspects, the meeting was also commemorating the 10th anniversary of IARU inviting GSP alumni and GSP faculty members to exchange with GSP Coordinators on future potential developments of the GSP.</p> <p>The group confirmed the strengths and opportunities that the program offers and which reside in the international, cross-disciplinary and multicultural features of all courses.</p> <p>Non-aligned academic calendars and a non-streamlined application procedure were the main challenges mentioned by students and organisers. Many students were discouraged to participate to a summer course if this overlapped with curricular activities.</p>
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	<p>As a result, the GSP Coordinators decided on simplifying the application procedure and introducing a mechanism to allow filling all spots available to IARU students on each course. A small working group of representatives from Yale, Berkeley, NUS and UCPH are in charge of drafting a revised application procedure and timeline. The GSP Coordinators also discussed the IARU-Santander agreement, which is due to expire in 2017. The representative of Banco Santander informed the GSP that the bank is focusing on funding programs that have an innovation and entrepreneurship dimension. This was not presented as an obstacle to the negotiation of a new agreement between IARU and Santander for 2018, rather as a request to the program to embed these aspects in its principles. The same working group was tasked to draft an outline of the future GSP program to be presented to Banco Santander, including how IARU GSP embeds the elements of innovation and entrepreneurship in its offering. Several courses will be confirmed and offered as part of the IARU GSP 2017. The IARU-Santander quotas available at each institution in 2017 will be 18,182 USD, instead of 20,000 USD as a result of a new partner joining the alliance.</p> <p>This report contains:</p> <ul style="list-style-type: none"> ▪ GSP 2016 Meeting Outcomes ▪ GSP 2017 Preliminary Courses description
Items for decision	--
Funding request	--

8.2 Santander Agreement & Additional IARU Funds to GSP

Tome page 177

Executive summary	<p>The IARU-Santander agreement was amended in February 2016 to include the new partner, University of Cape Town, as a full beneficiary. The current agreement will run for the last year in 2017. The IARU Secretariat has been mandated by the Presidents to negotiate a new agreement with Banco Santander for 2018 onwards. Banco Santander informally anticipated that a new agreement would be possible, however that the IARU GSP should include an entrepreneurship & innovation dimension to meet the new criteria of Banco Santander sponsorship.</p> <p>In 2016, 130 IARU Students received the IARU-Santander scholarships, corresponding to approx..50% of all IARU students who participated to the 9th cycle for the IARU GSP. In 2017 there will be 200,000 USD available to be distributed among 11 partners, therefore corresponding to a quota of 18,182 USD per partner.</p> <p>The Presidents assigned extraordinary resources (20,000 USD) to support the participation of IARU students to the first IARU GSP course offered at the University of Cape Town. The funds were to be used for scholarships in the amount of 2,000 USD per student. 10 students benefitted from the IARU Scholarships: 9 from UCT and 1 from UCPH.</p>
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8.3 Global Internship Program (GIP)

Tome page 183

<p>Executive summary</p>	<p>In 2016, one university (NUS) offered a total of 1 internship places, which was awarded to a IARU student.</p> <p>For 2017 two internship opportunities are offered at NUS and (indicatively) three at the Univeristy of Oxford and ETH Zurich in the framework of the Women and Men in Globalizing Universities. The IARU Secretariat will ask the partners for possible internship positions.</p> <p>This document contains:</p> <ul style="list-style-type: none"> ▪ Overview of GIP 2016 ▪ Outlook of GIP 2017
<p>Funding request/to date (in USD)</p>	<p>Ref. Women and Men in Globalizing Universities</p>

8.4 Novo Nordisk International Talent Program

Tome page 185

<p>Executive summary</p>	<p>The new Novo Nordisk International Talent Program (NNITP) has been established between the University of Copenhagen (UCPH) and the Danish healthcare company Novo Nordisk (Novo). Novo has kindly offered to fund a scholarship program for students from IARU universities taking a study abroad experience at the University of Copenhagen in a number of academic fields relating to the areas Novo represents. UCPH students undertaking a research period in the same areas at IARU partners are also eligible for funding. Since its launch in May 2015, the NNITP has awarded scholarships to 100 students, 43 were awarded to UCPH outgoing students and 57 to incoming IARU students. Students from 10 IARU partner universities participate to the exchanges in 2016 (including UCPH), compared to 8 in 2015.</p> <p>This report contains:</p> <ol style="list-style-type: none"> 1. 2016 Awarded Scholarships 2. NNITP Overview, Eligibility of Students
<p>Items for decision</p>	<p>n/a</p>
<p>Funding request</p>	<p>n/a</p>

Session 9: Business Matters

No summary available. Ref. Tome page