

Confirmed Outcomes of the 12th IARU Senior Officers' Meeting **Peking University, 2-3 November 2016**

Opening

Prof. Ralf Hemmingsen, Rector of UCPH and IARU Chair, introduced Dr. Yansong Li, Vice President for International Affairs at Peking University, who opened the meeting and welcomed all participants to Beijing.

The Chair thanked Vice President Li for the warm welcome. The Chair welcomed Ms. Anne Baly, as the Senior Officer from ANU and also the other delegates attending the IARU Senior Officer Meetings for the first time: Ms. Carolyn Newton (UCT) and new Key Contacts Mr. Jonathan Dampney (ANU) and Mr. Yong Min Ho (NUS).

The Chair shared the apologies of Dr. Marilet Sienaert (UCT), Prof. Shirley Leitch (ANU) and Dr. Toby Wilkinson (Cambridge) who were not able to attend. Dr. Wilkinson sent a written communication in advance to the Secretariat informing the other Senior Officers that Cambridge approved all funding requests.

The Chair lastly welcomed Ms. Rexille Uy (UC Berkeley), who officially took over the IARU Secretariat on 1 November 2016. At this meeting, the Secretariat was supported by Ms. Tina Berglöv Kjær (UCPH). Mr. Steen Ulrich participated as UCPH Senior Officer but also represented the IARU Secretariat for specific agenda items. The Chair thanked the outgoing Secretariat, Steen Ulrich and Michela Gaifami, for their work during the past years and for preparing the meeting materials.

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

Loren Griffith (Oxford) reported that the Alumni Associations' Network met in April 2016 at Oxford. The Alumni Association plans to hold its next meeting in 2018 in conjunction with the Presidents Meeting, which will be held at Peking University in Spring 2018. The Alumni Association would like to host another Presidents Panel in 2018, similar to the panels held in Tokyo (2015) and Oxford (2016). There will be no meeting in 2017.

2.2 Global Transformation in IARU Member Strategies

Jürg Brunnschweiler (ETH) reported that there have been two Global Transformation meetings to date, one in Zurich (2015) and one in Cape Town (2016). Currently, Barbara Becker from ETH is driving this initiative. However, Barbara will retire at the end of 2017, and ETH will not continue to lead this initiative

after she retires. Jürg posed the concern of whether or not this initiative will continue after 2017. The Joint Global Summer School Program that involves UC Berkeley, UCPH and ANU on “Including Global Transformation in Research Activities” will, however, continue.

Senior Officers expressed that it seems premature to end this initiative now. There is enough enthusiasm from different partners to continue this initiative but the future goals of this project need to be clearly defined and new leadership must emerge.

The Senior Officers approved funding of \$10,000 USD to hold the next GT meeting at PKU in 2017. This meeting will discuss the future objectives and proposed direction of this initiative. It should produce a document for the Presidents Meeting in 2018. PKU, as the host of the 2017 GT meeting, will play a chief role in drafting the meeting agenda. UCT will assist in drafting the agenda and ETH, Yale, UCPH, and UTokyo partners will be consulted.

PKU requests that Prof. Barbara Becker email the contact persons for this Initiative, informing of her retirement and introducing some situations for follow-up. Prof. Yu Miaojie, who will be the responsible person from PKU, should be included in this correspondence and be brought up to speed as he did not attend the two previous meetings.

2.3 International Students Support Group

Steen Ulrich (IARU Secretariat) reported that this initiative currently has no lead. The Group met twice, in 2015 and 2016, to exchange practices in support of international students. The number of participating partners between the two meetings significantly decreased due to travel budget constraints. There are no plans to host a meeting in 2017. The Senior Officers approved a discontinuation of the Group.

2.4 Joint Online Course

A short video was shown introducing the Joint Online Course currently being taught between UC Berkeley, Cambridge, NUS, and UTokyo on State Fragility (<https://vimeo.com/184009906>).

Prof. Kiichi Fujiwara (UTokyo) reported that while the Joint Online Course offers a unique opportunity for students, it has encountered some difficulties, mainly with technology.

Prof. Fujiwara requested IARU to support this project for a second year. Once the challenges of the first year have been solved, the second year will operate more smoothly. Prof. Suzaina Kadir (NUS) has agreed to lead this initiative in 2017 and will host a Joint-Course meeting(s) at NUS. As reported by Prof. Andrew Wee (NUS), Prof. Kadir named other issues that must be addressed in the second year, apart from the main issue of technology: partners must consider the different time zones, separate academic calendars, methods of grading, and the academic level of the students must be the same (i.e. graduate level or undergraduate level).

Prof. Pradeep Chhibber (UC Berkeley) reported that after the second year, the aim is for the Joint Online Course model to be presented to other partners. A report will be written so that other universities can setup their own courses with the ultimate goal of adding more partners to this project in the third year.

Senior Officers approved a second year of support for the Joint Online Course. The Joint Online Course requested no further funding at this time. The Chair recommended that a report be given at the Presidents Meeting in 2018 outlining how other partners can setup similar joint online courses.

2.5 Librarians' Contact Group

Jürg Brunnschweiler (ETH) reported that the Librarians' Contact Group has formed a close link with the Research Administrators' Network. The next Librarians meeting is being planned in conjunction with the Research Administrators meeting, to be held at Yale in June 2017. The Librarians' Group lead rotates each year; therefore Susan Gibbons (Yale) will be responsible for the next meeting.

2.6 Research Administrators' Network

Jonathan Dampney (ANU) reported that a Research Administrators' Network meeting took place in September 2016 at ANU. Only four partner universities attended this meeting. Since UCPH has stepped down as the initiative lead, RAN is looking for a new lead. The Network will continue to hold meetings on an annual basis and the host university will act as chair. The benefits of this group have been very positive, particularly in benchmarking. The next meeting is scheduled to take place at Yale in 2017 in congruence with the Librarians' Network. There is currently no RAN representative at Yale.

There is interest in possibly combining RAN with the Technology Transfer Network stemming from an increasing focus on industrial research and collaborations with research.

There is currently no RAN representative from UCT. Carolyn Newton (UCT) will discuss appointing a representative with Marilet Sienaert (UCT Senior Officer). Don Filer (Yale) will find out if the current head of the Office of Research Administration at Yale is interested in hosting the meeting in 2017 along with the Librarians' Contact Group. If a meeting is held in 2017, the IARU Chair recommends that the Network circulate the agenda well in advance of the meeting date to allow maximum planning and participation from each partner institution.

2.7 Technology Transfer Network

Prof. Dongmin CHEN (PJU) reported that the Technology Transfer Network met at UC Berkeley in October 2016. Attendance was low: only UC Berkeley, PKU, NUS and ANU participated.

Regarding the joint IP license, the meeting concluded that a pilot study must be conducted to determine whether a joint IP license is advantageous versus individual IP licenses. Prof. Poh Kam (NUS) volunteered to conduct this study, which can take six months to one year, conditional to there being funding support for the study.

The bulk of the discussion dealt with developing a university innovation and entrepreneurship ecosystem that potentially leads to industrial sponsorship. There was conversation that UC Berkeley and PKU manage the IP licensing and corporate sponsorship research jointly.

PKU expressed interest in exploring if there is a method to link technology transfer and licensing to innovation and entrepreneurship in education. Some ideas include possibly creating a "global entrepreneurship partner program" at PKU. Senior Officers suggested that this opportunity could be tied to GSP.

There are no plans to hold a Technology Transfer Network meeting in 2017, but a meeting is likely in 2018. The Senior Officers asked that Prof. Dongmin Chen circulate a written report summarizing the October 2016 meeting since no report was available in the Tome.

2.8 Women and Men in Globalizing Universities (Gender Group)

Jürg Brunnschweiler (ETH) and Prof. Kiichi Fujiwara (UTokyo) reported that Gender Group activities are going well. The Gender Group has been allocated funding for an IARU internship program.

The latest Gender Group meeting took place at Peking University in July 2016. Senior Officers expressed that a 2017 meeting at ANU in the spring in congruence with the Presidents Meeting may be too premature. A meeting is scheduled for 2018 at Yale with the directive of examining implicit bias trainings prior to this meeting.

Since the Senior Officers meeting concluded, the IARU Secretariat has received notice that the Gender Group will meet at ANU in March 2017.

Prof. Pradeep Chhibber (UC Berkeley) recommends the Gender Group examine the issue of sexual harassment on university campuses. He also suggests the Gender Group develop a document similar to the Green Guide for Universities on the topic of “Gender Inequality Within Universities” as a goal over the next few years. Senior Officers agree that these suggestions may be presented to the Gender Group directly.

Senior Officers approved the funding request of \$4,000 USD in 2017.

Session 3: Internet + Education, Mixture of the Technology and Humanistic Concern

The Chair welcomed Jennifer Shen, Program Director of the International Cooperation Department of the Wisdom Tree. Wisdom Tree supports the Chinese government in its efforts towards education reform and education equity. Over 4 million students will receive course credit by the end of 2016 through inter-institutional courses on Wisdom Tree’s online platform.

Jennifer Shen says students are currently in the “Internet Era.” Individuals feel very connected through their phones and computers; interaction and connectivity does not happen face-to-face. Wisdom Tree makes it possible for 400,000 students to take the same course at the same time online.

Wisdom Tree takes the following into consideration when developing courses (SCAR): social changes, character of students, academic development, and the resources of the school. Wisdom Tree uses a hybrid method and designs blended courses that consist of: (1) online learning and on-campus discussion (2) course sharing (3) teacher and teaching development.

Peking University is the Chairman Unit of the Western and Eastern Universities MOOC Union (WEMOOC). Founded in 2013, WEMOOC’s mission is to share high quality courses and resources so that every student in China can have access to the best courses. It consists of 115 university members and 5 university unions. Wisdom Tree provides teaching operation services to WEMOOC.

Currently, Wisdom Tree services over 1800 member universities and colleges. Since July 2016, over 2.2 million students have received course credit through the Wisdom Tree platform. Some of Wisdom Tree’s services include: course development, providing studio space, creating short videos, pop quizzes, and online discussion boards, and providing live broadcasting technology.

Jennifer Shen also discussed Internet usage trends of students in the Internet Era (Annex 3).

Session 4: Sustainability Activities

4.1 Sustainable Campus Initiative & Fellowship Program

Don Filer (Yale) reported that the Sustainability Initiative is highly energized and active.

Senior Officers agreed to fund \$15,500 USD of the Initiative’s funding request, *excluding* the \$30,000 request to fund the “Smarter Meetings” conference to be held at ETH Zurich. If the Initiative wishes to pursue a videoconference, it must explain how the outcome of this conference will positively impact the

IARU partner institutions and explain the following: Why is this conference innovative? What is the goal? What is the process? The other projects proposed by this Initiative are deemed worthy of support and build the capacity of this Initiative.

4.2 How to Make a Campus Green

Rexille Uy (IARU Secretariat) screened the “How to Make a Campus Green” IARU 10 Year Anniversary Video (<http://www.iaruni.org/sustainability/10y-green-campus>). The Secretariat encourages IARU partners to share this video across different social media platforms and various sustainability websites across the IARU campuses. The 10 campus contributions can be found on the IARU website.

Session 5: Presidents’ Meeting 2017

5.1 Programme Outline and Agenda

Rexille Uy (IARU Secretariat) reported that the next Presidents’ Meeting will take place at ANU on 27-28 March 2017 with a welcome dinner on 26 March 2017. The format of the meeting will be similar to that of Oxford last year, with more time dedicated to Regional Updates and increased focus on thematic discussions, including input from both inside and outside IARU. IARU initiatives will be asked to submit reports to the Secretariat in advance and Senior Officers will decide what IARU updates and requests will be included in the Presidents’ Meeting agenda. The 2017 Presidents’ Meeting will be the first meeting chaired by Chancellor Nicholas Dirks of UC Berkeley

5.2 Topical Session Proposals

Anne Baly (ANU) reported on several topical sessions under consideration for the upcoming 2017 Presidents’ Meeting:

- 1) The role of universities in building global cohesion: Because of ANU’s relationship with the government and location within the nation’s capitol, one option is for ANU to plan a panel around the topic of universities and global cohesion, touching on the topic of population displacement, that includes government experts and members of the diplomatic community in Canberra. Senior Officers advised that if a panel on global cohesion is planned, academics must be included, especially since the topic deals with the role of universities.
- 2) Internationalizing area studies: This comes from a conversation between ANU President Brian Schmidt and PKU President Lin Jianhua. Senior Officers are unsure whether the Presidents may be interested in this topic.
- 3) Focus on innovation and research transformation: How far do universities go in innovation, creating new companies, and so on? How are universities incubators of innovation and how innovation is built into the university ecosystem? Senior Officers feel this is a better topic than area studies for a topical session.

Other ideas brought forth by the Senior Officers include:

- Cost-cutting and administrative reorganization/restructuring: This topic does not necessarily have to be a topical session. The meeting organizers can opt to extend the regional roundup with a section devoted to the discussion of administrative reorganization. There was a suggestion to invite Dr. Edward Curry-Hyde, founder of Cubane Consulting (based out of Australia), who can speak on administrative restructuring.

- What shape will universities take in 2050?
- Capacity building: may be a direction the Global Transformation Group can take with a mandate from the Presidents in 2017. The Chair recommends that the topic of capacity building be brought up to the Presidents in 2017 as a possible topical session or new IARU initiative for 2018.

Senior Officers agree that the final decision of the topical sessions rests with ANU.

Senior Officers agree that Presidents Panel on Sunday evening prior to the start of the meeting will not be publicized as an alumni event (i.e. the panel in Oxford). Some broad topic suggestions for the Presidents Panel are “The Future of Higher Education” or “Is the University Dying/Evaporating?” with subpoints that each president can address (i.e. “Is the Four-Year Degree Dead?”). Senior Officers suggest that the Presidents Panel be recorded and made available for viewing.

Session 6: New Initiatives

61. IARU Real Estate Working Group (ETH)

Jürg Brunnschweiler (ETH) reported that the first Real Estate workshop will be held in Zurich in 2017 to define the goals of this new working group.

Senior Officers approved the funding request of \$10,000 USD for the first meeting in 2017 and the same amount for each annual meeting in 2018 and 2019.

6.2 IARU Lectures

Steen Ulrich (UCPH) reported that the first lecture by Professor Timothy Garton Ash (Oxford) is scheduled for February 2017. The idea behind IARU Lectures is to invite a prominent speaker to Copenhagen from each of the IARU partner universities. This project is being funded by the Danish national newspaper *Politiken*. The speakers have been proposed by UCPH faculty and will be contacted jointly by UCPH and *Politiken*. IARU Key Contacts and the IARU Secretariat will be kept informed during the planning process for each lecture. UCPH requests that the IARU partners promote this program through their universities.

Session 7: Research Collaboration

7.1 ALH – Aging, Longevity and Health

Steen Ulrich (UCPH) reported that ALH hosted two interdisciplinary summer schools at UCPH in 2016. A Graduate Student Conference would soon take place at UTokyo along with the ALH steering committee meeting (3-5 November 2016).

7.2 ALH 3rd Graduate Students' Conference

Prof. Kiichi Fujiwara (UTokyo) reported that the third ALH GSC would meet 3-5 November 2016 at the same time as the ALH steering committee meeting in Tokyo. The conference targets graduate students working on aging, longevity, and health issue-related fields and are interested in multidisciplinary research regarding aging and aged societies.

Senior Officers approved the £9,740 (approximately \$13,000 USD) proposal circulated by Loren Griffith (Oxford) to fund a fourth Graduate Student Conference in 2017 (Annex 1).

Session 8: Global Education Initiatives

8.1 Global Summer Program (GSP)

Steen Ulrich (IARU Secretariat) reported that the annual meeting of the GSP took place at NUS in September 2016. This year's meeting was a review not only of the most recent GSP cycle, but of the program in the last 10 years. As decided last year, one student alumni from each partner university (except UCT) attended and participated in the GSP meeting to give feedback on the program and discuss challenges. The GSP alumni were very prepared and delivered thoughtful input to the GSP coordinators. Ms. Ana Wang from Bank of Santander also attended the meeting.

23 courses were offered in 2016 and 269 students participated from the IARU partner universities. Over the years, application numbers have decreased, mostly credited to an increased offering in the number of summer programs offered to students and other summer activities. The GSP is one of the flagship initiatives of IARU. All coordinators are committed to continuing the program.

8.2 Santander Agreement & Additional IARU Funds to GSP

Steen Ulrich (IARU Secretariat) reported discussing the renewal of the Santander agreement with Ms. Ana Wang, who will be leaving Santander by the end of 2016. Ana Wang will remain in an external consulting role with Santander. Santander has decided that everything it supports in terms of student activities moving forward has a headline or heading of "entrepreneurship and innovation." The GSP coordinators formed a working group of four institutions (Berkeley, NUS, UCPH and Yale) to draft a renewal proposal that will be ready by early spring. The working group plans to ask for an increased amount of funding from Santander and will write a 2-3 page proposal of the new program for the IARU Secretariat to use in negotiations for funding renewal.

Ana Wang could not give reassurance of continued funding but said it must come under the umbrella of "innovation and entrepreneurship."

Senior Officers advise that GSP coordinators think of creating a program specifically on innovation and entrepreneurship. While one can make a case that all of the existing programs lead to innovation and entrepreneurship by broadening student horizons and providing students with international experience, there is also concern expressed that the same courses are offered year after year and the program is not changing.

Jonathan Dampney (ANU) suggested combining certain aspects of GSP with Global Transformation. ANU has discussed creating a program with UC Berkeley and UCPH in Southeast Asia. While this may not fit within the "innovation and entrepreneurship" framework, it shows that conversations of growing and expanding the GSP are happening amongst the coordinators.

The Chair suggests that the GSP working group draft a 5-year plan for GSP development that answers the question "What is the GSP vision?" along with the 2-3 page proposal to assist the Secretariat in funding negotiations. These documents will be reviewed by the GSP coordinators and Senior Officers in early spring 2017 and included in the 2017 Presidents' Meeting agenda. The Presidents will give their comments before the IARU Secretariat approaches Santander.

Amount of funding available for the GSP per institution for 2017 is approximately \$18,000 USD (\$200,000 divided by 11 partners).

8.3 Global Internship Program (GIP)

Steen Ulrich (IARU Secretariat) reported that in 2016, NUS offered one internship, which was awarded to a PKU student. For 2017, two internship opportunities are being offered at NUS and three at the University of Oxford and ETH Zurich in the framework of the Gender Group.

The IARU Secretariat encourages the partners to look into possibilities of creating new internship opportunities for IARU students.

8.4 Novo Nordisk International Talent Program

Since its launch in May 2015, the NNITP has awarded scholarships to 100 students. 43 scholarships were awarded to UCPH outgoing students and 57 to incoming IARU students. Students from 10 IARU partner universities participated in the exchanges in 2016, compared to eight partner universities in 2015. There are two deadlines per year and the next deadline for applications is April 2017. Feedback from participating students is this is a very good experience and the NNITP has funding for a many number of years.

Session 9: Business Matters

9.1 IARU Chair and Secretariat 2017/2018

Prof. Ralf Hemmingsen will end his IARU Chairmanship on 31 December 2016. The Chair reports that he has spoken to Chancellor Nicholas Dirks of UC Berkeley, who will take over as chair on 1 January 2017. Chancellor Dirks will end his time as Chancellor of UC Berkeley in July 2017 and will advise his successor to take over the chairmanship of IARU for the remaining 1.5 years of the term (through the end of 2018). Professor Pradeep Chhibber and Ms. Rexille Uy will support the IARU Secretariat at UC Berkeley. The IARU Secretariat was officially handed over to UC Berkeley on 1 November 2016.

9.2 IARU Communication & Branding

The new IARU website has been running since Spring 2016.

The IARU Trademark has been renewed for an additional 10 years with the help of ANU. The IARU website domain name (www.iaruni.org) has also been renewed and secured for several years.

In order to fulfil the above, the IARU Secretariat spent the entire amount of \$25,000 USD approved by the Senior Officers.

9.3 Financial Report

Annex 2 – Budget Overview 2017

9.4 Host and dates for Senior Officers' Meeting 2017

The next Senior Officers meeting will take place on 26-27 October 2017 at Yale University.

Prof. Kiichi Fujiwara (UTokyo) volunteers to host the Senior Officers Meeting in 2018 in Tokyo.

Annexes

Annex 1 – ALH GSC 2017 Funding Request

Annex 2 – Budget Overview 2017

Annex 1 – ALH GSC 2017 Funding Request

**University of Oxford
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Mr Loren Griffith
Director of International Strategy
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3rd September 2016

Dear Loren,

IARU Graduate School Oxford October 2017

The Ageing Longevity and Health (ALH) Stream of the IARU collaboration would like to hold the 4th IARU Ageing, Longevity and Health Graduate Student Conference in Oxford in October 2017. This follows on from the 1st conference at ANU (2014), 2nd Copenhagen (2015) and 3rd to be held 3-5th November 2016 in Tokyo, Japan.

We should like to request from the IARU Council financial support for the holding of this conference. While the details of the conference will be finalised at the November 2016 meeting in Tokyo, I understand that the Scientific Officers meeting will be held in September and thus I here produce a draft outline of proceedings for your consideration.

The proposed 4th IARU Ageing, Longevity and Health Graduate Student Conference, University of Oxford, October 2017 (the exact dates are to be confirmed) will comprise a one day high level scientific meeting including presentations from invited scientists and IARU members, followed by a focused one day graduate seminar covering four scientific areas :

- (1) Cohorts, Cognition and the Brain;
- (2) Changing Demographic, Economic, Social and Physical Environments and Healthy Ageing;
- (3) Biology of Ageing;
- (4) Technology and Ageing.

IARU members will cover the travel and accommodation costs of steering committee members, post-docs and graduate students. Oxford will cover the costs of invited speakers, meeting refreshments, meeting rooms and conference administration.

I attach a proposed budget for your consideration.

With best wishes

A handwritten signature in black ink that reads 'Sarah Harper'.

Professor Sarah Harper

Attachment 1

BUDGET

Accommodation for invited speakers	5 speakers, £100/night, 3 nights	£1,500
Travel for speakers	1 return flight from the USA at £1,500 and 1 return flights from Europe at £500	£2,000
Venue Hire	Lecture theatre for 2 days at £1200 4 Seminar rooms for 3 days at £70/day	£3,240
Catering/refreshments	£30/day (incl. sandwich lunch) for 2 days 50 people	£3,000
Total		£9,740

Annex 2 – Budget Overview 2017

Budget 2017

	max. amount	Total (USD)
Carried forward from 31 December 2016	approx.	203 223.37
INCOME		400 000.00
Members' contribution	200 000.00	
IARU---Santander sponsorship for GSP	200 000.00	
Total available funds		603 223.37
EXPENDITURE		
Meetings		55 000.00
Presidents' Meeting 2017	30 000.00	
GSP Working Committee Meeting 2017	10 000.00	
Senior Officers' Meeting 2017	15 000.00	
Running Initiatives	up to	88 500.00
Approved		
Global Transformation 3rd Workshop (May 2017)	10 000.00	
Research Administrators' Meeting (June 2017)	10 000.00	
Campus Sustainability Officers' Workshop (June 2017)	10 000.00	
Sustainable Campus Projects	15 500.00	
<i>Energy Management and Behavior Change (Oxford) 8,000 USD</i>		
<i>Presentation to the IARU Presidents at PM2017 (ANU) 3,000 USD</i>		
<i>IARU Universities as Catalysts for a Sustainable Society (Yale) 4,500 USD</i>		
Workshop of the Gender Group (if held in 2017)	8 000.00	
Gender Group: Intern to assess the role of incentives	4 000.00	
Gender Group: Intern for data collection, survey and training preparation	8 000.00	
ALH Graduate Student Conference	13 000.00	
New Initiatives		
Real Estate Working Group	10 000.00	
Disbursements		200 000.00
IARU---Santander sponsorship for GSP 2017	200 000.00	
Secretariat costs		80 000.00
Contribution to Secretariat costs at UC Berkeley	80 000.00	
Total Expenditure	up to	423 500.00
BALANCE		179 723.37
Total available funds	603 223.37	
Total expenditure	423 500.00	