



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

## **IARU Senior Officers' Meeting 2016**

**Peking University**  
**2–3 November 2016**



## Contents

Agenda .....	5
Participants .....	7
Opening and Welcome .....	9
Session 1: Senior Officers' Regional Round-up .....	11
Session 2: Institutional Joint Working .....	13
2.1 Alumni Associations Network .....	15
2.2 Global Transformation in IARU Member Strategies .....	31
2.3 International Students Support Group .....	55
2.4 Joint Online Course .....	61
2.5 Librarians' Contact Group .....	69
2.5 Researchers Administrators' Network .....	79
2.7 Technology Transfer .....	89
2.8 Women and Men in Globalizing Universities .....	95
Session 3: Topical Session .....	101
Session 4: Sustainability Activities .....	103
4.1 Sustainable Campus Initiative & Fellowship Program .....	105
4.2 How to Make a Campus Green .....	123
Session 5: Presidents' Meeting 2017 .....	129
Session 6: New Initiatives .....	133
6.1 Real Estate .....	135
6.2 IARU Lectures .....	139
Session 7: Research Collaboration .....	143
7.1 Aging, Longevity and Health .....	145
7.2 Graduate Student Conference .....	151
Session 8: Global Education Initiatives .....	155
8.1 Global Summer Program (GSP) .....	157
8.2 Santander Agreement & Additional IARU Funds to GSP .....	177
8.3 Global Internship Program (GIP) .....	183
8.4 Novo Nordisk International Talent Program .....	185
Session 9: Business Matters .....	193
9.1 IARU Chair and Secretariat 2017/2018 .....	195
9.2 IARU Communication .....	197
9.3 Financial Report .....	199
9.4 Host and dates for Senior Officers' Meeting 2017 .....	203

Appendices ..... 205  
IARU Calendar ..... 207  
Participants' Biographies ..... 209  
Confirmed Outcomes of Presidents' Meeting 2016 ..... 217  
Confirmed Outcomes of Senior Officers' Meeting 2015 ..... 241

## IARU Senior Officers' Meeting – Agenda Peking University, 2–3 November 2016

*Starlight Hall,  
Overseas Exchange Center, Peking University*

### Tuesday, 1 November

- 17:00 *Pick up from the hotel and campus walk*  
18:00 **Welcome Dinner at Zhili Huiguan Restaurant**

### Wednesday, 2 November

- 08:30 *Pick up from Hotel, transfer to meeting venue*
- 09:00 **Opening and Welcome**  
**Welcome Address to IARU Partners**  
Dr. Li Yansong, Vice President for International Affairs, Peking University
- 09:10 **Session 1: Senior Officers' Regional Round-up**
- 10:30 *Refreshment break*
- 11:00 **Session 2: Institutional Joint Working**  
**2.1 Alumni Associations Network** (Oxford)  
**2.2 Global Transformation in IARU Member Strategies** (ETH Zurich)  
**2.3 International Students Support Group** (IARU Secretariat)  
**2.4 Joint Online Course** (UTokyo, UC Berkeley)  
**2.5 Librarians' Contact Group** (ETH)
- 12:00 *Lunch*
- 13:30 **Session 3: Topical Session**  
*Details will be provided at a later stage*
- 15:00 **Session 2: Institutional Joint Working (continued)**  
**2.6 Researchers Administrators' Network** (ANU)  
**2.7 Technology Transfer Network** (PKU)  
**2.8 Women and Men in Globalizing Universities (Gender Group)** (ETH, Oxford)
- 15:30 *Refreshment break*
- 16:00 **Session 4: Sustainability Activities**  
**4.1 Sustainable Campus Initiative & Fellowship Program** (Yale)  
**4.2 How to Make a Campus Green** (UC Berkeley)
- 16:30 **Session 5: Presidents' Meeting 2017**  
**5.1 Presidents' Meeting Draft Agenda and Proposed Topical Sessions** (IARU Secretariat/ANU)

- 17:00 *End of meeting day 1*
- 18:30 *Pick up from Hotel for transfer to restaurant*
- 19:00 *Formal Dinner at Quan Jude Peking Duck Restaurant*

### Thursday, 3 November

- 08:30 *Pick up from Hotel*
- 09:00 **Session 6: New Initiatives**  
**6.1 Real Estate (ETH)**  
**6.2 IARU Lectures (UCPH)**
- 09:45 **Session 7: Research Collaboration**  
**7.1 Aging, Longevity and Health (UCPH)**  
**7.2 Graduate Student Conference (UTokyo)**
- 10:00 **Session 8: Global Education Initiatives**  
**8.1 Global Summer Program (GSP) (IARU Secretariat)**  
**8.2 Santander Agreement & Additional IARU Funds to GSP (IARU Secretariat)**  
**8.3 Global Internship Program (GIP) (IARU Secretariat)**  
**8.4 Novo Nordisk International Talent Program (UCPH)**
- 10:30 *Refreshment break*
- 11:00 **Session 9: Business Matters (IARU Secretariat)**  
**9.1 IARU Chair and Secretariat 2017/2018**  
**9.2 IARU Communication**  
**9.3 Financial Report**  
**9.4 Host and dates for Senior Officers' Meeting 2017**  
**9.5 Wrap-up**
- 12:00 *End of meeting day 2*  
*Lunch at No. 7 Shao Yuan Guest House*
- 13:15 **Tour of the Forbidden City**
- 17:30 **Return to Hotel**

## Participants

### Australian National University

Professor Shirley LEITCH – *Pro Vice-Chancellor (Education and Global Engagement)*

Ms. Anne BALY – *Director International, International Strategy & Partnerships*

Mr. Jonathan DAMPNEY – *Manager Strategic Partnerships, International Strategy & Partnerships*

### ETH Zurich

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

### National University of Singapore

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

Mr. Yong Min HO – *Senior Manager, Officer of the Vice President (Univ. & Global Relations)*

### Peking University (Host)

Dr. LI Yansong – *Vice President*

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

Dr. XIA Hongwei – *Director, Office of International Relations*

Dr. LI Yun – *Chief Division for Exchange Programs, Office of International Relations*

### University of California, Berkeley

Professor Pradeep CHHIBBER – *Director, Institute of International Studies*

### University of Cape Town

Ms. Carolyn NEWTON – *Manager Global Strategy and Visibility*

### University of Copenhagen

Professor Ralf HEMMINGSEN – *Rector, Chairman of IARU*

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

### University of Oxford

Mr. Loren GRIFFITH – *Director, International Strategy*

### The University of Tokyo

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

Ms. Yuko OHKUMA – *Administrative Staff, International Affairs Department*

### Yale University

Mr. Don FILER – *Executive Director, Office of International Affairs*

### IARU Secretariat

Ms. Rexille UY – *IARU Secretariat*

Ms. Tina Bergløv KJÆR – *(Acting) IARU Secretariat*















## 2.1 Alumni Associations Network

<b>Lead</b>	<i>University of Oxford</i>
<b>Reporting</b>	<i>Christine Fairchild</i>
<b>Executive summary</b>	<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 21<sup>st</sup> 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><b>This report includes:</b></p> <ol style="list-style-type: none"> <li>1. Article about the Presidents’ Panel</li> <li>2. Presentation and agenda of the 8<sup>th</sup> Alumni Directors’ Summit</li> <li>3. Report of the 7<sup>th</sup> Alumni Directors’ Summit</li> </ol>
<b>Funding to date</b>	<p><i>USD 7,500 Balance Available own resources from Alumni World Forum</i></p> <p>USD 2,500                      2016 Presidents’ Panel (own resources)</p> <p>USD 12,705                     Alumni Association Summit, October 2010</p>
<b>Outcomes of previous meetings</b>	<p><b>Presidents’ Meeting, April 2016</b></p> <p>The Presidents’ Panel and Alumni Reception were successfully held on Sunday 24th April. Loren Griffith from Oxford thanked all Presidents for their participation; the Panel was a success and Mr. Griffith recommended having it at future Presidents’ meetings, possibly incorporated in the program.</p> <p>The Chairman thanked all Presidents for their availability and for the good discussion, and the Alumni Office of Oxford for the perfectly organized event.</p> <p>ANU hosted the previous meeting between Alumni Directors in October 2015 attended by 7 IARU members, the following reception gathered 130 alumni; the next Alumni Directors’ summit will take place at Oxford in October 2016. President Brian Schmidt suggested considering the possibility to create outposts eg. joint alumni clubs in places where partners do not have strongholds, as a way to collectively use the 11 members and enable to bring people in. The suggestion will be communicated to the Alumni Directors who will then have the chance to discuss the idea.</p>

**Senior Officers Meeting, October 2015**

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 7<sup>th</sup> 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.

## Alumni Associations Network

### 1. Presidents' Panel and Reception

University of Oxford, 24 April 2016

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.

#### IARU Alumni Financial Resources

The first IARU Alumni World Forum held in 2015 at the University of Tokyo left a positive balance of 10,000 USD; the IARU Secretariat is holding this on behalf of this group.

The Alumni Directors agreed to allocate part of these funds (up to 2,000 GBP) to the Presidents' Panel organised in 2016 at the University of Oxford. The set amount has been used and invoiced to the IARU Secretariat, which reimbursed to Oxford 2,000 GBP. The remaining resources are 7,500 USD.

#### Article about the Presidents' Panel

The following article was drafted by the University of Oxford Alumni Relations Office. The article was published on IARU's website and circulated to all partners for publication.

## Heads of leading international universities share future challenges and opportunities



Vice-Chancellors and Presidents spoke about the moral purpose of universities and the many pressures facing higher education during a wide-ranging discussion in Oxford. They emphasised the long-term

benefits of universities, warned against political short-termism, and referred to the effects of globalisation and social media during the frank and open debate at the Sheldonian Theatre.

Six Vice-Chancellors and Presidents from Oxford, Beijing, Singapore, Canberra, Cape Town, and Copenhagen addressed a 200-strong audience of alumni and staff from all of their universities. Held to mark the 10th anniversary of the International Alliance of Research Universities (IARU), the event on 24 April also witnessed the admission of the University of Cape Town to IARU – a distinguished group of 11 international research-intensive universities.

Professor Ngairé Woods, Dean of the Blavatnik School of Government at the University of Oxford, moderated the discussion at the IARU Presidents' Panel. She began the debate by highlighting how universities are confronted by a 'hostile environment' because of ongoing financial instability caused by the 2008 crash, and the 'febrile' climate of 'populism' in many countries.

Professor Tan Chorh Chuan, President of the National University of Singapore, emphasised the need for universities to adapt, especially as it is difficult to predict what areas of study will be important in the future. He said: 'We have to preserve a rich and diverse brains' trust. We need to remain fully engaged. We need to produce evidence. Universities must not be seen as self-serving.' Professor Tan later spoke about the need to 'zoom in and zoom out' to make connections between different areas of knowledge, and to be able to foster the learning of new skills.

Such a wide perspective was also advocated by other leading academics on the panel. Professor Brian Schmidt, Vice Chancellor of Australian National University, explained that universities add value by creating knowledge over many years, which leads to a long-term view. Professor Louise Richardson, Vice-Chancellor of the University of Oxford, agreed and urged 'a robust defense' of the long-term value of universities. Professor Ralf Hemmingsen, Rector of the University of Copenhagen, also supported the benefits of a broad education, and warned against the tendency of politicians to focus on short-term goals. Professor Lin Jianhua, President of Peking University, mentioned the difficulties faced by universities when facing multiple pressures, including from government, faculty and students.

Globalisation was another theme explored by the panelists. Dr Max Price, Vice Chancellor of the University of Cape Town, described how globalisation is affecting higher education, and called for less of a colonial, Eurocentric, and Anglo-American model for universities. He said: 'The challenge is to broaden and diversify our knowledge systems.' Professor Hemmingsen echoed these sentiments by calling for less of an Anglo-Saxon approach. Professor Lin spoke of the need to understand China and the West, and for plans to include more regional studies at his university.

Extolling the advantages associated with international students, Professor Richardson described exponential increases in students studying abroad and said universities need to persuade governments about these benefits. As well as the international dimension, Professor Richardson also reiterated the role of universities at national and local level. She added: 'We need to be cognisant of the local community, and ensure that is a benefit to the local community.'

The challenges of public debate in an era of instant communications were also raised. Dr Price added: 'Social media has an enormously chilling effect. It produces a massive response that closes down debate.' Professor Tan added: 'We live in an extremely polarising environment. People tend to read what they believe in. Polarisation can be very damaging.'

The audience asked questions about a range of ethical, moral and technological topics, including the recognition of donors and controversial historic figures, academic freedom, and the future of teaching.

The complexity of divestment, as well as taking positions on social and global issues, was raised. Professor Schmidt said: 'Universities do need to be consistent with their moral values.' Dr Price agreed. He said: 'In some ways universities have become the moral compass of society.' There was less certainty regarding the impact of technology and Massive Open Online Courses (MOOCs) upon future teaching. Dr Price said the verdict is still out on MOOCs because of their high dropout rates. Professor Schmidt said that classes will change in the next 10 years with more interactivity and online learning.

Professor Richardson emphasised the importance of academic freedom and hearing different views on campus as universities are the best places to counter objectionable speech.

The IARU Presidents' Panel took place on the first day of IARU's three-day meeting at the University of Oxford.

*Article by Guy Collender, University of Oxford Alumni Relations*

## **2. The 8<sup>th</sup> IARU Alumni Directors Summit**

The agenda for the 2016 meeting of alumni relations directors (24-26 October) was developed in response to ideas raised at the group's last meeting at ANU in October 2015.

The group will be welcomed on Day One by Professor Nick Rawlins, Pro-Vice-Chancellor for Development and External Affairs at Oxford and then launch into a series of roundtable discussions: on building effective student engagement, how to harness social media and maximizing global engagement. Day One draws to a close with a walking tour of historic Oxford and dinner at one of Oxford's celebrated gastropubs.

Day Two will see the group receiving a presentation by Nik Miller from More Partnerships on Metrics: measuring alumni engagement, discussing how best to identify, incentivize and reward volunteers, how to manage alumni chapters and how to host alumni events that deliver an impact. The sessions will conclude with a brainstorming session: how/when to collaborate on alumni events and how to ensure a successful meeting in 2017. The day will end with a chance to participate in Evensong at Christ Church Cathedral and dinner in Christ Church's magnificent dining hall.

The following day, IARU alumni directors will depart for London where they will host a reception for London-based alumni following a talk by Oxford Professor Richard Hobbs on his team's work on stroke prevention and how international research universities have a transformational impact on advances in medicine.

Draft as of 22 September 2016



**INTERNATIONAL ALLIANCE  
OF  
RESEARCH UNIVERSITIES**

**THE 8<sup>th</sup> IARU ALUMNI DIRECTORS SUMMIT**

24 - 26 OCTOBER 2016

OXFORD UNIVERSITY, OXFORD, UK

**PROGRAM**

INTERNATIONAL  
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UNIVERSITIES



### Sunday 23 October 2016

During the day: **Arrivals and check in at your hotel; free time**

18:00            Gather at the University Club and set off for an informal dinner.

### Monday 24 October 2016

Meeting at:    Blavatnik School of Government, Walton Street

Coffee and tea on arrival

09:00            Welcome by Nick Rawlins, Pro-Vice-Chancellor for Development and External Affairs

09:10            Discussion Topic: Building student engagement

10:30            Tea/coffee break

10:50            Presentation by Suzi Ardley, Head of Digital Communications at Oxford

11:30            Discussion Topic: Harnessing social media

12:15            Lunch

13:30            Discussion Topic: Maximising global engagement

14:30            Walking tour of Oxford with Alastair Lack, Oxford alumnus and experienced tour guide; worked for the BBC for 26 years, most recently as head of English programmes at BBC World Service radio.

16:00            Free time

18:00            Dinner

Tuesday 25 October 2016

- Meeting at: Blavatnik School of Government, Walton Street  
Coffee and tea on arrival
- 09:00 Overview of the day
- 09:10 Discussion Topic: Metrics Project for Alumni Relations, presentation by Nik Miller, More Partnership
- 10:30 Tea/coffee break
- 10.50 Discussion Topic: volunteering (identifying, incentivizing, holding them accountable, thanking them
- 11:40 Discussion Topic: Chapter management
- 12:30 Lunch
- 13:30 Discussion Topics: Hosting alumni events with an impact
- 15:00 Afternoon tea
- 15:30 Group discussion – Planning for IARU Meeting in 2017
- 16:30 Free time
- 18:00 Evensong, Christ Church Cathedral
- 18.50 Pre-dinner drinks at Christ Church
- 19.20 Dinner in Christ Church Dining Hall, followed by port and cheese

Wednesday 26 October 2016

Travel to London

- 18:00-20:00 IARU Alumni Networking Reception featuring a talk by Professor Richard Hobbs  
Venue – The Savoy, River Entrance, Savoy Place, London WC2R 0BP

Professor Richard Hobbs, head of Primary Care Health Sciences at the University of Oxford, will share his experiences in cardiovascular research and reflect on the successes and challenges of medical trials tackling stroke prevention; in regards to IARU, he will describe how international research universities are playing a leading role in this field.

### 3. 7<sup>th</sup> Alumni Associations' Summit, The Australian National University, 26-30 October 2015

The seventh Alumni Associations' Summit was held in October 2015 at The Australian National University (ANU). The Summit was held over four days at ANU with a program focused on discussion areas including alumni engagement metrics and the integration of alumni and philanthropic programs. ANU as host used the Summit as an opportunity to share learnings and outcomes three years into implementation of a strategic plan with targets to increase alumni engagement from 27% (2012) to 50% by the end of 2015. It was agreed that discussing engagement metrics and frameworks was important to each of us in our strategic alumni operations, and would be a topic of focus at our next meeting.

Alumni Directors also discussed on how to deal with the balance of money left after the IARU World Alumni Forum. The money left is JPY1,245,464 (Approx. US\$ 10,000). The conclusion was to keep the money for the future alumni activities, such as the forthcoming 2016 Presidents' Panel. The IARU Secretariat will hold the money on behalf of the Alumni Associations Network.

The Summit concluded with a Sydney-based alumni networking reception for the institutions, and attended by 130 graduates and friends of IARU partner universities.

The meeting program is in Annex.

#### PARTICIPANT LIST ALUMNI SUMMIT – 26-30 OCTOBER 2015

Participants	University	Notes, special meals, other
Ms Christine Fairchild	University of Oxford	Second ANU visit
Ms Tania Schwartz	University of Copenhagen	First visit to Australia
Ms Nicole Frick	ETH Zurich	First visit to Australia
Mr Hisaya Shimada (Charlie)	The University of Tokyo	First visit to Australia
Associate Professor Victor Savage	National University of Singapore (NUS)	Has not visited ANU
Ms Kathy Edersheim	Yale	Allergic to shrimp, second ANU visit
Mr Austin Shiner	Yale-NUS	Spent three months at ANU (ANU Green) on an IARU Exchange
Ms Lea Sublett	The Australian National University	Host

#### Apologies:

1. University of Cambridge
2. Peking University
3. University of California, Berkeley



**INTERNATIONAL ALLIANCE  
OF  
RESEARCH UNIVERSITIES**

**THE 7<sup>th</sup> IARU ALUMNI SUMMIT**

26 OCTOBER – 29 OCTOBER 2015

THE AUSTRALIAN NATIONAL UNIVERSITY, CANBERRA, AUSTRALIA

PROGRAM

7<sup>th</sup> IARU ALUMNI ASSOCIATIONS SUMMIT  
THE AUSTRALIAN NATIONAL UNIVERSITY

INTERNATIONAL  
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UNIVERSITIES



### Welcome and Program Overview

The ANU office of Alumni Relations & Philanthropy was established in August 2011 under the leadership of Vice-Chancellor and President, Professor Ian Young. His vision is embedded in the *ANU by 2020* strategic plan launched in 2011 and the first of its kind for the University, which outlines priorities to:

1. Increase alumni engagement (to 50% by 2015 and 75% by 2020).
2. Develop a series of programs for alumni across affinity.
3. Increase philanthropic support from alumni (the definition of "philanthropy" is broad and includes alumni giving time, talent and treasure).

Engagement with alumni has grown by 16% since 2012, when a new structure of, and strategy for, alumni relations was developed. This has included establishing:

- A new team of six dedicated to engaging alumni.
- Programming to engage targeted cohorts including the ANU Alumni Awards, Reunion Long Lunch and Alumni Careers Week.
- A strategy to involve students in alumni programming, with use of the tag "Student Today, Alumni Forever".
- Volunteer programs and governance, including the Young Alumni Council and Regional Alumni Hubs.
- Partnerships across the University and external to ANU (with alumni).

The IARU Alumni Summit takes place at a time when the Alumni Relations team is intensely focused on achieving a 50% engagement target by the end of the year (currently ANU sits at 43%). This ambitious target is one ANU is most serious about! In 2014 Alumni Relations was audited by Ernst & Young to assess its readiness to achieve the target, with recommendations including adopting a different methodology for measuring alumni engagement to include *depth* measures (for example, relationships being managed). This engagement target has interested the sector across Australia, with ANU invited to present at multiple conferences over the last three years (including the annual CASE Asia-Pacific Conference).

This Summit program includes presentations from within Alumni Relations & Philanthropy, which aim to give context to the development, over the last three years, of an office dedicated to integrated programming and partnership in engaging and soliciting support from alumni.

It also includes presentations from and opportunities to meet key partners across ANU, all of whom play a role in engaging students and alumni. The Australian Government will present on their vision for engaging alumni outside Australia, in partnership with Australia's 39 universities.

2016 is filled with milestones for ANU, including a new Vice-Chancellor commencing in January, the University's 70<sup>th</sup> anniversary and growth of the alumni community to 100,000 (likely by July). We will also be applying a new set of metrics for engagement, and working with alumni and across ANU to develop a new strategy for engaging the global alumni community.

I look forward to sharing our vision for in engaging alumni during your visit to ANU in October.

Lea Sublett  
Associate Director, Alumni Relations  
9 October 2015

Monday 26 October 2015

During the day: **Arrivals and check in at University House, 1 Balmain Crescent, Acton.**

*University House is directly opposite the offices of Alumni Relations & Philanthropy, 28 Balmain Crescent, Acton.*

To arrange your booking:

Mr Michael Zaja

Rooms Division Manager

University House

Ph: +61 2 61255259

E: [michael.zaja@anu.edu.au](mailto:michael.zaja@anu.edu.au)

[www.unihouse.anu.edu.au](http://www.unihouse.anu.edu.au)

17:15: Welcomed by Lea Sublett, Associate Director, Alumni Relations ANU in the foyer of University House.

17:30-19:30: Welcome reception (informal) on the deck of the offices of ANU Alumni Relations & Philanthropy, 28 Balmain Crescent, Acton, with colleagues from throughout the University.

19:30 onwards: free time.

7<sup>th</sup> IARU ALUMNI ASSOCIATIONS SUMMIT  
THE AUSTRALIAN NATIONAL UNIVERSITY

PROGRAM

Tuesday 27 October 2015

Meeting at: Conference Room, Office of Alumni Relations & Philanthropy,  
ANU, 28 Balmain Crescent, Acton.

09:00 Welcome by Dr Colin Taylor, Director, Alumni Relations &  
Philanthropy, ANU.

09:10 Flagship Activities: University Presentation - ANU

09:50 Flagship Activities: University Presentation – National University of  
Singapore

10:30 Morning tea

10:50 Flagship Activities: University Presentation – The University of Tokyo

11:30 Presentation: Australia's Vision for Engaging Alumni: discussion by  
Marita Forde, Director, Alumni Engagement Unit, Australian Government,  
Department of Foreign Affairs and Trade.

12:10 Lunch

13:00 Presentation – Engaging Alumni: discussion by Maree Choenden-  
Dhongdue, Annual Giving Manager, Alumni Relations & Philanthropy, ANU  
on developing a program for alumni and outcomes in growing engagement.

13:40 Flagship Activities: University Presentation – Yale - NUS

14:20 Flagship Activities: University Presentation – ETH University

15:00 – 16:00 Heritage walking tour of ANU

16:00 – 18:15 Free time

18:30 – 21:00 Dinner – Canberra Yacht Club, Mariner Place, Yarralumla  
(depart University House by taxi at approximately 18:15).

7<sup>th</sup> IARU ALUMNI ASSOCIATIONS SUMMIT  
THE AUSTRALIAN NATIONAL UNIVERSITY

PROGRAM

Wednesday 28 October 2015

Meeting at: Conference Room, Office of Alumni Relations & Philanthropy,  
ANU, 28 Balmain Crescent, Acton.

09:30 Overview of the day (Lea Sublett)

09:45 Flagship Activities: University Presentation – University of Copenhagen

10:25 Morning tea

10:45 Flagship Activities: University Presentation – Oxford University

11:25 Flagship Activities: University Presentation – Yale University

12:05 Lunch

13:00 Presentation – *The Tuckwell Vision* – presentation by Dr Colin Taylor,  
Director, Alumni Relations & Philanthropy, ANU.

13:40 – 14:20 Presentation – Global Engagement at ANU discussion by Dr  
Davina Potts, Director, Global Engagement, and Jerome Ho, Associate  
Director, Global Engagement.

14:20: Afternoon tea with Global Engagement colleagues

15:00 – 15:40 Group discussion – Planning for Oxford April 2016 – led by  
Christine Fairchild, Director, Alumni Relations, The University of Oxford.

15:40 – 16:30 Wrap up, planning for Sydney and for the 2016 Summit

16:30 – 16:15 Free time

18:30-21:00 Dinner - Ottoman Cuisine, 9 Broughton Street, Barton (depart  
University House by taxi at approximately 18:15)

**7<sup>th</sup> IARU ALUMNI ASSOCIATIONS SUMMIT**  
THE AUSTRALIAN NATIONAL UNIVERSITY

PROGRAM

**Thursday 29 October 2015**

08:45 – Travel to the airport from University House  
09:15 - QF1516 departing Canberra at 9.55am and arriving in Sydney at 11:00.  
You can book your flights directly on the Qantas website -  
[www.qantas.com.au](http://www.qantas.com.au)

Recommended hotel –  
[Four Points by Sheraton](#), 161 Sussex Street, Sydney, Darling Harbour –  
NB: only 0.2km from venue (across the street)  
Bookings direct to hotel via [booking.com](http://booking.com)

12:30-14:30 – Lunch and final sessions including ANU briefing about the evening's networking event

14:30 – 16:30 Free time

From 16:30 – Venue set-up (to be coordinated by Heidi Dreyer, Senior Alumni Relations Officer at ANU)

18:00-20:00 *Alumni Networking Reception* hosted by Dr Erik Lithander, Pro Vice-Chancellor (International and Outreach), ANU with guest speaker, ANU alumnus Arun Abey.

Venue -  
Gold Room, L'Aqua  
Roof Top Level  
Cockle Bay Wharf  
Darling Harbour, Sydney  
*Host and keynote speaker: TBC*  
<http://docksidegroup.com.au/venues/laqua>

## 2.2 Global Transformation in IARU Member Strategies

<b>Lead</b>	ETH Zurich
<b>Reporting</b>	<i>Dr. Barbara Becker (ETH Zurich)</i>
<b>Executive summary</b>	<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 &amp; 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.</p> <p>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 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><b>This report contains:</b></p> <ol style="list-style-type: none"> <li>1. GT 2<sup>nd</sup> workshop summary and conclusions on joint actions</li> <li>2. GT 2<sup>nd</sup> Workshop Agenda</li> <li>3. GT 2<sup>nd</sup> Workshop Preparatory survey and guiding questions</li> </ol>
<b>Items for decision</b>	<p><i>Endorse outline of envisaged joint action (Table 2)</i></p> <p><i>Approve funding for the third workshop</i></p>
<b>Funding Request</b>	<i>Up to 10,000 (USD) for third workshop at PKU in May 2017</i>
<b>Funding to date</b>	<p>USD 5,000 (May 2016)                      “Going Global” Speaker fee</p> <p>USD 6,185 (May 2016)                      2<sup>nd</sup> GT Workshop (UCT)</p> <p>USD 3,300 (May 2015)                      1<sup>st</sup> GT Workshop (ETH Zurich)</p>
<b>Outcomes of previous meetings</b>	<p><b>Presidents’ Meeting, April 2016</b></p> <p>Jürg Brunnschweiler (ETH) informed the Presidents that the annual workshop of the Global Transformation (GT) group would take place in Cape Town on 2-3 May 2016, back to back with the Going Global Con-</p>

ference. Preparations were well underway, all partners received a preparatory questionnaire and the workshop would address future collaborative work in the group. The partners thanked UCT for agreeing to host the meeting and noted the significant added value that the partner will bring to the exchange in the group.

### **Senior Officers' Meeting, October 2015**

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.

## 1. IARU Global Transformation 2<sup>nd</sup> Workshop, 2-3 May 2016, University of Cape Town

### Workshop Summary and Conclusions on Joint Action

#### Participants

##### ETH Zurich (ETH)

Dr. Barbara BECKER (BB) – *Director Global Transformation Affairs, ETH Global* (chair)  
 Ms. Patricia HEUBERGER-MEYER (PM) – *Programme Manager, ETH Global*  
 Ms. María UBIERNA APARICIO (MUA) – *Project Manager, ETH Global*

##### University of California, Berkeley (UCB)

Prof. Khatharya UM (KUM) – *Faculty Academic Director, Berkeley Study Abroad*

##### University of Cambridge (CAM)

Prof. Eilís FERRAN (EF) – *Pro-Vice-Chancellor for Institutional & International Relations*

##### University of Copenhagen (UCPH)

Dr. Helle SAMUELSEN (HS) – *Associate Professor, Head of Department, Department of Anthropology*

##### The University of Tokyo (UT)

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

##### Yale University (Yale)

Mr. Don FILER (DF) – *Executive Director, Office of International Affairs*

##### University of Cape Town (UCT), Host

Dr. Max PRICE (MP) – *Vice-Chancellor*  
 Prof. Danie VISSER (DV) – *Deputy Vice-Chancellor for Research and Internationalisation*  
 Prof. Lungisile NTSEBEZA (LN) – *Professor, AC Jordan Chair in African Studies and National Research, Foundation Research Chair in Land Reform and Democracy*  
 Dr. Marilet SIENAERT (MS) – *Executive Director, Research*  
 Prof. Evance KALULA (EK) – *Director, International Academic Programmes Office*  
 Ms. Carolyn NEWTON (CN) – *Manager, Research Internationalisation and Visibility, Research Office*  
 Ms. Wilna VENTER (WV) – *Research Collaboration Specialist, Research Office*

## Workshop summary

The workshop consisted of four elements:

1. Inputs on global transformation and its interpretation by Max Price and Danie Visser of UCT as hosts, by Barbara Becker of ETH Zurich as chair, by Eilís Ferran of Cambridge as guest speaker, and by Lungisile Ntsebeza of UCT as panellist;
2. Activity reports by each participating university;
3. A discussion on the perception of GT and its relevance for IARU;
4. Outline of joint action and next steps.

The outcome is a list of agreed activities with assigned responsibilities and a timeline of agreed steps.

### 1. Inputs on global transformation and its interpretation

**Max Price** (MP) summarized how transformation in UCT is interpreted as overcoming the legacy of apartheid and colonialism (see <http://www.uct.ac.za/dailynews/archives/?id=9621>), encompassing

- changes to the demography profile of the staff and student bodies
- teaching and learning, including curriculum design
- staff development
- institutional culture, including artworks and other symbols
- addressing manifestations of racism and sexism.

Much of the transformation agenda has been triggered by the “Rhodes Must Fall” students’ protest which started in spring 2015 (more details under <http://www.uct.ac.za/dailynews/archives/?id=9621>)

MP hopes that the IARU GT project can learn from the on-going transformation in South African universities. He recommends liaising with the newly founded African Research Universities Alliance ARUA<sup>1</sup>, comprising 16 African universities from eight countries, of which he is the chair.

**Danie Visser** (DV) complemented MP’s introduction by referring to the specific role of UCT in the GT initiative. He first challenged the terminology of a binary world vs. a one-world approach. He offered that UCT can increase the diversity of IARU’s knowledge system by incorporating “periphery” views into the curriculum and global theorising. Furthermore, UCT can build a bridge between IARU and leading institutions or networks in the “Global South” for the benefit for all partners involved.

**Barbara Becker** (BB) recalled the rationale of the GT initiative and its development over the past two years. With respect to the terminology she referred to three pillars:

- the first mention of Transformation by Karl Polanyi in 1944 in his book “The Great Transformation”, challenging the dominance of the market economy – as opposed to Friedrich Hayek’s book “The Road to Serfdom”, which appeared in the same year and became the basic document for the increasingly dominant neo-liberalism;
- Development Studies as a strongly normative and action-oriented, inter- and transdisciplinary field of studies, rooted in the post-WWII paradigm, and being challenged by globalisation;
- The Agenda 2030 for Sustainable Development “Transforming our World”, adopted by the General Assembly of the United Nations in September 2015, which has made the paradigm shift from defining goals for developing countries to setting a universal agenda for all nations.

<sup>1</sup> <https://www.uct.ac.za/usr/news/downloads/2016/UCT-research-across-networks.pdf>  
<http://www.uct.ac.za/dailynews/?id=9021>

BB recommended building on the IARU Presidents' Statement on Sustainability approved in April 2016 and using the GT initiative for implementing the principles expressed in that statement.

On the second workshop day, *Eilís Ferran* (EF) presented the [Cambridge perspective on Serving Society](#) by responding to the questions (i) how we serve society, (ii) what societies we serve, and (iii) what a global university means today. In response to the first question, EF highlighted education, the pursuit of learning and research; she referred to local communities, the national and the global level as addressees of universities serving society; and she defined a global university as one which reflects global diversity, addresses global issues, establishes global partnerships, and assumes the mantle of global leadership. Finally, EF illustrated her points by the Cambridge-Africa programme as a model for global engagement.

The Director of the UCT Centre for African Studies *Lungisile Ntsebeza* (LN) shared his reflections on re-thinking the research field and curriculum of African Studies. When taking over the position in 2012, his original idea was invigorating African Studies by a strong pan-African intellectual network and discourse and by mainstreaming African Studies in the curriculum of all UCT students. However, the Rhodes-Must-Fall movement of spring 2015 revealed the urgency of decolonialising the entire curriculum and knowledge production in order to educate a new generation of scholars with a new way of thinking. LN compared this movement with the Civil Rights Movement in the USA in the 1960s or the movement on multiculturalism in the 1980s.

In South Africa the post-apartheid discourse of reconciliation<sup>2</sup> had ignored persistent racial inequality, which, if recognised at all, was only regarded in material terms. The discourse lacked the appropriate symbolic, epistemological and intellectual dimension. UCT students put this claim back on the agenda. While the current movement has not made the bridge to earlier student protest, e.g. the 1976 upheaval, the students have formulated their problems and needs, to which the universities have to respond.

LN considers the current movement on academic decolonialisation not just a national moment in South African history, but **a challenge which needs to be harnessed as an intellectual project**, e.g. by the IARU GT group. The vision of “afropolitan”<sup>3</sup> research in the UCT strategic plan provides an opportunity for recognizing African academia as an equal partner in challenging the dominant hegemonic notion of universality.

## 2. IARU member presentations

Seven IARU members participated in the workshop, two of which had not been present in the first workshop in 2015, UCT and Yale. Oxford and NUS took part in the preceding survey on GT related activities, although they were unable to attend. PKU had attended the 2015 workshop, but did not participate in 2016. So far, ANU has not been involved in the GT initiative.

In preparation of the workshop all members were invited to fill in an online survey on their GT related activities, the respective policies and strategies, and on implications of the Sustainable Development Goals (SDGs) at their universities.

UCT as host provided several inputs as summarised above. Yale as newly participating member had the opportunity for a more detailed presentation of its GT activities and approaches. Oxford updated the chair of the GT initiative by phone prior to the meeting. ANU faced extensive staff turnover during the past few years. It is therefore recommended to contact them again (see list of action).

<sup>2</sup> Truth and Reconciliation Commission (TRC), established in 1996

<sup>3</sup> <https://en.wikipedia.org/wiki/Afropolitan>

**Table 1: Update on GT related activities of IARU members**

Member	Area studies / Development Studies / Global Studies	Priority countries / regions; country statistics	Specific GT related activities	General	National programmes / policies
ETH		<a href="#">International Knowledge Base (IKB)</a> : 6% of all international contacts in developing countries	<ul style="list-style-type: none"> <li>new programme at the Singapore-ETH Center on <a href="#">Future Resilient Systems</a>;</li> <li>new <a href="#">Institute for Science, Technology and Policy</a> (ISTP)</li> </ul>	new <a href="#">critical thinking initiative</a>	Research for Development (R4D) programme; academia involved in SDG consultation process
UCB	<a href="#">Area studies</a> new <i>Global study programme</i> : undergraduate and graduate, <i>Peace and conflict studies</i> <i>Development studies</i>		<a href="#">Berkeley Global Campus in Richmond Bay</a>	very decentralized and faculty-driven; student body at UCB very diverse and international; intellectual debates on the campus; great financial pressure	
CAM		<a href="#">Cambridge-Africa programme</a> with various institutions across Africa; <ul style="list-style-type: none"> <li>➢ scholarships for scientists or research administrators to work in Cambridge</li> <li>➢ funding from different trusts and VC (5 fellowships p.a. for 5 yrs)</li> <li>➢ all 55 alumni so far returned to home institution</li> </ul> closest partners: <ul style="list-style-type: none"> <li>▪ Makerere University, Uganda</li> <li>▪ University of Ghana, Ghana</li> </ul>	new <a href="#">alliance of global campuses</a> between Cambridge, UC Berkeley and NUS		1.5 billion pounds from development cooperation reallocated to research for development <ul style="list-style-type: none"> <li>➢ leverage effect on other funding agencies</li> </ul>
UCPH	strong , attractive new graduate programme in <i>Global Development</i> : joint-programme of the departments of anthropology and economics (and other UCPH departments)	Plans for extending collaborations in some African countries by exploring possibilities for <ul style="list-style-type: none"> <li>▪ establishing visiting professorship</li> <li>▪ visiting scholars exchange programme</li> <li>▪ Joint PhD and Postdoc programmes</li> <li>▪ More students' scholarships not funded from government</li> </ul>	<i>UCPH Global</i> working group with 6 members, one of each faculty, chaired by HS	strong position towards the South; serious financial cut: <ul style="list-style-type: none"> <li>➢ narrower perspective and more local thinking</li> </ul>	

<p>UT</p>		<p>three target areas for international collaborations: Vietnam, Myanmar and Turkey</p> <ul style="list-style-type: none"> <li>▪ joint research and education programme with Vietnam</li> <li>▪ technology development programme with Turkey</li> </ul>	<p>research collaboration with PKU; <a href="#">Global Leadership Programme</a> for students: voluntary field-based analysis and practice abroad mirroring the SDG topics</p>	<p>important ties with China and South Korea: 50% of international students from there <a href="#">Constructing a Global Campus Model at UTokyo</a> under MEXT <i>Top Global University Project</i>; inward view of students and faculty, partly related to language barriers; severe reduction in government funding: ➤ faculty even more inward looking</p>	<p>international scientific collaboration highly supported by government; focus on northern regions and South East Asia, mainly Vietnam, Myanmar and Turkey; The <i>Top Global University Project</i>, supported by Ministry of Education, Culture, Sports, Science and Technology (MEXT)</p>
<p>Yale</p>	<p>The MacMillan Center for International and Area Studies brings together most area studies programmes. The <a href="#">Jackson Institute for Global Affairs</a>: ➤ minor and major in global affairs (<i>development studies and security studies</i>) new <a href="#">Yale's Center for the Study of Race, Indigeneity, and Transnational Migration</a> in response to President's call for a more integrated, more open, and more inclusive university.</p>	<p>institutional support for strategically important regions, such as China, India, Brazil and Africa; 150 faculty contacts all over Africa; main partners:</p> <ul style="list-style-type: none"> <li>▪ University of Ghana, Ghana</li> <li>▪ Makerere University, Uganda</li> </ul> <p><a href="#">Yale Africa Initiative</a> with several components, i.a.:</p> <ul style="list-style-type: none"> <li>➤ <a href="#">Yale Young African Scholars Program</a> (YYAS) for high-school students in Ghana, Ethiopia, Rwanda and Zimbabwe</li> <li>➤ The <a href="#">Global Network of Advanced Management</a> (GNAM) with             <ul style="list-style-type: none"> <li>▪ Lagos Business School, Nigeria,</li> <li>▪ University of Ghana Business School</li> <li>▪ UCT, South Africa</li> </ul> </li> </ul>	<p>President positions Yale as global university, with special focus on Africa; Several new faculty appointments with special focus on Africa, in literature, politics, history and public health; <a href="#">Yale Global Health Leadership Institute</a>;</p>	<p>undergraduate programme plays crucial role; colleges are at the centre of the institution: ➤ focus on mixed student body at undergraduate level; ➤ 10% of freshmen coming from Africa (22 out of 215)</p> <p>International strategy composed of three elements: (1) Educate students for leadership and service in an increasingly interdependent world. (2) Attract and recruit the most talented students and scholars to Yale from around the world. (3) Position Yale as a global university of consequence, through research collaborations, teaching programs, international projects, and public engagement spread around the world.</p>	

Oxford (via phone call)		regional focus on <a href="#">Myanmar</a> : ➤ strategy document “ <i>A vision for Burma</i> ”		very decentralized, but strong programmes in global health	still interested in GT project, but unable to attend work- shop due to resource con- straints
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### 3. Perception of GT and its relevance for IARU

The results of the preparatory survey showed that the GT group members appreciated the exchange of experiences and the conceptual discussion and guidance. All GT members welcome that UCT is now part of the group and want to capitalize on the UCT experiences. Regarding concrete action, the establishment of links to “Southern” collaborators, the Global Summer Programmes (GSPs) and a scholarship funding programme were indicated as having the greatest potential. However, the survey results revealed merely a sliver of the campus landscape, given the decentralized nature of most IARU institutions.

The discussion of the survey results and the conceptual inputs focused on five topics:

#### Global Transformation—Definition and Understanding

The concept of transformation as deployed in the context of South Africa added a new facet to the GT understanding. Through this conversation, the GT group has begun to deconstruct the big conceptual pieces by honing in on the **nexus between the local and the global**. The future discussion will need to be anchored in such contextualization of each member’s institutional reality.

Various inputs emphasized that **GT contests the world order dominated by neo-liberalism**. The GT initiative interprets this hypothesis as intellectual challenge. As in South Africa, this aspect is also part of the historical and geo-political reality in East Asia, though less explicit. In Europe, it is prevalent in the anti-globalisation movement. Its implications on the identity of society and the understanding of science should be included in the future GT debate within IARU.

The discussion sharpened the questions on **tangible goals** (What?), **value-added** (Why?), and **concrete actions** (How?). These questions will need to start at more fundamental level to get at a collective understanding:

- How does change happen? What is the change process that we individually and collectively define as critical to global transformation?
- How do we go from change to transformation?
- What are the tools that we need to get there?
- How to translate all that into programmes?

#### Strategic Considerations

The group identified **two imperatives**: the need to be **pragmatic** and practical but also **visionary**.

The challenge to be **visionary** means leveraging the opportunity presented by the alliance to **do something truly innovative and transformative**, rather than agreeing on the lowest common denominator.

Part of being **pragmatic** is to make a compelling case for IARU and campus leadership by showing the **value-added** of this group. The added value comprises elements such as

- our collective strengths as research universities,
- the critical importance of having UCT in the alliance as source of much needed and heretofore absent perspective,
- access to a wider network of universities on the African continent;
- the opportunity to bring in other networks of the “Global South”,
- new ways to engage “Global South” partners in this collaborative process as part of the paradigm shift that we wish to advance.

Being practical involves **grafting GT onto existing IARU initiatives**. It also means considering each one's institutional realities. It is important to **create flexibility for institutional participation**, e.g. by offering a broad menu of options from which the alliance members could pick and choose, and sequence their engagement.

Finally, future activities will comprise **symbolic** ones and others that have **strategic importance**.

**Research and teaching** are considered as the two principal pillars of GT activities. The GT initiative should particularly **focus on the institutional level**, following the model of the sustainability group.

#### Global Transformation in Research

The discussion centred round the asymmetry of research topics and involvement of scholars from the “Global South”. Many Southern scholars only provide local case studies to larger scientific debates, such as climate change. However, it is urgently needed that Southern scholars also contribute to theory building of a research topic and thereby increase the **knowledge production from a Southern perspective**.

From the UCT point of view it is true that many leading anthropologists with an African focus still come from abroad. However, at UCT nowadays more scientists study European and American issues with increased funding from abroad. In addition, UCT strives for developing a pan-African research approach, e.g. in its new Centre for Comparative Law in Africa (CCLA, <http://www.comparative-law.uct.ac.za/>), which has been established with substantial funding from Nigeria. Any Africa Centre needs to be filled with intellectuals with challenging ideas to **fight ideas with ideas**.

#### Global Transformation in Education

Several IARU members offer **courses in Area, Global or Development Studies**. GT challenges the underlying paradigm of such courses and reveals the need for revising the curricula. Beyond teaching, the GT concept needs to be intellectually unpacked and contested and research components need to be added to the curriculum. Research-based methodology should be applied at the post-graduate level to build up research capacity.

**Online courses** may offer additional opportunities to reach a wide audience of students beyond the IARU constituency. If IARU wants to be truly global, it will be necessary to bring more institutions from the South on board, and open up the GSP courses for **non-IARU members**.

Some members are interested in **student exchange**, while others prefer **shared teaching models**. The exchange of small numbers of students or lecturers may serve as significant symbolic activity.

#### Institutional level: Presidents' statements

**The SDGs as Conceptual Framework:** The group agreed that the Agenda 2030 “Transforming our World” is an appropriate point of departure for further developing the IARU GT initiative. The group can contribute to **implementing the IARU Presidents' statement on sustainability** of April 2016. As all countries need to implement the SDGs now, IARU institutions conduct research on the SDG topics anyway. The SDGs can be taken up in suggested joint action, e.g. a GSP course.

**Presidents' statement on Global Transformation:** The group considered it to be too early for a specific presidents' statement on GT, although it may be desirable in the future—particularly for fund raising purposes. Before aiming at such a statement, the group will have to prepare the common ground, supported by case study examples to show what is meant by GT. If such a statement is formulated, it will be important to **focus on the notion and principles of partnerships** and their contribution to global transformation.

#### 4. Envisaged joint action in Global Transformation

Table 2 summarises the suggestions for joint action, comprising concrete action with assigned responsibilities as well as ideas for future implementation. They are categorized as follows:

A = Commitment with assigned responsibility

B = Interest expressed

C = Suggestion for future commitment

This list of action will be further elaborated into a two-year plan for the PM 2017.

#### 5. Next steps

**Senior Officers Meeting 2016:** The **workshop report** with the **outline of action** including a budget for the to-do-list will be presented at the next SOM at PKU in November 2016.

**Presidents' Meeting 2017:** A strategic **two-year plan** shall be presented at the PM at ANU in March 2017. KUM will invite an ANU representative to be involved in the GT activities by then.

**Next GT workshop:** In order to capture the Asian perspective on GT, **the next GT workshop is planned to be held at PKU in early May 2017, ideally in the 2<sup>nd</sup> or 3<sup>rd</sup> week of May 2017.** KF will explore the options at PKU in summer 2016. Second choice would be University of Tokyo.

**Presidents' Meeting 2018:** PKU has expressed interest to host the PM in 2018. The GT group envisages a presentation of its initial activities and future plans at that meeting.

#### Abbreviations

Abbreviations of participants and participating IARU members are given on p.1.

<b>GT</b>	Global Transformation	<b>ANU</b>	Australian National University
<b>GSP</b>	Global Summer Programme (IARU)	<b>NUS</b>	National University of Singapore
<b>PM</b>	Presidents Meeting (IARU)	<b>PKU</b>	Peking University
<b>SDGs</b>	Sustainable Development Goals		
<b>SOM</b>	Senior Officers Meeting (IARU)		

**Table 2: Outline of envisaged joint actions in Global Transformation**

Activity Description	Comments	Participating universities	Commit- ment	Priority
<b>Education / Curriculum development</b>				
<p><b>Develop a (joint) curriculum on global studies and/or global health</b> This joint curriculum shall incorporate aspects from different courses on area/development studies and possibly global health studies of different universities. <b>Staff exchange</b> could be envisaged in the frame of this activity.</p>	<p>Strong in global health: Oxford, Yale, Tokyo, Cambridge and ETH Zurich. UCT is strong in public health. <i>Explore commitment of mentioned universities</i> Target different levels: undergraduate, graduate and postgraduate levels</p>	<p>UCPH (lead) UCB</p>	<p><b>HS, KUM</b></p>	<p>A</p>
<p><b>Discuss curriculum reform</b> Share experiences and review best practice on curriculum reform / decolonializing curriculum</p> <ul style="list-style-type: none"> <li>▪ Develop a GSP course on comparative studies (Africa and Asia)</li> </ul>		<p>UCT, (lead), CAM, UT</p>	<p><b>LN, MS, EF, KF</b></p>	<p>A</p>
<p><b>Develop GSP course with GT components or include GT aspects in already existing GSP course</b> Two suggested strains:</p> <ul style="list-style-type: none"> <li>▪ Sharing best practices of researchers</li> <li>▪ Critical pedagogy for the 21<sup>st</sup> century / critical approaches to methodology</li> </ul> <p>Cover ethics of research; include research component and/or fieldwork</p>	<p>Extend to non-IARU members from the South (past GSP in Costa Rica open to non-IARU participants as precedence) Include partners from the South in setting up curriculum Take financial constraints into account: high travel costs for Asian students to UCT and <i>vice versa</i>. Discuss fundraising (limited Santander grant).</p>	<p>UCB</p>	<p><b>KUM</b></p>	<p>A</p>
<p>Course around the SDGs</p>	<p>with above-mentioned methodology</p>	<p>UCT</p>		<p>B</p>
<p><b>GT on-line course</b> Build on existing UT/UCB on-line course on states and peace-making starting in September 2016 in the frame of The Berkeley Global Campus initiative in Richmond Bay complement it with GT components and "brand" it as IARU GT on-line course relate other courses of global / development studies to this new programme</p>	<p>relatively cost-effective UCB cannot deliver grades for an on-line course, but on-line courses can surround a physical / GSP course. Preparation and post-processing of a GSP course could be done as an online course.</p>	<p>UT, with inputs from UCB and UCPH</p>	<p><b>KF</b></p>	<p>A</p>
<p><b>Joint capacity building activities / student exchange programme</b> Develop a programme, working with partners and in an alliance, based on the outcome of the mapping exercise; share experiences on student exchange; career tracking of foreign students</p>	<p>Prepare graduate students going back to their home country to find a position Could be small, symbolic activity</p>	<p>Yale</p>	<p><b>DF, KF</b></p>	<p>A</p>

<p><b>Integrate GT in the UC Berkeley and ANU GSP research hub</b> GSP course on GT topic in summer 2017 as part of existing research hub at ANU campus</p>	<p>ANU is open to host a GSP course. Bring ANU on board of the GT group in this context.</p>	<p>UC Berkeley (lead) ANU (tbc) (potential inclusion of UCPH)</p>	<p><b>KUM</b>; she will identify a liaison person within ANU for GT activities</p>	<p>A</p>
<p><b>Partnership and networking</b></p>				
<p><b>Map existing research collaborations / partnerships of IARU members in Global South</b> Identify overlaps and synergies to pool experiences of different Africa or country-specific programmes Synthesize experiences on African partnerships</p>	<p>ETH Zurich will draft and share a template to map joint collaborations and suggest parameters of measurements. The template will be complemented by the GT contact persons. Based on this format, the individual universities map their collaborations. First focus will be on ARUA member universities. Later, SE Asian institutions shall be included.</p>	<p>ETH, all The responsibility for SE-Asia: UT and UCB</p>	<p><b>BB</b> (lead)</p>	<p>A</p>
<p><b>Approach ARUA as strategic partner of the GT group</b> Respond to ARUA's needs: How can IARU support ARUA? What does ARUA need? How can we meet their needs?</p>	<p>Max Price to consult with ARUA whether they are interested in collaborating with IARU and if so, in which fields.</p>	<p>UCT (lead)</p>	<p>through Max Price</p>	<p>A</p>
<p>Establish bridges to Southern networks, explore synergies Notion of GT could work well when working in/with other alliances or networks</p>	<p>Focus on complementarity, avoid "2<sup>nd</sup> class circle"</p>	<p>UCT as broker</p>	<p>MS</p>	<p>B</p>
<p><b>Review and promote guidelines for research collaborations and ethical standards</b> Compile existing guidelines on ethical standards / research collaborations / out-going student briefings from different Universities. Share / promote resource material within IARU universities.</p>	<p>review the 11 KFPE principles from UCT perspective Brainstorm how to make them available to faculty in IARU institutions</p>	<p>ETH, UCT, CAM</p>	<p><b>PH/BB,MS,EF</b></p>	<p>A</p>
<p><b>Visionary action / conceptual development</b></p>				
<p><b>Conference or a sequence of workshops on Global Transformation (as part of the visionary action)</b> Organise a conference on visionary challenges, area study and methodologies of the 21<sup>st</sup> century to advance the intellectual debate on GT. Format to be defined. Exchange of experiences / and physical meetings are crucial.</p>	<p>The conference needs substantial preparation and is planned in 2-3 year time. It will be open for non-IARU members. A possible site could be Myanmar to get Oxford on board.</p>	<p>ETH (lead)</p>	<p><b>BB</b> (kick-off)</p>	<p>A</p>
<p>GT project presentation at SOM 2017 / PM 2018 Preferably by member of the host institution</p>	<p>Similar to presentation of Gender Project in 2016</p>	<p>(ETH) PM Host, tbc</p>	<p>(BB)</p>	<p>A/B</p>
<p>Build on Presidents' statement about sustainability Identify innovative pathways of implementation</p>	<p>Aligned with elaboration of two-year plan / GT conference</p>	<p>(ETH)</p>	<p>(BB)</p>	<p>B</p>
<p>Prepare a paper on GT principles for joint fundraising</p>				<p>C</p>

## 2. Agenda

### Global Transformation in IARU Member Strategies

#### Workshop Program (version of 29 April 2016)

*Location: UCT, Cape Town, South Africa  
John Martin Board Room, New Engineering Building*

#### Sunday, 1 May 2016

Time	Agenda item
	<i>Optional touristic tour:</i>
12:30	<i>Pick-up at Protea Hotel</i>
13:00 – 15:00	<u>District 6 Museum</u> , portraying the history of apartheid in one Cape Town neighbourhood
15:30 – 17:30	Followed by <u>City Sightseeing: Red bus tour</u> <i>Participants can go back to hotel to get ready for dinner</i>
18:30	<b>Pick up at <u>Protea Hotel</u>: Break Water Lodge</b> - Transfer to restaurant
19:00	<b>Dinner at <u>Harbour House Restaurant</u>, V&amp;A Waterfront</b>

#### Monday, 2 May 2016

Time	Agenda item
08:00	<i>Pick-up at hotel</i>
08:30 – 09:00	<i>Registration and Coffee</i>
09:00 – 09:15	<b>Welcome Address</b> Dr Max Price, Vice-Chancellor, UCT
09:15 – 09:35	<b>Opening and introduction to the workshop</b> Dr Barbara Becker Director, Global Transformation Affairs, ETH Global, ETH Zürich
09:35 – 10:10	<b>IARU member presentations (based on list of questions as distributed in advance)</b> Update on new developments concerning Global Transformation (10 min each) <ul style="list-style-type: none"> <li>– University of California, Berkeley (Khatharya UM)</li> <li>– University of Copenhagen (Helle Samuelson)</li> <li>– ETH Zürich (Patricia Heuberger-Meyer)</li> </ul>
10:10 – 10:40	<i>Coffee Break</i>
10:40 – 11:30	<b>IARU member presentations, cntd.</b> <ul style="list-style-type: none"> <li>– The University of Tokyo (Kiichi Fujiwara)</li> <li>– University of Cambridge (Eilís Ferran)</li> <li>– Summary on absent members' activities (Barbara Becker) <ul style="list-style-type: none"> <li>○ University of Oxford</li> <li>○ Peking University</li> <li>○ National University of Singapore</li> </ul> </li> <li>– Yale University (Don Filer, 15 min): Yale approaches to relations with developing and transition countries</li> <li>– Update on relevant discussions at Presidents' Meeting at Oxford, April 25-26, 2016 (Kiichi Fujiwara <i>et al</i>)</li> </ul>

**Monday, 2 May 2016, contd.**

Time	Agenda item
11:30 – 12:30	<b>UCT Excursion – a tour of Upper Campus on foot</b>
12:30 – 14:00	<i>Lunch</i>
14:00 – 14:45	<b>UCT's approach to Global Transformation in Education and Research</b> Prof Danie Visser, Deputy Vice-Chancellor, UCT
14:45 – 15:30	<b>Global Transformation in IARU activities</b> <b>Presentation of survey results on priorities for joint action</b> (Barbara Becker, 15min) Plenary discussion based on draft concept paper of September 2015 <b>with focus on identifying joint activities</b>
15:30 – 16:00	<i>Coffee break</i>
16:00 – 16:45	<b>Global Transformation in IARU activities</b> , Plenary discussion Part 2
16:45 – 17:15	<b>Conclusions and topics for Day 2 discussion</b>
17:30	<i>Back to hotel</i>
19:30	<b>Pick-up at hotel, transfer to restaurant <u>Africa Café</u></b>

**Tuesday, 3 May 2016**

Time	Agenda item
08:30	<i>Pick-up at hotel</i>
09:00 – 09:15	<b>Re-cap of Day 1</b>
09:15 – 10:00	<b>Guest Speaker: Prof. Eilís Ferran, Pro-Vice-Chancellor for Institutional and International Relations, Cambridge University</b> Serving society: global universities and their global responsibilities
10:00 – 10:30	<b>Panel Discussion “Global Transformation – The new One-World approach”</b> Participants: Lungisile Ntsebeza, UCT; Eilís Ferran, Cambridge University; Barbara Becker, ETH Zurich; Kiichi Fujiwara, The University of Tokyo
10:30 – 11:00	<i>Coffee Break</i>
11:00 – 12:15	<b>Synthesis of the workshop:</b> Future activities and recommendations for SOM 2016
12:15 – 12:30	<b>Next steps and farewell</b>
12:30	End of meeting
12:30 – 13:30	<i>Lunch</i>
13:30	<i>Pick-up from UCT Upper Campus – transfer to CTICC for Going Global 2016</i>
13:30 – 15:30	<i>Registration at Going Global 2016</i>

### 3. Questions for Preparation

2<sup>nd</sup> Workshop Global Transformation in IARU Member Strategies,  
May 2-3, 2016, Cape Town

#### Questions for preparation

In order to make the workshop as productive and forward-looking as possible, below are some questions which should guide the preparation of your inputs into the workshop.

Day 1 foresees two interactive sessions: In the morning all IARU members will share their experiences with relations to developing countries or emerging economies, in the afternoon we will identify most promising joint action.

#### Monday, May 2, 09:30-11:30 IARU member presentations

Each member will have 10min to present its current activities and strategies (incl. Q&A) with respect to collaboration with developing countries or emerging economies. The presentations should very briefly address the operational as well as the strategic level as spelled out below. They should build on the discussion of last year and focus on new or emerging developments and policies. You may bring a poster in addition to your oral presentation (no extra time for presentation).

#### Activities (5min)

- Does your university have new relations / activities / programmes with partners in developing countries?
- Are you aware of any highlights in ongoing or new programmes / projects?
- Can you report encouraging examples? Are you aware of specific obstacles?
- Can you suggest colleagues of your university with expertise in collaboration with developing countries who might get involved in the GT initiative? (*Please share the invitation.*)
- Do you collaborate closely with specific partners in developing countries which you want to suggest for a potential IARU “GT network”?
- Does your university systematically monitor or assess its international relations? If so, are there any instruments to capture GT activities (at institutional / programme / project / scientist level)?
- Are you aware of any changes at the institutional level with respect to relations with developing countries?

#### Policies and strategies (3min)

- Are you aware of relevant national policies, programmes or funding mechanisms to support university relations with partners in developing countries?
- What are the implications of the **Sustainable Development Goals (SDGs)** at your university (see Annex):
  - Is there a systematic dialogue with government agencies on their implementation?
  - Is there explicit research on the SDGs and their implementation (e.g. topical on any of the 17 goals or transversal on developing metrics)?
  - Are the SDGs reflected in the curriculum? Do you have specific courses on the SDGs?
- Should IARU as “elite club” develop role models for taking up the SDGs in its member policies? (*Similar to countries with ambitious self-commitments on climate change and CO2 reduction*)

### Monday, May 2, 14:45-16:45 Global Transformation in IARU activities: Identifying joint action

The plenary discussion on potential joint action will be based on the draft concept paper which we prepared after the last workshop, and which contains lists of ideas for joint action and expected outcomes (attached). The discussion shall be as concrete and specific as possible. Therefore, the scoring of the suggested ideas will help prioritizing activities and outcomes.

**Please, respond to the survey on-line until April 15, 2016.**

The tables below are just for your reference.

What are your priorities for joint action of IARU with respect to relations with developing countries?

Concerted action will be implemented in three fields:	Score (0-5)*	Existing instruments at your university**	Potential engagement of your university**	Comments
(i) conceptual guidance				
(ii) exchange of experiences and mutual learning				
(iii) joint action and instruments				
▪ <i>Tools for capturing and promoting GT data</i>				
▪ <i>Global Summer Program (GSP)</i>				
▪ <i>Global Cross-Disciplinary Tournament (GXT)</i>				
▪ <i>Philanthropic funding for scholarships</i>				
▪ <i>Links with leading institutions in the "South" or affiliated alliances</i>				
▪ <i>Ethical standards for international collaboration</i>				
▪ <i>Presidents' Statement</i>				
▪ <i>Commitment of funding</i>				
▪ <i>Mandatory progress reports</i>				

\* 0 = irrelevant, 5 = top priority

\*\* + = yes, - = no, ? = not sure

What are your priorities for expected outcomes of IARU with respect to relations with developing countries?

Expected outcome	Score (0-5)*	Potential engagement of your university**	Comments
▪ <i>Agree ambitious mission statements</i>			
▪ <i>Increase awareness of drivers and motivations</i>			
▪ <i>Overcome asymmetries</i>			
▪ <i>Expand and refresh the knowledge and innovation ecosystem</i>			
▪ <i>Use the IARU member capability for long-term commitment</i>			
▪ <i>Establish a world-wide network of future leaders</i>			
▪ <i>Capitalize on the integration of UCT as new IARU member</i>			
▪ <i>Leverage funding from external sources</i>			

\* 0 = irrelevant, 5 = top priority

\*\* + = yes, - = no, ? = not sure

- What are your suggestions for most promising activities?
- Where could you / your university take the lead?
- Who would be the responsible person(s)?

**Annex:** The Sustainable Development Goals (SDGs)

## Annex: The Sustainable Development Goals (SDGs)

### Transforming our world: the 2030 Agenda for Sustainable Development

In September 2015, the United Nations (UN) adopted a new global development framework, the “2030 Agenda for Sustainable Development”, which includes the Sustainable Development Goals (SDGs). The SDGs consist of 17 goals and 169 subordinate targets, which are meant to guide national and global efforts to make international development more sustainable in the coming 15 years. Thereby, the SDGs replace the Millennium Development Goals (MDGs), which had been formulated in 2000–2001 and were intended to be achieved by the end of 2015.

There are two conceptual differences between the MDGs and the SDGs: first, the SDGs are universal goals that aim at guiding national policies and international co-operation by all UN member states; second, the SDGs are much more comprehensive in scope. The MDGs had a clear focus on improving a few specific dimensions of poverty, such as extreme income poverty, nutrition, education, health, gender equality and access to water and sanitation. The SDGs, instead, broaden the agenda by including economic issues (i.e. industrialisation, infrastructure, labour markets), environmental issues (climate change, protection of terrestrial ecosystems and the oceans), governance issues (justice for all, accountability and inclusive institutions) and systemic aspects of global co-operation.

(Imme Scholz: Introduction: A universal agenda for sustainable development and global cooperation, in: Markus Loewe / Nicole Rippin (Eds.) Translating an Ambitious Vision into Global Transformation. [The 2030 Agenda for Sustainable Development, Discussion Paper 7/2015](#), Deutsches Institut für Entwicklungspolitik, ISBN 978-3-88985-671-5)

### Overview of the Sustainable Development Goals (SDGs)

<b>Goal 1</b>	End poverty in all its forms everywhere
<b>Goal 2</b>	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
<b>Goal 3</b>	Ensure healthy lives and promote well-being for all at all ages
<b>Goal 4</b>	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
<b>Goal 5</b>	Achieve gender equality and empower all women and girls
<b>Goal 6</b>	Ensure availability and sustainable management of water and sanitation for all
<b>Goal 7</b>	Ensure access to affordable, reliable, sustainable and modern energy for all
<b>Goal 8</b>	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
<b>Goal 9</b>	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
<b>Goal 10</b>	Reduce inequality within and among countries
<b>Goal 11</b>	Make cities and human settlements inclusive, safe, resilient and sustainable
<b>Goal 12</b>	Ensure sustainable consumption and production patterns
<b>Goal 13</b>	Take urgent action to combat climate change and its impacts*
<b>Goal 14</b>	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
<b>Goal 15</b>	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
<b>Goal 16</b>	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
<b>Goal 17</b>	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

\* Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.

<https://sustainabledevelopment.un.org/post2015/transformingourworld>

<https://sustainabledevelopment.un.org/content/documents/21252030%20Agenda%20for%20Sustainable%20Development%20web.pdf>

bb, 24 March 2016

## Global Transformation in IARU Member Strategies, May 2-3, 2016, Cape Town

### Survey for preparation

#### IARU SURVEY

Answers to questions marked with \* are required, other questions are optional.

**\* 1. What are your priorities for joint action of IARU with respect to relations with developing countries?**

(Room for comments below)

Concerted action will be implemented in three fields:

	Irrelevant					Top Priority
<b>(i) Conceptual guidance</b>						
• Facilitation of organizational change	<input type="radio"/>					
<b>(ii) Exchange of experiences and mutual learning</b>						
• Exchange of experiences and mutual learning	<input type="radio"/>					
<b>(iii) Joint action and instruments</b>						
• Tools for capturing and promoting GT data	<input type="radio"/>					
• Global Summer Program (GSP)	<input type="radio"/>					
• Global Cross-Disciplinary Tournament (GXT)	<input type="radio"/>					
• Philanthropic funding for scholarships	<input type="radio"/>					
• Links with leading institutions in the "South" or affiliated alliances	<input type="radio"/>					
• Ethical standards for international collaboration	<input type="radio"/>					
• Presidents' Statement	<input type="radio"/>					
• Commitment of funding	<input type="radio"/>					
• Mandatory progress reports	<input type="radio"/>					

**\* 2. Existing instruments at your University**

	Yes	No	I don't know
<b>(i) Conceptual guidance</b>			
• Facilitation of organizational change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>(ii) Exchange of experiences and mutual learning</b>			
• Exchange of experiences and mutual learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>(iii) Joint action and instruments</b>			
• Tools for capturing and promoting GT data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Global Summer Program (GSP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Global Cross-Disciplinary Tournament (GXT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Philanthropic funding for scholarships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Links with leading institutions in the "South" or affiliated alliances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Ethical standards for international collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Presidents' Statement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Commitment of funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Mandatory progress reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**\* 3. Potential engagement of your university**

	Yes	No	I don't know
<b>(i) Conceptual guidance</b>			
• Facilitation of organizational change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>(ii) Exchange of experiences and mutual learning</b>			
• Exchange of experiences and mutual learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>(iii) Joint action and instruments</b>			
• Tools for capturing and promoting GT data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Global Summer Program (GSP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Global Cross-Disciplinary Tournament (GXT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Philanthropic funding for scholarships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Links with leading institutions in the "South" or affiliated alliances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Ethical standards for international collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Presidents' Statement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Commitment of funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Mandatory progress reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**4. Comments**

**(i) Conceptual guidance**

- Facilitation of organizational change

**(ii) Exchange of experiences and mutual learning**

- Exchange of experiences and mutual learning

**(iii) Joint action and instruments**

- Tools for capturing and promoting GT data

- Global Summer Program (GSP)

- Global Cross-Disciplinary Tournament (GXT)

- Philanthropic funding for scholarships

- Links with leading institutions in the "South" or affiliated alliances

- Ethical standards for international collaboration

- Presidents' Statement

- Commitment of funding

- Mandatory progress reports

**\* 5. What are your priorities for expected outcomes of IARU with respect to relations with developing countries?**

	Irrelevant					Top Priority
• Agree ambitious mission statements	<input type="radio"/>					
• Increase awareness of drivers and motivations	<input type="radio"/>					
• Overcome asymmetries	<input type="radio"/>					
• Expand and refresh the knowledge and innovation ecosystem	<input type="radio"/>					
• Use the IARU member capability for long-term commitment	<input type="radio"/>					
• Establish a world-wide network of future leaders	<input type="radio"/>					
• Capitalize on the integration of UCT as new IARU member	<input type="radio"/>					
• Leverage funding from external sources	<input type="radio"/>					

**\* 6. Potential engagement of your university**

	Yes	No	I don't know
• Agree ambitious mission statements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Increase awareness of drivers and motivations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Overcome asymmetries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Expand and refresh the knowledge and innovation ecosystem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Use the IARU member capability for long-term commitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Establish a world-wide network of future leaders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Capitalize on the integration of UCT as new IARU member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Leverage funding from external sources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**7. Comments**

- Agree ambitious mission statements

- Increase awareness of drivers and motivations

- Overcome asymmetries

- Expand and refresh the knowledge and innovation ecosystem

- Use the IARU member capability for long-term commitment

- Establish a world-wide network of future leaders

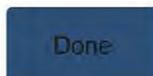
- Capitalize on the integration of UCT as new IARU member

- Leverage funding from external sources

**8. What are your suggestions for most promising activities?**

**9. Where could you / your university take the lead?**

**10. Who would be the responsible person(s)?**



## 2.3 International Student Teaching & Support

<b>Lead</b>	<i>n/a</i>
<b>Reporting</b>	<ul style="list-style-type: none"> <li>Lynda Mathey, Registrar, Student Life (Australian National University)</li> </ul>
<b>Executive summary</b>	<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 3<sup>rd</sup> meeting in 2017.</p>
<b>Items for decision</b>	--
<b>Funding Request</b>	--
<b>Funding to date</b>	<p>USD 2,650                      2<sup>nd</sup> Meeting at ANU – April 2016</p> <p>USD 6,300                      1<sup>st</sup> Meeting at Oxford – March 2015</p>
<b>Outcomes of previous meetings</b>	<p><b>Presidents' Meeting, April 2016</b> ANU held the 2<sup>nd</sup> meeting on 6-8 April 2016, unfortunately only 4 universities attended. The meeting was judged useful despite the low level of attendance, the group wishes meeting again in 2017. The Chairman suggested that the group considers topics for the next meeting and submits a bid to the IARU Senior Officers. Additionally, the Chairman highlighted that the subject is very relevant for IARU international institutions.</p> <p><b>Senior Officers' Meeting, October 2015</b> The International Student Teaching group and Support met for the 1<sup>st</sup> 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:</p> <ul style="list-style-type: none"> <li>– Cultural integration</li> <li>– Orientation</li> <li>– Use of technology in student support</li> <li>– Holistic care including mental health</li> </ul> <p>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.</p>

	<p>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.</p>
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## Support to International Students at IARU Universities

### 2<sup>nd</sup> IARU International Student Support Meeting

The second International Students' Teaching and Support Meeting took place in Canberra at the Australian National University on Thursday 7th April to Friday 8th April. The number of participating universities was low this year, with only four universities attending and a fifth having their presentation presented on their behalf. There were a few more universities committed to this program but they withdrew at a late stage due to financial cuts and travel freeze conditions being imposed. The meeting had on average 8 to 10 participants for each session, with additional ANU Academic and Professional staff observing.

The program included sessions on the Australian International Education Framework and the support the ANU is required to provide to its international students. The program included sessions on Orientation and relevant transition strategies, with a facilitated discussion regarding what each IARU University does to help international students transition into a new country, new study program and social life to help them succeed.

The program also included a session on Internships, sharing international students' views on the importance of offering these opportunities to international students as part of their studies overseas. Prof Christopher Ziguras, President of the International Education Association of Australia, Deputy Dean International in the School of Global, Urban and Social Studies, RMIT University, Melbourne, who was the guest speaker, shared his experience and research focused on: The Australian Approach to Internationalization of Higher Education. This session was really appreciated by the participants as it brought together a number of concepts and ideas discussed the previous day.

Another session that the participants really appreciated and which resulted in good discussion regarding challenges our universities all face, was the session on the growing mental health issues we are all having to deal with and how we provide the necessary support and run the necessary early intervention programs to help international students experiencing these particular health challenges, whilst studying away from home.

Tokyo University representatives were keen to attend but due to the date selected by the original group, they were unable to do so as they were running their orientation program that week. To enable them to participate and gain something from this meeting, the ANU Registrar Student Life, Lynda Mathey, worked with a representative of the Tokyo University International Centre and presented on their behalf. As a result, Tokyo University was able to share their experiences with the group and gather ideas regarding specific challenges they are currently facing. This was a positive addition to the program and should be made available to any universities unable to attend these meetings in the future.

All Universities were offered the opportunity to arrive a day or two earlier to meet with specific ANU academic and professional staff. This was a worthwhile exercise and addition to the program and it would be recommended that any future program includes this option.

Feedback has been positive, with participants stating how much they appreciated the question and discussion time post each presentation. Participants reported that they learnt more about ANU programs and initiatives, which they would like to adopt and implement in their universities in the future. There was an agreement to continue to share information about the programs each university has introduced to help international students succeed.

A host for the 2017 meeting was not found.

## IARU INTERNATIONAL STUDENTS TEACHING AND SUPPORT MEETING 2016

## Program Schedule

 <b>WEDNESDAY 6<sup>TH</sup> APRIL</b>		
TIME	EVENT	LOCATION
6.30pm	Welcome Dinner	Bruce Hall

<b>THURSDAY 7<sup>TH</sup> APRIL</b> <b>CONFERENCE DAY 1</b> <b>Exploring Best Practice</b>		
TIME	EVENT	PRESENTER
9.00am – 9.30am	Welcome and Introduction to ANU International strategy and focus	Lynda Mathey Registrar Student Life and Professor Shirley Leitch, Pro Vice-Chancellor (International & Outreach)
9.30am – 10.10am	ESOS and Framework (Title to be confirmed)	Ewan Evans - Assistant Registrar, Academic Standards and Quality Office. Thomas Ritchie – Senior Administration Officer, Academic Standards and Quality Office.
10.10am – 10.30am	Discussion/Reflection	Lynda Mathey, Registrar Student Life
10.30am – 10.45am	<b>MORNING TEA</b>	
10.45am – 11.30pm	International Students - Orientation & Transition	Dr. Paul Preston and Dr. Dierdre Pearce, Student Experience and Career Development
11.30-12.30	Responding to international student feedback	Planning and Performance Measurement – Presenter TBA
12.30pm – 1.30pm	<b>LUNCH</b>	
TIME	EVENT	PRESENTER
1.30pm – 2.30pm	Student Panel Expectations of International Students - Transition to Success	Panel of International Students from the Australian National University
TIME	EVENT	PRESENTER
2.30pm - 3.15pm	International Students and Employability: CBE Internship Program	Dr Vinh Lu Director of Engaged Learning, College of Business and Economics PLUS students

3.15pm – 3.30pm	<b>AFTERNOON TEA</b>	
3.30pm – 4.30pm	Teaching Academic Integrity	Academic Skills and Learning Centre team, plus students
4.30-6.00pm	Tour	

<b>6.00pm</b>	<b>DINNER- OFF CAMPUS TBA</b>	

<b>FRIDAY 8<sup>TH</sup> APRIL</b>		
<b>CONFERENCE DAY 2</b>		
<b>Internationalisation and Student Success</b>		
<b>TIME</b>	<b>EVENT</b>	<b>PRESENTER</b>
<b>9.30am – 10.30am</b>	<b>Integrating International Students – Residence and Community</b>	Lynda Mathey, Registrar Student Life
<b>10.30am – 11.30am</b>	<b>PRESENTATION and DISCUSSION:</b> <b>International Students’ Mental Health – Early Intervention Strategies and Support Program – ANU</b>	Carolyn F Head of Counselling ANU, BATYR
<b>11.00am - 11.30am</b>	<b>MORNING TEA</b>	
<b>11.30am – 1.00pm</b>	<b>International Student Support for Mental Health Uni of Tokyo and other IARU universities</b>	Lynda Mathey Registrar Student Life on behalf of the University of Tokyo
<b>1.00pm – 2.00pm</b>	<b>LUNCH</b>	
<b>2.00pm – 3.00pm</b>	<b>PRESENTATION on:</b> research on the internationalisation of tertiary education for over 15 years, with a focus on comparative studies of international education policies – <b>Title TBA</b>	Associate Professor Chris Ziguras, IEAA President, Associate Professor Deputy Dean International in the School of Global, Urban and Social Studies at RMIT in Melbourne.
<b>3.00pm to 3.30pm</b>	<b>Internationalisation of Curriculum – Peking University – Title TBA</b>	Representatives of University of Peking - TBA
<b>3.30pm to 4.30pm</b>	<b>Discussion – Student Support Best Practice</b>	Lynda Mathey Registrar Student Life
<b>4.30pm – 5.00pm</b>	<b>CONCLUSION AND FAREWELL</b>	

### Registered Participants

- Australian National University - Lynda Mathey Registrar Student Life
- University of Copenhagen - Director International Trine Sand
- University of Copenhagen - Vice Provost of Education Anni Soborg
- University of Singapore - Ass Professor Dean of Students Office of Student Affairs Tan Teck Koon
- University of Peking - Deputy Director of Office of International Relations Mr Wang Yong
- University of Peking - Program Officer of Division of International Students Mr Chen Luanming
- The University of Cape Town, who have just joined IARU, were really keen to join, but due to the political situation in South Africa and the student issues across the universities, they are unable to travel.
- University of Tokyo - Lynda Mathey, ANU Registrar Student Life, will be presenting on behalf of University of Tokyo and will be providing them with feedback from the group as they are unable to attend via Video Conference due to the timing of their orientation.
- UC Berkeley - UC Berkeley representative had planned on attending and presenting, but informed of a travel freeze and this trip does not meet the criteria so he may no longer attend.
- Yale University declined due to conflicting commitments.
- Univeristy of Oxford declined due to funding cuts.
- University of Cambridge declined due to funding cuts.

## 2.4 IARU Joint Online Course

<b>Lead</b>	<i>University of California, Berkeley (Prof. Pradeep Chibber)</i> <i>University of Tokyo (Prof. Kiichi Fujiwara)</i>								
<b>Reporting</b>	<i>University of Tokyo (Prof. Kiichi Fujiwara)</i>								
<b>Executive summary</b>	<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> <ul style="list-style-type: none"> <li>• Course description as of April 2016.</li> </ul>								
<b>Items for decision</b>	--								
<b>Funding request</b>	--								
<b>Funding to date</b>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><i>Up to USD 15,000</i></td> <td style="width: 50%;"><i>Joint video production costs</i></td> </tr> <tr> <td style="text-align: center;">-----</td> <td></td> </tr> <tr> <td>6,358 USD</td> <td>Organisation of two workshop in 2016</td> </tr> <tr> <td>8,870 USD</td> <td>DOOC Workshop ( July 2015, Yale)</td> </tr> </table>	<i>Up to USD 15,000</i>	<i>Joint video production costs</i>	-----		6,358 USD	Organisation of two workshop in 2016	8,870 USD	DOOC Workshop ( July 2015, Yale)
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6,358 USD	Organisation of two workshop in 2016								
8,870 USD	DOOC Workshop ( July 2015, Yale)								
<b>Outcomes of previous meetings</b>	<p><b>Presidents' Meeting, April 2016</b></p> <p><a href="#">Collaboration between IARU and NUPI</a> Professor Pradeep Chhibber (UC Berkeley) was invited to present a collaboration proposal with the Norwegian Institute of International Affairs (NUPI) and IARU.</p> <p>At the Senior Officers meeting UC Berkeley and UTokyo applied and obtained IARU funds to cover part of the production costs for the necessary teaching materials for the joint online course. At the same meeting Prof. Chhibber informed the Senior Officers that NUPI would be interested in contributing to the development of the materials, if it were successful in obtaining a large national grant. The Senior Officers approved to support the collaboration between NUPI and IARU in the framework of the development of the joint online course.</p> <p>Having today successfully passed the first assessment round, NUPI sees 30% chances of seeing their grant application finally approved. Therefore Prof. Chhibber suggested that IARU reconfirms its expression</p>								

of interest in collaborating with NUPI in a letter of support which also better outlines the areas of collaboration between the two organizations. Namely:

1. IARU and NUPI will co-develop teaching materials about Contested Statehood that will be used to teach a graduate-level class at NUPI and that can be used in IARU courses.
2. The IARU partner institutions and NUPI will co-organize two workshops for the purposes of sharing insights from the teaching efforts and the research at the Center. The first workshop will be hosted at NUPI within the next three years, and the second at one of the IARU institutions.
3. NUPI will provide support for faculty members and students from the IARU partner institutions to visit NUPI for research stays or to give short courses, and for NUPI researchers and students to visit the IARU partner institutions.

Professor Chhibber further clarified some of the advantages and of the terms of the collaboration:

- Securing funds from NUPI would allow that future editions of the joint online course can take place with improved and richer materials than those prepared for the pilot course. Additionally, participation could be extended to more IARU partners.
- The development of new courses can be supported by NUPI as long as an application is submitted to NUPI and that the course topic falls within the area of Contested Statehoods.
- As IARU has no legal entity, UC Berkeley would take the legal responsibility and receive the grants from NUPI on behalf of the partners involved. There is not discharge of responsibility expected, except for the organization of the calls that remains with NUPI.
- NUPI is a research institute, it does not grant degrees and has not requested to become a member of IARU.

The Chairman thanked Prof. Chhibber for taking the initiative. Presidents were supportive of the collaboration proposal and agreed to sign a letter of support to NUPI's grant application. The Letter of Support is annexed to this document.

Dr. Francesca Jensenius, Senior Research Fellow, NUPI, joined the meeting. Dr. Jensenius plays a leading role in the development of the application at NUPI. She underlined NUPI's interest in collaborating with IARU for the creation of high quality teaching materials and for exploiting synergies and networking opportunities across the global community of researchers. Dr. Jensenius thanked the Presidents for their support.

#### [Updates on the development of the IARU Joint Online Course](#)

The IARU joint program will focus 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 the University of Tokyo. Through a hybrid of joint teaching and individual teaching, the classes will take place in each of the four campuses, and will be included in the academic calendar as

credit-giving courses, starting from October 2016. The faculty members met in January 2016 and will meet again in late May 2016 in Berkeley to develop joint course materials.

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. Differently from the MOOCs or traditional teaching modes, this course plans to create occasions for interaction between the students at each university. The whole course is divided into 4 large sections, each will come with assignments that the students in each university will have to respond to. On 2 assignments students from each university will have to work together. This format has been inspired by the IARU GXT ([Cross-disciplinary Tournament](#)) where students from different IARU universities teamed up to develop innovative ideas on topics of global challenges.

The pilot course will prepare the ground for a more robust course supplied with higher standard materials which require the additional funding from NUPI.

The Chairman thanked UTokyo and UC Berkeley for leading this future-looking initiative and expressed great interest in the potential further developments of the IARU joint online courses.

### **Senior Officers' Meeting, October 2015**

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 Fragility"; 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

	<p>with the Norwegian Institute of International Affairs within the joint online course initiative.</p> <p>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.</p> <p>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).</p>
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## IARU Joint Online Course (Update as of April 2016)

Instructors for the IARU Joint Program on State Fragility and Peacemaking gathered in University of California Berkeley on Jan. 8-9, 2016, to discuss the basic framework of the program. The participants were as follows (Prof. Susan Hyde of Yale University could not attend the meeting).

Prof. Leonardo Arriola – University of California Berkeley

Prof. Pradeep Chibber – University of California Berkeley

Dr. Devon Curtis – Cambridge University

Dean Suzaina Bte Abdul Kadir – National University of Singapore

Prof. Kiichi Fujiwara – University of Tokyo

The group will join late May in Berkeley again to develop course materials.

### (1) Joint-teaching and individual teaching.

This course will be prepared by a joint effort of faculties from four institutions, that is, University of California Berkeley, University of Cambridge, National University of Singapore, and University of Tokyo.

The format will be a hybrid of joint teaching and individual teaching. The classes will take place in each of the four campuses, and will be included in the academic calendar as credit-giving courses. Each instructor will be responsible for the grading of students in each institution.

Although most of the joint classes will take place between October and November 2016, the exact date and the time of the classes may differ due to differences in academic calendars. We plan to hold simultaneous classes, that is, classes that are taught jointly by the use of internet connection at the same time, but such occasions will be very limited, because of the wide gap in time zones.

The collaboration of the four universities, then, is mainly in the course preparation, where the IARU team will provide (1) a core syllabus, (2) common course materials (video, power-point, assignment and questions), and also prepare for (3) cross-national student groups, consisting of two students from each universities.

### (2) Course objectives and structure

The course syllabus will accompany three basic questions for each module, along with reading lists and assignments. The number of students in each university should be less than 25. The grading will be done by each instructor in their home institution. The final paper will be a product of joint group projects, possibly in a form of policy paper / recommendations that may either take form of a website presentation, power point, written paper, or a combination of the above.

The period when all four universities will be teaching in the autumn of 2016 is a six week period from October 6<sup>th</sup> to November 11<sup>th</sup>. During this period, classes will be held in all four universities, and also joint-teaching classes. The remaining classes will be taught by the participating home institutions

separately during the remaining period. We must arrange the syllabus according to this calendar. NUS will start from the second week of August, but the course can start from late September by permission.

### Course Objectives and Learning Outcomes

Graduates of this course should be able to explain and understand the causes and consequences of state fragility in different parts of the world. They should be able to propose policy options that can help fragile or failing states work on building capacity, including various peace-building initiatives and the use of foreign aid.

Additionally, graduates of this course will be able to acquire unique skills set for the new generation. These include:

1. The ability to interact and learn across diverse cultures and perspectives
2. The ability to explore critical perspectives through peer learning and sharing in an open online learning space
3. The ability to collaborate on design and implementation of problem-solving processes and policy options
4. The ability to effectively communicate formally and informally through speaking, writing and listening
5. The ability to use and master web-based learning tools

### (3) Topics, Course Requirements, Readings and Resource materials

There are no pre-requisites required for students taking this course, although students are expected to have some basic background in political science and/or international relations. Participating institution can apply pre-requisites or conditions that may found to be necessary.

The course is divided into six parts – beginning with an introduction to the current debates on state failure and fragility, moving on to exploring the origins of state failure, understanding its consequences and subsequently looking carefully at responses and policy options. Each part is shaped by a set of core questions. Students will have access to the same set of reading materials as well as resource videos, and they will be expected to spend time on them prior to class. Joint class time will be devoted to a mixture of seminar discussions and in class activities. Time for peer interaction on the online platform will also constitute a core part of the course.

The course require four assignments altogether, one for each module, followed by the final paper. Students are encouraged to make a presentation that will go onto the website, including text and visual presentation. Of the four assignments, two will be conducted in transnational groups, eight students in each group, two participants from each universities, 12 to 13 groups altogether. The instructor will offer a list of 12 countries, and assign each group to follow that country in their assignments (based on lottery, perhaps). Each instructor will be responsible for a number of countries. The other two assignments will be conducted by students in individual institutions, following the direction given by the instructor in the home institution.

The outline below includes both suggested classes that may be jointly taught as well as those that will be taught by individual instructors.

Part One: What is state failure?

- (1) Introduction
- (2) The Great Lake Region
- (3) Discussions based on the Great Lake Region presentation.

Part Two: Origins of Conflict (1) Identity and Economy

- (4) Identity:
- (5) Economy

Part Three: Origins of Conflict (2) Political and International Dimensions

- (6) Authoritarianism and its Discontents
- (7) International Dimension: Government and Private

Part Four Consequences

- (8) Refugee and IDPs
- (9) Terrorism
- (10) Human rights violation and gender-based violence

Part Five: Responses

- (11) Post-conflict elections
- (12) Military Intervention
- (13) Humanitarian assistance

Part Six: Conclusion

- (14) Redefining state failure



## 2.5 Librarians' Contact Group

<b>Lead</b>	ETH Zurich
<b>Reporting</b>	<i>Rafael Ball, Director ETH Library</i> <i>Sonia Hjerl, Assistant to the Director of ETH Library</i>
<b>Executive summary</b>	<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"> <li>1. Report of the 5<sup>th</sup> Librarians' meeting</li> <li>2. Collaboration with the Research Administrators' Network</li> <li>3. IARU Libraries' Posters</li> </ol>
<b>Items for decision</b>	Presentation from the Librarians' Group at the 2017 Presidents' Meeting on: Open Access, Information Literacy and (digital) Preservation of cultural and scientific records.
<b>Funding to date</b>	n/a
<b>Outcomes of previous meetings</b>	<p><b>Presidents' Panel and Presidents' Meeting, April 2016</b></p> <p>The three posters created by the IARU Librarian Group were presented at the Meeting (pictures of the posters are attached at the end of this report):</p> <ul style="list-style-type: none"> <li>• Digital research infrastructure - including digitisation, digital collections and exhibitions and research data aligned to the value of research institutions and communication of research collections (such as repositories)</li> <li>• Scholarly communication - contributions of libraries to building the scholar of the present and future including digital competences, understanding scholarly communication, publishing ethics, avoiding predatory publishers - with some examples of IARU library collaboration</li> <li>• Cultural heritage collections - memory of the world material in distributed IARU library collections, with the digital copies brought together.</li> </ul> <p>The posters were seen as quite helpful and good for the discussions.</p> <p><b>Senior Officers' Meeting, October 2015</b></p> <p>Dr. Davina Potts (ANU) updated the Senior Officers about the outcomes</p>

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.

#### **Presidents' Meeting, March 2015**

The Librarians' Contact Group has developed an *IARU Green Library Toolkit* which was presented to the Senior Officers' Meeting 2014 and has been published on the IARU website. Further, the group is working on a benchmarking analysis of the library services at the IARU universities. The benchmark study with the data from all 10 member universities is expected to be available in the beginning of March 2015.

The group's next meeting is foreseen to take place in June 2015 in Beijing. However, the ETH Library Director, who had the lead, retired in February. A new lead has not yet been identified.

IARU Chair Ralf Hemmingsen asked the Presidents to check at their universities if there is commitment by all Librarians to continue the activities of the group.

## Librarians' Contact Group

### 1. 5th Librarians' meeting

8-10 June, 2016 ETH Zurich

The 5<sup>th</sup> meeting took place at 08.-10. June at ETH Zurich in Switzerland (*agenda is annex I*).

10 members attended (Koichi Hori from Tokyo was excused)

University	Participant
ANU	Roxanne Missingham
Berkley	Jeff MacKie-Mason
Cambridge	Sue Mehrer (Deputy Dean)
Cape Town	Gwenda Thomas
Copenhagen	Kira Stine Hansen
ETH Zurich	Dr. Rafael Ball
NUS	Lee Cheng Ean
Oxford	Richard Ovenden
PKU	Zhu Qiang
Yale	Susan Gibbons

Following issues were among others discussed:

#### 1. Professional Program.

A variety of issues and topics concerning all IARU Libraries was presented and discussed broadly such as Libraries as Spaces, Digitization, Text and Data Mining, Collection and Archives and Research Data. Ideas on problem solving strategies and strategic development concerning these topics were exchanged and discussed.

#### 2. Libraries Benchmarking

ETH had for the second time undertaken a survey on a range of general measures of library funding, size and use among the IARU libraries. The Group reviewed the report of this second survey and discussed the outcomes which gave an impressionistic view on trends and priorities of the different libraries. The benchmarking has up to now not been used for decision-making in the IARU libraries and there is a common understanding that this shouldn't be the goal for the future either since the circumstances and definition of indicators vary across the libraries so interpretation always will be needed. However, the IARU Libraries Benchmarking is appreciated in general and should be continued for another year. A review should be prepared for the 2017 IARU Libraries meeting in Yale.

#### 3. Cooperation on Leadership development

A common leadership training forming a cooperative team across IARU Libraries was discussed by the group. It was decided to start a pilot where the deputies of some of the IARU Libraries will meet during one year. After this pilot phase there will be a short report on the outcomes and a reflection on possible improvements before the roll out of such an IARU wide cooperation might be installed.

The pilot will be organized by the Libraries Copenhagen, Singapore, Cape Town, Zurich and possibly Australia.

#### 4. Short papers for the Presidents' Meeting 2017

Since the Program for the Presidents' Meeting 2016 already was set, an input by the IARU Libraries for the following meeting in 2017 was discussed.

The idea to present some of the major topics which are on mind of all the IARU libraries and which also might be important to be discussed on the presidential level was born.

The group agreed on the following three topics: Open Access, Information Literacy and (digital) Preservation of cultural and scientific records. For each of these three most important and commonly shared issues, a short paper will be written and the organizers of the IARU Presidential Meetings will be asked to schedule a brief input by the IARU Libraries on those topics.

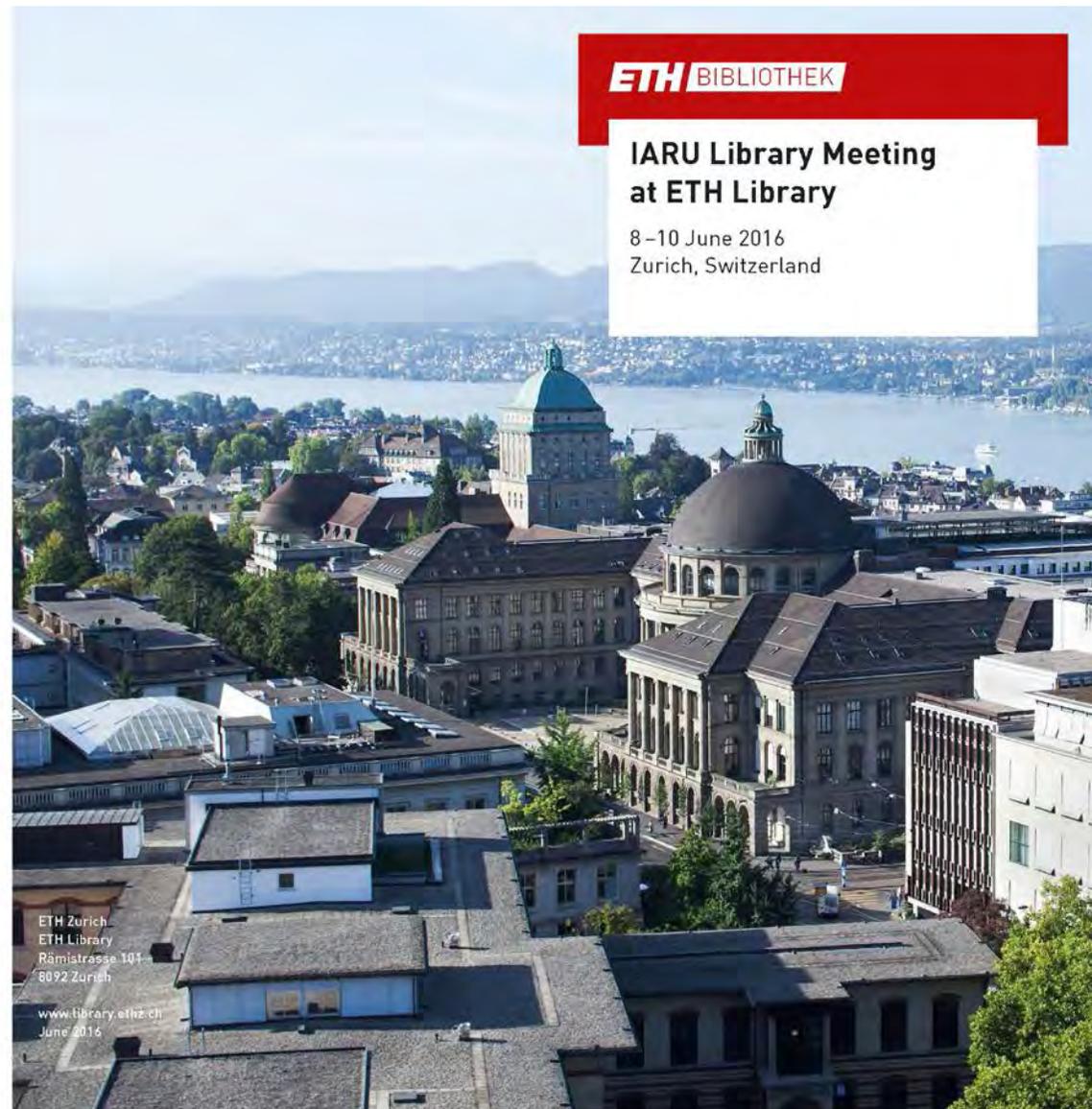
At the Presidents' Meeting in Beijing, Zhu Qiang (PKU) will represent the libraries.

The next meeting is planned for June 2017 (calendar week 28) in Yale, Susan Gibbons has the lead for planning the program.



**Wednesday, 8 June**

06.00 pm **Welcome dinner at restaurant  
"ZunftHaus zur Zimmerleuten"**  
meeting point: main hall at ETH Zurich  
(next to fountain)



## Programme

### Thursday, 9 June

- 08.45 am **Meeting point: main hall**  
(next to fountain)  
**Short welcome address**  
*Rafael Ball, Director*
- 09.00–10.00 am **Session 1: Libraries as Spaces**  
**Input: "Using Design Thinking to create Library Spaces"**  
*Franziska Regner, Head of Innovation and Development, Claudia Lienhard, Innovation and Development*
- Best Practice: Examples of Library Spaces – Digital Humanities Lab**  
*Susan Gibbons, Deputy Provost, Libraries & Scholarly Communication Yale University*
- 10.00–11.00 am **Session 2: World Café**  
Coffee and five-minute report from each IARU library on important developments and topics since the last meeting  
*All participants*
- 11.00–12.00 am **Session 3: Digitization**  
**Input: "From Analog to Digital" and Tour of ETH Library's DigiCenter**  
*Andreas Kirstein, Deputy Director*
- 12.00–12.15 pm Group Photo
- 12.15–01.15 pm Lunch at Dozentenfoyer, ETH Zürich
- 01.15–01.45 pm **Session 4: IARU-Libraries Benchmarking**  
**Presentation and discussion on the IARU-Libraries Benchmarking 2014/2015**  
*Franziska Regner, Head of Innovation and Development*
- 01.45–03.00 pm **Session 5: Text and Data Mining**  
**Input: "Chances and Challenges in Text and Data Mining"**  
*Prof. Dr Albert Weichselbraun, Swiss Institute for Information Research, HTW Chur*  
<https://weichselbraun.net>

- 03.00–03.30 pm Coffee Break
- 03.30–04.30 pm **Campus Tour ETH Zurich**
- 04.30–06.00 pm Transfer and recreation at hotel
- 06.00 pm Meeting point: main hall (next to fountain), tram tour with sightseeing in Zurich and dinner at restaurant "Razzia"

### Friday, 10 June

- 08.45–10.30 am **Session 6: Collections and Archives**  
**Visit: Collection of Prints and Drawings**  
**Input: "The Importance of Collections and Archives for Research and Science"**  
**Presentation of selected items from ETH Library's Collections and Archives**  
*Stefan Wiederkehr, Head of Collections and Archives*
- 10.30–12.00 am **Session 7: Roundtable Cooperation IARU Libraries**  
**Coffee, input and discussion: "Bibliometrics and Scientometrics – Perspectives on Cooperation"**  
*Rafael Ball, Director*
- Report and discussion on cooperation on leadership development and mentoring across the IARU Library Group**  
*Kira Hansen, Deputy Director General of Copenhagen University Library*
- Exchange of ideas and discussion on IARU Library Posters and IARU Library Website**  
*Roxanne Missingham, Chief Scholarly Information Services of Australian National University*

- 12.00–01.00 pm Lunch at Dozentenfoyer, ETH Zurich
- 01.00–01.30 pm **Session 8: IARU Research Administrators Network**  
**Input: "IARU Research Administrators Network: Possible Collaborations and Interfaces with IARU Library Network"**  
*Agatha Keller, Co-Head EU GrantsAccess*
- 01.30–02.00 pm **Welcome Address**  
*Prof. Dr Ulrich Weidmann, Vice President, member of ETH Zurich's Executive Board*
- 02.00–03.00 pm **Session 9: Research Data**  
**Input: "Research Data Management and the Data Life Cycle"**  
*Matthias Töwe, Head of Digital Curation*
- 03.00–03.45 pm **Final Session: Roundtable on next meeting**  
**Exchange of ideas for the next meeting and relevant future topics**
- 04.00–06.00 pm **Optional tour of the Hönggerberg campus**  
Departure ETH Zentrum:  
ETH-Link bus: 04.14 pm,  
arrival Campus Hönggerberg: 04.29 pm
- 04.30–05.45 pm: Campus Tour**  
Departure Hönggerberg:  
ETH-Link bus: 05.54 pm,  
arrival ETH Zentrum: 06.09 pm

**Wireless Code**  
SSID: public  
Login: library  
Password: ethiaru

## **2. Collaboration with the IARU Research Administrators' Network**

The IARU Librarian Group and the Research Administrators' Network (RAN) Group have started exchanging ideas and identifying possible synergies amongst the two groups. There have been visits from one group to the other groups meeting both at ETH Zurich (Librarian Group Meeting in June 2016; Visiting guest: Mrs. Agatha Keller from RAN) and in Canberra (RAN Group Meeting in September 2016; Visiting guest: Mrs. Roxanne Missingham from Librarian Group). The topic of supporting researchers in data management has been identified as common interest area and there is a proposal for a meeting of both groups in Yale next year for a joint session on this matter.

### 3. IARU Libraries Posters

# IARU LIBRARIES

## WORLD-CLASS DIGITISED COLLECTIONS

### THOMAS MANN ARCHIVE ONLINE ETH LIBRARY



The Thomas Mann Archive Online is a digital representation of the physical Thomas Mann Archive. The Archive houses the majority of Thomas Mann's remaining handwritten works, which include manuscripts, diaries, notebooks, letters and documents, not to mention highly informative notes and material covering a variety of his works in their early stages. The Thomas Mann Archive has collected tens of thousands of works, translations, letters, records and other recordings, photographs, microfiche and newspaper articles. Secondary literature is also collated as much as possible.

[www.online.tma.ethz.ch](http://www.online.tma.ethz.ch)

### DIGITAL BODLEIAN PROGRAMME UNIVERSITY OF OXFORD

The University of Oxford's Bodleian Library, home to three UNESCO Memory of the World Register inscriptions, recently catalogued more than 115,000 digital images of books, manuscripts, maps and artworks which feature online in the Digital Bodleian website.

The programme was launched at the beginning of July 2015 to allow members of the public to view digital versions of the library's collection that were previously only available to those with Oxford University reader's cards, or through separate websites, databases and image galleries. Now many images can be found on a unified website, including The Gough Map.



The Gough Map, dating back to the fourteenth century, is the most important and most enigmatic cartographic representation of Great Britain from the medieval period. There is no record of any similar medieval map with such scale or accuracy. Indeed, not only is the Gough Map the first map to show routes and distances, it is also the first to depict Great Britain with a recognisable coastline.

[www.bodleian.ox.ac.uk/subjects-and-libraries/collections/digital](http://www.bodleian.ox.ac.uk/subjects-and-libraries/collections/digital)

### ONLINE EXHIBITIONS UNIVERSITY OF CALIFORNIA BERKELEY LIBRARY

The University of California Berkeley Library has an extensive catalogue of digitised versions of physical exhibitions, containing an extensive range of digitised content from their collections.

[www.lib.berkeley.edu/libraries/bancroft-library/themed-collections](http://www.lib.berkeley.edu/libraries/bancroft-library/themed-collections)

### MARK TWAIN PROJECT ONLINE



Mark Twain Project Online applies innovative technology to more than four decades' worth of archival research by expert editors at the Mark Twain Project. It offers unlettered, intuitive access to reliable texts, accurate and exhaustive notes, and the most recently discovered letters and documents.

[www.marktwainproject.org/](http://www.marktwainproject.org/)

### PAPYRUS COLLECTION DATABASE YALE UNIVERSITY LIBRARY



The Papyrus Collection Database includes over six thousand items from the Beinecke Rare Book & Manuscript Library's internationally respected collection of ancient papyrus.

The Yale papyrus collection began in 1889, and in the following decades continued to grow through a number of purchases, discoveries, acquisitions and important gifts. The papyri, in Greek, Latin, Demotic, Coptic, and Arabic, include private letters, official and religious documents, legal deeds and contracts, biblical texts, and literary works by known and unknown authors. Included in the collection but numbered separately are the papyri excavated at Dura-Europos, a Hellenistic, Parthian, and Roman city on the Euphrates River in southern Syria where extensive remains of civil and military archives were found in the 1930s.

Yale University is a member of a consortium of worldwide institutions bringing their papyrus collections online via the Advanced Papyrological Information System (APIS).

[beinecke.library.yale.edu/collections/highlights/papyrus-collection-database](http://beinecke.library.yale.edu/collections/highlights/papyrus-collection-database)

### ANCIENT RARE MATERIALS DATABASE PEKING UNIVERSITY



The Ancient Rare Materials Database is the largest Peking University Library digitization project to date and has provided a greatly improved recording process and access to rare books and ancient rubbings using a standardised metadata system. A Geographic Information System (GIS) application was applied to digitized rubbings using 11 newly created maps from the Sul-

Han, Yuan, Ming, and Qing dynasties. This enabled searching by time and place, along with the type of rubbing. The GIS interface is a separate application, which links from both the searching and browsing interfaces.

[rbd.uals.edu.cn/aopac](http://rbd.uals.edu.cn/aopac)

### NEWTON PAPERS UNIVERSITY OF CAMBRIDGE



Cambridge University Library holds the largest and most important collection of the scientific works of Isaac Newton (1642-1727). Newton was closely associated with Cambridge. He came to the University as a student in 1661, graduating in 1665, and from 1669 to 1701 he held the Lucasian Chair of Mathematics. Under the regulations for this Chair, Newton was required to deposit copies of his lectures in the University Library. In 1699 Newton was appointed Master of the Mint, and in 1703 he was

elected President of the Royal Society, a post he occupied until his death. After his death the manuscripts were passed down succeeding generations of his family until 1872 when the 11th Earl of Portsmouth passed all the Newton manuscripts he had to the University of Cambridge, where they were assessed and a detailed catalogue made.

[cudl.lib.cam.ac.uk/collections/newton](http://cudl.lib.cam.ac.uk/collections/newton)



# IARU LIBRARIES

## CONTRIBUTING TO SCHOLARLY COMMUNICATION

ACCESS TO DIGITAL INFORMATION AND SERVICES PROVIDED BY IARU LIBRARIES IN 2015

<b>68.2 million</b>	electronic journals and open access documents on institutional repositories
<b>14.3 million</b>	e-books
<b>59.8 million</b>	databases
<b>6.8 million</b>	total number of loans
<b>8,127</b>	total number of presentations and training sessions
<b>142,095</b>	total number of attendees at presentations and training sessions

### DIGITAL HUMANITIES NATIONAL UNIVERSITY OF SINGAPORE LIBRARIES

To support research and teaching, National University of Singapore (NUS) Libraries and Researchers completed a range of Digital Humanities Projects including:

#### MAP OF ORIGINS: CHINESE CLANS IN SINGAPORE, BY NUS LIBRARIES



Using Google Maps, a comprehensive listing of Chinese clan associations in Singapore have been mapped out for geographic exploration. Users can explore the geographic patterns of clan associations and their establishment over time, as well as perceive the membership size of each clan association. The relevant literature in NUS Libraries' collection is also available for browsing.

#### ASIAN SHAKESPEARE INTERCULTURAL ARCHIVE (A|S|I|A), BY A/P YONG LI LAN, NUS RESEARCHER



Asian performance cultures interact with the idea of Shakespeare in richly diverse ways. The Asian Shakespeare Intercultural Archive (A|S|I|A) is building a multilingual online archive of up to 70 performances from East and Southeast Asia. The archive contains full-length videos with translated scripts, multilingual switching support, user annotation functions, and rich data on creators, art/forms, reviews, cultural context and more.

#### WAYANG KONTEMPORER: INNOVATIONS IN JAVANESE WAYANG KULIT, DR MIGUEL ESCOBAR, NUS RESEARCHER



This is an interactive analysis of new developments in Indonesian shadow puppet theatre that combine a millenary tradition with new media. The website is an interactive combination of diagrams, videos and essays.

[libportal.nus.edu.sg/tranend/web/resources/library-initiatives/digital-humanities](http://libportal.nus.edu.sg/tranend/web/resources/library-initiatives/digital-humanities)

### SCHOLARLY COMMUNICATION UNIVERSITY OF CAMBRIDGE



The Office of Scholarly Communication is an initiative of the University Library and the Research Office. Traditionally scholarly communication has occurred in the formal literature—in journal articles, conference proceedings, book chapters and books—however this landscape is changing dramatically. The Office of Scholarly Communication has been established to help researchers, librarians, administrators and other interested people find out more about this dynamic and interesting area.

[oscc.cam.ac.uk](http://oscc.cam.ac.uk)

### DIGITAL CURATION AT ETH ZURICH ETH LIBRARY



The production of digital data is growing rapidly. At the same time, hard- and software development cycles are becoming shorter, data storage devices are subject to aging, and file formats are becoming obsolete. Thus, secure storage alone is not sufficient to guarantee the long-term usability of the data. To ensure that data can be accessed over long term, careful data management and the meticulous planning of preservation measures are required. Digital curation and long-term preservation are pivotal when it comes to handling research data. Digital curation also addresses the entire lifecycle of digital data – all the way from its creation during the scientific workflow through its processing, documentation, and publication to its permanent management in digital archives.

[www.library.ethz.ch/en/ms/Digital-Curation-at-ETH-Zurich](http://www.library.ethz.ch/en/ms/Digital-Curation-at-ETH-Zurich)

### GEOGRAPHIC INFORMATION SYSTEM SERVICES UNIVERSITY OF CALIFORNIA BERKELEY LIBRARY



The Earth Sciences & Map Library supports geographic information system (GIS) software and data services across all disciplines for the UC Berkeley campus. The library collects GIS data for areas around the world, with an emphasis on the San Francisco Bay Area and northern California.

The UC Berkeley Libraries' geoportal—GeoData@UC Berkeley—lets users search, preview, display, map, and download geospatial data in a variety of formats including shapefiles, KML, and raster data formats. GeoData@UC Berkeley is part of the OpenGeoportal project.

[www.lib.berkeley.edu/how-to-find/data-gis](http://www.lib.berkeley.edu/how-to-find/data-gis)

### PEKING UNIVERSITY DIGITIZATION CENTER PEKING UNIVERSITY

The Peking University Digitization Center provides a campus-wide service that aims to meet the needs of teaching and research staff along with preservation of treasured resources.



An official digitization process was started in 2000 with the PKU Scholars project, followed by the PKU Thesis and Dissertations project and PKU Lectures Online. Items to be digitized are chosen based on their uniqueness, specialized subject, and need for sharing with other institutions. Material with not only scholastic but also historic value is chosen, reflecting the important historic value of the Peking University Library.

[www.lib.pku.edu.cn/portal/tw/shuzhigong](http://www.lib.pku.edu.cn/portal/tw/shuzhigong)



# IARU LIBRARIES

## WORLD-CLASS CULTURAL HERITAGE COLLECTIONS

### ANU ARCHIVES THE AUSTRALIAN NATIONAL UNIVERSITY



The ANU Archives, home to two UNESCO Memory of the World Register listings, collects and preserves the University's own archives, the Pacific Research Archives, the National AIDS Archive Collection, and the Noel Butlin Archives Centre.

The Noel Butlin Archives Centre holds many treasures among its twenty kilometres of records, including records from the Australian Agricultural Company, Australia's oldest pastoral company formed in 1824; minute books of Pre-Federation Australian Trade Unions which serve as a record of collective decision-making and democracy for Australian workers in nineteenth-century, both men and women; minute books of the Sydney Herald Office Chapel of the Sydney Typographical Association dating from December 1848, making it the earliest existing Australian trade union minute book, and the minute book of the Amalgamated Society of Engineers, which record the establishment of the 'No. 1 Australian Branch' of the British Union on 8 October, 1852.

[archives.anu.edu.au/collections](http://archives.anu.edu.au/collections)

### SINGAPORE PLACES OF WORSHIP NATIONAL UNIVERSITY OF SINGAPORE



This website presents a collection of mixed-media artwork of places of worship by a local artist, Dr Ho Chee Lick. Plotted on an interactive map with 3D street view, the drawings illustrate Singapore's multi-religious landscape. For each drawing, we list the names, address, year established, date of sketch as well as relevant

literature and websites, if any. An index of drawings has also been compiled.

The first phase in 2015 showcased 169 drawings of predominantly Chinese temples and shrines of Buddhism, Taoism, popular religion and sectarian religions from antiquity to contemporary times. A further 112 drawings will be added in 2016, including Islamic mosques, Indian temples, Sikh temples and churches.

[libportal.nus.edu.sg/itcontend/tns/sq-places-worship/about-sq-places-worship](http://portal.nus.edu.sg/itcontend/tns/sq-places-worship/about-sq-places-worship)

### ISHIMOTO COLLECTION THE UNIVERSITY OF TOKYO LIBRARY SYSTEM



The University of Tokyo Library is home to the Ishimoto Collection, approximately 600 works of Japanese woodblock prints and newspapers that deal with the theme of catastrophe compiled by Professor Mishio Ishimoto, the second Director of the University of Tokyo Earthquake Research Institute. This collection consists of various prints related to catastrophes that occurred in Japan from 1783 (Tenmei Eruption of Asama Volcano) to 1923 (Great Kanto Earthquake) and includes the 478 prints that were published in 11 accordion-books on earthquake fires.

[www.lib.u-tokyo.ac.jp/tenjika/tenjika2008](http://www.lib.u-tokyo.ac.jp/tenjika/tenjika2008)

### THE ARNAMAGNÆAN INSTITUTE MANUSCRIPT COLLECTION UNIVERSITY OF COPENHAGEN



The Arnamagnæan Institute houses the Arnamagnæan manuscript collection, which the Icelandic philologist and historian Árni Magnússon (1663-1730) had bequeathed to the university upon his death in 1730.

The bulk of the manuscripts in the Arnamagnæan collection are Icelandic, but there are also many important Norwegian, Danish and Swedish manuscripts, in addition to approximately one hundred of continental provenance.

[nfi.ku.dk/english/collections/arnamagnaean\\_collection](http://nfi.ku.dk/english/collections/arnamagnaean_collection)

### MEDIEVAL AND RENAISSANCE MANUSCRIPTS YALE UNIVERSITY LIBRARY



The Beinecke Library's Medieval and Renaissance collections document the history of human thought from the Byzantine era through 1600.

The first medieval manuscript recorded in the Yale collection was acquired in 1714, and was the gift of Elihu Yale. An illustrated copy of the *Speculum humanae salvationis*, it attracted the special attention of Yale President Ezra Stiles, who read the manuscript and annotated it in the 1790s. The systematic collecting of medieval manuscripts at Yale, however, dates from the late nineteenth century, and the most active period

for collecting was after 1930.

[beinecke.library.yale.edu/collections/highlights/medieval-and-renaissance-manuscripts-beinecke-library](http://beinecke.library.yale.edu/collections/highlights/medieval-and-renaissance-manuscripts-beinecke-library)

### RECORDS OF THE 50-YEAR HISTORY OF THE UNIVERSITY OF TOKYO THE UNIVERSITY OF TOKYO LIBRARY SYSTEM



Records of the 50-year History of the University of Tokyo consists of 469 documents that were originally collected in Records of 50-year History of Imperial University of Tokyo (1932) a compilation of official documents, records and reference-books from before 1881. In February 2013, 317 of these documents, together with various other significant documents archived by the University of Tokyo Archives, were designated as nationally important cultural properties. This color woodblock print, an 1889 depiction of an Edo period (1603-1868) feudal lord's wedding procession, is one of the documents included in Records of the 50-year History of the University of Tokyo.

The Red Gate, one of the symbols of the University of Tokyo, is visible in the print. During the Edo period, the area where the University of Tokyo's Hongo Campus is located was the estate of the Kago province (one of the feudal domains). The gate, which still stands today, was built in 1827 by Lord Nariyasu Maeda of Kago to welcome Princess Yo, a daughter of the 11th shogun Tokugawa Ienari, as his bride. This print is a rare visual material that tells us about the historical origin of the Red Gate.

[www.lib.u-tokyo.ac.jp/tenjika/taetsu/2004\\_07/zuhon.html](http://www.lib.u-tokyo.ac.jp/tenjika/taetsu/2004_07/zuhon.html)



## 2.6 Research Administrators' Network (RAN)

<b>Lead</b>	Australian National University
<b>Reporting</b>	<i>Douglas Robertson (ANU)</i>
<b>Executive summary</b>	<p>The Research Administrators met at ANU on 16 September 2016; the meeting was attended by PKU, UC Berkeley, UCPH, ETH and ANU.</p> <p>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> <ol style="list-style-type: none"> <li>1. Report of the 2016 RAN Meeting</li> <li>2. Report of the 2015 RAN Meeting</li> </ol>
<b>Items for decision</b>	--
<b>Funding request</b>	--
<b>Funding to date</b>	<p><i>Up to 10,000                      Research Administrators' Meeting (2018)</i></p> <p><i>Up to 10,000                      Research Administrators' Meeting (2017)</i></p> <p><i>Up to 10,000                      Research Administrators' Meeting (2016)</i></p> <p>-----</p> <p>7,402 (October 2015)                      Research Administrators' Meeting</p> <p>5,255 (October 2014)                      Research Administrators' Meeting</p> <p>8,736 (September 2013)                      Research Administrators' Meeting</p>
<b>Outcomes of previous meetings</b>	<p><b>Presidents' Meeting April 2016</b></p> <p>Professor Thomas Bjørnholm (UCPH) gave an overview of the latest tools jointly developed by the Research Administrators' Network (RAN), such as the lexicon of research terms and Mobility Agreement template, both aimed at facilitating the assistance to researchers to access external funds.</p>

The RAN met last in Berkeley in October 2015. The group has been pondering the idea of organizing a meeting between IARU Presidents and private foundations for leveraging large funding for addressing global challenges. However the idea has not reached a mature level and thus has been discontinued. The group will meet again at ANU on 9-10 September 2016, ethical issues in research, research integrity, data storage and data handling, are among other topics on the agenda.

The Chairman thanked the group for the useful tools supporting research collaboration. Given the large scope of the upcoming meeting, the RAN is asked to send an agenda (with some description of the expanding topics) to the Secretariat for circulation, in order to allow partners to identify the most relevant person to attend.

#### **Senior Officers' Meeting, October 2015**

Prof. Thomas Bjørnholm (UCPH) reported about the 4<sup>th</sup> meeting of the Research Administrators' Network, held in UC Berkeley 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.

## Research Administrators' Network

### 1. IARU Heads of Research Office - 2016 Meeting

*Australian National University, Canberra.*

The IARU meeting was held to coincide with the International Network of Research Management Societies (INORMS) 2016 Bi-annual Congress which was taking place in Melbourne, Australia from the 12th to the 15th of September 2016. As a consequence, and to limit the number of days attendees were away from their offices the meeting was confined to a dinner on the Thursday night and a full day meeting on the Friday at the ANU.

The full meeting agenda is attached at Appendix 1.

Unfortunately, notwithstanding the alignment with INORMS, several members of the network were unable to attend. Attendees were present from:

- Peking University
- Australian National University
- University of California Berkeley
- Copenhagen University
- ETH Zurich.

The primary focus of the meeting was to consider the area of research infrastructure development and maintenance and the management of research data. The meeting received presentations in the area of environmental data, animal facilities and indigenous genomics from facility leads at ANU. 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. This discussion covered the issues and challenges of dealing with:

- Widely different data sets
- Disciplinary differences
- Ethics of data collection and access
- Storage including costs of storage
- Curation
- Compliance with terms and conditions of funding agencies with regard to 'open data' alongside 'open access' to publications as well as eligible costs for maintaining the data
- Different levels of openness that could be researcher or data dependent
- Attention from senior management.

It was agreed that this topic was going to produce major challenges for research intensive institutions over the coming decade at a time when many institutions were experiencing financial pressure.

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 (especially how to deal with the heavy workload and how to organize the staff), office performance metrics and research integrity management.

Several actions were agreed during the Business Meeting.

### **1. Research Data**

A co-located meeting with the IARU University Librarians should be seriously considered. There was unanimous support from the attendees and it was agreed to put this to the whole group. The meeting format that was discussed was a co-located meeting with a joint half day with a common agenda and a joint dinner. The remainder of the time would continue to be used for each individual network to meet and discuss issues. A possible outcome from the meeting would be a Discussion Paper with agreed joint activities on the future challenges of dealing with research data. The ANU Librarian undertook to take this proposal for a joint meeting back to the Librarian Group.

### **2. University of Cape Town**

Douglas Robertson (ANU) would seek information from the IARU Secretariat on the appropriate nominee from the University of Cape Town that was understood was now a full member of IARU.

### **3. Lexicon of Research Management Terms**

a. Pat Schlesinger (Berkeley) undertook to initiate a review of the Lexicon of International Research Management terms given that several changes had been made to US Federal Grant conditions. It was also felt that the Lexicon still needed further input from Tokyo University, Peking University and NUS. In addition, we should ensure that University of Cape Town's input was also sought.

b. Agatha Keller (ETH Zurich) asked the Group if they were happy for the lexicon to be incorporated in a Lexicon that will be a Deliverable in the EU-Project BILAT USA 4.0 (<http://www.euussciencetechnology.eu/>). The Group agreed in principle providing that the IARU input was recognized and there was a sharing of the results from the EU project.

### **4. Dealing with major funding deadlines**

Whilst the Group felt that their interactions around office KPIs (Knowledge Performance Indicators) were useful, given the different remits of the offices it was unlikely that further benefit would accrue from a more detailed project on KPIs. However, the Group determined that for the next meeting a specific session around grant deadlines and office management of such deadlines should be included.

### **5. Document sharing**

Pat Schlesinger (Berkeley) agreed to contact the IARU Secretariat to discuss the website and document sharing given that Peking were not able to access some of the proposed sharing technologies.

### **6. Technology Transfer Offices**

The Group agreed that with the increasing focus on industrial research and collaboration that working jointly with the IARU Technology Transfer Group merited serious consideration. The next Technology Transfer meeting was scheduled for Berkeley and industrial R&D collaboration was noted as an agenda item. Members of the Group agreed to contact their Technology Transfer Offices ahead of the Berkeley meeting. A possible joint meeting was proposed.

### **7. More frequent contact**

The Group agreed that whilst email contact between meetings was useful if further advances in interaction were to be achieved then consideration should be given to a four monthly teleconference. It was recognized that the timing of the teleconference would need to rotate in order not to disadvantage any participants. This proposal would be put to the whole Group (Action Douglas Robertson)

### **8. Marie Curie Template agreement**

Pat Schlesinger (Berkeley) was keen to seek further feedback on the template that had been produced. The template had been actively used between members of the Group and ETH Zurich had used it as a starting point for other documentation

### **9. Terms and Conditions of International Research Funding**

The Group discussed the considerable difficulties faced by researchers from national funding terms and conditions being used in an international setting. Whilst the Group felt that little could be done with national funding agencies there was potential for a possible project with international foundations. Douglas Robertson (ANU) agreed to produce a first draft of key terms form international funding for future discussion.

### **10. Convener of the Group**

The Group expressed their thanks for the work of Jan Andersen (Copenhagen) as convener of the Group. It was agreed that all members of the Group would be asked whether they wished to be a convener (Action Douglas Robertson). In the event that no individual volunteered it was proposed that we would continue to have individual activities (e.g. the Lexicon) with conveners and that the convener of a previous meeting would be the Deputy for the next meeting and that the host would act as Convener for the 12 months preceding the meeting at their institution. This sharing would ensure continuity and distribution of effort across the Members.

Douglas Robertson - September 19, 2016

## Appendix 1 - Agenda for IARU meeting 16th September 2016

### *The Australian National University*

#### IARU Meeting Agenda

- 8:30am Welcome – brief presentation on the Australian National University
- 8:50am Agenda discussion
- 9:00am Research Integrity and Research Misconduct Policies and Procedures – presentation by each attendee and discussion
- 10:15am Morning Tea
- 10:30am Research Office Management – its measurement, development and possible IARU collaborations.
- 11:45am Major Research Infrastructure and its management – Presentation and discussion by Michael Dobbie on the Australian Phonomics Facility and developing a new national facility – The National Centre for Indigenous Genomics
- 12:30pm Lunch
- 14:00pm TERN Terrestrial Ecosystem Research Network and the challenges of long term environmental datasets their curation, access and maintenance
- 14:45pm IARU Librarian and Research Office discussion following on the Zurich IARU Librarian Meeting Research Data Management – attendee Roxanne Missingham (ANU Librarian)
- 15:45pm Afternoon Tea
- 16:00pm International Grant Compliance reflections on INORMS
- 16:45pm IARU Business Meeting, general discussion and future actions.
- 17:30pm Meeting ends

Saturday 17th September – sight-seeing trip for those that are not leaving immediately.

## 2. IARU Research Administrators' 4th Meeting - Minutes

### UC Berkeley October 15, 2015

#### Agenda

- 1 Opening  
*Patrick Schlesinger*
- 2 Lexicon Additions  
*Discussion leaders: Patrick Schlesinger and Douglas Robertson*
- 3 Funding Forum  
*Discussion leaders: Jan Andersen and Agatha Keller*
- 4 Template agreement for Marie Curie Fellowships  
*Discussion leaders: Andrew Rudczynski, Poul Petersen, and Patrick Schlesinger*
- 5 AOB
  - a) Themes for next meeting
  - b) Document sharing
  - c) Contact to the IARU Librarian Group on Data Management
  - d) RAN Chair

#### Minutes

Participants present: Patrick Schlesinger (UCB), Pamela Miller (UCB), Andrew Rudzinsky (Y), Alice Tangredi-Hammond (Y), Glenn Swafford, (O), Peter Hedges (CAM), Hui Wang (NUS), Douglas Robertson (ANU), Masaya Akasako (T), Yukitsugu Ono (T), Agatha Keller (ETH), Jan Andersen (COP), Poul Petersen (COP), Kim Brinkmann (COP).

#### Ad 1 Opening

Patrick Schlesinger welcomed to the business meeting, following two days of intensive discussion and interaction on key challenges in research support functions across our universities.

#### Ad 2 Lexicon Additions

The lexicon developed is published on the IARU website:

[http://www.iaruni.org/images/stories/pdf/LexiconResearchTerms\\_2015.pdf](http://www.iaruni.org/images/stories/pdf/LexiconResearchTerms_2015.pdf) and further contributions to the work done by Patrick, Poul, Douglas and Hui are welcome.

It was decided to add a map of specific terms relating to the mobility contract, as a separate section. Andrew will provide the map and Jan will update the document.

#### Ad 3 Funding Forum

The current status was presented by Jan. The RAN discussed how to transfer the proposal into the format of a "Hot Topic" as recommended by Copenhagen. Douglas agreed to sum up the conclusions

and circulate a first draft. It was strongly recommended each participant to contact their relevant Senior Officers Meeting (SOM) participant, in order to gain as much support in advance as possible. Kim will be liaising with Copenhagen as the chair of the SOM.

The RAN underlined its commitment to have the support of World class Research and research collaboration as its core endeavor.

As these minutes are written after the SOM 23 October, the SOM did not prioritize the Funding Forum as a theme for the forthcoming Presidents Meeting in Oxford in April 2016. Instead further elaboration was requested from the RAN, and following a publication of the minutes of the SOM, we need to clarify how to proceed with this.

#### Ad 4 Template Agreement for Marie Curie Fellowships

Andrew, Poul and Patrick presented the status of the Template Agreement. It was decided that all partners would cross-check their home institutions eventual further comments. The deadline for this is 1 November. After this the template will be made publicly available not only for IARU members, but as a general tool for other institutions to benefit from. Jan will coordinate eventual comments and bring forward the publication.

The TA is a hands-on example of the benefit of the RAN.

#### Ad 5 AOB

##### a) Themes for the next meeting

Research Integrity is a growing concern and an important issue under the changing conditions of research, with funding cuts, global competition, mobility and pressure for publication. Based on discussions in almost all IARU universities, this topic will be relevant to have on the agenda for the forthcoming IARU RAN meeting at ANU September 2016.

Benchmarking and comparison of services is an ongoing discussion, and already performed studies and projects may form a common ground with key performance indicators and metrics around improving services

Global research projects raises the need for specific services within the university, how can research support functions be improved and aligned with these demands is a challenge that could be addressed by IARU

The organization of research support functions is constantly in flux. How to gain better services through optimizing organization is a constant challenge.

##### b) Document sharing

It was discussed to investigate other options for sharing documents than through the Oxford Nexus; but given different institutions different systems and restrictions, it was decided to continue with Nexus, which allow everybody to share necessary documents.

##### c) Contact to the IARU Librarian Group on Data Management

The IARU librarian's meeting took place in Beijing at the end of September 2015. They identified data management and preservation as an area of potential collaboration. This was brought up by Andrew Rudczynski in the RAN meeting. The next librarian's meeting will be held in Zürich in fall 2016. Agatha Keller will get in touch with the person in charge at the ETH library, Rafale Ball, and will ask to join the meeting in Zürich and to bring in the perspective and emerging issues from the Research Administrators perspective.

d) RAN Chair

It was proposed to reinforce the decision in Oxford 2014 to appoint a formal chair of the RAN, and on suggestion from Agatha, it was unanimously decided to appoint Jan as the RAN chair.

For the minutes

Jan Andersen October 29, 2015



## 2.7 Technology Transfer Network

<b>Lead</b>	Peking University	
<b>Reporting</b>	<i>Dongmin Chen (Peking University)</i>	
<b>Executive summary</b>	<p>The 4<sup>th</sup> 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>	
<b>Items for decision</b>	--	
<b>Funding request</b>	--	
<b>Funding to date</b>	<p><i>Up to 15,000 (Oct. 2016)</i></p> <p>Up to 10,000 (April 2015)</p> <p>9,573 (April 2014)</p> <p>15,091 (March 2013)</p>	<p><i>Innovation &amp; Entrepreneurship Ecosystems, 4<sup>th</sup> workshop (UC Berkeley)</i></p> <p>Technology Transfer Workshop, NUS – this event was cancelled.</p> <p>Technology Transfer Workshop, ETH</p> <p>Academic IP Pooling Workshop, PKU</p>
<b>Outcomes of previous meetings</b>	<p><b>Presidents’ Meeting, April 2016</b></p> <p>Professor Dongmin Chen (PKU) presented the IARU Collaborative Technology Transfer Portal.</p> <p>At their meeting in 2013 the Tech Transfer Group discussed a proposal to develop an IP portal for sharing selected patents from each IARU institution. PKU and NUS developed the platform which is temporarily hosted at this web link: <a href="http://iaru.patsnap.com">http://iaru.patsnap.com</a>.</p> <p>The IP Portal goal is to gather the higher quality patents from each university and create a central repository to form a, so called, <i>virtual patent pool</i>. The ownership of the patents will not change by effect of being on this centralized platform. The advantages of an IP Portal would be that the patent pool can be sorted into family of patents by technology sectors or applications. Within each family of patents there would be patents from a number of IARU members. The idea is that the value of family patents exceeds the value of the sum of individual patents, thus the IP portal would become attractive to more international corporations and increase the exposure of IARU members’ individual Offices of Technology Transfer (OTT).</p> <p>Currently the Tech Transfer Group members are reviewing the content on the database for update and approval by each OTT. Further work includes the integration of UCT and some design feedback &amp; tweaking. Finally the rules for collaborative use are to be discussed in October 2016 at the next OTT workshop at Berkeley. ETH supported the idea of providing a centralized access to all IARU Tech Transfer Offices, however also noted the importance of agreeing on further details</p>	

concerning the database and the rules of use prior to taking the platform to the public.

The Chairman congratulated for the well-structured portal, he further reminded that the upload of patents is based on individual IARU members' decision. Those who intend to participate to the IP Portal are encouraged to progress on the content review and to contribute to the discussion about the rules for collaborative use to take place at the next meeting. Presidents' agreed that at this stage the IP Portal is not yet ready for publication and exploitation. The group is invited to report on progress and further details at the Senior Officer meeting

#### **Senior Officers' Meeting, October 2015**

Dr. Xia Hongwei (PKU) reported that the 3<sup>rd</sup> 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 10<sup>th</sup> 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".

## Technology Transfer Network

### IP Pooling Web Portal

With the help of the IARU members, recent issued patents from IARU members have been uploaded onto the IARU IP portal (<http://iaru.patsnap.com><sup>1</sup>) and contents of each member has been reviewed and revised, respectively. During the OTT officer workshop to be held at Berkeley Oct. 6-7 2016, a session is organized to collect the feedback on the IP portal's design, format and functions, and to discuss the collaborative use of the pooled IP database, if a consensus can be reached to release the Portal via IARU website. A final report will be submitted to the 2016 Senior Officer Meeting.

### OTT Group Workshop

The IARU Office of technology Transfer/Licensing (OTT) group will hold the 4<sup>th</sup> workshop on "Research Intensive University Innovation & Entrepreneurship Ecosystem Development" on Berkeley campus on Oct. 6-7, 2016. About 20 attendees from IARU members are expected to be present at this workshop.

The workshop will exchange ideas on topics on "Distributed Innovation Ecosystem", "Software licensing", and "IP marketing". A special presentation on origins of the US National Science Foundation Innovation Corps (I-Corps), how and why it was created, and how it changed the way the government commercializes scientific research is also included. (See OTT Workshop Agenda below)

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<sup>1</sup> The IP Portal is currently in a preliminary version and it has not been openly promoted.

## IARU TT Group Workshop Agenda Oct. 6-7 Berkeley, CA

2150 Shattuck Ave., Suite 1000 10<sup>th</sup> floor

### October 6<sup>th</sup>

- 9:00 – 9:30            **Breakfast- catered in conf. room**
- 9:30 – 10:00        **Intros and statement of expectations for the meeting**
- 10:00 – 10:45      **Evolution of Tech Transfer at the Office of Intellectual Property and Industry Research Alliances at UC Berkeley**
- A brief overview of how the function of tech transfer has evolved over the last 10+ years.
- 11:00-11:45        **NSF I-CORPS Program Description**
- Errol Arcylic, will discuss the origins of the National Science Foundation Innovation Corps (I-Corps), how and why it was created, and how it changed the way the government commercializes scientific research.
- 12:00 – 1:00        **Lunch**
- 1:00 – 1:45         **Distributed Innovation Ecosystem paper**
- Discussion led by Mike Cohen, Innovation Ecosystem Development about distributed innovation ecosystems
- 2:00 – 3:30         **Dr. Dongmin Chen presentation on IARU IP Pooling**
- Presentation by Dr.Dongmin Chen regarding the capabilities of the future IARU IP portal, provided by PatSnap.
- 3:30 – 3:45        **Break**
- 4:00 – 5:00         Visit SkyDeck Accelerator**
- Visit to SkyDeck, UC Berkeley's start-up accelerator, which supports the translation of research.
- 6:00 - 8:30         Dinner at Revival or Shattuck Hotel – depends on # of attendees**

### October 7<sup>th</sup>

- 9:00 – 9:30         Breakfast – catered in Conf. room**
- 9:30 – 10:30        Recap of last day**
- 10:00 -11:00        Presentation by UC Berkeley Sutardja Center for Entrepreneurship & Technology**

Presentation by the Sutardja Center for Entrepreneurship and Technology to discuss how they support entrepreneurial thinking.

<b>11:00 - 12:00</b>	<b>Discussion on collaborations</b>
<b>12:00– 1:30</b>	<b>Lunch</b>
<b>1:30 – 2:30</b>	<b>New funds &amp; funding models</b>
<b>2:30 – 4:15</b>	<b>Industry Sponsored Research, Software licensing, IP marketing</b>
<b>4:45 – 5:00</b>	<b>wrap-up and future planning</b>

### **Participants:**

The meeting was attended by 12 delegates from 4 IARU universities. ETH sent a written contribution.

**UC Berkeley:** *Carol Mimura* - Assistant Vice Chancellor, IP & Industry Research Alliances (IPIRA)  
*Akash Bakshi*- Assistant Director of Technology Analysis and Marketing (IPIRA),

*Errol Arkilic, Michael Cohen, GiGi Wang;*

**NUS:** *Lily Chan* - Chief Executive Officer, NUS Enterprise  
*Poh Kam Wong;*

**ANU:** *Tiona Nelms* - Director, Innovation ANU & Technology Transfer

**PKU:** *Dongmin Chen* - Director, Office of Science & Technology Development  
*Yang Tian, Qinping Zhu, Junming Wang.*



## 2.8 Women and Men in Globalizing Universities

<b>Lead</b>	ETH Zurich; Oxford University
<b>Reporting</b>	<i>Professor Renate Schubert (ETH Zurich), Professor Rebecca Surender (Oxford)</i>
<b>Executive summary</b>	<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"> <li>– Ratios of men and women at the different steps of academic careers</li> <li>– Excellence versus equity</li> <li>– Gender gap in educational attainment</li> <li>– Good practice measures to support women and men in globalizing universities</li> <li>– “Implicit bias” trainings</li> <li>– incentives to increase the number of female tenured professors</li> <li>– Target setting, in the context of hiring professors</li> <li>– Experience with the Athena-Swan type certification systems</li> </ul> <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> <ul style="list-style-type: none"> <li>– Data collection concerning educational attainment of men and women at IARU universities</li> <li>– Survey on good practices related to measures assuring excellent and equal educational attainment.</li> <li>– Implicit bias training for the performance of our universities and especially for the educational attainment</li> <li>– Assessment of the role of incentives (monetary or non-monetary) for increasing the percentage of female full professors at our institutions.</li> </ul>
<b>Items for decision</b>	Additional funding for IARU Internship work
<b>Funding request</b>	USD 4,000 IARU Intern to assess the role of incentives

<b>Funding to date</b>	<p>USD 8,000     <i>Annual Workshop 2017</i></p> <p>USD 8,000     <i>IARU Interns for data collection and analysis of gender differences in educational achievements as well as for preparation of implicit bias trainings.</i></p> <p>USD 3,011     Workshop (July 2016)</p> <p>USD 5,200     Workshop (June 2015)</p> <p>USD 3,638     Workshop (2013)</p> <p>USD 6,512     Workshop (March 2012)</p> <p>USD 8,500     For project development (PM2006)</p>
<b>Outcomes of previous meetings</b>	<p><b>Presidents' Meeting, April 2016</b></p> <p>Dr. Rebecca Surender, Pro Vice-Chancellor for Diversity, University of Oxford, and Ms. Trudy Coe, Head of Equality &amp; Diversity at the University of Oxford, joined this session.</p> <p>Dr. Rebecca Surender gave an overview about the work carried out by the group since its inception, followed by a snapshot of the gender situation at IARU partner universities. Further, Dr. Surender focused on three substantial discussions which emerged at the last meeting:</p> <ul style="list-style-type: none"> <li>– <b>What is the role of targets?</b> Women and men students are well represented at the undergraduate level, whereas there is a declining number of women among doctoral students and professors' appointments. The group would argue that the number of doctoral students should be the benchmark for what are realistic targets.</li> <li>– <b>What is the impact of globalisation on gender equality?</b> All IARU partner institutions are international universities attracting significant numbers of international PhD. Precise data are missing at the level of lecturer and faculty position. The question raised is to see how globalisation affects gender relations based on the assumption that women may not be as mobile as men due to family commitments.</li> <li>– <b>How to define "success" of gender initiatives?</b> There are different approaches to measuring success such as: <i>hard outcomes</i> eg. student attainment, salary parity, number of women in leadership role, and <i>process or interim measures</i> eg. senior champions, dedicated budgets, family-friendly policies. The factors influencing the success are also of different origin: there are some in connection with socialisation and values that are in the women themselves, and there may be unconscious biases in the institution that lead to exclusion, or gaps in the performance, of women. Women tend to value different factors of success than those that are traditionally rewarded in academia (eg. number of publications, rankings) and take up roles that are not directly rewarded in the success parameters (eg. administration and teaching work). The question raised is whether these factors should be taken into account to define a more balanced measure of success.</li> </ul>

A discussion followed which confirmed the data gathered by the group: generally, women and men students perform well at undergraduate level, but the gap between genders increases, the higher the level of the academic career. Vice-Chancellor Borysiewicz commented that at the discipline level there are large differences in gender representation, with a disproportionate number of women students already at the undergraduate level. Therefore he agreed that a unique target of 30% representation at professorship is generally acceptable, however setting targets at a more specific level requires a thorough understanding of the cultural and institutional biases that are at the origin of the current unbalanced conditions. The existence of these institutional and cultural biases justifies dedicated financial resources to overcome them. The group was therefore encouraged to identify the areas where hidden biases exist and which can be addressed with specific additional resources eg. for training and retaining.

Additional comments suggested that the evaluation system should be diversified, so as to be able to capture the talent that expresses differently in either gender group. Lastly, the body of work of Professor Claude M. Steele was suggested as a useful source, for his work on stereotypes and women performance in university.

The Chairman concluded by thanking the presenters and noting that there seems to be a need for further collaborative work in the field. The Chairman invited the group to continue the good work and possibly come with practical initiatives and measures that may be applied at IARU institutions in order to reduce the loss of talent that comes from gender unbalance.

The slides of the session are available on the IARU website [Presidents' Meeting restricted page](#).

### **Senior Officers' Meeting, October 2015**

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.

## Women and Men in Globalizing Universities

### IARU Gender Meeting Beijing, July 2016

In the beginning of July 2016, eight out of eleven IARU Universities (Cambridge, Stanford and South Africa missing) participated in the “Gender Working Group” meeting at Beijing University. Also this time we had intense, trustful and effective discussions on various topics:

- Ratios of men and women at the different steps of academic careers, especially in STEM fields: We analyzed the situation at IARU universities and searched for explanations of unequal ratios. Furthermore, we discussed potential measures to make the ratios more equal. Hereby, measures implemented at our universities were considered as well as measures at other universities and institutions.
- Excellence versus equity: We discussed examples and arguments showing that excellence, for which all IARU universities are striving, and equity or also diversity must not be opposed to each other but could go very well together and would even support each other.
- Gender gap in educational attainment: In our discussion it turned out that some universities have such a gap after the first year of studies, others in the last study year. Furthermore, the majority of universities was not aware of any evidence on this topic but was very interested in finding out more and discussing the results in the 2017 Gender meeting.
- Good practice measures to support women and men in globalizing universities: Various measures in different locations were discussed and we convened that it would be very helpful to put together an inventory listing key measures as well as the conditions under which they proved to be successful or unsuccessful. A special focus of our discussion was on early career academics. In addition, the general question was raised whether and in which sense a gender action plan would be useful. The respective discussions should be continued at the 2017 meeting, based on more evidence from our own or other universities.
- A specific topic among these measures were “implicit bias” trainings which are already in place in some of the universities and should be rolled out more broadly, but mostly likely in different ways for different groups of people (for instance Board members, High-level Committee members, supervisors, young researchers, students). Yale has specific knowledge in this area and is willing to share strategies and experiences. Also Oxford has some material available which could be made available for the other IARU universities. In our discussion, specific emphasis had also been given to male “champions of change” – a concept which we would like to study more in preparation of the 2017 meeting.
- Another specific field of action that was discussed in more details was incentives to increase the number of female tenured professors, especially in STEM fields. We discussed experiences with monetary incentives (Copenhagen and Yale) as well as options for and advantages/disadvantages of non-monetary incentives. The discussion showed that more in-depth analysis would be needed in this context.

- In the context of hiring professors, we discussed the relevance of target setting. Should targets be rather achievable or rather aspirational? We will collect evidence and continue the discussion at the 2017 meeting.
- At the side of the aforementioned bigger topics we also discussed experiences with the introduction of Athena-Swan type certification systems, the relevance of diversity in a broader sense, the balancing of research and family work in China as well as the advantages and disadvantages of part-time work for researchers.

At the Senior Officers' Meeting in October 2015, the IARU Gender Group was allocated 5'000 + 3'000 USD in order to hire IARU interns to assist in the following projects:

- 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.

Due to the length of time it took to do the preparatory work for this project in the individual institutions (assemble working groups/preliminary information gathering/development of survey instruments etc.), the IARU Gender Group was not ready to hire interns in the first half of 2016 and to start the comparative work. Furthermore, the Beijing Meeting showed that while there is still broad interest in the above mentioned topics, some of the data collection can be done by individual institutions, so that this project may now require less financial resources from IARU.

However, the Beijing meeting emphasized the importance of “implicit bias” trainings for the performance of our universities and especially for the educational attainment. In addition, a further topic not related to the educational attainment question emerged in the Beijing meeting which we would like to also investigate before the 2017 meeting. This topic is the role of incentives (monetary or non-monetary) for increasing the percentage of female full professors at our institutions. While two of the Group members (Denmark and Yale) have some experience using financial incentives to promote change in hiring practices, there seems to be no clear evidence on which incentives work best. Hence, the IARU Gender Group would like to assess the effects (positive and negative) of various potential incentives so that we might be able to recommend most effective structures for different types of universities. Here again, a IARU intern could help in collecting data and assessing the implication of existing structures within and outside IARU.

We are now in a position to draw on the previously allocated \$8000 USD to recruit two interns at two IARU Universities to work on the two initial projects mentioned above as well as on the ‘implicit bias’ topic. For realizing the ‘financial incentives’ work, we request an additional \$4000 USD to be used in 2017.

Work should be completed and results available for the next meeting of the IARU Gender Group which will most likely take place at either ANU or Yale in September or early October 2017. To organize the respective meeting, we were granted the regular meeting budget of 8'000 USD at the Senior Officers' meeting 2015.

On behalf of the IARU Gender Group



Prof. Dr. Renate Schubert

**Summary table of the tasks and allocation for IARU internships @ the Gender Group**

<b>Task</b>	<b>Allocation</b>	<b>Status</b>
<p>Two interns at two IARU Universities to work on:</p> <ul style="list-style-type: none"> <li>– Data collection concerning educational attainment of men and women at IARU universities</li> <li>– Survey on good practices related to measures assuring excellent and equal educational attainment.</li> <li>– Implicit bias trainings for the performance of our universities and especially for the educational attainment</li> </ul>	8,000 USD	Granted at SOM 2015
<p>One intern to assess the role of incentives (monetary or non-monetary) for increasing the percentage of female full professors at our institutions. Collect data and assess the implication of existing structures within and outside IARU.</p>	4,000 USD	New request at SOM 2016









## 4.1 Sustainable Campus Initiative

<b>Lead</b>	<i>Yale University</i>
<b>Reporting</b>	<i>Melissa Goodall</i>
<b>Executive summary</b>	<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"> <li>1. Climate Change: Energy management</li> <li>2. Climate Change: Business Travel</li> <li>3. Employee and Student Engagement</li> <li>4. IARU Universities as Catalysts for a Sustainable Society</li> </ol> <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> <p>The report contains:</p> <ol style="list-style-type: none"> <li>1. Priorities and Funding Requests for 2016-2017</li> <li>2. Sustainable Fellowships Report 2016</li> <li>3. SCI Annual meeting 2017</li> <li>4. Relations with ISCN</li> <li>5. Administrative notes</li> </ol>
<b>Items for decision</b>	Nine project descriptions and related funding.
<b>Funding Request</b>	<p><i>US\$ 45,500</i>                      <i>Total requested divided as follows:</i></p> <p><b><i>Energy Management and Behavior Change (Oxford)</i></b></p> <p><i>US\$5,000</i>                      <i>Support for a student to conduct research and complete the report</i></p> <p><i>US\$3,000</i>                      <i>Design and production of best practice guide</i></p>

	<p><b>Smarter Meetings (Virtual Conferences) (ETH)</b></p> <p>US\$25,000 Professional support for conference organization and moderation</p> <p>US\$2,000 Production of communication materials</p> <p>US\$3,000 Production of guidelines</p> <p><b>Presentation to the IARU Presidents at PM2017 (ANU)</b></p> <p>US\$3,000 Travel for one members of the IARU SCI Steering Committee</p> <p><b>IARU Universities as Catalysts for a Sustainable Society (Yale)</b></p> <p>US\$1,500 Green Guide Case Studies</p> <p>US\$1,500 "Campus" as a "Living Lab"</p> <p>US\$1,500 Global University Climate Forum</p>
<b>Funding to date</b>	<p>Up to 10,000 per meeting Sustainability Meetings 2017 and 2018</p> <p>1,000 USD Contribution to 10<sup>th</sup> anniversary video (ANU)</p> <p>---</p> <p>2,275 EUR Sustainability Meeting 2016</p> <p>5,000 USD 10th anniversary videos (1,000 each partner: NUS, ETH, UCPH, UTokyo, Berkeley)</p> <p>2,000 USD IARU 10<sup>th</sup> anniversary collective video production (UC Berkeley)</p> <p>16,585 USD IARU Global University Climate Forum (Dec. 2015)</p> <p>3,240 (January 2015) Green Guide for Universities</p> <p>3,983 (January 2015) Sustainability Meeting</p> <p>15,000 (October 2014) Publication IARU Green Paper</p> <p>25,000 (October 2014) Making Univ's Sustainable Conference</p> <p>15,000 (October 2014) Sustainability Science Congress</p> <p>6,060 (March 2014) Sustainability Meeting</p> <p>8,449 (March 2013) Sustainability Meeting</p> <p>9,146 (March 2012) Sustainability Meeting</p> <p>10,000 (2011–2012) Consultancy Fees</p> <p>7,207 (March 2011) Sustainability Meeting</p> <p>4,055 (February 2010) Sustainability Meeting</p> <p>16,500 (March 2009) Copenhagen related activities</p> <p>14,000 (October 2008) Sustainability Meeting</p> <p>---</p> <p>up to 10,000 (PM 12) Benchmarking study (unspent)</p>

	up to 15,000 (PM 11) Website write-up (unspent)
<b>Outcomes of previous meetings</b>	<p><b>Presidents' Meeting, April 2016</b></p> <p><b>4.1 Campus Sustainability: How Do You Make a Campus 'Green'?</b></p> <p>Ms. Rexille Uy (UC Berkeley) explained that IARU's Green Guide for Universities was one of the most important accomplishments to come from the Alliance in the last 10 years, therefore the best way to celebrate IARU's 10<sup>th</sup> anniversary was to highlight how each campus has worked to include sustainability efforts, and how partners have worked together. The 10 members each (UCT didn't take part for obvious reasons) submitted a video describing the sustainability practice on campus; all videos have been edited into a single compilation, which was shown at the meeting.</p> <p>The Presidents congratulated with the quality of the work. NUS asked to make some amendments to its part, following which the video will be made available on IARU's website and for all members to promote it as they deem fit. UCPH asked to make a teaser for dissemination on social media.</p> <p>The Chairperson thanked UC Berkeley for coordinating the production and all sustainability officers for their valuable contributions.</p> <p><b>4.2 Updated IARU Presidents' Statement on Sustainability</b></p> <p>The Statement on Sustainability was first drafted in 2009 by the Sustainable Campus Initiative (SCI) Group. It focused on the exchange of best practices for achieving sustainability goals on campus. At the Senior Officers' meeting in 2015 the SCI group suggested reviewing the text of the statement in view of the progress made by all IARU partners as well as to incorporate the spirit of the latest COP meeting. A new statement had been drafted and circulated for pre-approval at all IARU members. The revised statement emphasizes IARU's vision to move beyond best practices towards transformative change.</p> <p>The revised statement was approved by the Presidents and has subsequently been published at this link: <a href="http://www.iaruni.org/sustainability/presidents-statement">http://www.iaruni.org/sustainability/presidents-statement</a></p> <p><b>Senior Officers' Meeting, October 2015</b></p> <p><i>Celebrating 10 Years of IARU</i></p> <p>Senior Officers recognised the continued efforts and successful achievements of the sustainability initiative and decided to acknowledge these by selecting proposal #1 as IARU 10<sup>th</sup> anniversary flagship project. After discussion, the following elements have been added to the concept presented by UC Berkeley:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>

- 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.

### **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 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.

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.

### **7.2 Global University Climate Forum**

Yale Sustainability Office is coordinating the organization of the Global University Climate Forum. The forum is run in cooperation with the International Sustainable Campus Network and Sorbonne Universités, IARU sponsors with 10,000 USD contribution. Selected teams of students from around the world including IARU students met at a workshop to exchange on ways to promote and implement greening measures on campus. The workshop took place in Paris on 5 December 2015, during the COP21. Over 130 students from more than 50 countries participated.

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



## 1. Priorities and Funding Requests for 2016-2017

*Prepared by Melissa Goodall, Yale University*

The International Alliance of Research Universities offers a remarkable platform for testing local solutions to global challenges. Following on the successes of shared initiatives such as the *Green Guide* and the Global University Climate Forum, at the annual meeting of the Sustainable Campus Initiative (SCI) the representatives from the IARU institutions agreed on the following priorities for the 2016-2017 academic year.

Each project has a lead institution and most have one or two additional members that have agreed to be on the working group that develops the project. In each case, the content of the project is complementary to existing institutional priorities for the universities listed. This ensures authentic leadership for each project, as well as appropriate staff time. The funds requested below will cover additional collaborative expenses.

All IARU institutions will be invited to participate in some way on each project. This model both ensures that all of the IARU universities have the opportunity to benefit from the work and that the initiatives enhance the alliance. With this structure, these initiatives will both improve the performance of the IARU member institutions through sharing and developing best practices and help to demonstrate global leadership via sharing IARU experiences and initiatives online and by engaging universities globally.

The following tables offer synopses for each of the priority projects for 2016-2017. More detailed work plans, which include information on resources, timelines, and deliverables, have been agreed to among the IARU SCI group, and can be provided upon request. The work plan for the Smarter Meetings project is included in this document because that initiative would require significant funds.

### Climate Change: Energy management

<b>Project 1: Equipment Energy</b>	
<b>Description:</b>	Compare management of highest energy consuming equipment.
<b>Organizers:</b>	ETH (lead), Oxford, ANU
<b>Output:</b>	A matrix of highest energy consuming equipment starting with labs.
<b>Project 2: Energy Management and Behavior Change</b>	
<b>Description:</b>	Evaluation of engagement and energy dashboard strategies
<b>Organizers:</b>	Oxford (lead), Copenhagen, Cambridge
<b>Output:</b>	Report on dashboard effectiveness – lessons learned and best practices
<b>Funding requests:</b>	Support for a student to conduct research and complete the report <span style="float: right;">US\$5,000</span>

	Design and production of best practice guide	US\$3,000
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## Climate Change: Business Travel

<b>Project 1: Proof of Concept: Annual IARU SCI Workshop Virtual Participation</b>		
<b>Description:</b>	Enable video conferencing throughout the annual IARU Sustainable Campus Initiative meeting so that relevant representatives from all IARU institutions have the opportunity to participate in all or parts of the annual meeting. This will both benefit the alliance and demonstrate the possibility of video conferencing.	
<b>Organizers:</b>	2017 Host University (lead), Yale, ETH	
<b>Outputs:</b>	Possible full participation in the SCI meeting and a set of best practices.	
<b>Funding:</b>	Will be funded as a part of the annual meeting expenses	
<b>Project 2: Smarter meetings</b>		
<b>Description:</b>	Host an entirely virtual conference on efficient and smarter meetings and conferences. This will include both ITS and sustainability professionals and may be opened up to non-IARU institutions.  (Please see attached concept document for more information)	
<b>Organizers:</b>	ETH (lead), ANU, (Oxford, Yale)	
<b>Outputs:</b>	Conference participation, communications materials, production guidelines.	
<b>Funding requests:</b>	Professional support for conference organization and moderation	US\$25,000
	Production of communication materials	US\$2,000
	Production of guidelines	US\$3,000

## Employee and Student Engagement

<b>Project 1: Fellowships and Sustainability Staff Knowledge Exchange</b>		
<b>Description:</b>	Explore options for enhancing the Fellowship Program to allow for home-hosted fellows and a parallel initiative to encourage IARU sustainability staff to participate in short-term learning visits to peer institutions.  (Please see the attached report of the IARU Sustainability Fellowship Program)	
<b>Organizers:</b>	Cambridge (lead)	
<b>Outputs:</b>	Concept note offering recommendations for the Fellowship Program.	
<b>Project 2: Presentation to the IARU Presidents</b>		
<b>Description:</b>	Since nearly all of the IARU institutions have had a change of leadership since the alliance was formed this will afford the SCI team an opportunity to share successes to-date and solicit input on top-level programs and partnerships going forward – including opportunities to partner with other networks	

<b>Organizers:</b>	ANU (host), TBD	
<b>Outputs:</b>	Presentation and report for the presidents at the 2017 gathering	
<b>Funding request:</b>	Travel for one members of the IARU SCI Steering Committee	US\$3,000

#### IARU Universities as Catalysts for a Sustainable Society

<b>Project 1: Global University Climate Forum</b>		
<b>Description:</b>	Coordinate with student teams around the world to collect updates and develop final report, which will be published in the spring of 2017 via the IARU and International Sustainable Campus Network websites. Qualified student teams will be invited to publish in <i>Environmental Research Letters</i> , a peer reviewed journal where UC Berkeley Professor Dan Kammen is Editor-in-Chief.	
<b>Organizers:</b>	Yale (lead), Copenhagen	
<b>Outputs:</b>	Final report and possible peer-reviewed articles.	
<b>Funding requests:</b>	Support for a student to coordinate communications and draft the report	US\$1,500
<b>Project 2: Green Guide Case Studies</b>		
<b>Description:</b>	On an on-going basis, collect and publish news items and case studies from the IARU universities to demonstrate continued innovation and leadership. The repository will be organized by the categories of the Green Guide and each case study should be tagged with the any SDGs <sup>1</sup> they support.	
<b>Organizers:</b>	Yale (lead), NUS, Berkeley	
<b>Outputs:</b>	Online promotion of IARU member news and a repository of best practices.	
<b>Funding request:</b>	Support for a student to collect and post stories, develop communications, and measure and report on distribution	US\$1,500
<b>Project 3: “Campus” as a “Living Lab”</b>		
<b>Description:</b>	Explore and compare the various ways that the IARU institutions have of defining and fostering applied research and active learning.	
<b>Organizers:</b>	Yale (lead)	
<b>Outputs:</b>	A matrix to demonstrate differences and commonalities and a report that showcases examples from each institution and suggests next steps for the alliance.	
<b>Funding request:</b>	Support for a student to collect and post stories, develop communications, and measure and report on distribution	US\$1,500

<sup>1</sup> Sustainable Development Goals



### Summary of Funding Requests

Project	Lead Institution	Amount
Energy Management and Behavior Change	Oxford	8,000
Smarter Meetings	ETH Zurich	30,000
Presentation to the IARU Presidents	ANU	3,000
Green Guide Case Studies	Yale	1,500
“Campus” as a “Living Lab”	Yale	1,500
Global University Climate Forum	Yale	1,500
<b>TOTAL</b>		<b>\$45,500</b>

## Annex – Project: Smarter Meetings

Draft conceptual framework of a IARU conference on „Opportunities and limitations of videoconferencing and virtual collaboration”

Prepared by Dominik Brem, ETH Zurich

### Background

CO<sub>2</sub> emissions from business travel are often a significant proportion of a university's total carbon emissions. As data from different universities show (e.g. ETH Zurich, Oxford University, etc.), their main contribution is from air travel (short and long haul flights).

A university thrives on the exchange of knowledge and cooperation between its own members and with other educational and research institutions. International collaboration and networking are often strategic targets of universities. While business trips help develop and embed academic research, collaboration and learning – we must ensure that this is balanced against the commitment to reduce carbon emissions. Hence, we face a conflict of strategic targets (international orientation of universities vs. reducing carbon emissions of universities), which has to be addressed.

### Videoconferencing

Using videoconferencing technologies and tools – instead of physical meetings – offers the possibility for international collaboration whilst reducing business travel. Synchronous videoconferencing is most effective if supported by other (including asynchronous) technologies for virtual collaboration. The use of videoconferencing can reduce the costs of the physical displacement of people (travel by plane or car or train, hotel, travel time costs of employees, etc. ...) and also CO<sub>2</sub> emissions. As digital technology is developing fast, including various technologies of virtual collaboration, IARU Sustainability officers group suggests to demonstrate the current opportunities and limitations of videoconferencing in a showcase conference – open to IARU members and invited institutions.

Beside the reduction of CO<sub>2</sub> emissions, the following advantages of virtual collaboration are expected:

- Dramatic reduction of travel and cost – not only is video conferencing a direct replacement for many in-person business trips, but there is also almost no cost for people to be involved in a virtual meeting.
- Virtually no time constraint as video conferencing can be conducted at any time of the day.
- Increased productivity by eliminating time and barriers, meetings can be held anytime, anywhere with anyone. In this way, meetings are reported to be shorter and more effective.

Of course, there are also disadvantages such as:

- Lack of direct personal interaction as some meetings require a personal touch to be successful. Videoconferencing can be less personal than meeting face to face, and it can be possible to miss out on vital body language when you're struggling with a pixelated image or stuttering video.
- Misinterpretation of gaze direction (“virtual squint”).
- Misinterpretation of pointing gestures due to the missing common physical environment, difficulties to refer to physical objects and locations.

- Misinterpretation of atmosphere in a group due to a missing “long shot”.
- Technical problems: The major disadvantages are the technical difficulties associated with smooth transmissions that could result from software, hardware or network failure. On some occasions, the absence of technical support personnel creates difficulties for participants who are unfamiliar with the videoconferencing technological concepts.
- A successful video conference (VC) needs adequate equipment at all locations participating - perfect equipment on one side is not sufficient
- International time zones: One of the very real disadvantages of using video conferencing is that if you communicate regularly with people in other countries the different time zones participants are located in can make it challenging to find times which are not in the middle of the night for some participants.

### Goal of this showcase on videoconferencing & virtual collaboration

The main goal of such a virtual conference is to showcase the current capabilities of videoconferencing in the context of an IARU conference on Video Conferencing. Next to proven technologies and concepts, also new technologies shall be explored and tested. Beside the use of technology (hardware and applications), the main focus will be set on opportunities and limitations of virtual collaboration and its critical discussion. The goals can be summarized as follows:

- Briefly analyze the state of research in virtual collaboration (including videoconferencing), usability aspects etc., in particular research that has been done at the participating universities.
- Define goals of the showcase.
- Collect, discuss and define requirements to the set of technologies to be used in the showcase (e.g., is it a requirement for a technology to offer a low-threshold service?)
- Set-up of a completely virtual conference as a showcase.
- Showing advantages of virtual collaboration and offering solutions and alternatives to overcome disadvantages (s. above).
- Show and test state-of-the art VC technologies and tools in a “live” conference (examples: use of whiteboard, text exchange, file sharing, media sharing, screen sharing, remote control, electronic voting, conference recording etc.)
- Simulate current setups of physical conferences and research collaborations (e.g. seminars, working groups, networking during coffee breaks etc.) – show alternatives to the current settings
- Critically discuss possibilities and limitations of virtual collaboration, addressing questions of working efficiency, timing, etc.
- Elaborations of a guideline to virtual collaboration based on results and experiences of the conference.
- Assessment of the potential to reduce CO<sub>2</sub>-emissions by such a conference set-up in the IARU context and beyond

### IARU as a testbed

The IARU institutions can offer the perfect testbed for such a conference. The eleven members share similar values (e.g. see the president’s statement on sustainability) whereas the importance of academic diversity and international collaboration is central to these values as reflected in the IARU's

principles. Further, the 11 institutions are situated on 5 continents in many different time zones and are used to collaborate on many different projects, also on sustainability issues. Due to the complexity of such a VC conference, it is easier to start with a smaller number of participating institutions. As an alliance, we benefit from the shared knowledge and joint efforts and we are committed to enabling universities worldwide to benefit from this. If successful – the concept can be disseminated by other university networks as ISCN or Copernicus.

### Participants and audience

It is the goal of the initiators to set-up a conference program which is attractive to an interdisciplinary audience. Among participants we expect:

- IT-professionals from participating universities (mainly in the field of videoconferencing)
- Sustainability officers and professionals
- Researchers and experts in the field of Informatics, Sustainability and Working collaboration
- Management of the institutions (e.g. for a special session)
- Interested students, employees and faculty members
- Invited guests

With 11 – 15 universities participating we expect approx. 200 people virtually participating in the conference (full or part time).

### Duration of the conference

It is expected that conference on virtual collaboration will last for approx. 1.5 days. However, the concrete schedule will be elaborated in the next step. The schedule will include enough space for feedback and reflective discussion on the technologies tested.

### Timing of the conference

The set-up of such an event will need enough time for preparation, testing, communication and organizational issues. Therefore, it is proposed to have the conference in Summer 2017. The exact data will be published as early as possible.

### Needed funding

Due to the complexity of such a conference and the need for a professional support we ask the IARU presidents to fund the project of the VC conference with 30kUSD. Main use of the money will be for:

- Hiring professional support for the organization and moderation of the conference (25kUSD)
- Production of communication materials (2kUSD)
- Production of guideline (3kUSD)

There will be no costs (no fee) for participants of the conference. However, it will be expected that participating universities will provide their individual Video Conferencing infrastructure and personnel at no costs.

## Organizing Committee

The following institutions are in the organization committee and did comment on the draft conceptual framework. The lead for the organization of the conference will be decided *after* approval of the concept by the IARU management.

Institution	Contributing members
<b>ETH Zurich</b>	<ul style="list-style-type: none"> <li>• Dominik Brem</li> <li>• Christine Bratrach</li> <li>• Susann Görlinger</li> </ul>
<b>Oxford University</b>	<ul style="list-style-type: none"> <li>• tbd</li> </ul>
<b>Yale University</b>	<ul style="list-style-type: none"> <li>• Melissa Goodall, Russell Sharp</li> </ul>
<b>Australian National University (ANU)</b>	<ul style="list-style-type: none"> <li>• John Sullivan</li> </ul>
<b>University of Zurich</b>	<ul style="list-style-type: none"> <li>• Clemens Mader</li> <li>• Linde Warland</li> <li>• Lorenz Hilty</li> </ul>

## Next steps

Upon approval of the conceptual framework by the IARU Senior officers – the following tasks will be addressed:

- Definition of the leading house for the organization of the conference
- Set-up of the organizational committee (support and expertise)
- Elaboration of the detailed concept of the conference (e.g. number of parallel sessions, exact topics)
- Compilation of the conference program and invitation to speakers/moderators
- Marketing material, communication and PR
- Invitation

## 2. Sustainability Fellowship Exchange Programme

Prepared by Joanna Chamberlin, University of Cambridge

In 2016, seven IARU Sustainability Fellowships were hosted across eight institutions. All institutions reported another year of successful exchanges with students completing high quality projects on a range of topics, details of which are contained in the following table. A selection of reports from the Sustainability Fellowships will be published on the IARU web site ([www.iaruni.org/sustainability/fellowships/reports](http://www.iaruni.org/sustainability/fellowships/reports)).

The IARU Sustainable Campus Initiative (SCI) discussed opportunities to enhance this programme at their meeting in June 2016. The agreed proposals are presented as part of the report from the SCI and include:

- Allowing institutions to recruit a student from their own institution to work with them on an IARU project, e.g. collecting and organising case studies. This will support the broader work of the IARU SCI and enable institutions and individuals to participate in circumstances where it may be challenging to participate otherwise, for example due to visa or language issues. All IARU members would be welcome to participate in the program both via exchange and home-hosting. This recommendation is intended to engage more students and support expanded IARU collaboration.
- Endeavouring to develop a forum or community across cohorts of fellows.
- Establishing programme where staff could visit other IARU institutions to experience sustainability in another institution, and to facilitate two-way learning and the sharing of experience and practice. This could either be as a short visit (e.g. 1-2 weeks), or a longer-term secondment.

Host institution	Sending institution	Student	Project
Australian National University	NUS	Cheryl Wong Hui Min	<p><b>Revitalisation of the ANU Inter Hall Green Shield Competition</b></p> <p>The Green Shield Challenge aims to encourage Australian National University's campus residents to live greenly. The competition was in existence from 2009 to 2011, but ceased in 2012 due to logistical issues. This internship undertook a complete review of the competition and developed a proposal to revitalise the competition with data from the new network for electricity, gas and water meters installed in the halls, and a new system for reporting waste and recycling data.</p>

	Tokyo	Fumika Masuda	<p><b>Revitalisation of ANU Interhall Green Shield Challenge</b></p> <p>Review of the benchmarking and reporting data for the Inter Hall Challenge.</p> <p><b>Analysis of Double Glazing refurbishment at Ursula Hall student accommodation</b></p> <p>Undertook an analysis of the energy efficiency achieved from the replacement of the single glazed windows with double glazed units within the Ursula Hall student accommodation buildings.</p>
Cambridge	ANU	Laura Farrell	<p><b>Sustainable food at the University of Cambridge</b></p> <p>Compiled an evidence base detailing how the implementation of the draft sustainable food policy has affected the University Catering Services' purchasing, sales, finances, customer satisfaction and overall environmental impact.</p>
National University of Singapore	ANU	Lea-Sofia Luzzi	<p><b>Community gardening/farming</b></p> <p>Revived a rooftop community garden by revamping its management system. Helped select new plants to plant and recruited volunteers from staff to help with planting. Designed activities that could make use of the garden space to increase staff involvement in the rooftop garden.</p>
	Oxford	Benjamin Kobryner	<p><b>Green building database</b></p> <p>Compared the performance of various certified green buildings on campus, established what green building data was most important to capture and subsequently developed a framework for a database from which it would be easy to visualise the information.</p>
Oxford	NUS	Giselle Lim	<p><b>Global Reporting Initiative (GRI): its use and application in HE sector</b></p> <p>Reviewed existing HE reports working to GRI standard, assessed current Oxford University reports against the standard and identified potential benefits and challenges in applying the standard for the University and IARU.</p>
Tokyo	Cambridge	Amy Carmichael	<p><b>A landscape review of best practice in student engagement in sustainability, and an evaluation of possibilities for the University of Tokyo</b></p> <p>Compiled a landscape review of sustainability initiatives engaging students from the world's top universities and provided recommendations for both the Todai Sustainable Campus Project (TSCP) officers and the student committee for actions that will help facilitate increased and more effective student engagement.</p>

*Joanna Chamberlain, University of Cambridge*

### 3. 2017 IARU SCI Meeting

The two possible venues discussed for the next SCI gathering were UC Berkeley and ANU.

The SCI steering committee proposed to the full group that ANU in March would be the best option for the next meeting, as it would allow to give a direct contribution to the IARU Presidents' meeting. Since the leadership of most of the IARU institutions has changed since the Alliance formed, it seemed an opportune time to offer highlights and opportunities to the top administrators. On the other hand, since the ISCN meeting is scheduled for the last week of June in Vancouver a meeting at Berkeley the week before would allow SCI members to reduce travel costs and environmental impacts. When the two scenarios were put to the whole group for consideration, several SCI representatives voiced concern about funding and travel time associated with the trip to Australia, so it was decided that the meeting will take place at Berkeley during the week of June 19.

Note: Berkeley hosted the IARU SCI group in 2008 and ANU in 2011. The three institutions that have yet to host are Oxford, Peking, and Cape Town. These three will be given priority for hosting in 2018.

### 4. ISCN relationship

The International Sustainable Campus Network is a group with over 80 members in 35 countries on 6 continents. It has an annual conference that tends to be quite good – attendance is limited so there are ample networking opportunities and the presentations tend to be high quality. About half of the IARU members are also ISCN members: Cape Town, ETH, NUS, Oxford, Peking, and Yale are all members of ISCN, and ETH and NUS are ISCN Host Universities, which means that they have positions on the ISCN Board.

ISCN has been interested in a more definitive collaborative relationship with IARU for a few years. During the IARU SCI meetings, the group had an honest dialogue about the value of being an ISCN member – its main asset is the forum it provides for networking and communication and one does not necessarily need to be a member for that. Amy Ho (NUS), Melissa Goodall (YALE), Bart Meehan (ANU), and Christine Bratrach (ETH Zurich) are members of the newly formed ISCN Advisory Committee, a group that will actively inform the future and growth of that network.

In advance of the ISCN annual conference the IARU SCI group agreed that the best option is to invite them to participate on key strategic events such as the Global University Climate Forum and the IARU-hosted virtual conference. During the ISCN conference, representatives from IARU were invited to a closed session with the advisory committee of ISCN. Much of that conversation focused on the need to better-define the ISCN value proposition and the factors that distinguish the two groups from each other. The main points were that IARU is an alliance between presidents where sustainability is one line of collaboration and there is accountability to the presidents while ISCN is a sustainability network where the presidents have agreed to a charter, but the direct reporting connection does not exist. There was also considerable praise for the 2014 IARU Scientific Sustainability Congress and University Sustainability Conference as models for advancing dialogue that might be replicated.

In terms of collaboration, the key points were:

1. **Communication.** Both groups would benefit from enhanced intra-network communication as well as inter-network communication.
2. **Student Engagement.** Between the Fellowship Program and the Forums, IARU has a stronger track record of student engagement. There may be opportunities to collaborate including possible student-focused workshops at the annual ISCN conference.

3. Programming. The ISCN Advisory Committee is planning to redefine the form and function of its topic-based working groups. As the SCI group develops the priority projects above, we may consider how some of our shared initiatives might enhance the ISCN working groups.
4. Pilot Initiatives. IARU can act as “test-bed” for new project approaches within a smaller, but very efficient network and use the strength of the broad ISCN-network to disseminate those ideas and proofed concepts.

## 5. Administrative Notes

Melissa Goodall from Yale has assumed the chair of the Steering Committee. Tomas Refslund Poulsen from Copenhagen has stepped down from this position but will remain on the committee for one more year. Dominik Brem from ETH Zurich has stepped down from the IARU SCI Steering Committee. Joanna Chamberlin from Cambridge has taken his place. This means the Steering Committee is now ANU, Cambridge, Copenhagen, and Yale.



## 4.2 How to Make a Green Campus

<b>Lead</b>	<i>UC Berkeley</i>	
<b>Executive summary</b>	<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>	
<b>Items for decision</b>	--	
<b>Funding Request</b>	--	
<b>Funding to date</b>	<p>1,000 USD</p> <p>---</p> <p>5,000 USD</p> <p>2,000 USD</p>	<p><i>Contribution to 10<sup>th</sup> anniversary video (ANU)</i></p> <p>10th anniversary videos (1,000 each partner: NUS, ETH, UCPH, UTokyo, Berkeley)</p> <p>IARU 10<sup>th</sup> anniversary collective video production (UC Berkeley)</p>
<b>Outcomes of previous meetings</b>	<p><b>Presidents' Meeting, April 2016</b></p> <p><b>4.1 Campus Sustainability: How Do You Make a Campus 'Green'?</b></p> <p>Ms. Rexille Uy (UC Berkeley) explained that IARU's green guide for universities was one of the most important accomplishments to come from the Alliance in the last 10 years, therefore the best way to celebrate IARU's 10<sup>th</sup> anniversary was to highlight how each campus has worked to include sustainability efforts, and how partners have worked together. The 10 members each (UCT didn't take part for obvious reasons) submitted a video describing the sustainability practice on campus; all videos have been edited into a single compilation, which was shown at the meeting.</p> <p>The Presidents congratulated with the quality of the work. NUS asked to make some amendments to its part, following which the video will be made available on IARU's website and for all members to promote it as they deem fit. UCPH asked to make a teaser for dissemination on social media.</p> <p>The Chairperson thanked UC Berkeley for coordinating the production and all sustainability officers for their valuable contributions.</p> <p><b>Senior Officers' Meeting, October 2015</b></p> <p><i>Celebrating 10 Years of IARU</i></p> <p>Senior Officers recognised the continued efforts and successful achievements of the sustainability initiative and decided to acknowledge these by selecting proposal #1 as IARU 10<sup>th</sup> anniversary flagship project. After</p>	

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.

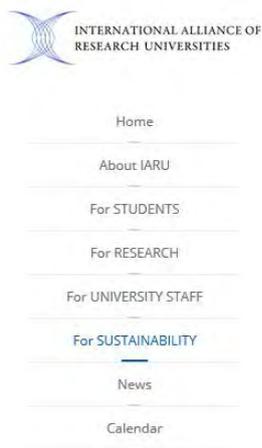
IARU Chair Ralf Hemmingsen thanked all partners for their creative and innovative contribution to the call for ideas and encouraged partners who have submitted new proposals in this framework to further develop their concepts and propose them for consideration at future meetings.

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

## How do you Make a Campus “Green”?

IARU’s website: <http://www.iaruni.org/sustainability/10y-green-campus>

IARU’s 10<sup>th</sup> anniversary video: <https://vimeo.com/173371965>



### How to Make a Green Campus

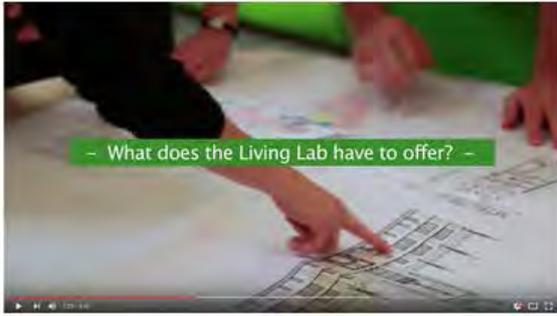


IARU began collaborating on issues of sustainability in 2006, 10 years later, each university has made real headway and developed a robust dialogue.

In 2009 the campus sustainability initiative was established with the aim of promoting collaboration between member institutions and developing best practices strategies in environmental management. All IARU universities are faced with a variety of challenges to which they each answer with a variety of solutions and initiatives. The continuous and fruitful exchange between IARU partners has contributed to making these solutions even more valuable.

To celebrate 10 years of collaboration in IARU, this video provides an overview of the range of practices put in place at IARU universities to enhance IARU campuses and encourage engagement in sustainability.





### THE LIVING LABORATORY

The 'Living Lab' provides opportunities for Cambridge students to carry out research and projects across the University to improve its sustainability.

The options are almost limitless. Topics and themes might focus on transport, biodiversity, energy, waste, food, behaviour change, wellbeing, the built environment, consumption patterns, culture...the list goes on. As long as what you are doing aims to help improve the University's environmental sustainability, we would love to hear from you.

WATCH VIDEO

### GREEN CAMPUS

The University of Copenhagen has set out ambitious new targets for sustainability designed to make UCPH one of the world's most sustainable universities.

With "Green Campus 2020: A Strategy for Resource Efficiency and Sustainability" the University has taken a big step towards meeting new environmental goals, including specific targets for energy and CO2 reductions.

WATCH VIDEO



### SUSTAINABILITY AT UC BERKELEY

UC Berkeley intends to be a leader on environmental issues and to promote action and awareness through educational and research activities.

"Globally, we face significant environmental, economic, and social challenges, from inequality to climate change, from food security to water shortages. Today, more than ever, we need to act and to help create a world that supports generations to come. Berkeley works to find solutions to these pressing issues and to make the world a better place."

WATCH VIDEO



### OXFORD GREEN IMPACT AWARDS

Green Impact is an Oxford University environmental accreditation scheme that brings together staff and students across the University to play an active role in improving the sustainable practices of their office, building or department.

WATCH VIDEO



### THE INVERSE GROWTH OF WEIMING LAKE

The water in Weiming Lake comes mainly from the Wanquan River. The increase of population and development caused pollution of the river. In 2000, Peking University started its water saving movement, and worked with the government to launch sewage treatment projects.

WATCH VIDEO

### THERE IS NO PLANET B

"Climate change interacts with the big sustainability topics such as natural resources, food, energy, water, poverty, urbanization... And it raises long and short term challenges, affecting the next generations." This short video on sustainability research at ETH Zurich, features Reto Knutti, Professor for Climate Science, as well as Associate Vice President for Sustainability at ETH Zurich. Research, education, and campus sustainability efforts are touched upon as the three-pronged approach that ETH Zurich uses to confront climate change and issues related to it.

WATCH VIDEO





### SUSTAINABILITY SOLUTIONS AT YALE

Members of Yale's Sustainability strategic planning process discuss the many ways in which Yale is both addressing sustainability and climate change as an institution, and integrating sustainability study and research into the academic mission of the university.

WATCH VIDEO

### IN PURSUIT OF SUSTAINABILITY

The University of Tokyo initiated the **Todai Sustainable Campus Project (TSCP)** in 2008 to reduce carbon emissions. In this video the members of the TSCP Student Committee will guide you through the measures in place and the new zero energy building "21 KOMCEE".

WATCH VIDEO



### SUSTAINABILITY AT THE NATIONAL UNIVERSITY OF SINGAPORE

A summary of how sustainability is incorporated into the teaching, research and campus operations of the National University of Singapore. It includes a special mention of University Town, where sustainability-centric masterplanning and operations principles are demonstrated in a tangible and impactful way.

WATCH VIDEO



### SUSTAINABILITY AT THE AUSTRALIAN NATIONAL UNIVERSITY

The Australian National University campus has more than 10,000 trees and over 100 native animals, its working environment is defined by nature. ANU established an environmental policy over fifteen years ago. Since then the university has implemented three environmental management plans obtaining major results in significantly reducing wastes, water use and fuel consumption.

WATCH VIDEO







## 5.1 Agenda for Presidents' Meeting 2017

Australian National University, 27–28 March

### Program at a Glance (tentative)

<b>Sunday, 26 March</b>	16:00	<b>Presidents' Panel – to be confirmed</b>
	18:00	<b>Alumni Reception – to be confirmed</b>
	19:30	<b>Welcome Dinner</b> (IARU Presidents' Meeting delegates only)
<b>Monday, 27 March</b>	<b>08:30 – 17:30</b>	<b>IARU Presidents' Meeting – Day 1</b> <ul style="list-style-type: none"> <li>– Presidents' Regional Updates</li> <li>– Topical Session</li> <li>– Presentation from the IARU Sustainable Campus Initiative</li> </ul>
	19:00	<b>Formal Dinner</b> (IARU Presidents' Meeting delegates only)
<b>Tuesday, 28 March</b>	<b>8:30 – 12:00</b>	<b>IARU Presidents' Meeting – Day 2</b> <ul style="list-style-type: none"> <li>– Topical Session</li> <li>– Essential information about IARU Initiatives</li> <li>– New Proposals</li> <li>– IARU business matters</li> </ul>
	12:30	Lunch
	13:00	Optional tour

## Agenda Items (draft)

1. **Topical Session #1 and #2** (1h 15min to 1h 30 min each session)
2. **Presidents' Regional Updates** (3h)
3. **Presentation from IARU Initiatives** (1h)
  - Sustainable Campus Initiative
4. **Essential information about IARU Initiatives**
  - The Senior Officers decide whether any of the updates/requests submitted by the ongoing IARU initiatives and circulated by the IARU Secretariat should be discussed at the Presidents' Meeting.
  - Updates from the Global Summer Program (IARU Secretariat)
5. **New Proposals**

*Partners are requested to send proposals for new initiatives to the IARU Secretariat by mid-January 2017.*
6. **Business Matters**
  - Financial Report (IARU Secretariat)
  - Presidents' Meeting 2018

## Proposed Topical Sessions

### #1 – The role of universities in building global cohesion

Panel discussion: We live in a time of conflict around the world with major shifts in the balance of power over the last few decades. How can universities contribute to global cohesion and peaceful resolution of conflict? How do we respond to issues of population displacement and attitudes to border control?

### #2 – ANU topic – Internationalising Area Studies

A globalised world needs a globalised approach to area studies. In this session we will focus on area studies with a specific focus on Asia and the Pacific.





## 6.1 NEW PROPOSAL: IARU Real Estate Working Group

<b>Proponent</b>	<i>Public Real Estate Management, ETH Zurich</i>
<b>Executive summary</b>	<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>
<b>Items for decision</b>	Approval of the new working group and funding request
<b>Funding request</b>	10.000 USD per year, for the organization of annual meetings in 2017, 2018 and 2019.

### Background

Good and reliable infrastructure is one of the main functional needs for successful research activities at universities. As IARU universities are among the world top research-intensive universities – it is expected that infrastructure is of high importance to all IARU universities.

It is expected that the alliance – and in particular this proposed working group – will add value by providing opportunities and insights allowing members to achieve things they would be unable to achieve on their own. The setting of the IARU Alliance will further establish an atmosphere of mutual understanding and confidence. A prerequisite for successful discussions and benchmarking initiatives.

### Real estate management at IARU universities

Real estate management at universities differs from the real estate management known in the private industry or the residential sector. Among others, the following requirements are typical to universities:

- very broad portfolio of building types (Labs, offices, lecture halls, catering facilities, data centers, student housing, etc.)
- very high flexibility of building use
- highly specialized and dedicated facilities
- high cost pressure (research vs. infrastructure)
- high fluctuation of personnel (students, employees)

- very variable use of infrastructure (e.g. peaks during term season)

### Goals of the working group

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.

The group should consist of senior staff from the real estate management of each of the institutions and meet regularly, either on individual campuses (e.g. annual meeting) or by videoconferencing (e.g. bilateral exchanges, preparatory work, etc.). 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.

### Suggested fields of activity

As there are different options for discussions – ETH Zurich suggests to use the following two topics to start discussions:

- Establish a benchmarking tool to compare infrastructure needs among universities. E.g. How much space is allocated per professorship/PhD/student. How is it calculated and managed? What policies are in place? Strategies and concepts for efficient space use.
- Shared Facilities / Technology platforms. What type of shared facilities are offered to researchers- How are they managed and funded? What are lessons learned?

### Tentative agenda of a first meeting

It is suggested to have a first 2.5 days meeting in Zurich or elsewhere in Spring (May) 2017. Below is a tentative Agenda of the first meeting. Participation by Videoconference will be organized, at least for some of the sessions.

#### Day 1

Time	Topic	Responsible
9 - 9.15	Welcome address by ETH	ETH, VPPR/President
9.15-9.45	Round of introductions	
9.45 – 10.15	Organization of the Meeting and practicalities	ETH
10.15 – 13.00 incl. refreshment break	Individual introduction to Real Estate Management (Part 1)	All (15 min presentation and 5 min questions)
13-14.30	Lunch	ETH
14.30-16	Individual introduction to Real Estate Management (Part 2)	All (15 min presentation and 5 min questions)

16-17	Preparatory work for day 2 (e.g. working groups, form etc.)	ETH
19	Formal Dinner	ETH

**Day 2**

<b>Time</b>	<b>Topic</b>	<b>Responsible</b>
8.30 – 8.45	Wrap-up of Day 1	ETH
8.45-11.45 incl. refreshment break	Session 1 (Benchmarking – tools, benefits and limitations) ➔ Presenting results of data requested prior to the meeting	Sharing short presentations and insights into policies/strategies ➔ Evt. Incl. some group work / workshop
11.45 – 12.30	Wrap-up of Session 1, definition of next steps, goals and added benefit of exchange in this field	ETH
12.30 - 13.30	Lunch	ETH
13.30-16.30 incl. refreshment break	Session 2 (Shared Facilities/Technology platform) ➔ Presenting results of data requested prior to the meeting	Sharing short presentations and insights into policies/strategies ➔ Evt. Incl. some group work / workshop
16.30-17.15	Wrap-up of Session 2, definition of next steps, goals and added benefit of exchange in this field	ETH
19	Dinner	ETH

**Day 3**

<b>Time</b>	<b>Topic</b>	<b>Responsible</b>
9 – 9.15	Wrap-up of Day 2	ETH
9.15 - 10.30	Feedback on the sessions and group meeting <ul style="list-style-type: none"> <li>• Pos / Neg</li> <li>• Value to participants</li> <li>• Expectations vs. Results</li> <li>• Covered topics</li> </ul>	Facilitated discussion
10.30 – 12.00	Organization of the group <ul style="list-style-type: none"> <li>• Steering</li> <li>• Next Meetings / VC</li> <li>• “Deliverables” / Roadmap</li> <li>• Other “formalities”</li> </ul>	Facilitated discussion
12.00 – 12.15	Farewell	To those not participating in the afternoon program

12.15 - 13.15	Optional Lunch	ETH
13.15 - 15.15	Optional Site Tour	ETH

### Expected preparatory work

As preparation to the meeting we expect from all universities participating the following:

- Short Introduction to the Real Estate Management (15 - 20 min)
  - Some input to expected content will be shared prior to the meeting
- Input to working sessions 1&2 (Benchmarking & Shared Facilities). Short presentations and some data, which will be requested prior to the meeting.
  - Questionnaire will be distributed in March 2017 – completed forms are expected in April 2017 to be consolidated by the organizing team for the meeting in May 2017.
  - As an example, the following information will be requested (details will be in the questionnaire):
    - Facts & figures on floor space usage (Offices, Labs, etc.)
    - Definition of key data on floor space usage / space allocation, room type etc.
    - Information, concepts, lessons learned on existing and planned “shared/technology platforms”.

### Funding request

The funding request in the current stage is limited to the organization of the annual meeting. Here we ask for a **3- year funding period** (2017-2019) to start and establish the IARU Real estate working group.

Based on experiences with the IARU sustainability officers working group we expect costs for the organization of the meeting of **10'000 USD per year** (incl. Meeting venue, Meals, Refreshments, Guided tour on day 3). This cost estimation includes 2-3 participants from each university of the alliance – totaling to a maximum of 30 people participating

Costs for travel and hotel is individually paid by the sending universities.

### Contact details

ETH Zürich, Real Estate Management ([www.bauten.ethz.ch](http://www.bauten.ethz.ch))

- Beat Kientsch (Head Portfolio Management, ETH), kientsch-beat@ethz.ch
- Dominik Brem (Sustainability and Scientific Concepts, ETH), dominik-brem@ethz.ch  
Kreuzplatz 5  
8092 Zürich, Switzerland

## 6.2 IARU Lectures

<b>Coordination</b>	<i>University of Copenhagen, Rikke Bøysen</i>
<b>Executive summary</b>	<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>
<b>Funding</b>	Funding is provided by the Carlsberg Memorial Grant approx. 150,000 USD

### Status of the IARU Talks

Efforts were made to identify the 11 speakers from the IARU universities, and the faculties at the University of Copenhagen were involved in this process.

All faculties have named important scientists from IARU partner universities. There are now approximately 30 proposals, however, not all IARU universities are represented. There are no proposals for speakers from the University of Cape Town and only one name has been put forward from respectively the University of Tokyo and the National University of Singapore.

Based on the input from the faculties, and considering their previous experience in communicating science to the general public, Politiken and UCPH jointly prepared a shortlist of IARU scientists to be invited. The intention is to cover a reasonable spread of gender, age and topics and that there will be contributions from all IARU universities.

Below the scientists thus far identified:

Timothy Garton Ash, University of Oxford - Topic: European Studies  
 Judith Butler, University of California, Berkeley – Topic: Gender, feminism  
 Wendy Pullan, University of Cambridge – Topic: Architecture  
 Pengjun Zhao, Peking University – Topic: Public Health  
 Akhil Amar, Yale University – Topic: Constitutional law

The IARU speakers will be paired off with a UCPH researcher, who will be acting as host during the IARU speakers' visit to Denmark. The UCPH researcher will also introduce the guest and his field at the event.

## Invitation procedure

UCPH, in collaboration with Politiken drafted an invitation letter (Annexed). The scientists will receive the invitation from Politiken, copied to the coordinator at UCPH and to the IARU Key Contact.

Should the scientist respond to Politiken, the newspaper and the invitee will agree on all practical details regarding travel and accommodation arrangements. The UCPH coordinator, in cooperation with the Danish researcher contact, will make arrangements for hosting the lecture and other side visits. The scientists' home IARU university will be kept informed via the IARU Key Contact.

In case the invited speaker does not respond to Politiken, UCPH will get in touch with the IARU Key Contact for assistance.

In case an invited speaker declines the invitation, the coordinator at UCPH and Politiken will invite another IARU scientist who has been indicated by UCPH's faculty.

## Timeline

The first IARU-talk is scheduled in winter 2017. Timothy Garton Ash, from the University of Oxford was invited and agreed to give a presentation in February 2017. The invitation was in this case sent from Prorector Lykke Friis and Mikkel Vedby Rasmussen (UCPH Faculty of Social Sciences).

For further information please contact the project coordinator at the University of Copenhagen: Rikke Bøyesen [rb@adm.ku.dk](mailto:rb@adm.ku.dk)

[Annex – DRAFT Invitation Letter](#)

Dear (*name*),

I am writing on behalf of (*name of the contact scientist at UCPH*).

We are pleased to invite you to deliver a public talk in Copenhagen as part of the “IARU talks – What we know” scheduled to be held between (*dates*) in Copenhagen.

The International Alliance of Research Universities, IARU, is celebrating 10 years of collaboration between top universities across the globe. The Danish newspaper Politiken and the University of Copenhagen are therefore co-hosting a series of “IARU talks – What we know” comprising 11 talks by distinguished expert speakers. The talks will be held in central Copenhagen and attended by Politiken readers and students from across all faculties.

The themes of the IARU talks will lie within various research areas, and the speakers will be outstanding professors from these research fields. The theme of your talk will be on the topic: (*Themes*). Your talk will be filmed and an edited version hosted on the University of Copenhagen’s video channel.

We firmly believe that your expertise and experience in the field of (*themes*) will be an excellent contribution to the talks. We hope that you will make your talk span both the individual research perspective and current global issues within the field.

It is truly an honour to be able to invite you to be a key note speaker at the IARU talks in Copenhagen.

Politiken will be pleased to cover your travel and accommodation expenses.

We are looking forward to your reply.

Sincerely,







## IARU Research Collaboration

### 7.1 Aging, Longevity and Health

<b>Lead</b>	University of Copenhagen
<b>Reporting</b>	<i>Tina Gottlieb (UCPH)</i> <i>Naoko TOBARI (UTokyo, for ALH GSC)</i>
<b>Executive summary</b>	<p><b>Two summer courses in ALH</b></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><b>a) New summer course in 2016</b></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 <b>Japan, China, United Kingdom and Denmark</b>).</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>b) IARU summer course on Healthy Aging</b></p> <p>The 6<sup>th</sup> 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).</p> <p>Three students from IARU Universities received a scholarship in the range of USD 380–3500 from the Novo Nordisk International Talent Program.</p> <p><b>2<sup>nd</sup> and 3<sup>rd</sup> ALH Steering Committee Meeting in Copenhagen</b></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</p>

	<p>UCPH. The next meeting is in Tokyo in November, 2016.</p> <p>Among other things, the Committee discussed the content and set-up for the upcoming 3<sup>rd</sup> Steering Group Meeting - and the 3<sup>rd</sup> IARU Aging, Longevity and Health Graduate Student Conference to be held 3-5 November 2016 in Tokyo, Japan.</p> <p><b>The IARU Project: Walkability</b></p> <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><b>3<sup>rd</sup> ALH Graduate Students' Conference</b></p> <p>The 3<sup>rd</sup> 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> <p>This report contains:</p> <p>Report about the ALH activities</p> <p>Updates about the ALH GSC conference</p>						
<b>Items for decision</b>	--						
<b>Funding request</b>	--						
<b>Funding to date</b>	<table border="0"> <tr> <td>15,000 (2016)</td> <td><i>ALH Graduate Students Conference (UTokyo)</i></td> </tr> <tr> <td>15,000 (2014)</td> <td>ALH Graduate Student Conference, Copenhagen</td> </tr> <tr> <td>38,000 (2009)</td> <td>for project management salary, Oxford</td> </tr> </table>	15,000 (2016)	<i>ALH Graduate Students Conference (UTokyo)</i>	15,000 (2014)	ALH Graduate Student Conference, Copenhagen	38,000 (2009)	for project management salary, Oxford
15,000 (2016)	<i>ALH Graduate Students Conference (UTokyo)</i>						
15,000 (2014)	ALH Graduate Student Conference, Copenhagen						
38,000 (2009)	for project management salary, Oxford						
<b>Outcomes of previous meetings</b>	<p><b>Presidents' Meeting, April 2016</b></p> <p>The ALH initiative continues to successfully run a summer course within the IARU GSP and recently expanded its offer with a new course. The ALH Steering group met in Copenhagen in August and discussed future activities, funding and areas of common interest, as well as possibilities for MSc and PhD student exchanges.</p> <p>The ALH initiative plans to hold the ALH Graduate Student Conference to be hosted by the University of Tokyo on 3 – 5 November 2016. On the first day students will attend a scientific symposium organized by the Institute of Gerontology at the University of Tokyo and co-organized by IARU ALH initiative, while on the 2<sup>nd</sup> day graduate students will present their own research plans and findings, followed by group seminars. Last, students will visit the community where the University of Tokyo research groups are working with residents for enabling 'aging in place'. High profile guest lecturers from the WHO Centre for Health</p>						

Development, OECD and the Mayor of Toyama city have been invited. The group requested funding up to 15,000 USD for the organization of the event.

The Presidents approved the funding. The Chairman thanked UTokyo for preparing such an interesting and high profile conference, which will bring further stimulus to interdisciplinary research in healthy ageing across IARU universities. Further, he invited all partners to spread the news of the conference within their universities and departments and to support the participations of students and researchers from each institution

#### **Senior Officers' Meeting, October 2015**

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.

## Aging, Longevity and Health Activities' Report

### New summer course in aging in 2016

The Center for Healthy Aging (CEHA), University of Copenhagen, has been running the annual IARU summer school *Interdisciplinary Aspects of Healthy Aging* since 2011. Over the years, many IARU students have attended the courses and provided excellent evaluations. Lecturers from other IARU universities have also given lectures on the course. A short note on the 2016 summer school is available below. In 2016, we are proud to announce that the University of Copenhagen and CEHA ran a second summer school in the ALH area under the *EIT Health* umbrella.

### EIT Health Summer School

In the summer 2016, we offered a new summer course titled *Alive and KICKing – innovative solutions to aging-related challenges*. The summer course is one of the University of Copenhagen's first activities in the *EIT Health* project.

The *EIT Health* is a consortium of more than 50 core partners and 90 associate partners from leading businesses, research centers and universities from across 14 EU countries. The University of Copenhagen acts as a core partner. The goal of *EIT Health* is to promote entrepreneurship and develop innovations in healthy living and active aging, providing the EU with new opportunities and resources. The background is that in December 2014, the *InnoLife – Healthy living and active aging project* was designated the winning Knowledge and Innovation Community (KIC), to be called *EIT Health*. The consortium was awarded funding of approx. EUR 395m over 7-10 years. KICs are part of the larger Horizon 2020 European Union initiative. The relationship between the University of Copenhagen and IARU is a recognised component of *EIT Health*. More information on *EIT Health* is available at <http://eit.ku.dk/health/>

The *Alive and KICKing* summer course has been developed by CEHA together with the Copenhagen Business School and Danish pharma company Novo Nordisk. The aim is to contribute to the education and training of professional health innovators and entrepreneurs at an international level. The course is open for IARU students and include online lectures on the Coursera platform, as well as an on-campus part at the University of Copenhagen in 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. Hence, 11 students from three IARU partners: Tokyo, PKU and UCPH. Three IARU students were awarded the Novo Nordisk International Talent Program Scholarship.

Teaching staff and supervisors were from CEHA, Erasmus University Rotterdam, Copenhagen Business School, Novo Nordisk, Steno Diabetes Center, the Danish company DigiRehab, as well as from UCPH's Department of Public Health and the Faculty of Science.

Information on the *Alive and KICKing* summer course is available at: [http://healthyaging.ku.dk/for\\_students/health-innovation-summer-school-2016/](http://healthyaging.ku.dk/for_students/health-innovation-summer-school-2016/)

## IARU summer school

CEHA hosted the 6th interdisciplinary Summer School on *Interdisciplinary Aspects of Healthy Aging*, 4 – 24 July, 2016 at UCPH.

The summer course gives students the opportunity to learn and use research methods from other disciplines, and to develop new projects with guidance from summer course teachers. The course program included lecturers from CEHA and from the IARU network ( Prof. George Leeson, Oxford).

Inspired by CEHA's greater focus on health innovation in connection with the *EIT Health* project described above, the summer course successfully included lectures and student project work within this field as a new initiative. Summer course students were from seven IARU universities (ANU, UTokyo, PKU, NUS, Oxford, Cambridge and UCPH) and two non-IARU universities (Mexico and Finland). Three students representing PKU, ANU and UTokyo received scholarships from the Novo Nordisk International Talent Program, the amount depending on the scholarship policies of the student's home institutions and on the costs and length of the study abroad at UCPH.

More information is available at:

[http://healthyaging.ku.dk/for\\_students/iarusommerskoler/iarusummerschool\\_2016/](http://healthyaging.ku.dk/for_students/iarusommerskoler/iarusummerschool_2016/)

## Scholarships: The “Novo Nordisk International Talent Program”

In 2015, the University of Copenhagen and the Danish pharma company Novo Nordisk agreed to launch a new scholarship program: the *Novo Nordisk International Talent Program*. The aim of the program is to support student mobility between the University of Copenhagen and IARU universities in health studies (master's student level). In 2016, the program was open to students attending the two CEHA summer courses. Again in 2017, the Talent Program will be open to IARU students in a range of selected academic fields seeking to study abroad on one of our aging summer courses (deadline 1<sup>st</sup> April, 2017). Information on procedures and deadlines is available at [http://studies.ku.dk/exchange/admission/nnitp\\_scholarship/](http://studies.ku.dk/exchange/admission/nnitp_scholarship/)

## ALH Steering Committee

The ALH Steering Committee was formed in 2014. Its raison d'être is to increase engagement across IARU campuses and to promote joint activities and funding opportunities for IARU ALH participants. In 2015, the Committee held their second meeting combined with a scientific workshop on 27 - 28th August in Copenhagen. Eight out of nine IARU universities were represented (participants are listed below). In 2016, meetings are held in Tokyo, Japan, in connection with the 3<sup>rd</sup> IARU ALH Graduate Student Conference.

The Committee members as of September 2016 are:

- **Prof. Lene Juel Rasmussen**, University of Copenhagen
- **Prof. Kaarin Anstey**, Australian National University
- **Prof. Michael Ristow**, ETH Zurich
- **Prof. Ho Teck Hua**, National University of Singapore

- **Prof. Xiaoying Zheng**, Peking University
- **Prof. Junichiro Okata**, University of Tokyo (Chair)
- **Dr. Louise Lafortune**, University of Cambridge
- **Prof. Sarah Harper**, University of Oxford
- **Prof. William Satariano**, University of California, Berkeley

### **The IARU Project: Walkability**

The joint IARU research project titled *Walkability – mobility and social relations among the elderly* involves Oxford University, CEHA and the Helen Hamlyn Center for Design at the Royal College of Art. The goal of *Walkability* is to investigate whether the existence of perceived community assets and/or specific characteristics of the built environment, including streetscape design, and/or characteristics of the social environment, influence the propensity of older adults to walk, exercise and/or practice other healthy behaviors. Joint project meetings were conducted in Copenhagen in August and September and several local meetings were held by the Danish team in November and December to further develop the proposal and identify potential funding sources. The project group expects to be able to submit an application for funding during 2016.

## 7.2 ALH Graduate Student Conference

The ALH initiative holds the ALH Graduate Student Conference, hosted by the University of Tokyo, on 3-5 November 2016 under the theme of "Society for 2050: What Science and Technology Can Do to Build a Dynamic Aged Society". Totally 22 graduate students from 6 member universities will meet in Tokyo, during this conference.

The graduate students will attend a scientific symposium organized by the Institute of Gerontology at the University of Tokyo and co-organized by IARU ALH initiative on the first day. On the following day, students will present own recent researches and attend a workshop on the topic of "Planning Multidisciplinary Research Projects for Better Aged Society". On the last day, they will visit places where they can find lifestyles and living arrangements among Japanese elderly in center and downtown areas of Tokyo Metropolitan.

Highlights of the symposium on the first day include keynote speech by Dr. Sarah Harper who is one of the ALH initiative members from Oxford University and Dr. Michitaka Hirose from the University of Tokyo. They will present social implications of aged society and technological innovation for life in 2050.

The ALH Steering Committee Meeting will be held in conjunction with the students' conference on 4th November 2016.

**Annex:** Conference Poster.

### Tentative Agenda of the ALH Steering Committee Meeting

#### Major Topics

- (1) Proposed 2018 GSC host University
  - (2) Proposed 2017 Steering Committee Meeting; the venue for the meeting
- 13:40 – 14:20 Presentations by IARU Steering Committee Members
- (1) University of Cambridge, *Title to be announced*. Dr. Louise Lafortune
  - (2) Peking University, *Prevalence and Factors of Comorbid Physical and Mental Disabilities among Chinese Elderly*, Dr. Xiaoying Zheng
- 14:20--15:30 Break
- 14:30--15:50 Presentations and discussions for four focus areas proposed at the Steering Committee Meeting in 2015
- (1) Australia National University, *Cohorts, cognition and the brain* Dr. Nicolas Cherbuin
  - (2) University of Oxford, *to be announced*, Dr. Sarah Harper
  - (3) University of Copenhagen, *Approaches to understand the biology of aging*, Dr. Lene Rasmussen
  - (4) University of California, Berkeley, *to be announced*, Dr. David Lindeman
- 16:00 – 17:30 Providing comments to presentations by students

**ALH Steering Committee Meeting Participants:**

Dr. Lene Jul Rasmussen (University of Copenhagen)

Dr. Nicolas Cherbuin (Representative for Dr. Kaarin Anstey, Australia National University)

Dr. Louise Lafortune (University of Cambridge)

Dr. Sarah Harper (University of Oxford)

Dr. David Lindeman (University of California, Berkeley)

Dr. Xiaoying Zheng (Peking University)

Dr. Junichiro Okata (The University of Tokyo)

Dr. Hiroko Akiyama (The University of Tokyo)

Dr. Katsuya Iijima (The University of Tokyo)

Dr. Ikuko Sugawara (The University of Tokyo)

Ms. Tina Gottlieb (University of Copenhagen)



**IARU**  
Graduate Student Conference 2016  
International Symposium on Aging, Longevity and Health



## Society for 2050: What Science and Technology Can Do to Build a Dynamic Aged Society

### November 3, 2016

**Doors Open: 13:00/ Main Event: 13:30–17:30**

**Venue: Fukutake Hall**

**Working Language: English**

Share with the audience the challenges and opportunities the aged world is facing, and gain insight about the future of the aged society.

Learn from world's top universities' practices of multi-disciplinary, multi-stakeholder, or multi-society collaborations to tackle the issues.

Discuss the role of academia for the solution of the issues.

#### ● Keynote Presentations by:



**Sarah Harper**  
Title to be announced  
Director, the Oxford Institute of Population Ageing and Senior Research Fellow, Nuffield College, University of Oxford



**Michitaka Hirose**  
“Role of Advanced ICT for Hyper Aged Society”  
Professor, Department of Mechano-Informatics, Graduate School of Information Science and Technology, The University of Tokyo

#### ● Panel Discussion

**“What science and technology can do to build a dynamic aged society to 2050 and beyond”**

- Hiroko Akiyama (Moderator)  
Professor, Institute of Gerontology, The University of Tokyo
- Lene Juel Rasmussen  
Professor, Managing Director, Center for Healthy Aging, University of Copenhagen
- Xiaoying Zheng  
Professor and Director, Institute of Population Research, Peking University
- David Lindeman  
Director, CITRIS Health Initiative, CITRIS at University of California, Berkeley

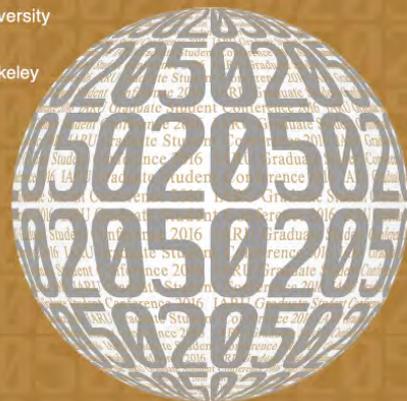
#### ● Registration

The event is RSVP-only (seat is limited), and is free and open to public.  
To register, please contact below by October 31, 2016.

[event@iog.u-tokyo.ac.jp](mailto:event@iog.u-tokyo.ac.jp)

In the subject of your email, please indicate “IARU Symposium” and provide your name and profession.

<http://www.glafs.u-tokyo.ac.jp>



This symposium is hosted and organized by Institute of Gerontology and the Graduate program of Gerontology(GLAFS) at The University of Tokyo.







## 8.1 Global Education Initiative: Global Summer Program (GSP)

<b>Lead</b>	GSP Coordinators IARU Secretariat
<b>Reporting</b>	IARU Secretariat
<b>Executive summary</b>	<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 10<sup>th</sup> 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> <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.</p> <p>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.</p> <p>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"> <li>▪ GSP 2016 Meeting Outcomes</li> <li>▪ GSP 2017 Preliminary Courses description</li> </ul>
<b>Items for decision</b>	--

<b>Funding request</b>	--
<b>Funding to date</b>	<ul style="list-style-type: none"> <li>▪ <i>Up to 10,000 (September 2016)</i>      <i>GSP Meeting, Singapore</i></li> <li>▪ <i>Up to 2,500 USD/partner</i>      <i>GSP Alumni travel costs to GSP at NUS to be reimbursed (UCPH, YAL, ANU)</i></li>   <li>▪ 6,409 (September 2016)      GSP Alumni attended GSP Meeting at NUS (OXF, ETH, TOK, UCB, PKU)</li> <li>▪ 5,089 (September 2015)      GSP Meeting, Yale</li> <li>▪ 5,938 (September 2014)      GSP Meeting, Oxford</li> <li>▪ 9,363 (September 2013)      GSP Meeting, Zurich</li> <li>▪ 7,188 (September 2012)      GSP Meeting, Beijing</li> <li>▪ 10,280 (September 2011)      GSP Meeting, Copenhagen</li> <li>▪ 7,018 (September 2010)      GSP Meeting, Cambridge</li> <li>▪ 10,200 (September 2009)      GSP Meeting, Oxford</li> <li>▪ 3,500 (September 2008)      GSP Meeting, Antwerp</li> <li>▪ 2,500 (February 2008)      GSP Workshop, Cambridge</li>   <li>---</li> <li>▪ <i>200,000 (2017)</i>      <i>IARU-Santander GSP Scholarships</i></li> <li>▪ 20,000 (2016)      IARU funds for GSP @UCT</li> <li>▪ 200,000 (2016)      IARU-Santander GSP Scholarships</li> <li>▪ 200,000 (2015)      IARU-Santander GSP Scholarships</li> <li>▪ 200,000 (2014)      IARU-Santander GSP Scholarships</li> <li>▪ 200,000 (2013)      IARU-Santander GSP Scholarships</li> <li>▪ 200,000 (2012)      IARU-Santander GSP Scholarships</li> <li>▪ 75,000 (2011)      Student grants</li> <li>▪ 100,000 (2010)      Student grants</li> </ul>
<b>Outcomes of previous meetings</b>	<p><b>Presidents' Meeting, April 2016</b></p> <p><b><i>IARU GSP 2015</i></b></p> <p>Michela Gaifami reported on behalf of the GSP Coordinators on the Global Summer Program (GSP) which continues to run very well. A total of 283 students participated in one or more of the 20 courses offered by all 10 partners. The general student feedback was once again very positive. The diversity of the participants is a key success factor of GSP. On the other hand, course cost and non-aligned academic calendars continue to be a challenge of the program. The number of participants has been decreasing since 2012, in line with an increase in the offer of summer programs globally.</p> <p>In 2016 all 11 partner institutions are offering a total of 24 GSP courses running between June and September. A total of 450 applications were received. Two courses from UCT were opened for application close to the deadline. This may be the reason for a lower than expected number of applications (2 and 5 applications), which makes the courses non-viable in 2016.</p> <p>A discussion followed exploring the possibility of re-opening applications to the UCT courses and sponsor applicants with IARU funds. UCT indicated that a total of 10 IARU students + 10 UCT</p>

students could make the course financially sustainable. Presidents acknowledged the exceptional efforts at UCT for offering two IARU GSP courses already from their first year into the Alliance. Presidents agreed to allocate up to 20,000 USD from IARU funds and tasked UCT and the IARU Secretariat with taking the necessary steps and engage with the GSP Coordinators for a smooth procedure. Further, the Chairman asked all members to disseminate and promote the IARU GSP courses within their institutions.

#### **IARU-Santander Agreement**

A new addendum to the agreement with Banco Santander to extend the IARU-Santander scholarships to UCT students for the GSP cycle 2017 is ready for signature by UCPH on behalf of IARU. The addendum foresees that UCT students become eligible for the scholarship, however the total installment will not increase correspondingly. Therefore, the shares of each partner in 2017 will be approx. 18,000 USD instead of 20,000 USD, allowing for up to 9 scholarships, plus carry-over funds from previous years. The IARU Secretariat shared the draft addendum with the GSP Coordinators who had no further comment. The Presidents approved the addendum and mandated IARU Chairman to sign on behalf of all members.

Further, Michela Gaifami reminded that the Agreement in force with Santander will expire by the end of 2017, and negotiations should start for an extension of the agreement. The Presidents agreed to mandate the Secretariat to explore the possibility for an extension with Banco Santander. President Tan Chorh Chuan offered his support in this process.

#### ***GSP Coordinators Working Committee Meeting 2016***

The 2016 GSP meeting is going to be hosted at NUS. This year's meeting will have a different format taking the opportunity to reflect on 10 years of collaboration. IARU GSP Alumni, GSP faculty and Santander will be invited to participate to an exchange about the future of the IARU GSP. The program concept is being prepared at NUS. NUS is encouraged to share the program of the event with the Secretariat and GSP Coordinators for allowing organization with the GSP Alumni and GSP Faculty at each institution.

#### **Senior Officers' Meeting, October 2015**

The 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.

## Global Summer Program:

### Global Summer Program (GSP) 2016

The 9th cycle concluded successfully in 2016. A total of 269 IARU students participated in one or more of the 23 courses offered - out of 430 participants in total. The number of applicants and participants is decreasing, in line with the broader offer of summer courses at and beyond IARU institutions. The GSP Coordinators agreed to simplify the application procedure and speed the selection process as both seemed to discourage applicants.

#### IARU GSP 2016 Students' Feedback

Overall there is great satisfaction from the students with the academic rigor of the courses. Students diversity is a constant key success factor of the GSP; the international mix makes the courses especially interesting and adds excitement to the GSP experience. Classroom discussions are always appreciated by students. Even though 82% strongly-agrees/agrees that the GSP offered sufficient opportunities to engage with classmates in academic discussions, many comments wish for even more opportunities for interactive sessions and team work.

Overall the GSP courses are different from IARU students' regular degree courses. The GSP courses differ mostly in the composition of the classroom, in the multidisciplinary content, as well as in the format.

Teaching was very positively judged; students enjoyed the diversity of the speakers and lecturers involved and appreciated all the support they could get from the instructors.

As for the factors that influenced the choice of the GSP course, the majority of the students considered that the course content is a "very important" factor (61%), along with the geographical location of the course (38%) and the name and reputation of the hosting institution (35%). Practical aspects such as the costs and course dates are considered "very important" by 28% the students. The transferability of credits plays a less important role in the decision: 24% of the students judge it "very important".

A large majority of students (78%) strongly agrees that the GSP course was a good experience for them and 64% believes it will positively impact on their career/career goals. 44% felt part of a larger IARU network which is an increasing percentage compared to previous years – this is also reflected in the open answers from the students where awareness of IARU and IARU GSP is clearly emerging, as well as willingness to do more with other IARU peers at home and at the host institutions.

### Global Summer Program (GSP) 2017

The GSP 2017 offering is being prepared, it is expected that many courses will be confirmed with the addition/substitution of few ones. The descriptions of the IARU GSP 2017 courses available at this stage are in annex I.

## Annex I - Global Summer Program 2017: Courses Descriptions

### ANU1: Mobilising Research

*Australian National University, dates tbd*

2017 will see the third iteration of the Mobilising Research GSP course. Mobilising Research challenges and supports students to explore the role of research for the benefit of global society. Following the successful involvement of guest academics from UC Berkeley and the University of Copenhagen in 2016, the Mobilising Research course will examine research in the context of IARU priority area of Global Transformation.

Mobilising Research will examine the role of research for the advancement of society, and it is therefore appropriate to frame the course around Global Transformation goals. Students from any discipline are exposed to how scholarly inquiry is conducted through interdisciplinary discussion, projects, and field trips. The course will focus on the nature of future research required to navigate the complexities of globalisation and achieve the Sustainable Development Goals.

Students will learn to see the world through the eyes of others, appreciate the strengths of different perspectives, understand how knowledge is created and how opinions are formed. Through individual, group and peer-learning, students have the opportunity to become active agents for change in the current research environment.

This adaptation is a step towards a possible collaborative Global Transformation/Global Summer Program hub course in 2018. Should this course prove successful at integrating the Global Summer Program and Global Transformation goals, ANU will work with IARU partners in 2018 (including UC Berkeley and the University of Copenhagen) to deliver a “hub” course based in South East Asia. The hub course would be interdisciplinary in nature and explore sustainable development and transformation goals in situ.

### CAM1 - Visions of the future

*University of Cambridge, 9 July – 29 July (tbc)*

The leaders of tomorrow need to be aware of the type of events that change the world, and the key issues resulting from these changes.

Predicting the future has been, and still is, a part of every society. Visionaries, philosophers, rulers, warmongers, astronomers, economists, businessmen, politicians and scientists all try to anticipate the future. Using specific examples from both past and present, our ‘visions of the future’ draw on beliefs, astronomy, medicine, climate change, scientific discovery, international relations and development, financial crises, disease, war and space travel. Which predictions came true? Which proved false? Debate - naturally - includes predictions about our own future. Additional plenary talks set discussions in context. Students write - and have supervisions - on related historical, philosophical or literary topics.

### COP1 - Interdisciplinary Aspects of Healthy Aging

*University of Copenhagen, 3th of July – 21th of July 2017*

Population aging is one of the most important demographic events of the 21st century. For the first time, the elderly population will make up the larger part of our society and this will profoundly impact citizens and society, economically, politically and socially. Recent years have seen increasing interest in understanding healthy aging, the ability of the individual to maintain sufficient physical, mental and social energy to live active and meaningful lives. This course will focus on exploring the aging phenomena through an interdisciplinary lens with a special focus on the concept of energy, a key component of healthy aging.

### **COP2 - Cultural rights: A promising global discourse?**

*University of Copenhagen, 17th of July – 28th of July 2017*

Migration and advances in technology have increased the level of cultural exchange and intermingling, but they have also fostered cultural clashes and incompatibilities that were previously masked by distance. Can cultural rights become a global discourse for supporting inclusive social and political development, and for fostering intercultural dialogue for the mutual understanding of cultures? And can cultural rights become a prime mover – an enabler and driver for development by providing a much-needed cultural legitimacy for human rights? Among the topics focused on in the course are copyright and patents; speech and culture, including religion; and the relationship between global, national and local law.

### **COP3 - New Urban Life Across the Globe: Activism and Change in a World of Cities**

*University of Copenhagen, 24th of July – 4th of August 2017*

For the first time in human history, more people now live in cities than outside. This urbanization, and the issues related to urban life, is among the biggest challenges of the 21st Century. Recent years have thus seen a surge in urban political movements, experiments in local governance, grassroots initiatives, eco-activism and social entrepreneurship in cities across the world. Uniting these trends is the belief that the state cannot meet all the needs arising from global urbanization, and that democratic change must begin from below. During this summer school, the student will immerse in critical urban theory and practical approaches to urban ethnography.

### **ETH1 - Mountain Forests and Risk Management**

*ETH Zurich, Saturday, July 1st - Sunday, July 9th, 2017*

ETH Zurich offers the opportunity to 30 BSc, MSc and PhD students from different countries and disciplines to learn about the role of mountain forests for mitigating natural hazards.

This nine-day-course offers a balance of theoretical input, case study work and hands-on experience in the forest. Input by speakers from academia, the private sector and NGOs will form the basis for the exchange with stakeholders in the context of case study work that will address controversial issues.

During three days of hands-on work in a mountain forest, participants will experience the realities of practical management work, and will be able to put the theoretical input into a real-world context.

## **NUS1 - Southeast Asia in Context**

*National University of Singapore, 19 June to 21 July 2017*

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 other SE Asian countries. 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 - Animals in the city**

*National University of Singapore, Late-June to Mid-July 2017*

With a focus on Asia, this four-week intensive summer program draws on a diverse range of literature (history, anthropology, psychology, animal activism) to contextualise the dynamics and conflicts between humans and animals. Southeast Asia is one of the last regions in the world with extensive rain forest habitat for wild animals, but these creatures are threatened by burgeoning urbanization and agriculture. We will also look at 'urban animals' such as pets and farm animals, and other topics that are salient to this part of the world. Seminar-style classes will be supplemented with field trips and plenary discussions.

## **OXF1 - Global Challenges of the 21st Century – Environmental, Technological and Urban Sustainability**

*University of Oxford, Monday 26 June – Saturday 22 July 2017*

The 2017 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.

It is assumed that most students will have at least two years' study in the humanities, social sciences or sciences. Each student will be expected to work outside their usual area of expertise and to adopt methods (scientific / non-scientific) appropriate to the questions posed. No prior scientific knowledge is required.

The course will be delivered through tutorials, class meetings, seminars/presentations, project work and discussions.

## **PKU – To be defined**

IARU GSP 2017 Courses descriptions will be available soon.

## **TOK1 - Introduction to the Japanese Language**

*University of Tokyo, 2 weeks from late June*

“Introduction to the Japanese Language” course introduces characteristics of the Japanese language such as the Japanese writing system, elementary grammar, and communication patterns to those new to Japan. With the Japanese language learnt in these classes we hope our students will be able to experience a wider range of Japanese culture. To improve students’ Japanese literacy, “practical” lessons, such as use of dictionaries, will also be included in this course to enable students to continue their study of the language when they return to their home country.

## **TOK2 - Sustainable Urban Management**

*University of Tokyo, 2 weeks from late June*

“Sustainable Urban Management” 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 half-day excursion related to the lectures will be organized for GSP students as part of the course.

## **TOK3 - Japan in Today’s World**

*University of Tokyo, 10 days in July*

“Japan in Today’s World” 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 workshops on topics such as Territorial Disputes and Nationalism, where participants are encouraged to make contributions in the discussion with invited specialists.

## **TOK4 - Nanoscience**

*University of Tokyo, 2 weeks in July*

“Nanoscience” lecture series provides a general overview of nanoscience, which has grown very rapidly in the last few years. It consists of lectures on three sub-courses, Biotechnology; Biomedicine and Nanobiotechnology; and Nanotechnology. Each sub-course will include visits to active laboratories in the University of Tokyo.

## **UCB1 - Environmental Leadership Program**

*University of California, Berkeley, June 27, 2017 – July 18, 2017*

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.

Participants will benefit from a unique opportunity to interact with Berkeley faculty as well as international environmental practitioners to access new information and tools, share practical experiences,

and develop collaborative leadership skills. The Beahrs ELP has graduated over 500 environmental leaders from over one hundred countries.

The 3-week certificate course on Sustainable Environmental Management offers a series of interdisciplinary workshops, facilitated by UC Berkeley faculty and non-academic experts from the greater San Francisco Bay Area.

### **UCB2 – To be defined**

A second course will be offered at Yale. Information will become available at a later stage.

### **UCT1 - Sustainable Water Management in Africa**

*University of Cape Town, 17 July to 28 July 2017*

This course adopts an interdisciplinary approach to examine the current water crises, trends and conditions in developing countries. It critically engages with the technical, social, cultural, economic, political, economic and environmental challenges of water demand, supply and treatment with an understanding of the role of water in society and in sustaining livelihoods. Further, it addresses the need to derive maximum benefit from each water resource used while incurring minimum burden and the need to secure “new taps” in a water sensitive urban design context.

### **YAL1 - The Sustainable Preservation of Cultural Heritage: An Introduction to a Global Challenge of Our Time (*tentative title*)**

*Yale University, 5 weeks, 3 July-4 August, 2017*

The challenges of the 21st century in protecting the tangible and intangible, cultural and natural heritage of the world are global in character and need to be also addressed on a global level. Cultural and natural heritage are increasingly threatened with destruction not only by the traditional causes of decay, but also by changing social and economic conditions.

The world is changing at a rapid pace and conservation efforts must keep up with these challenges. For example, in the last years we have seen the phenomena of cultural cleansing rising in the Middle East and Africa, while natural disasters have taken a toll and underlined the need to develop sustainable and global strategies for preservation.

This course offers an interdisciplinary approach to understanding complex factors that challenge the preservation of cultural heritage. Guest speakers with relevant expertise will be invited to participate in many of the class sessions.

In addition, the course will draw on the collections of the Yale University Museums for discussion and as the basis of student assignments.

### **YAL2 – To be defined**

A second course will be offered at Yale. Information will become available at a later stage.

## Annex II

### Draft Outcomes of the GSP Working Committee Meeting 2016

National University of Singapore, 26-27 September 2016

*Pending Approval of the  
GSP Coordinators*



*The GSP Committee and Alumni*

### Opening & Welcome

By Professor Bernard Tan, Vice Provost (Undergraduate Education & Student Life) welcomed the GSP Working Committee, the representative of Banco Santander, Ms Ana Wang, and the GSP Alumni.

Prof. Tan also thanked the outgoing IARU Secretariat for their work during the past two years and welcomed Ms. Rexille Uy as upcoming IARU Secretariat.

### Session 1: Developing Future-Ready Graduates

Ms Crystal Lim-Leahy, Director, NUS [Centre for Future-Ready Graduates](#) (CFG) presented the activities of this newly established centre at NUS. The CFG provides opportunities to the students in various forms - eg. workshops, career advice, Root&Wings program – where they learn how to become better aware of their skills and behaviors in view of their life once they complete their degrees. The presentation also touched upon the rapidly changing job environment, where soft skills are gaining increasing importance over specific abilities, and over the changing capacity of concentrating, which is decreasing due to mobile technology.

The slides of this session are available [here](#); the session's recording can be requested at the IARU Secretariat.

## Session 2: Commemorating GSP 10<sup>th</sup> Anniversary

The session opened with two student-produced videos about IARU GSP. The first video commemorated the GSP 2016 cycle ([https://youtu.be/z5U\\_C8J5fZQ](https://youtu.be/z5U_C8J5fZQ)), while the second one told the experience of Yale 2016 GSP courses and students (<https://youtu.be/WnH7XNxb6TU>).

Following the videos, the GSP Alumni attending the meeting were invited to give a short presentation about their IARU GSP experience. The students were divided in groups, each prepared a power point presentation which can be accessed at the following links: [Group 1](#) (ETH, Oxford, UTokyo), [Group 2](#) (PKU, UCPH, Yale), [Group 3](#) (ANU, NUS, UC Berkeley).

All participants were then invited to continue the discussion in small groups and further look into some of the specific aspects of the IARU GSP. The outcomes of the exchange from each groups are pictured in the flipcharts in the following page; the main points are summarized below:

Points of strength of the GSP:

- Pressure free learning
- Possibility to delve more into subjects
- Unique field trips
- New friendships/networking
- Cultural exchange
- Global mindsets
- English skills increased
- Building cross-cultural communication skills
- Preparation for higher degree research

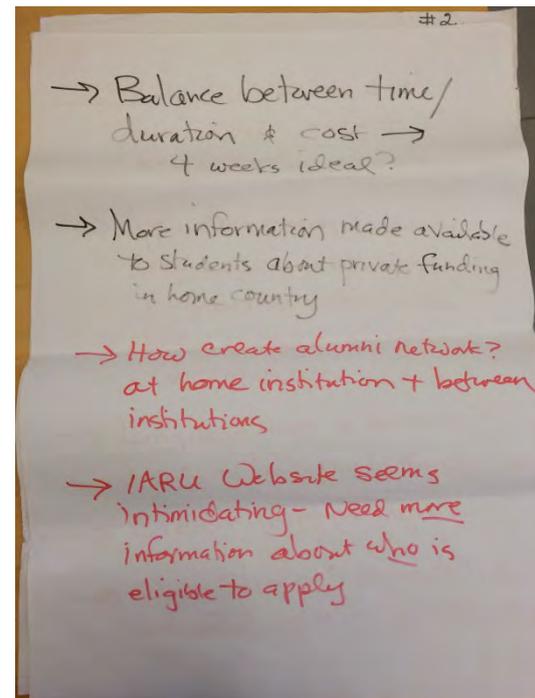
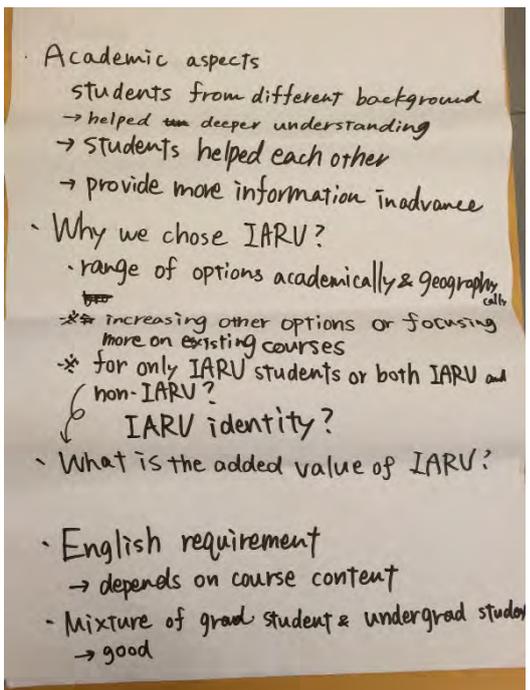
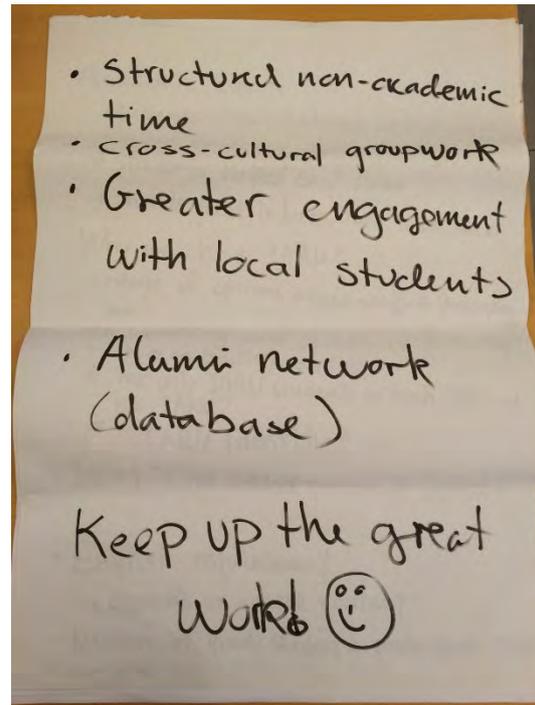
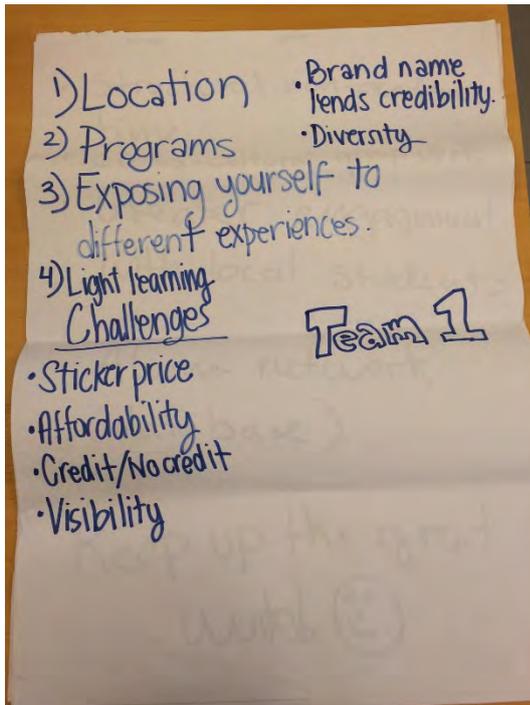
The following points for future improvement were mentioned:

- Create an official alumni group
- Keep the courses diverse
- Duration: in some cases, the courses should last longer
- Prices: it should be same price, no matter which course

Additionally, the participants judged that the IARU-Santander funding and IARU GSP merchandising should be continued.

Ms. Ana Wang, representative of Banco Santander, thanked the IARU GSP Coordinators for the invitation to attend this meeting which she found extremely interesting, especially for the GSP Alumni testimonials. Ms. Wang left the meeting.

Outcomes of the Group Discussions about the IARU GSP



→ Interdisciplinarity and intercultural aspects of key interest

→ Application process long + too complicated - ITRU vetting, Program host vetting, review by home institution for credit → UNCERTAINTY!

→ Language test a barrier? Needs to be consistently applied

→ Credit transfer important!

→ Use student presentations on GSP website for prospective students

→ Having personal relationship w/a professor key - not possible at home institution.

→ Former GSP students to act as ambassadors/mentors for prospective GSP students.

→ High return rate: if students know about GSP early enough will go on more than one program.

→ Global internships → could be as part of research teams or be field research-based. (Opportunities to work with other students)

→ Pre-arrival information: is it enough? Course prep ahead of time? Clearer expectations about the course? Cultural orientation? On-line resource created by GSP alumni

#2

1. More local students.
2. Presentation of information
3. Attractiveness → STEM offerings. Looking for something international.
4. Interdisciplinary ≠ discipline-focused
5. - Stepping out of comfort zone → provides opportunity for personal growth  
- expanding intellectual boundaries (not just about stats)  
[→ Need more opportunity for post-return reflection]
6. Opportunity to connect w/ academics at another ITRU institution
7. Worldwide connections (friends around the world) w/ people of shared experiences but also shared ones that are very different because up relatively w/ friends beyond campus.
8. Good to have student part info etc. but to have the institution coordinate the process.
9. Get the traveling bug

## Session 3: Thematic Discussions

### 3.1 How do we Foster and Credit Experiential Education?

Dr. Jane Edwards, Senior Associate Dean Yale College; Dean of International and Professional Experience at Yale University presented and facilitated this session.

The notion of experiential education was first introduced, which can be summarized as: “*Challenge and Experience* followed by *Reflection* leading to *Learning and Growth*”. The participants were then invited to share in which ways at their organizations they combine “traditional” learning experiences with other types of learning that take place outside the classroom and that lead to personal development. An additional question concerned how the non-traditional learning experience could be recognized as credit bearing. Colleagues shared examples from their institutions, in most cases these were (international) internship experiences which were assessed, evaluated and reflected upon prior to being recognized for credit.

The slides of this session are accessible [here](#).

### 3.2 Is the Summer Term a Space for Innovation on Your Campus?

Dr. Jeanne Follansbee, Dean of Yale Summer Session and Associate Dean, Yale College at Yale University presented and facilitated this session.

The Summer term represents a space for innovation at Yale because in contrast to the fall and spring semester it offers: longer class periods which allow field work; students’ focus on only one course or topic and access to campus resources during slower time. On the other hand, it is a shorter term which compresses experiences and it has to match the institutional culture and expectations.

With the 2016 IARU GSP courses, Yale could experiment a way to match both the institutional culture and goals of Yale, with the innovation that the summer term allows eg. draw on the resources available at the university, offer field work and lab work, access to museums.

Colleagues shared their approaches, challenges and opportunities to test and innovate during the summer term. The sort of innovation taking place at the different institutions covers eg. pedagogical methods, teaching of interdisciplinary courses, involving of teaching staff that is not faculty, bringing instructors from different universities, offering undergraduate to attend courses with professionals and other peers with different educational background.

Many partners share the challenge of getting faculty engaged in teaching at summer session due to specific institutional impediments or to the unattractive perspective for the scholar to trade research time with teaching time, especially in sciences.

The slides of this session are accessible [here](#).

### 3.3 XXI Century students – What Kind of International Experience Would Make the Difference?

Dr. Angelika Wittek, Head of Student Exchange Office at ETH Zurich presented and facilitated this session. First, participants exchanged about the different types of international activities that the IARU

universities offer. Then a brainstorm followed identifying what is the added value of such offering from a student and from an institutional point of view. The main findings are summarized below:

Students' perspective:

- Cultural exchange, becoming global citizens and making new friends
- Experience per-se and academic experience, especially when in an interdisciplinary context
- Networking
- Personal development, such as improved soft skills: language, adaptability and flexibility
- Fun, inspiration, experiential learning

Institutional perspective:

- Gaining competitive edge
- Career: services to corporate partners as well as to in-house research
- Contributing to making new generations feel global citizens
- Students' satisfaction and happiness
- Academic experience, eg. technical skills and general application of knowledge
- Uphold reputation/academic excellency
- Revenue

#### End of day 1

The IARU Secretariat thanked the GSP Alumni for their participation and invaluable contribution to the meeting. Participation to day 2 of the meeting was limited to the GSP coordinators and staff only.

## Meeting Day 2

The second day of the meeting started with an introduction from Cape Town. Ms Nicola Latchiah presented the current situation at the University of Cape Town and gave brief report on the first IARU GSP course offered: Water Sustainable Management.

The group agreed that it was not necessary to go further through the GSP 2016 review and survey analysis as it formed the background information for all the previous discussions. Therefore, the agenda of the day had been changed and most items were bundled under two umbrella headings: (1) GSP Review and Outlook: discussion on the future GSP taking into account the students' feedback from day 1 and the GSP 2016 experience; (2) Operational details: timeline, questionnaire, administration of the GSP.

### (1) GSP Review and Outlook

Starting from the observations and experiences of the group work on day 1, the GSP Coordinators agreed on measures how to improve the GSP for the future. The key messages are summarized in the SWOT table below, the actions for improvement are listed beneath the table.

*Summary of the take-home messages from day 1 group discussions*

<b>Strengths</b>	<b>Weaknesses</b>
Students expect to meet with peers from other IARU universities.	Courses are too short for the work requested.
IARU GSP appeals to the intellectual group of students.	The pre-arrival information is insufficient.
IARU GSP allows cross-cultural group work.	It is unclear what IARU is, it should be spelled out.
The classes are a mixture of undergraduate and graduate students.	Intimidating website, it has been difficult to find clear information about the application process.
Wide variety of courses on offer.	
IARU distinctive feature is excellence and it is an important part of IARU's identity.	
<b>Opportunities</b>	<b>Threats</b>
Mixture of frontal teaching and field work: the students value the opportunity to spend time outside the classroom.	Participation costs are high; it is unclear to the students how much funding (scholarship) they will get.
Establish a IARU GSP Alumni Network and database <sup>1</sup> .	The application process is uncertain.
Meet students from different academic and cultural backgrounds.	The intense workload generate stress for students.
<b>Actions for improvement</b>	
<ul style="list-style-type: none"> <li>– Streamline the application process and improve the “How to apply” page on the website.</li> <li>– Provide clearer and more complete pre-arrival information, both in the Course Information Part II and in the communications following the nomination.</li> <li>– Spell-out what IARU is and increase promotion at home universities, also involving IARU GSP Alumni in presenting the program to potential applicants and “mentoring” the incoming students.</li> <li>– The course content should continue to be rigorous, however not stressful. Some “light” extra-curricular activities could be added.</li> <li>– Increase the activity on the existing IARU GSP Facebook group.</li> <li>– The IARU GSP program should consolidate (and not expand) with the addition of the dimension of innovation.</li> </ul>	

**Decision:** the working group composed of Jeanne Follansbee (Yale), Anne Bruun (UCPH), Michael Klemm (NUS) and Tracy Weber (UC Berkeley) will circulate a proposal for simplifying and shortening the current application process.

<sup>1</sup> The IARU Secretariat holds a IARU GSP Alumni database which is used to send out the Alumni survey every three years. IARU GSP students gave their consent to the use of their contact data by the IARU Secretariat in the Application Form declarations. The IARU Secretariat however, is not allowed to circulate the students' contact data.

The simplified application process should include:

- The IARU Secretariat will ask each institution for the list of students and their destination. The list will be circulated to everyone.
- The host universities will accept the nominations of the sending schools and each sending school will notify its own students about admission to a GSP course.
- The hosting school will send a welcome/confirmation letter once it receives the students' names.
- ETH will continue to follow the original application procedure as it is an institutional requirement that the nominations are reviewed and approved by an ETH Committee.

## (2) Operational details

### 4.3 Review of the Survey Questionnaire

The IARU Feedback survey has a successful response rate (60%) and it is quite long and elaborate.

**Decision:** The group agrees to make no changes to the questionnaire. Further, the faculty only want input about themselves sent to them and not open to every GSP colleague.

### 5.1 Timeline for GSP 2017

#### **Decision:**

- The GSP 2017 Timeline will be revised by the working group and sent for comments and approval.
- The new timeline will take into account the simplification measures agreed and allow time for filling available spots after students' withdrawals.
- The timeline will include the number of places available at each institution.

### 5.3 IARU-Santander Agreement: state of the art and future agreement.

The IARU Secretariat informed the GSP Coordinators that Ms Ana Wang is going to leave Banco Santander at the end of 2016, however she may still be working for the bank as an external advisor.

As the Special Agreement between IARU and Banco Santander will come to an end with the 2017 GSP cycle, the Secretariat reported that Ms Wang advised to negotiate a new agreement for 2018 onwards with her superior, the Assistant Executive Vice-Chairman Mr. José Antonio Villasante Cerro. The IARU Secretariat has already been tasked by the Presidents to negotiate a new agreement with Banco Santander. Ms Rexille Uy (Prospective IARU Secretariat) informs that the Chancellor of Berkeley may also be involved.

Ms. Wang informed the IARU secretariat that Banco Santander has taken the decision that all future activities to receive funding must fit into their strategic aim of supporting innovation and entrepreneurship. Ms. Wang informally suggested that the current GSP and its courses might be continued – maybe with some changes – as long as the programme as such manages to fit into the general heading “entrepreneurship and innovation”. IARU will have to take note of this when preparing the future GSP and there needs to be a dialogue with Banco Santander about the framework within which they see themselves renewing their support.

Decision: a working group composed of Jeanne Follansbee (Yale), Anne Bruun (UCPH), Michael Klemm (NUS) and Tracy Weber (UC Berkeley) will prepare a draft outlining the post-2017 IARU

GSP, embedding the innovation and entrepreneurship dimensions to be used as a foundation for an application to Santander. The IARU Secretariat will collaborate and will keep the rest of GSP colleagues informed. The team will begin working on the draft in spring 2017.

The majority of the partners agreed that the Santander funding is essential to the IARU GSP because otherwise many students would not be able to participate. The Santander installment is unchanged since 2008, when the program was first established; in case an increase to the yearly amount of 200,000 USD could be negotiated, this should be directed at the students, funding either higher scholarships or more students.

## 6.2 Updates from the Global Transformation

Prof. Khatharya Um (UC Berkeley) introduced the IARU Global Transformation initiative. At their last meeting in May 2016, the members of this initiative discussed the desire of building synergies among IARU initiatives and saw clear potential with the GSP for holding a GT based course in the summer program.

At the Mobilising Research course taught at ANU this summer, Prof. Um met with other faculty colleagues from UCPH and ANU also teaching the course and started exploring the possibility of transforming the course with a specific GT focus and host it in the global south.

The conversation between the three institutions (UC Berkeley, ANU and UCPH) will continue over 2017, investigating the logistics and administrative feasibility. The group is also looking for global south destinations, eg. Myanmar, where a research institute could host the course in 2018.

## 6.3 Updates from the IARU Joint Online Course

Ms. Rexille Uy (UC Berkeley) outlined the timeline of the course development and main features of the first IARU Joint Online course. The course topic is “Fragile States” and is taught across four IARU institutions (UC Berkeley, UTokyo, NUS and Cambridge), by faculty from each institution. Students have a common syllabus, reading list and access to the videos of the lectures that the professors recorded; they can also have video-calls with the instructors during office hours. Part of the grading will be based on group work that the students will do with peers from the different institutions.

The experience so far highlighted some challenges:

- Non-aligned academic calendars: the terms start at different points in time, with a month difference.
- Technology: there has been problems with the audio. The technology platform as well as the connection bandwidth has not always worked optimally.
- Time zone differences make are a challenge to the live interactions.
- The grading system is different, with some institutions including the group work into the final grade, whereas others don't. The motivation of the students might therefore be very different in their delivery.

## Session 7: Closing Matters

The IARU Secretariat will prepare a brief summary of the GSP Working Meeting 2016 outcomes to be presented to the Senior Officers Meeting in November. The Confirmed Meeting Outcomes will be included in the Senior Officers' meeting materials.

The GSP Coordinators are encouraged to contact their Senior Officers to brief them on the ongoing activities.

### GSP Working Committee Meeting 2017

The University of California, Berkeley offered to host the next GSP Working Committee Meeting 2017 on 25 – 26 September 2017. The meeting will start with a welcome dinner on Sunday, 24 September, and end with lunch on Tuesday, 26 September.

The format of the meeting will include:

- Participation of GSP Alumni from UC Berkeley
- Participation of GSP Faculty from UC Berkeley
- Continuation of the discussions about: future of the GSP Program, IARU-Santander funding.

The IARU Secretariat thanked all participants for the constructive discussions and the National University of Singapore for their kind hospitality.



## 8.2 IARU-Santander Agreement & Additional IARU Funds to GSP

<b>Lead</b>	n/a
<b>Reporting</b>	IARU Secretariat
<b>Executive summary</b>	<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 &amp; 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 9<sup>th</sup> 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>

### 1 - IARU-Santander Agreement State of the Art

#### Current Agreement

Banco Santander supports the Global Summer Program (GSP) by providing annually USD 200,000 to the IARU member universities in 2015, 2016 and 2017. The IARU Secretariat distributes the annual shares to the universities in spring each year (approximately March/April). Some universities have the agreement with the IARU Secretariat, that the sponsorship money of USD 20,000 is to be offset against the annual membership fee of USD 20,000. In the latter case, the money needs to be transferred within the university without the involvement by the IARU Secretariat.

In January 2016 the University of Cape Town became member of IARU. Therefore the IARU-Santander Agreement has been amended in accordance with the provisions included in the Agreement in case of expansion of the alliance. The IARU Secretariat drafted an addendum to the Agreement which had been reviewed by the University of Cape Town, the National University of Singapore and approved by Banco Santander. The addendum has been signed by Banco Santander and by the Rector of the University of Copenhagen on behalf of IARU partners.

The addendum establishes that as of 1 January 2016, *“the University of Cape Town becomes subject to the terms and conditions of the Agreement and benefiting as a member of IARU”*. Furthermore it states that *“the incorporation of the UCT as a new member of IARU Partner University doesn't suppose any other additional contribution by Santander”*. Last it confirms that *“Santander shall make a total annual contribution amounting to USD 200,000 that NUS, together with the IARU Secretariat, shall apply in support of the 2017 edition of*

*the IARU GSP distributing to each IARU member (including the UCT) an equal (pro-rata) share, that shall be applied to grant the IARU-Santander GSP Scholarships”.*

The Addendum is appended to this paper.

The Agreement with Banco Santander will **conclude with the 2017 GSP cycle**, the IARU Presidents mandated the IARU Secretariat to approach Banco Santander for negotiating a new agreement during 2017. The President of the National University of Singapore expressed his availability to support the Secretariat in this process.

#### Future Agreement

A representative from Banco Santander, Ms Ana Wang, attended the 2016 IARU GSP meeting. In an informal conversation with the IARU Secretariat she informed that she is going to leave Banco Santander, however she may still be working for the bank as an external advisor.

As the Special Agreement between IARU and Banco Santander will come to an end with the 2017 GSP cycle, Ms Wang advised to negotiate a new agreement for 2018 onwards with her superior, the Assistant Executive Vice-Chairman Mr. José Antonio Villasante Cerro.

Ms. Wang advice was also to incorporate the themes of innovation and entrepreneurship in the future GSP, to provide a better match to Banco Santander's policy for universities' sponsorship. The GSP Coordinators tasked a working group composed of Jeanne Follansbee (Yale), Anne Bruun (UCPH), Michael Klemm (NUS) and Tracy Weber (UC Berkeley) to prepare a draft outlining the post-2017 IARU GSP, embedding the innovation and entrepreneurship dimensions to be used as a foundation for an application to Santander. The IARU Secretariat will collaborate and will keep the rest of GSP colleagues informed. The team will begin working on the draft in spring 2017.

The majority of the partners agreed that the Santander funding is essential to the IARU GSP because otherwise many students would not be able to participate.

The Santander installment is unchanged since 2008, when the program was first established; in case an increase to the yearly amount of 200,000 USD could be negotiated, this should be directed at the students, funding either higher scholarships or more students.

## Annex – Addendum to the IARU-Santander Agreement

**ADDENDUM TO THE SPECIFIC COOPERATION AGREEMENT BETWEEN  
NATIONAL UNIVERSITY OF SINGAPORE  
(On behalf of IARU member universities)  
AND  
BANCO SANTANDER, S.A.**

Copenhagen, 17 May 2016

In accordance with paragraph (iv) under the SIXTH clause of the Specific Cooperation Agreement dated 28 July 2014 (“**Agreement**”) in force between the National University of Singapore (hereinafter “**NUS**”), signing on behalf of NUS and other member universities of the International Alliance of Research Universities (“**IARU**”), and Banco Santander, S.A. (hereinafter “**Santander**”), the present Addendum is produced to review the terms of the Agreement, in order to accommodate the expansion of IARU with a new member, the University of Cape Town (“**UCT**”).

### Expansion of the International Alliance of Research Universities

As of 1 January 2016, UCT is accepted as a member of IARU and shall participate in the international educational program called IARU Global Summer Program (“**IARU GSP**”), which aims to provide students with access to expertise and learning opportunities at various IARU universities.

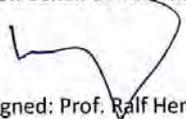
In becoming a member of IARU and part of the IARU GSP, UCT agrees to be represented for the specific purpose of UCT becoming subject to the terms and conditions of the Agreement and benefiting as a member of IARU, by the IARU Partner University chairing IARU, that is the University of Copenhagen.

### Non additional contribution

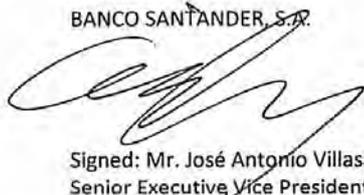
The incorporation of the **UCT** as a new member of IARU Partner University doesn't suppose any other additional contribution by **Santander** so, by virtue of the Specific Cooperation Agreement signed between **NUS** and **Santander** on July 2014, and in accordance with the Second Clause, during each year of the Term of the Agreement (2015, 2016 and 2017), **Santander** shall make a total annual contribution amounting to USD **200,000 (TWO HUNDRED THOUSAND US DOLLARS)** that **NUS**, together with the **IARU Secretariat**, shall apply in support of the 2015, 2016 and 2017 editions of the IARU GSP distributing to each IARU member (including the UCT) an equal (pro-rata) share, that shall be applied to grant the IARU-Santander GSP Scholarships.

This Addendum takes effect from 1 January 2016.

UNIVERSITY OF COPENHAGEN  
(on behalf of IARU member universities)

  
Signed: Prof. Ralf Hemmingsen  
Rector

BANCO SANTANDER, S.A.

  
Signed: Mr. José Antonio Villasante  
Senior Executive Vice President

## Santander Scholarship Agreement Fulfillment 2016

During the 2016 IARU Global Summer Program 130 students benefitted from the IARU-Santander GSP Scholarships. A total of 206,323 USD has been awarded, averaging 1,587 USD per student. An excess of 6,323 USD is due to the use of carry-over funds from the previous years, and to some of the scholarships being disbursed in currencies different from USD which were subject to strong currency fluctuations.

A total of 26 students benefitted from Santander Scholarships as incoming students. These scholarships were awarded by the University of Tokyo.

Carry over funds from 2015 could be disbursed by some universities. Unconsumed sponsorships are mainly due to cancellations from students, which prevented the universities to award the IARU-Santander monies to another student.

The scholarship funds available to each university in 2017 will be less than 20,000 USD as Banco Santander confirmed the annual installment without a proportional increase following the integration of a new IARU partner.

The table below summarizes the amount of Santander monies that each partner university consumed in 2016 and will be able to disburse for GSP 2017 (numbers in USD). The table in the next page lists the scholarship amounts disbursed to incoming students.

Univeristy	N. of students awarded	USD Awarded in 2016	USD Carry over to 2017	Scholarship Funds 2017	Expected Available Scholarships 2017
Australian National University	20	20.000	0	18.182	18.182
ETH Zurich	10	20.000	0	18.182	18.182
National University of Singapore	13	20.000	0	18.182	18.182
Peking University	18	16.000	4.200	18.182	22.382
UC Berkeley	13	19.866	2.970	18.182	21.152
University of Cambridge	15	20.840	-840	18.182	17.342
University of Copenhagen	10	19.820	288	18.182	18.470
University of Oxford	16	23.832	6	18.182	18.187
The University of Tokyo	5	25.965	6.978	18.182	25.160
Yale University	10	20.000	2.000	18.182	20.182
University of Cape Town	na	na	na	18.182	18.182
<b>Total</b>		<b>206.323</b>	<b>15.602</b>	<b>200.000</b>	<b>215.602</b>

<b>Scholarships awarded to Incoming students (Awarded by the University of Tokyo)</b>			
<b>#</b>	<b>Home Institution</b>	<b>N. Of awarded students</b>	<b>Scholarship (USD)</b>
1	Australian National University	3	2.100
2	National University of Singapore	5	3.500
3	Peking University	5	3.500
4	UC Berkeley	3	2.100
5	University of Cambridge	2	1.050
6	University of Copenhagen	5	3.500
7	University of Oxford	3	2.100
<b>Total awarded</b>		<b>26</b>	<b>17.850,00</b>

## 2 – Extraordinary Allocation to the IARU GSP 2016

In January 2016 the University of Cape Town (UCT) joined IARU as a new member. UCT showed great interest in the IARU Global Summer Program and offered two courses to IARU students in the framework of the GSP.

As the additional course offering came close to the application deadline, UCT received an unexpectedly low number of applications, respectively 2 and 5 for each course. This led to the cancellation of one of the two courses on offer, namely UCT2 Organized Crime and Violence in South Africa.

At the 2016 IARU Presidents' Meeting, the IARU Secretariat updated the Presidents on the state of the art of the Global Summer Program, including the cancellation of one course. On initiative of a IARU partner, it was suggested and approved to re-open applications to the course still on offer at UCT and allocate 20,000 USD from the IARU funds to support the participation of IARU students to this course.

The IARU Secretariat followed up on the Presidents decisions with the University of Cape Town and with the GSP Coordinators who agreed to re-open applications to UCT1 for a limited period. The Secretariat informed all partners on the availability of scholarships for IARU students attending UCT1 and who could not benefit from a IARU-Santander scholarship. The University of Cape Town also re-opened applications to its home students, who were equally eligible for a IARU sponsored scholarship.

Eventually 10 additional students were selected: 9 students from UCT and 1 student from the University of Copenhagen. UCT1 Sustainable Water Management run as planned with a total of 13 students.

All UCT students' scholarships could be financed by the extraordinary allocation made available by the IARU Presidents. One student from UCPH also received IARU monies, whereas the other 2 IARU students could receive the IARU-Santander Scholarships respectively from UCPH (2) and ANU (1).

### Overview of IARU Scholarships Beneficiaries – Numbers

#	Home Institution	Scholarship (USD)
1	University of Cape Town	2,000
2	University of Cape Town	2,000
3	University of Cape Town	2,000
4	University of Cape Town	2,000
5	University of Cape Town	2,000
6	University of Cape Town	2,000
7	University of Cape Town	2,000
8	University of Cape Town	2,000
9	University of Cape Town	2,000
10	University of Copenhagen	2,000
		<b>20,000</b>



### 8.3 Report: Global Internship Program (GIP)

<b>Lead</b>	n/a
<b>Reporting</b>	IARU Secretariat
<b>Executive summary</b>	<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 University of Oxford and ETH Zurich in the framework of the Women and Men in Globalizing Universities.</p> <p>The IARU Secretariat will ask the partners for possible internship positions.</p> <p>This document contains:</p> <ul style="list-style-type: none"><li>▪ Overview of GIP 2016</li><li>▪ Outlook of GIP 2017</li></ul>
<b>Funding to date (in USD)</b>	Ref. Women and Men in Globalizing Universities
<b>Outcomes of previous meetings</b>	<p><b>Presidents' Meeting, April 2016</b> This item was not discussed at the meeting.</p> <p><b>Senior Officers' Meeting, November 2015</b> 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.</p>

## Global Internship Program (GIP) 2016: Overview

The International Relations Office of the **National University of Singapore** offered one position for a 6 months internship between February and August 2016. A student from PKU was selected and worked with the Global Opportunities Section (GO), which manages short-term international programs such as internships, summer programs and research attachments.

## Global Internship Program (GIP) 2017: Outlook

The International Relations Office of the **National University of Singapore** offers two internship positions minimum of 6 months, preferably between: January and July, and between August and February. The interns will work with the team, which manages short-term study abroad programs such as international internships, summer programs and research attachments.

These positions will be offered every year, IARU students can apply by the cut-off dates in October and May.

The **Women and Men in Globalizing Universities** will open two to three intern positions, which will be hosted at ETH Zurich and at the University of Oxford, to carry out analysis work in the framework of the group joint activities. The positions will be advertised in spring 2017. Further details about the intern tasks are described in the Women & Men session in this tome.

### General Information about the GIP

Available internship opportunities 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 GIP application period opens in order to reach most students.

#### 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.

## 8.4 Novo Nordisk International Talent Program

<b>Lead</b>	University of Copenhagen
<b>Reporting</b>	Sara Lunde Dinesen
<b>Executive summary</b>	<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).</p> <p>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.</p> <p>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"> <li>1. 2016 Awarded Scholarships</li> <li>2. NNITP Overview, Eligibility of Students</li> </ol>
<b>Items for decision</b>	n/a
<b>Funding request</b>	n/a
<b>Funding to date</b>	n/a
<b>Outcomes of previous meetings</b>	<p><b>Presidents' Meeting, April 2016</b></p> <p>Lykke Friis (UCPH) outlined the terms and achievements of the Novo Nordisk International Talent Program. Since its launch in May 2015, the NNITP has awarded scholarships to 54 students, 24 were awarded to UCPH outgoing students and 30 to incoming IARU students with a vast participation from NUS. NNITP is a valuable opportunity for undergraduate students to expand their education and enrich their research skills, which would have not been possible without IARU. UCPH is looking forward to receiving increasing numbers of applications and invited partners to spread the news among students at their institutions.</p> <p><b>Senior Officers' Meeting, October 2015</b></p> <p>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).</p> <p>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</p>

	vice versa, in a number of academic fields relating to the areas Novo represents. So far, 54 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.
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## 1. NNITP Scholarship Recipients 2016

The total number of students awarded a NNITP scholarship in 2016 was 46. The University of Copenhagen hosted 19 incoming students from 5 IARU partners, with approx. 50% of the students from NUS. 27 students from Copenhagen carried out a study/research period at 7 IARU partner universities, with NUS as the most frequent destination.

Since it was first established in 2015, 100 Scholarships have been awarded to IARU Students. New applications are expected in October 2016.

### Testimonials



*The Global Health Challenges course has been an amazing experience. The content brought a wider perspective to my Public Health degree which will allow me to think beyond the borders of my country, South Africa, to potentially make even more far reaching and effective health changes.*

*This summer course has been an unforgettable time. I will leave with new information, broader perspectives, and many new friends.*

Scholarship recipient Nina Abrahams from University of Cape Town, attended the summer course: *Global Health Challenges* at the University of Copenhagen



*I look forward to establishing an academic network and being part of an international study environment. As a Science student I expect to be part of an international work environment in the future. I see my semester at ANU as the first step in that direction.*

Scholarship recipient Stine Viswalingam from University of Copenhagen studies Biochemistry. Stine will be studying abroad at Australian National University.



*I look forward to experiencing a new and different study environment, and a high academic level. I expect my studies abroad to enhance my academic understanding. In addition, I look forward to meeting and living in a new culture, however it is the academic opportunities that have made me decide to go.*

Scholarship recipient Julius Grothen from University of Copenhagen studies Molecular Biomedicine. Julius will be studying abroad at ETH in Zürich.



*I expect to gain new insights and I am looking forward to experiencing a new form of teaching. I expect to gain a lot of experiences within my academic area, which will benefit me when I enter the Danish labour market in the future.*

Scholarship recipient Anne Rahbech from University of Copenhagen studies Biology. Anne will be studying abroad at ETH in Zürich.

## Novo Nordisk International Talent Program Numbers

### Incoming students at UCPH for 5 months exchange period

Home university	Programme	Scholarship in euro
Australian National University	Biology	7.583,89
National University of Singapore	Biology, Molecular Biomedicine, Pharmaceutical Sciences	6.711,41
National University of Singapore	Chemistry, Biology	6.711,41
National University of Singapore	Biology, Biochemistry, Human Biology	6.711,41
National University of Singapore	Biology, Pharmaceutical Sciences	6.711,41
National University of Singapore	Biology, Pharmaceutical Sciences	6.711,41
National University of Singapore	Human Biology, Biology, Pharmaceutical Sciences	6.711,41
National University of Singapore	Biochemistry, Molecular Biomedicine	6.711,41
National University of Singapore	Human Biology, Biology, Pharmaceutical Sciences	6.711,41
University of California, Berkeley	Biology, Public Health	6.912,75
University of California, Berkeley	Biochemistry	6.912,75
University of California, Berkeley	Public Health	6.912,75
Peking University	Public Health	14.295,30
Peking University	Public Health	13.959,73
<b>Total</b>		<b>110.268,46</b>
<b>Total n. of students: 14</b>		

### Incoming students at UCPH for a short summer exchange period

Home university	Programme	Scholarship in euro
University of Cape Town	Global Health Challenges	2.214,77
Australian National University	Interdisciplinary Aspects of Healthy Aging	2.852,35
Peking University	Interdisciplinary Aspects of Healthy Aging + EIT Health: Alive and KICKing	4.412,75
Peking University	EIT Health: Alive and KICKing	2.667,79
Peking University	EIT Health: Alive and KICKing	2.667,79
<b>Total</b>		<b>14.815,44</b>

<b>Total n. of students:5</b>
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Outgoing UCPH students for 5 months exchange period

Study abroad destination	Programme	Scholarship in euro
Australian National University	Biochemistry	7.449,66
ETH Zurich	Molecular Biomedicine	6.241,61
ETH Zurich	Molecular Biomedicine	6.241,61
ETH Zurich	Biology	6.241,61
National University of Singapore	Chemistry	5.637,58
National University of Singapore	Public Health	5.637,58
National University of Singapore	Molecular Biomedicine	5.637,58
National University of Singapore	Pharmaceutical Sciences	6.711,41
National University of Singapore	Biochemistry	5.637,58
University of California, Berkeley	Biology	6.912,75
University of California, Berkeley	Molecular Biomedicine	5.838,93
University of Cambridge	Molecular Biomedicine (Internship)	2.550,34
Yale University	Pharmaceutical Sciences	16.644,30
<b>Total</b>		<b>87.382,55</b>
<b>Total n. of students: 13</b>		

Outgoing UCPH students for a short summer exchange period

Study abroad destination	Programme	Scholarship in euro
National University of Singapore	Neuromuscular Development and Disease	2.281,88
National University of Singapore	Neuromuscular Development and Disease	2.281,88
National University of Singapore	Neuromuscular Development and Disease	2.281,88
National University of Singapore	Neuromuscular Development and Disease	2.281,88
National University of Singapore	Neuromuscular Development and Disease	2.281,88
National University of Singapore	Neuromuscular Development and Disease	2.281,88
National University of Singapore	Neuromuscular Development and Disease	2.281,88
National University of Singapore	Neuromuscular Development and Disease	2.281,88
National University of Singapore	Neuromuscular Development and Disease	3.288,59
National University of Singapore	Neuromuscular Development and Disease	2.281,88
National University of Singapore	Neuromuscular Development and Disease	2.281,88
National University of Singapore	Neuromuscular Development and Disease	2.281,88
The University of Tokyo	Nanoscience	671,14
University of Cambridge	Our Changing World	1.610,74
<b>Total</b>		<b>30.671,14</b>
<b>Total n. of students: 14</b>		

<b>Overall n. of students: 46</b>
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<b>Total Amount of Scholarships disbursed: 243.137,58 EUR</b>
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## Appendix I

### The Novo Nordisk International Talent Program (NNITP)

The new Novo Nordisk International Talent Program has been established between the University of Copenhagen (UCPH) and the Danish healthcare company Novo Nordisk (Novo) in May 2015.

UCPH has a longstanding collaborative relationship with Novo Nordisk and other members of the Novo Group in the areas of health and natural sciences.

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.

Official communication has been sent from UCPH Pro-Rector for Education to all IARU Partners. The communication is appended to this document.

### Eligibility and field of study for IARU students studying abroad at the University of Copenhagen.

Degree-seeking students at IARU universities who are admitted as an exchange -or guest student at the University of Copenhagen can apply for a scholarship from Novo Nordisk International Talent Program.

The student must enroll in studies at third year Bachelor's level or Master's level within fields pertaining to metabolism, insulin, hemoglobin and obesity while studying at the University of Copenhagen. Relevant activities include, but are not limited to, summer courses, master classes, research attachments, lab work or for-credit study activities.

The following degree programmes at the University of Copenhagen offer relevant courses, or other academic activities, within these fields:

Bioinformatics, Biochemistry, Biology, Biology-Biotechnology, Public Health, Food Innovation and Health, Global Health, Human Nutrition, Human Biology, Human Physiology, Immunology and Inflammation, Health Informatics, Chemistry, Medicinal Chemistry, Medicine, Medicine and Technology, Molecular Biomedicine, Nanoscience and Pharmaceutical Sciences.

#### Coverage

The scholarship may be spent towards the cost of tuition fees, travel costs, insurance and other expenses incurred in connection with studying abroad at the University of Copenhagen.

The scholarship may typically amount to approximately EURO € 1200 a month (ca.1,320 USD). Depending of the costs and length of the study abroad at the University of Copenhagen, it may increase up to EURO €26000 in total (ca. 28,600 USD).

Scholarships are awarded up to two semesters.

#### Application process

The application deadlines are 25 October and 1 April.

[http://studies.ku.dk/exchange/admission/nnitp\\_scholarship/](http://studies.ku.dk/exchange/admission/nnitp_scholarship/)

For further information please contact [nnitp@adm.ku.dk](mailto:nnitp@adm.ku.dk)

UNIVERSITY OF COPENHAGEN



# Novo Nordisk International Talent Program

NNITP SCHOLARSHIPS  
FOR HIGHLY TALENTED STUDENTS

Scholarships for students  
from IARU Universities studying  
at the University of Copenhagen



Novo Nordisk International Talent Program is a scholarship program set up to assist mobility to the University of Copenhagen (UCPH) for students from the International Alliance of Research Universities (IARU). The scholarship program also supports UCPH students going to IARU partner universities.

#### The International Alliance of Research Universities are:

Australian National University  
 ETH, Zurich  
 National University of Singapore  
 Peking University  
 University of California, Berkeley  
 University of Cambridge  
 University of Cape Town  
 University of Oxford  
 The University of Tokyo  
 Yale University  
 University of Copenhagen

#### Who can apply?

The scholarship program supports students who

- are enrolled in a degree program at a IARU university
- apply for admission to UCPH as an exchange or guest student
- study at third year Bachelor's level or Master's level while at UCPH in one of the following study programs  
 Bioinformatics, Biochemistry, Biology, Biology-Biotechnology, Public Health, Food Innovation and Health, Global Health, Human Nutrition, Human Biology, Human Physiology, Immunology and Inflammation, Health Informatics, Chemistry, Medicine, Medicine and Technology, Molecular Biomedicine, Nanoscience and Pharmaceutical Sciences
- engage in study activities pertaining to metabolism, insulin, haemoglobin and obesity

#### The scholarship

The scholarship covers the cost of tuition fees, travel costs, insurance, and other reasonable and relevant expenses incurred while on exchange, studying abroad or participating in summer school programs at UCPH.

The scholarship will typically amount to approximately EURO € 1200 a month.

The program gives priority to applicants who display a strong academic background and have submitted an ambitious study plan for their stay at the UCPH.

#### Application and deadline

The application consists of

- a motivated study plan
- a copy of your transcript of records



The application must be sent by e-mail to [nnitp@adm.ku.dk](mailto:nnitp@adm.ku.dk)

**Deadlines: 1 April and 25 October**

#### Further information on the scholarship program:

[http://studies.ku.dk/exchange/admission/nnitp\\_scholarship/](http://studies.ku.dk/exchange/admission/nnitp_scholarship/)

#### Further information on study possibilities:

Faculty of Health and Medical Sciences [www.healthsciences.ku.dk](http://www.healthsciences.ku.dk) Faculty of Science [www.science.ku.dk/english](http://www.science.ku.dk/english)

UNIVERSITY OF COPENHAGEN







## 9.1 IARU Chairperson and Secretariat 2017–2018

### Current Chairperson and Secretariat

Prof. Ralf Hemmingsen, Rector of the University of Copenhagen, has served as IARU Chair since 1 January 2015. He will relinquish this position with his retirement on 31 December 2016. At the Presidents' Meeting 2016, Chairman Ralf Hemmingsen announced that all Presidents had given their support for electing Chancellor Nicholas Dirks (UC Berkeley) as the next IARU Chairperson. Chancellor Dirks will assume this position from 1 January 2017 until the end of his time in office at UC Berkeley. The handover to a successor is expected to take place around 1 July 2017. Chancellor Dirks will advise him/her to take over the chairmanship of IARU for the remaining 1,5 years of the term (until the end of 2018) – supported by the IARU-secretariat at Berkeley (Pradeep Chibber and Rexille Uy).

The official hand-over of the IARU Secretariat from UCPH to UC Berkeley will be as of 1 November 2016.

### IARU Chairs

2015 – 2016 Professor Ralf Hemmingsen, University of Copenhagen

2013 – 2014 Professor Ralph Eichler, ETH Zurich

2009 – 2012 Professor Tan Chorh Chuan, National University of Singapore

2005 – 2008 Professor Ian Chubb, Australian National University



## 9.2 IARU Communication & Branding

### IARU's Website Update

The website of the International Alliance of Research Universities ([www.iaruni.org](http://www.iaruni.org)) has now a renovated look and structure; and it is running on the most up-to-date version of Joomla CMS.

### IARU's Social Media

The International Alliance of Research Universities is active on the social media with the following accounts:

- The Official IARU GSP Facebook Group : <https://www.facebook.com/groups/iaru.gsp/>
- IARU Official Public Page on Facebook: <https://www.facebook.com/iaruni>
- @IARUNews on Twitter (Since May 2013)
- Sustainable Campus Initiative: #IARUSustain
- Global University Climate Forum: #GUCLF2015
- Global Summer Program: #IARUGSP, #GlobalSummerProgram
- 10 years of IARU: #IARU10y

### IARU's Trademark

The trademark registration has been renovated and it is valid until 19 July 2026.



### IARU's Branding Materials

The International Alliance of Research Universities is equipped with a minimal number of branding objects, mostly dedicated to the promotion of the Global Summer Program. Namely: GSP T-shirt, GSP bag, GSP Poster, and IARU banner. These materials were updated with the addition of the University of Cape Town.

The IARU 10<sup>th</sup> anniversary special logo was designed and used all year long on the website, social media, products and events particularly associated with the anniversary.



The IARU Secretariat used the allocated budget (25,000 USD) to complete the tasks above.



## 9.3 Financial Report

### IARU Income & Expenditure Statement

1 January 2016 - 12 October 2016

	max. amount	Total (USD)
<b>Carried forward from 31 December 2015</b>		<b>237.571</b>
<b>INCOME</b>		<b>420.000</b>
Members' contribution	220.000	
IARU-Santander sponsorship for GSP	200.000	
<b>Total available funds</b>		<b>657.571</b>
<b>EXPENDITURE</b>		
<b>Meetings</b>		<b>26.668</b>
Presidents' Meeting 2017	26.668	
<b>Running Initiatives</b>		<b>39.181</b>
Campus Sustainability Officers' Workshop (June 2016)	2.505	
International Students Support Group Meeting (Apr 2016)	2.650	
GSP alumni participation to GSP2016 meeting (Sep 2016)	6.409	
<i>Alumn from Oxford</i>	1.251	
<i>Alumn from ETH Zurich</i>	1.101	
<i>Alumn from UTokyo</i>	1.029	
<i>Alumn from UC Berkeley</i>	1.871	
<i>Alumn from PKU</i>	1.157	
Global Transformation in Member Strategies (May 2016)	6.255	
Going Global High Speaker Participation fee (May 2016)	5.000	
Workshop of the Gender Group (July 2016)	3.004	
IARU Joint Online Course Meetings (Two meetings in 2016)	6.358	
IARU 10th Anniversary : #1 Green Campus video	5.000	
<i>Contribution to UCPH video-making</i>	1.000	
<i>Contribution to UCB video-making</i>	1.000	
<i>Contribution to ETH video-making</i>	1.000	
<i>Contribution to NUS video-making</i>	1.000	
<i>Contribution to UTokyovideo-making</i>	1.000	
Contingency reserve (UCB)	2.000	
<b>Disbursements</b>		<b>220.000</b>
IARU-Santander sponsorship for GSP 2016	200.000	
Contribution to the IARU GSP UCT Courses (9 students from UCT)	18.000	
Contribution to the IARU GSP UCT Courses (1 student from UCPH)	2.000	
<b>Secretariat costs</b>		<b>80.000</b>
Contribution to Secretariat costs at UCPH	66.667	
Contribution to Secretariat costs at UCB	13.333	
<b>Total Expenditure</b>		<b>365.850</b>
<b>BALANCE</b>		<b>291.721</b>
Total available funds	657.571	
Total expenditure	365.850	

## Projected Commitments

Projected until 31 December 2016

	max. amount	Total (USD)
<b>Carried Forward from 12 October 2016</b>		<b>291.721</b>
<b>EXPENDITURE</b>		
<b>Meetings</b>	up to	25.000
GSP Working Committee Meeting 2016	10.000	
Senior Officers' Meeting 2016	15.000	
<b>Running Initiatives</b>	up to	63.500
Research Administrators' Meeting (Sep 2016)	10.000	
Tech Transfer Innovation & Entrepreneurship Ecosystem (Oct 2016)	15.000	
GSP alumni participation to GSP2016 meeting (Sep 2016)	7.500	
<i>Alumn from Yale</i>	2 500,00	
<i>Alumn from ANU</i>	2 500,00	
<i>Alumn from UCPH</i>	2 500,00	
Contribution to the ALH GSC Conference (Nov 2016)	15.000	
IARU Jont Online Course Video Production	15.000	
IARU 10th Anniversary : #1 Green Campus video	1.000	
<i>Contribution to ANU video-making</i>	1 000,00	
<b>Total Expenditure</b>	<b>up to</b>	<b>88.500</b>
<b>BALANCE</b>	approx.	<b>203.221</b>
Total available funds	291.721	
Total expenditure	88.500	

## Alumni Associations Network

*(own funds resulting*

*from a positive balance from the World Alumni Forum held at UTokyo in 2015)*

	max. amount	Total (USD)
<b>INCOME</b>		
Balance of 1st World Alumni Forum		10.000
<b>Total available funds</b>		<b>10.000</b>
<b>EXPENDITURE</b>		
Contribution to the 2016 Presidents' Panel (up to GBP 2,000)		2.500
<b>Total Expenditure</b>		<b>2.500</b>
<b>BALANCE</b>		
Total available funds	10.000,00	
Total expenditure	2.500,00	

## Budget 2017

	max. amount	Total (USD)
<b>Carried forward from 31 December 2016</b>	approx.	<b>203 221,39</b>
<b>INCOME</b>		<b>400 000,00</b>
Members' contribution	200 000,00	
IARU-Santander sponsorship for GSP	200 000,00	
<b>Total available funds</b>		<b>603 221,39</b>
<b>EXPENDITURE</b>		
<b>Meetings</b>		55 000,00
Presidents' Meeting 2017	30 000,00	
GSP Working Committee Meeting 2017	10 000,00	
Senior Officers' Meeting 2017	15 000,00	
<b>Running Initiatives</b>	up to	105 500,00
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	45 500,00	
<i>Energy Management and Behavior Change (Oxford) 8,000 USD</i>		
<i>Smarter Meetings (Virtual Conferences) (ETH) 30,000 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 (Oct 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	
<b>New Initiatives</b>		
Real Estate Working Group	10 000,00	
<b>Disbursements</b>		200 000,00
IARU-Santander sponsorship for GSP 2016	200 000,00	
<b>Secretariat costs</b>		80 000,00
Contribution to Secretariat costs at UC Berkeley	80 000,00	
<b>Total Expenditure</b>	up to	<b>440 500,00</b>
<b>BALANCE</b>		<b>162 721,39</b>
Total available funds	603 221,39	
Total expenditure	440 500,00	

## Outlook 2018

		<b>Total (USD)</b>
<b>Approved Activities</b>		
Research Administrators' Meeting 2018	up to 10,000	<b>up to 20,000</b>
Campus Sustainability Officers' Workshop 2018	up to 10,000	
<b>For approval</b>		
Real Estate Working Group Meeting 2018	up to 10,000	<b>up to 20,000</b>
Real Estate Working Group Meeting 2019	up to 10,000	

## 9.4 Senior Officers' Meeting 2017

### Next Senior Officers' Meetings

#### 2017

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

Proposed dates:

- 26 -27 October (Welcome dinner on Wednesday 25 Oct., the meeting ends on Friday 27 Oct)
- 6 – 7 November (Welcome dinner on Sunday 5 Nov., the meeting ends on Tuesday 7 Nov.)

#### 2018

No offer has been received to host the 2018 annual Senior Officers' Meeting.

### Previous Senior Officers' Meetings

2016 @ Peking University (2-3 November)  
2015 @ University of Copenhagen (22 – 23 October)  
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 Calendar

### Meetings and Activities 2017

<b>Date</b>	<b>Event</b>	<b>Host</b>
27-28 March	Presidents' Meeting (Presidents' Panel)	ANU
2 <sup>nd</sup> or 3 <sup>rd</sup> week in May	Global Transformation Workshop	PKU
May-August	Global Internship Program (GIP)	all
June	Campus Sustainability Officers' Meeting Workshop, back-to-back with ISCN meeting	UC Berkeley
1 <sup>st</sup> half of July	Librarians' Meeting (with RAN)	Yale
1 <sup>st</sup> half of July	Research Administrators' Meeting (RAN)	Yale
June - August	Sustainability Fellowship Exchange Program	all
June-September	Global Summer Program (GSP) 2017	all
25-26 September	Global Summer Program Meeting	UC Berkeley
September/October	Women and Men in Globalizing Universities	ANU / Yale
tbd	Joint Online Course Meeting	NUS
tbd	9th Alumni Associations Summit	Yale
tbd	ALH Steering Committee Meeting	tbd
tbd	Senior Officers' Meeting	Yale

## IARU Meetings – Overview

### Presidents' Meetings

- 2018 @ Peking University (date tbd)  
 2017 @ Australian National University (27-28 March)
- 2016 @ University of Oxford (25 -26 April)  
 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

- 2017 @ Yale University (dates tbd)
- 2016 @ Peking University (2-3 November)  
 2015 @ University of Copenhagen (22-23 October)  
 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

- 2017 @ UC Berkeley (25 -26 September)
- 2016 @ NUS (26 -27 September)  
 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)

## Participants' Biographies

### Australian National University



**Professor Shirley LEITCH**  
*Pro Vice-Chancellor (Education and Global Engagement)*

Professor Shirley Leitch has been Dean of the College of Business and Economics at The Australian National University since 2014. From November 2015, she was also appointed as Pro Vice-Chancellor (Education and Global Engagement). Previously, she was Deputy Vice Chancellor (Academic) at Swinburne University of Technology in Melbourne, Australia, where she co-founded Online Education Services Ltd (OES) in partnership with SEEK Ltd. In 2015, OES was recognized as Australia's fastest growing company in the BRW Fast 100.



**Ms Anne BALY**  
*Director, International Strategy & Partnerships*

Anne has been Director, International at The Australian National University since April 2016. She came to ANU after a long period with the Australian Government, most recently as the Head of the International Group in the Department of Education and Training. In that role, she had responsibility for international strategy and engagement across education and research. This followed a three-year period as Head of the Science and Research Division in the Department of Innovation, Industry Science and Research. Anne was a member of the Australian- American Fulbright Board from 2013 to 2016 and is currently a Fulbright Ambassador. Anne has extensive experience in tertiary education policy development and strategy, including as Secretary to the Review of Australian Higher Education (Bradley Review). During 2007, Anne was Minister-Counsellor (Education, Science and Training) at the Australian Embassy in Brussels. She has a Bachelor of Science degree from the University of Queensland.



**Mr Jonathan DAMPNEY**  
*Manager, Strategic Partnerships*

Jonathan was appointed as the Manager, Strategic Partnerships at the Australian National University in July 2016. In this role he has lead responsibility for developing the university wide International strategy. Jonathan also manages key university partnerships, including membership of the International Alliance of Research Universities (IARU) and Association of Pacific Rim Universities (APRU). This appointment follows seven years working in the ANU Joint Colleges of Science as Executive Officer (International Development) and Manager of Student Recruitment. Jonathan holds a Bachelor of Advanced Science (Honours) from the University of Sydney

and a Graduate Diploma in Science Communication from the ANU. He has 10 years' experience in science communication and has worked in the higher education sector for over seven years.

## ETH Zurich



**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 Head of ETH Global and Director of Global Institutional Affairs at ETH Zurich.

## National University of Singapore



**Professor Andrew WEE**

*Vice President, University and Global Relations*

Professor Andrew Wee is Vice President (University and Global Relations) at the National University of Singapore. In his role as Vice President, he works 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, who was Dean of the NUS Faculty of Science from April 2007 to March 2014, is President of the Singapore National Academy of Science. He is also the Director of the Surface Science Laboratory in the Department of Physics at the NUS Faculty of Science, and an adjunct scientist at the Agency of Science, Technology and Research's Institute of Materials Research and Engineering.

A Professor of Physics, Prof Wee was awarded the President's medal in 2008 by the Institute of Physics, Singapore, as well as a UK-Singapore Partners in Science Collaboration Award in 2006 as a visiting scientist to Imperial College. 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 Master's degree from the University of Cambridge. He received his DPhil from the University of Oxford.



***Mr Yong Min HO***

***Senior Manager (University and Global Relations)***

Mr Yong Min HO is Senior Manager in the Office of Vice President (University and Global Relations) at the National University of Singapore (NUS). He is responsible for ensuring NUS' active participation in the seven global networks it belongs to, including the International Alliance of Research Universities (IARU).

In his role, he works with the Vice President (University & Global Relations) to formulate and advance NUS' engagements in Southeast Asia, Middle East and Latin America, strengthening the University's efforts as a leading global university centred in Asia.

## **Peking University**



***Dr. LI Yansong***

***Vice President, Peking University***

Dr. Li Yansong was born in 1964. Dr. Li got his bachelor degree in political science from Peking University in 1987, then he got the MA and Ph.D. degrees in international studies in 1993 and 2009, separately, from Peking University. From 1995-1997, he did his research as a visiting scholar at University of California, Berkeley, U.S.A.

Dr. Li Yansong is the Vice President for international relations of Peking University. He is concurrently the Co-Director of Peking University Center for International Higher Education, Secretary-General of Hong Kong and Macao Research Association of Peking University, Standing Vice President and Secretary General of the Association for Introducing Foreign Intelligence, sub-association of Chinese Association of Higher Education (CAHE), and President of Association for Education Management Research of Macao, Taiwan and Overseas Chinese students in Beijing. His previous appointments in Peking University included various key positions in the Office of International Relations. Dr. Li is an experienced administrator and researcher with a specialization in international relations, communication and development related issues.



**Professor 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. XIA Hongwei**

*Director, Office of International Relations*

Dr Xia Hongwei is Director of the Office of International Relations of Peking University and Deputy Director of the Peking University Center for International Higher Education. He received his Bachelor degree in Political Science from the University of International Relations in 1989, and went on to further his postgraduate studies at Peking University and was awarded the Master and Ph.D in International & Intercultural Studies in 1994 and 2009 respectively.

From 1995 to 1997, Dr Xia was invited as an exchange scholar in the Department of Communication Studies, University of Nebraska-Lincoln, United States, engaging in the study of cross-cultural communication. In June 2005, he was again invited as a visiting scholar sponsored by DAAD to conduct research on the China-Germany Educational Exchange in the late 19th century at the Free University of Berlin. In the summer of 2007, Dr Xia visited the Fairbank Center for Chinese Studies at Harvard University as a visiting fellow focusing on the research of cultural interactions between China and US in early 20th century.

Dr Xia has published several theses in academic journals about Sino-Foreign Higher Education Exchange, and edited books on the Internationalization of Universities, and conducted some research projects on Student Mobility of China's National Association of Research on Study Abroad. His main research areas include: Sino-Western Cultural Exchange in late Qing Dynasty, Cross-cultural Conflict and Communication, Internationalization of Higher Education and International Communication and Management between Universities.



**Dr. LI Yun**

*Chief, Division for Exchange Programs, Office of International Relations*

Dr. Li Yun is Chief of the Division for Exchange Programs, Office of International Relations of Peking University. She received the BA and MA from the School of International Studies of Peking University and Ph. D. from the Graduate School of Education of Peking University.

Dr. Li has been working at the Office of International Relations since 2006. She is responsible for the exchange programs with European partners and the coordinator for IARU affairs at Peking University.

**University of California, Berkeley**



**Professor 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.

**University of Cape Town**



**Ms. Carolyn NEWTON**

*Manager: Global Strategy and Visibility*

Carolyn Newton heads the Global Strategy and Visibility team in the Research Office at the University of Cape Town. She works closely with the Executive Director of the Research Office, the Director of the International Academic Programmes Office and the Deputy Vice-Chancellor for Research and Internationalisation to develop and implement the university's strategy for internationalisation. She also drives the university's efforts to achieve international visibility for research.

Ms Newton graduated from the University of Cambridge with an MPhil in Criminology, from the University of Stellenbosch with a BA (Hons) in Journalism, and from the University of Cape Town with a BA in English.

## University of Copenhagen



**Professor Ralf HEMMINGSEN**  
*Rector, Chairman of IARU*

Professor Dr. Ralf Hemmingsen has served as the Rector of UCPH since 2005. He had served three years as Dean of the Faculty of Health Sciences before his current appointment and was awarded the University of Copenhagen Gold Medal. Professor Hemmingsen's prior appointments included key positions in the medical sector such as the Medical Director of the Psychiatric Department at Bispebjerg Hospital in Copenhagen and the Deputy Chairman of the Association of Junior Doctors. He is well-respected as an educator and a researcher in the fields of neurobiology and psychiatry.



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

Mr. Steen Ulrich is currently the Director of the Rector's Office at the University of Copenhagen. His tasks include advising the Rector and Prorectors on strategic, organisational and political matters.

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. He has a MSc in Political Science and MA in European Affairs.

## University of Oxford



**Mr Loren GRIFFITH**  
*Director of International Strategy*

Loren Griffith is Director of the University of Oxford's International Strategy team, which works to develop a coherent corporate strategy to promote Oxford's international relations, global profile and international competitiveness.

The team's portfolio includes issues such as international student recruitment and funding, international research and education collaborations and promoting deeper engagement with key countries/regions.

Prior to joining Oxford, Loren was a management consultant at McKinsey & Company for seven years, serving clients in health care and 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, a Master's in Public Affairs and a B.A. in Ethics, Politics & Economics.

## The University of Tokyo



### **Prof. Kiichi FUJIWARA**

*Special Assistant to the President, 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).



### **Ms. Yuko OHKUMA**

*Administrative staff, International Planning Group, International Affairs Department*

Ms. Yuko Ohkuma is a member of the International Planning Group, International Affairs Department of the University of Tokyo since 2016.

She is responsible for various matters relating to international alliances to which the University of Tokyo belongs, international training programs for UTokyo staff. Since joining the University, she has worked for the Finance Team at School of Science, Scholarship Team and participated in the staff training program at the Ministry of Education, Culture, Sports, Science and Technology (MEXT).

## Yale University



**Mr. Donald L. FILER**

*Executive Director, Office of International Affairs*

Donald Filer was appointed to his present position in 2004 as the first director of Yale's newly created Office of International Affairs (OIA). He has overall responsibility for OIA, providing administrative support for the international activities of the schools, programs, and individual faculty across the university. These efforts focus on supporting the development of new projects with partner universities, coordinating the work of other Yale offices during project start-ups, managing visits to Yale by university delegations and other dignitaries, and safeguarding Yale's reputation around the world.

Mr. Filer also leads the university's emergency response in the event of a medical emergency, natural disaster, or civil unrest taking place abroad, and oversees the Yale Young Global Scholars Program, the Greenberg Conference Center, the Office of International Students and Scholars, and the Yale Conferences & Events Office.

He joined Yale University in 2000 as Associate Secretary with responsibility for managing support for the Yale Corporation (the university's governing board), supervising the Yale Visitor Center, and directing the Office of Licensing Programs. Prior to his appointment at Yale, he served in a number of capacities at Connecticut College in New London, Connecticut, from 1991 to 2000 including Vice President for Community and Public Affairs, Secretary of the College, and Acting Vice President for Development. He worked for former U.S. Representative Bruce A. Morrison of New Haven from 1985 to 1991. Mr. Filer earned a B.A. in political science from Colgate University.

## IARU Secretariat



**Ms. Rexille UY**

*IARU Secretariat (UC Berkeley)*

Rexille has been with the Institute of International Studies for over six years. She manages the operations, events, and financial matters of the Institute. Rexille has degrees in both Sociology and Media Studies from UC Berkeley.



**Ms. Tina Berglöv KJÆR**

*Acting IARU Secretariat (UCPH)*

Ms. Tina Berglöv Kjær is Senior Advisor 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 analytical Head of Section at the Danish Ministry of Higher Education and Science and strategic Chief Officer in the Association of Danish Lawyers and Economists. Ms. Kjær's academic background includes a Master of Political Science.

## IARU Presidents' Meeting – Outcomes

### University of Oxford, 24 – 26 April 2016

Opening .....	1
Session 1: Presidents' Regional Round-up.....	1
Session 2: Continuing and Distance Education.....	9
Session 3: IARU Chairperson 2017 – 2018 .....	11
Session 4: IARU Sustainability Activities .....	11
Session 5: Selected IARU Institutional Joint Working Initiatives .....	13
Session 6: Key Updates on other IARU Institutional Joint Working Initiatives.....	16
Session 7: New Proposals.....	18
Session 8: Academic Freedom .....	18
Session 9: Updates from IARU Research Collaboration and Global Education Initiatives.....	18
Session 10: Business Matters .....	20
Annex 1 – Approved Budget 2016.....	22
Annex 2 – Letter of Support to NUPI .....	23

### Opening

Prof. Louise Richardson, Vice-Chancellor of the University of Oxford and Prof. Ralf Hemmingsen, Chairman of IARU and Rector of the University of Copenhagen, welcomed all participants to the 11<sup>th</sup> Presidents' Meeting. In particular: Prof. Brian Schmidt, President of ANU, Prof. LIN Jianhua, President of PKU , Dr. Max PRICE, Vice-Chancellor of the University of Cape Town and Dr. Makoto Gonokami, President of UTokyo, attending their first IARU Presidents' Meeting. President Peter Salovey (Yale) and Chancellor Nicholas Dirks (UC Berkeley) were not able to attend the meeting and sent their apologies. Mr Don Filer and Professor Pradeep Chhibber respectively represented Yale and UC Berkeley at the meeting.

### Session 1: Presidents' Regional Round-up

#### Australian National University

Since Prof. Brian Schmidt becoming Vice-Chancellor and President, ANU has initiated a strategic planning process centered around defining a vision for a contemporary Australian National University. This strategic planning process is ongoing and in order to gain grass roots ownership of the vision, to

share workload and gain momentum, ANU is involving staff, students, alumni and external stakeholders to help create our final strategic plan.

Although the current Government has placed an emphasis on Innovation and Science, the Higher Education Sector in Australia remains in a period of uncertainty in Australia with an upcoming election in July 2016.

In terms of Government funding of the sector, University research needs to be cross-subsidised through student fee income.

Domestic undergraduate places are funded by a mixture of direct commonwealth funding and student contribution. The fees provided for each course are not well matched to the costs to deliver each course. Domestic Higher Degree Research students are largely funded by the commonwealth.

Post-graduate Coursework (Domestic), and all international student fees are de-regulated. It is through education to these two groups that Australian Universities are largely cross-subsidising their research. The international market is rapidly growing and accounts for AU\$19.2B worth of export income in 2015 – only behind Iron Ore and Coal as Australia's large exports.

Many Universities in Australia operate on thin margins, making strategic investment a challenge..

## ETH Zurich

ETH Zurich has always been a very international university. In 2015, the percentage of international Bachelor, Master and Doctoral students was 19%, 39% and 75%, respectively, and 69% of its professors are non-Swiss. This internationality is considered as one of the key success factors of ETH Zurich.

However, ETH Zurich's international outlook is under pressure due to the federal initiative "against mass immigration" that was accepted by a slight majority of the electorate (50.3%) in 2014. Since then, Switzerland is struggling to implement the initiative without jeopardizing the relationship with the EU. As an immediate consequence of the vote, Switzerland now is only partly associated to the Horizon 2020 program and a substantial uncertainty is present regarding the future developments.

The University of Basel, the Università della Svizzera italiana, the University of Zurich and ETH Zurich have launched a new course of study in medicine. Participants will study at ETH Zurich for their bachelor degree and will go on to complete a master degree at one of the partner universities. ETH Zurich will not have its own medical school, but bring the technical expertise into the curriculum. The new program will particularly strengthen the cooperation between the University of Zurich and the University Hospital Zurich. The first students will start in 2017.

The Singapore-ETH Center is running very well. In April, the second phase of the Future Cities Laboratory was launched and will run until 2020. The other currently running research programme, Future Resilient Systems, is advancing well. ETH Zurich is grateful for all the support it receives from local (Singaporean) universities, in particular NUS, and all Singapore research agencies.

As of fall this year, ETH Zurich will offer student housing on its campus on Höggerberg. There will be 1000 rooms available on the campus.

## National University of Singapore

### *Singapore's SkillsFuture National Initiative*

There is a strong sense among Singapore's policy makers on changes in job creation. Therefore, the SkillsFuture is a national initiative to create greater resilience by providing Singaporeans with the opportunities to develop their fullest potential throughout life, regardless of their starting points. Through this movement, the skills, passion and contributions of every individual will drive Singapore's next phase of development towards an advanced economy and inclusive society.

To help our students and alumni remain agile and responsive to change throughout their careers, and to serve Singaporeans more generally as part of the national SkillsFuture drive, NUS will significantly strengthen our emphasis on Continuing Professional Education. This is a shift from the current focus which tends to be on front-loaded, lifelong education.

We have established the School of Continuing And Lifelong Education (or SCALE). SCALE's key goals would be to enable Singaporeans, and NUS graduates, to skill and re-skill for existing or new jobs, and to help our companies and industries to stay competitive by providing lifelong learning opportunities for their employees.

Additionally, we have repositioned our NUS Career Centre as the Centre for Future-ready Graduates (CFG). Some new initiatives are:

- Provide more personalized career advising from Year 1
- Substantially enhance and expand career preparation programmes, and adding new leadership development courses
- Introduced a number of foundational programmes that will help our student understand themselves more deeply, discover their strengths, weaknesses and potential, and develop essential life skills.

### *Government commits S\$19b to new 5-year plan for R&D initiatives RIE2020*

In January 2016, Prime Minister Lee Hsien Loong unveiled a S\$19 billion plan to support Singapore's R&D efforts over the next five years. The Research Innovation Enterprise 2020 Plan (RIE2020) seeks to support and translate research into solutions that address national challenges, build up innovation and technology adoption in companies, and drive economic growth through value creation.

RIE2020 has a 20% budget increase for its five-year budget vis-à-vis its preceding five-year budget. There is a stronger focus on value capture; focusing on areas where greater impact is possible. The four areas are advanced manufacturing, future cities, biomedical and digital economy.

Additionally, there will be more oversight on governance of research. There is a review of CREATE aimed at consolidating existing players and new players. There is a centre of gravity shift to local players.

### *University Funding*

The university funding has slowed down due to the economy. This is anticipated and therefore, active efforts were made to grow the endowment over the past decade. There is now a greater focus on fund raising, diversification of income stream and continuing education as an income stream.

## Peking University

Chinese government is now establishing National Labs. In the first phase, five National Labs will be constructed with large facilities, including 3000 employees focusing on critical issues which China is now facing today. The National labs system will probably become the third parallel research system, besides Universities and China Academy of Sciences (CAS).

By exploring ways to establish cross-regional development with other cities, Beijing-Tianjin-Hebei Integration Program is to boost regional development and open cooperation. It will focus essentially on how new technologies, products and business formats such as artificial intelligence and “Internet+” can boost industrial restructuring and upgrading. Steady progress was made in the coordinated development of the Beijing-Tianjin-Hebei region, with functions non-essential to Beijing's role as the capital being relocated away from the city in an orderly manner and initial breakthroughs being made in the three key areas of transportation, ecological conservation, and industry.

Since Premier Li Keqiang first put forward the new concept of "two engines" at the Davos in 2014, mass entrepreneurship and innovation have becoming China's new economic drivers. During the past year, the central government has introduced an array of favorable measures, such as cutting red tape and tax breaks, to spur business startups and innovative firms.

Nowadays, China has more than 2000 universities but only a few of them are research oriented. The development of education in China doesn't match with the economic raise. For example, in Zhejiang Province with 55 million population and 5 trillion RMB GDP, the number of research universities and research organizations is very limited. The education inequalities bring barrier to the economic development. China is now also making the reform on higher education, bringing the “Liberal Arts” education as a concept.

## University of California, Berkeley

Currently, UC Berkeley only receives 13% of its funding from the State of California. As the University adjusts to meet major financial challenges, it remains committed both to academic excellence and to access and affordability. UC Berkeley sees itself as not only fighting for its continued position as the best public research university in the United States, but for the future of public higher education at a time of significant state disinvestment across the U.S. To address these challenges Berkeley in the past year, with the generous support of alumni, Cal parents, and friends set a new fundraising record of \$462.5 million. This in part due to the redesign of a new, more centrally managed fund-raising organization that achieved a closer relationship between the donor and alumni communities and the needs of the university. The campus is also introducing efforts to reduce operating expenses in the areas of academic programming, non-academic staffing, and athletic activities; and expand revenue-generating academic programs, including University extension and executive education.

The campus has introduced a series of new interdisciplinary academic initiatives to spur research. Data Science will bring together faculty from the School of Information, Computer Science, and Statistics. The Arts and Design Initiative will synchronize efforts, maximize resources, and broaden the reach of Berkeley's rich cultural offering as an innovative resource for imagining the future of our global society and for fostering humanistic values in an age of advanced engineering, science, and technology

### University of Cambridge

The Vice-Chancellor briefed the Presidents' Meeting on the EU Referendum debate, the review of Research Councils UK, and the review of the Research Excellence Framework (REF).

### University of Cape Town

The past year was a challenging one for higher education in South Africa generally. To briefly sketch the context of this year at UCT:

Universities in South Africa have historically enjoyed reasonable autonomy from the state and have always had the right to set their own fees and staff salaries. However, subsidy from the state has been on a steady decline over the past years, resulting in most universities having to increase their student fees to remain sustainable. Financial pressure on students has been exacerbated by less than optimal administration of the state loan system for bursaries, resulting in explosive student frustration, the #FeesMustFall campaign, national student protests and periodic shut-down of universities across the country. Government stepped in with a bail-out to assure no fee increases for 2016, but this is a temporary solution and more turmoil is anticipated in the coming months. The situation in 2015 was further inflamed by workers aligning themselves with the student protests, resulting in strong union action campaigning for the insourcing of previously outsourced service providers, such as gardeners, catering staff, cleaners and so forth, at great additional cost to the university.

This activist trajectory of 2015 (triggered in the first place by the #RhodesMustFall campaign) resulted in on-going student and staff activism around inclusivity (race, gender, sexual orientation, (dis)ability); national politics and transformation, including decolonisation of the curriculum. The latter will require a review that deconstructs ways in which the current curriculum may marginalise minority or previously disadvantaged groups and perpetuate dominant cultural assumptions and particular epistemologies. Also high on the agenda are issues of mental health, for example the presentation of depression and anxiety.

In spite of negative news coverage locally and abroad, UCT's core business continued on a steady path. Around 16% of the undergraduate student body are international students, whilst 30% of postgraduate students are international. We have graduated a record number of PhD's and improved pass rates at undergraduate level. Our research outputs and citations have increased as well as our income through research grants and development funding.

As reflected in debates globally around 'identity politics', 'safe spaces' and the 'right' to not be offended, the issue of academic freedom nevertheless remains a serious concern.

### University of Copenhagen

Financial cutbacks: Research investment went down from 1,09 % of GDP to now 1 %. Due to the government cutbacks on research UCPH had to implement cutbacks leading to the downsizing of employees by approx. 500. Right now there is an ongoing organisational analysis in the attempt to find ways to trim the budget even more before 2019.

Long term funding outlook. During the past 10 year the Danish Universities have been privileged, despite the financial crisis, that in Denmark's case is considered over. With the recent cutbacks, questions have therefore been asked as to whether or not it signals a fundamental change in priorities.

Reform of the funding system for student enrolment (*taxametersystemet*). The system is undergoing an analysis with the final aim of transforming the current funding system to a new system that includes parameters as for instance employment rate, etc. The current system has been accused, unjustifiably, for being a “cash cow” for the Danish universities

Political attention to the quality of education. There is work in progress as to how to measure the quality of education, a discussion is taking place about which parameters to use in the measuring.

Closing of programmes in the humanities. UCPH has closed down some language programmes (Indonesian, Finnish, Tibetology, Thai and Indology) – due to the cutbacks (and structural problems). For this decision the university has received much public criticism, however, UCPH argues for a new national language strategy. Other Danish universities have had to take similar decisions.

Review of the governance structure. The Ministry of Education and Science is about to begin evaluating the governance structure of the Danish universities' system. UCPH is concerned that this work may end up in changes to the Danish University Act in relation to implementing state-appointed members of the university boards (ie. diminishing the autonomy of the universities).

Maintaining freedom at the universities to decide on admission/enrolment also continues to be a struggle. There is now less focus on the numbers and more focus on the mechanism through which students are admitted

UCPH succeeds in attracting large private funding (private funds).

Research is performing well with some new striking results from UCPH researchers, for instance: “*Biotech breakthrough: Sunlight can be used to produce chemicals and energy*” looking at how “Reverse photosynthesis” drives chemical processes and how it could find applications in chemical industry. (<http://www.science.ku.dk/english/press/news/2016/biotech-breakthrough-sunlight-can-be-used-to-produce-chemicals-and-energy/>)

## University of Oxford

### *Teaching Excellence Framework*

The Government has grumbled about perceived quality of teaching in UK universities and has proposed a new government assessment of teaching quality whose stated aims are to:

- ensure all students receive an excellent teaching experience that encourages original thinking, drives up engagement and prepares them for the world of work,
- build a culture where teaching has equal status with research, with great teachers enjoying the same professional recognition and opportunities for career and pay progression as great researchers,
- provide students with the information they need to judge teaching quality,
- recognise institutions that do the most to welcome students from a range of backgrounds and support their retention and progression,
- include a clear set of outcome-focused criteria and metrics.

Such proposal may include mechanism linking a university's performance on the Teaching Evaluation Framework (TEF) to authorisation to raise fees. Oxford welcomes emphasis on the student experience and is hopeful that the small-group tutorial teaching model will measure up well, but this University and other Russell Group Universities are concerned about:

- The burden of data gathering, eg. the REF (Research Evaluation Framework) is a huge undertaking.
- The potential failure to appreciate the interconnectedness of teaching and research. Eg. Value of students interacting with research-active academics, and of research forming a part of even an undergraduate education.
- The potential for a one-size-fits-all approach, either to measuring effective teaching or to measuring how a university extends access to underrepresented groups. The UK media focused on state school vs. independent school proportion; we are focused on the number of students from less privileged backgrounds (some of whom get scholarships to independent schools, but depend on additional support to complete university).

Since Oxford and other universities sent back mostly sceptical responses to the government, it has been notably silent on its plans.

#### *Visa regime and international students*

There is still uncertainty whether international students will be included in the government's net migration target. Target net migration is 100,000 per year; actual was 323,000 in the year to September 2015. New rules burdening international students:

- No right to work part-time for non-EU students
- Annual health care fee of £150
- Students from about 40 countries (including China) required to register with local police

The UK remains in a strong position though: it is rated top for student satisfaction. Additionally, it has preserved its market share as an international student destination from 2007-2014. Ambivalence toward international students is not limited to UK, but some countries such as the US and Canada are increasing international student numbers faster than UK; Indian student numbers in particular are down: 20% lower in 2014-15 compared to 2012-13. At Oxford, international students continue to increase: 18% of undergraduates, 63% of postgraduates

Of course the EU referendum threatens to upend this already precarious situation—also for staff, many of whom are from the EU and who receive £67m in funding from the European Research Council

#### *Recent developments at Oxford*

Controversy and press coverage addressed admissions for poor or ethnic minority students. Oxford's UNIQ summer schools are a great success: 875 students from disadvantaged backgrounds are coming to Oxford this summer, and in past 30% have become undergraduate. But the University aims to do more.

Further attention was attracted by the 'Rhodes Must Fall' movement, a student movement to remove a statue of Cecil Rhodes from Oriel College. Oxford is committed to inclusiveness; at the same time it is crucial that the university remains a place where all non-violent speech can be expressed.

Oxford faces time of constrained finances, as elsewhere. The income has been rising 5% p.a., while costs have been rising by 7%. As research enterprise grows, the University loses more money, since research grants do not cover overheads. Philanthropy will continue to be a crucial source of revenue. The Oxford Thinking Campaign will pass £2b in May, on the way to £3b.

## The University of Tokyo

UTokyo, which has assumed the role of education and research in Japan, faces grave challenges, especially in its budget. Over the past decade, the structure of governmental funding to the national universities has been reformed due to the deterioration of the Japanese economy.

In 2004, the National University Corporation Act came into force. Under this act, the universities were given more autonomy in terms of management and operation. But, after twelve years, the universities are still placed under strict regulations, while government funding has been continuously decreasing. The steady reduction of funding prevents us from expanding the area of activities. Also, it resulted in the University's decision to reduce the number of permanent position for researchers. However, President Gonokami plans to reform the budget scheme to increase permanent positions, especially for young people instead.

Now, the ministry is revising the National University Corporation Act. Under the revised Act, few selected universities, called "designated national universities" are deregulated. With this deregulation, these universities can become more self-sustained and expand the scope of their activities. These universities are expected to lower their dependence on government funding. These "selected" universities are expected to expand their budget with alternative financial sources, such as by commercial activities and/or from private sectors. Through these efforts, these universities are expected to improve their activity to become centers for international research and education, and a "global base for knowledge collaboration" which will connect the quest for knowledge with the utilization of knowledge and attract a diverse array of people from around the world.

In preparation to be "selected" President Gonokami asked IARU members to provide UTokyo with information regarding various aspects of their activities. Especially, President Gonokami believes that IARU members have already developed such autonomous budget scheme making IARU members one of the best indicators for UTokyo to compare with and wishes to receive advice on this matter.

It is clear that active collaboration with private sector is a key to UTokyo becoming more self-reliant. However, President Gonokami's ambition behind encouraging industry-university collaboration is to find ways to achieve sustainable development of both economic and human society. We face a wide range of issues, such as the degradation of global environment, depletion of natural resources and regional disparities. We need to make the world a better place. For this, the President of UTokyo has taken the initiative to develop the cooperation between industries and universities to the next step.

By entering this next stage in the industry-university cooperation, new values and roles for the University can be created, even with the changes being made to the financial and budgetary structures of the University.

The President of UTokyo believes that more cooperation with industry will contribute further strengthen the "academic freedom" of the University strengthening the environment where academic researchers are motivated by their own free idea and can engage in academic activity in pursuit of creating value that should be shared among humanity as a whole.

## Yale University

This has been a busy year. Rather than provide a list of important milestones, three issues were highlighted that may be of interest to other IARU institutions. First, legislation was introduced in the Connecticut state legislature that would dramatically expand taxation of Yale's (and only Yale, not other universities or charitable institutions) properties to include properties that have long been

considered academic and therefore not subject to taxation. A bill to tax Yale's endowment was introduced but soon removed from consideration. Another bill to tax facilities that generate more than US\$6,000 annually (e.g., testing labs, concert halls, theaters, athletic facilities, labs the yield commercial spin-offs) was given serious consideration and received enough support to be approved by one committee before being withdrawn late in the session. This proposal may be resubmitted in future years and, if adopted, could have significant impact across the United States, not only in Connecticut.

Second, campus discussions of issues related to race, diversity, and inclusivity took place over several months. While often difficult and emotional, most members of the Yale community would likely agree that they were productive and thoughtful discussions (with very few highly publicized exceptions).

Finally, Yale became the first university member of the Carbon Pricing Leadership Coalition (CPLC), a private-public partnership among the World Bank, International Monetary Fund (IMF), governments, nonprofits, and private sector companies to strengthen carbon pricing policies through the development of a network for sharing best practices. In the coming months, Yale will circulate additional information to the IARU institutions so that others may consider whether they also wish to join.

## Session 2: Continuing and Distance Education

Dr Geoffrey Thomas, Honorary Fellow, President Emeritus, Kellogg College, University of Oxford and Mr. Keith Zimmerman, University Secretary of The Open University (OU) joined this session.

### Extended Oxford

Dr Geoffrey Thomas gave a presentation about “Extended Oxford” on behalf of Professor Angus Hawkins (Acting Director Department of Continuing Education) who could not attend.

Dr. Thomas opened with an overview of the history of the *extended university* (a term used in replacement of “Continuing Education”). The origin of extended universities roots in the appreciation of a lack of scientific culture in the British society in the second half of the 19th century, coupled with a critic to the two major universities – Cambridge and Oxford – of not doing enough for the advancement of higher education in the country. In response to this pressure, innovative minds at both institutions devised solutions to transfer knowledge extra moenia, and initiated a series of lectures held by faculty in different towns across the United Kingdom. By the end of 1800, the first residential summer program was established in Oxford and opened to a whole new constituency: people who had not had exposure to higher education, ie. working class men and women. At the beginning of the XX century, upon request by the students, Oxford also started tutorial classes, thus adding the third strand and completing the threefold pattern of continuing education that still prevails across the country – I. external classes, II. summer programs, III. tutorial classes.

The extension activity in Oxford today counts 18,000 enrollments annually generating 25 million USD revenue. On average, a student pays 1,000 GBP for a “unit”. The total price varies substantially between a one-day lecture and an entire a part-time master program.

Currently Oxford sees a growing interest in programs for business and professional development, as well as international programs mostly taking place over the summer. There is also a modest online program (4,000 enrolled), whereas no MOOCs are offered.

The offering today covers a large variety of disciplines. The institution releases certificates and degrees; in the latter case it had been necessary to establish a new college, Kellogg College, to matriculate students. Teaching and examination are carried out by tenured professors and this proved to be a key success factor. In order to sustain operations, however, most of the teaching is performed by adjuncts.

Dr Geoffrey Thomas concluded highlighting the two goals that universities should pursue in his opinion: to be the pinnacle of research excellence and to make this knowledge accessible to a wider audience than just young students.

### The Open University Model

Mr. Keith Zimmerman described the OU model.

The OU was funded in 1969 with the mission to be open to people, places, methods and ideas. Since its foundation, it taught nearly 1,9 million people, largely in the UK, who would not otherwise have the qualifications to study at a UK university.

The majority of the students began an education at OU for career related reasons, to either develop their skills or gain new ones in view of a career change. At least 30% of them are (co)sponsored by their employer. Furthermore, OU brought higher education into secured establishments eg. prisons, and to disabled students.

OU teaching method is traditional: supported open learning with tenured academics that both carry out research and develop teaching materials. Additional high quality teaching material is delivered through a network of tutors across the country including eg. retired academics who also had a high experience in industry. The tutorial and feedback process is supported by both face-to-face and online interaction. All assessment undergo an external evaluation to ensure academic rigour.

The OU developed a science online platform that allows students to reproduce some laboratory experience. The Open University also delivers continued education in healthcare and English language in Sub-Saharan African and Asian countries based on basic cellphone technology, further it cooperates with institutions in Hong-Kong and United Arab Emirates to develop and deliver education.

The OU attracts students through iTunes and through a large presence on YouTube in Europe, which links back to an open platform where 5% of the annual teaching material is made freely available. Through this platform interested students make the first experience and get the chance to talk to an adviser before officially beginning a course.

MOOCs represent for OU the future learning platform, especially for its social learning platform potential.

The OU annual revenue is approx. 440 million USD, of which 350 million are tuition fees paid by UK students who pay 5,500 GBP a year for full-time equivalent programs. OU operates on a market with a higher elasticity than that of traditional universities therefore is conscious of keeping the prices as low as possible. A thorough market research shows that there is increasing interest in vocational education, even though humanities remain the most popular choice, especially at level 1.

The slides of the session are available on the IARU website [Presidents' Meeting restricted page](#).

### **Session 3: IARU Chairperson 2017 – 2018**

The Chairperson reconfirmed that he would be stepping down in December 2016, as he would be retiring from the position as Rector at UCPH by March 2017. Rector Ralf Hemmingsen announced that after consultations with the members, he would like to suggest appointing Chancellor Nicholas Dirks (UC Berkeley) as next IARU Chairperson. All Presidents have given their consent and support to appoint Chancellor Dirks as next IARU Chairperson.

Chancellor Dirks will assume this position from 1 January 2017 until 31 December 2018.

The current Secretariat based in Copenhagen will work out the details with the incoming Secretariat from UC Berkeley, Ms. Rexille Uy, for the handover. The incoming Secretariat will formally assume its responsibilities after the President's Meeting in 2017, meaning that UCPH will remain responsible for the organizational matters in connection with the Presidents' Meeting in Canberra in March 2017 – together with UC Berkeley and, of course, the hosting university, ANU.

Presidents and meeting representatives offered their congratulations to Chancellor Dirks.

### **Session 4: IARU Sustainability Activities**

#### **4.1 Campus Sustainability: How Do You Make a Campus 'Green'?**

Ms. Rexille Uy (UC Berkeley) explained that IARU's green guide for universities was one of the most important accomplishments to come from the Alliance in the last 10 years, therefore the best way to celebrate IARU's 10<sup>th</sup> anniversary was to highlight how each campus has worked to include sustainability efforts, and how partners have worked together. The 10 members each (UCT didn't take part for obvious reasons) submitted a video describing the sustainability practice on campus; all videos have been edited into a single compilation, which was shown at the meeting.

The Presidents congratulated with the quality of the work. NUS asked to make some amendments to its part, following which the video will be made available on IARU's website and for all members to promote it as they deem fit. UCPH asked to make a teaser for dissemination on social media.

The Chairperson thanked UC Berkeley for coordinating the production and all sustainability officers for their valuable contributions.

#### **4.2 Updated IARU Presidents' Statement on Sustainability**

The Statement on Sustainability was first drafted in 2009 by the Sustainable Campus Initiative (SCI) Group. It focused on the exchange of best practices for achieving sustainability goals on campus. At the Senior Officers' meeting in 2015 the SCI group suggested reviewing the text of the statement in view of the progress made by all IARU partners as well as to incorporate the spirit of the latest COP meeting. A new statement had been drafted and circulated for pre-approval at all IARU members. The revised statement emphasizes IARU's vision to move beyond best practices towards transformative change.

The revised statement was approved by the Presidents and has subsequently been published at this link: <http://www.iaruni.org/sustainability/presidents-statement>

#### **4.3 Sustainability in Universities' Financial Management**

Ms. Sandra Robertson, Chief Investment Officer & Chief Executive Officer, Oxford University

Endowment Management (OUem) and Ms. Antonia Coad, Head of Investor Relations and External Affairs (OUem) joined this session.

Ms. Sandra Robertson, introduced the structure and mission of the office.

OUem is an operating subsidiary of the University of Oxford; it has a Board and an Investment Committee. It started operating in 2007 managing 650 million GBP, and is today responsible for just over 2 billion GBP.

OUem has 27 collegiate investors: 23 Oxford colleges, 1 central University of Oxford, 3 collegiate trusts. Oxford colleges are not obliged to put their money with OUem, they can choose other private asset managers. OUem manages the endowment as charitable gifts, therefore for a specific purpose and for specific activities – which differs from actual university's money. It operates under a specific regulatory environment: UK charity law and trusts law, investment managers' law, financial services' law and under the tax regulatory framework. OUem is responsible for making all investment decisions; the University colleges enter into a formal legal agreement with OUem, which clearly specifies the investment objectives and restrictions (eg. on weapons and in energy markets).

Since 2009, OUem gave 320 million GBP returns in funding research and education.

OUem mission is *“to be the leading provider of endowment management services for like-minded investors, with long time horizons, who believe in a diversified investment approach and who are focused on achieving absolute real returns”*. OUem's mission determines its philosophy which ultimately defines how the investment decisions are made. OUem's philosophy is reflected in four aims:

1. Investing for the long term: investments may give an initial small or negative return, but the expectation for returns should be on a 10 to 20 years' time horizon.
2. Diversification: understood as the best form of risk management.
3. Generation of absolute returns: investment that focuses on business ownership and not on the market indexes.
4. Active relationship: OUem engages with investment managers to verify that they meet their standards, values and philosophy, that they attract similar-minded investors and that they perform a due diligence on the businesses they invest on. Currently there are 50 relations ongoing, meaning that OUem can engage in a meaningful manner with each of these groups.

Ms. Antonia Coad further explained what OUem's governance is and how effective governance is in their view the best way to manage a range of environmental, reputational and traditional investments.

OUem identified 4 principles of governance policy which are integrated in the investment. The governance principles echo the investment philosophy and are based on non-financial risks, such as environmental, social, reputational and regulatory.

Governance principles:

1. Screening and due diligence: screening of individual ideas, rather than entire sectors; focusing on investment managers who build a relationship with the businesses they invest on and who typically manage a small portfolio. At this stage OUem looks for “red flags” in terms of business with particularly negative environmental or social outcomes. In 2015, OUem screened 450 ideas and eventually invested in 3 new groups. Ideas which pass the screening are thoroughly checked with a

due diligence.

When performing a due diligence, OUem looks at the existing governance documentation and initiates a relation with the management. Existing frameworks (eg. the UN Global Compact - <https://www.unglobalcompact.org/>) provide a useful structure while performing the due diligence. OUem also collects empirical data (eg. the World Bank's Worldwide Governance Indicators - <http://info.worldbank.org/governance/wgi/index.aspx#home>) which is regularly updated and monitored.

2. Maximising our competitive advantage: OUem's main competitive advantage consists in the long term capital of its investors, 50% of the relationships have been with OUem for 5 years that means it is sustainable investments. Further, OUem funds innovation. Among others, it invested in Oxford Science Innovation (OSI - <http://www.oxfordsciencesinnovation.com/>) a platform funding innovative ideas coming out of Oxford, to build successful commercial applications.
3. Collaboration: OUem interacts in a global network of investors' groups for exchange of best practices frameworks, but it also collaborates with thematic platforms, eg. Oxford Martin School (<http://www.oxfordmartin.ox.ac.uk/>), to take expert advice on key topics such as climate change or robotics.
4. Governance reporting: targeted reporting matters to ensure a good communication and information to the different target groups including the trustee, the students and the investors.

The ensuing discussion touched upon the mechanisms to contain the risk of indirectly investing in companies with negative environmental and social outcomes. OUem explained that there is not a strong buying power when negotiating with investment managers, therefore the approach adopted is to take a thorough due diligence beforehand. Additionally, the investment managers selected by OUem showed to attract like-minded investors, ie. other endowment foundations, hence they are already focused on the type of pressure that matters to students.

The slides of the session are available on the IARU website [Presidents' Meeting restricted page](#).

## Session 5: Selected IARU Institutional Joint Working Initiatives

### 5.1 Women and Men in Globalizing Universities

Dr. Rebecca Surender, Pro Vice-Chancellor for Diversity, University of Oxford, and Ms. Trudy Coe, Head of Equality & Diversity at the University of Oxford, joined this session.

Dr. Rebecca Surender gave an overview about the work carried out by the group since its inception, followed by a snapshot of the gender situation at IARU partner universities. Further, Dr. Surender focused on three substantial discussions which emerged at the last meeting:

- **What is the role of targets?** Women and men students are well represented at the undergraduate level, whereas there is a declining number of women among doctoral students and professors' appointments. The group would argue that the number of doctoral students should be the benchmark for what are realistic targets.
- **What is the impact of globalisation on gender equality?** All IARU partner institutions are international universities attracting significant numbers of international PhD. Precise data are missing at the level of lecturer and faculty position. The question raised is to see how

globalisation affects gender relations based on the assumption that women may not be as mobile as men due to family commitments.

- **How to define “success” of gender initiatives?** There are different approaches to measuring success such as: *hard outcomes* eg. student attainment, salary parity, number of women in leadership role, and *process or interim measures* eg. senior champions, dedicated budgets, family-friendly policies. The factors influencing the success are also of different origin: there are some in connection with socialisation and values that are in the women themselves, and there may be unconscious biases in the institution that lead to exclusion, or gaps in the performance, of women. Women tend to value different factors of success than those that are traditionally rewarded in academia (eg. number of publications, rankings) and take up roles that are not directly rewarded in the success parameters (eg. administration and teaching work). The question raised is whether these factors should be taken into account to define a more balanced measure of success.

A discussion followed which confirmed the data gathered by the group: generally, women and men students perform well at undergraduate level, but the gap between genders increases, the higher the level of the academic career. Vice-Chancellor Borysiewicz commented that at the discipline level there are large differences in gender representation, with a disproportionate number of women students already at the undergraduate level. Therefore he agreed that a unique target of 30% representation at professorship is generally acceptable, however setting targets at a more specific level requires a thorough understanding of the cultural and institutional biases that are at the origin of the current unbalanced conditions. The existence of these institutional and cultural biases justifies dedicated financial resources to overcome them. The group was therefore encouraged to identify the areas where hidden biases exist and which can be addressed with specific additional resources eg. for training and retaining.

Additional comments suggested that the evaluation system should be diversified, so as to be able to capture the talent that expresses differently in either gender group. Lastly, the body of work of Professor Claude M. Steele was suggested as a useful source, for his work on stereotypes and women performance in university.

The Chairman concluded by thanking the presenters and noting that there seems to be a need for further collaborative work in the field. The Chairman invited the group to continue the good work and possibly come with practical initiatives and measures that may be applied at IARU institutions in order to reduce the loss of talent that comes from gender unbalance.

The slides of the session are available on the IARU website [Presidents' Meeting restricted page](#).

## 5.2 IARU Joint Online Course

### Collaboration between IARU and NUPI

Professor Pradeep Chhibber (UC Berkeley) was invited to present a collaboration proposal with the Norwegian Institute of International Affairs (NUPI) and IARU.

At the Senior Officers meeting UC Berkeley and UTokyo applied and obtained IARU funds to cover part of the production costs for the necessary teaching materials for the joint online course. At the same meeting Prof. Chhibber informed the Senior Officers that NUPI would be interested in contributing to the development of the materials, if it were successful in obtaining a large national

grant. The Senior Officers approved to support the collaboration between NUPI and IARU in the framework of the development of the joint online course.

Having today successfully passed the first assessment round, NUPI sees 30% chances of seeing their grant application finally approved. Therefore Prof. Chhibber suggested that IARU reconfirms its expression of interest in collaborating with NUPI in a letter of support which also better outlines the areas of collaboration between the two organizations. Namely:

1. IARU and NUPI will co-develop teaching materials about Contested Statehood that will be used to teach a graduate-level class at NUPI and that can be used in IARU courses.
2. The IARU partner institutions and NUPI will co-organize two workshops for the purposes of sharing insights from the teaching efforts and the research at the Center. The first workshop will be hosted at NUPI within the next three years, and the second at one of the IARU institutions.
3. NUPI will provide support for faculty members and students from the IARU partner institutions to visit NUPI for research stays or to give short courses, and for NUPI researchers and students to visit the IARU partner institutions.

Professor Chhibber further clarified some of the advantages and of the terms of the collaboration:

- Securing funds from NUPI would allow that future editions of the joint online course can take place with improved and richer materials than those prepared for the pilot course. Additionally, participation could be extended to more IARU partners.
- The development of new courses can be supported by NUPI as long as an application is submitted to NUPI and that the course topic falls within the area of Contested Statehoods.
- As IARU has no legal entity, UC Berkeley would take the legal responsibility and receive the grants from NUPI on behalf of the partners involved. There is no discharge of responsibility expected, except for the organization of the calls that remains with NUPI.
- NUPI is a research institute, it does not grant degrees and has not requested to become a member of IARU.

The Chairman thanked Prof. Chhibber for taking the initiative. Presidents were supportive of the collaboration proposal and agreed to sign a letter of support to NUPI's grant application. The Letter of Support is annexed to this document.

Dr. Francesca Jensenius, Senior Research Fellow, NUPI, joined the meeting. Dr. Jensenius plays a leading role in the development of the application at NUPI. She underlined NUPI's interest in collaborating with IARU for the creation of high quality teaching materials and for exploiting synergies and networking opportunities across the global community of researchers. Dr. Jensenius thanked the Presidents for their support.

#### [Updates on the development of the IARU Joint Online Course](#)

The IARU joint program will focus 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 the University of Tokyo. Through a hybrid of joint teaching and individual teaching, the classes will take place in each of the four campuses, and will be included in the academic calendar as credit-giving courses, starting from October 2016. The faculty members met in January 2016 and will meet again in late May 2016 in Berkeley to develop joint course materials.

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. Differently from the MOOCS or traditional teaching modes, this course plans to create occasions for interaction between the students at each university. The whole course is divided into 4 large sections, each will come with assignments that the students in each university will have to respond to. On 2 assignments students from each university will have to work together. This format has been inspired by the IARU GXT ([Cross-disciplinary Tournament](#)) where students from different IARU universities teamed up to develop innovative ideas on topics of global challenges.

The pilot course will prepare the ground for a more robust course supplied with higher standard materials which require the additional funding from NUPI.

The Chairman thanked UTokyo and UC Berkeley for leading this future-looking initiative and expressed great interest in the potential further developments of the IARU joint online courses.

## **Session 6: Key Updates on other IARU Institutional Joint Working Initiatives**

### **6.1 Alumni Associations Network**

The Presidents' Panel and Alumni Reception were successfully held on Sunday 24th April. Loren Griffith from Oxford thanked all Presidents for their participation; the Panel was a success and Mr. Griffith recommended having it at future Presidents' meetings, possibly incorporated in the program.

The Chairman thanked all Presidents for their availability and for the good discussion, and the Alumni Office of Oxford for the perfectly organized event.

ANU hosted the previous meeting between Alumni Directors in October 2015 attended by 7 IARU members, the following reception gathered 130 alumni; the next Alumni Directors' summit will take place at Oxford in October 2016. President Brian Schmidt suggested considering the possibility to create outposts eg. joint alumni clubs in places where partners do not have strongholds, as a way to collectively use the 11 members and enable to bring people in. The suggestion will be communicated to the Alumni Directors who will then have the chance to discuss the idea.

### **6.2 Global Transformation in IARU Member Strategies**

Jürg Brunnschweiler (ETH) informed the Presidents that the annual workshop of the Global Transformation (GT) group would take place in Cape Town on 2-3 May 2016, back to back with the Going Global Conference. Preparations were well underway, all partners received a preparatory questionnaire and the workshop would address future collaborative work in the group. The partners thanked UCT for agreeing to host the meeting and noted the significant added value that the partner will bring to the exchange in the group.

### **6.3 International Student Teaching & Support**

ANU held the 2<sup>nd</sup> meeting on 6-8 April 2016, unfortunately only 4 universities attended. The meeting was judged useful despite the low level of attendance, the group wishes meeting again in 2017. The Chairman suggested that the group considers topics for the next meeting and submits a bid to the IARU Senior Officers. Additionally, the Chairman highlighted that the subject is very relevant for IARU international institutions.

#### 6.4 Librarians' Contact Group

The Librarians' Contact Group has prepared three posters inspired by the definition of "Knowledge Ecosystem" highlighting the contribution of IARU libraries to the intensive-research environment. The group will further collaborate on the topics of digital collections' sharing and open knowledge. The lead of the group will rotate and be with the partner hosting the annual meeting. The next meeting is scheduled on 8-10 June 2016 at ETH Zurich.

The slides of the session are available on the IARU website [Presidents' Meeting restricted page](#). High definition quality images for printing are available upon request to the Secretariat.

#### 6.5 Research Administrators' Network

Professor Thomas Bjørnholm (UCPH) gave an overview of the latest tools jointly developed by the Research Administrators' Network (RAN), such as the lexicon of research terms and Mobility Agreement template, both aimed at facilitating the assistance to researchers to access external funds.

The RAN met last in Berkeley in October 2015. The group has been pondering the idea of organizing a meeting between IARU Presidents and private foundations for leveraging large funding for addressing global challenges. However the idea has not reached a mature level and thus has been discontinued. The group will meet again at ANU on 9-10 September 2016, ethical issues in research, research integrity, data storage and data handling, are among other topics on the agenda.

The Chairman thanked the group for the useful tools supporting research collaboration. Given the large scope of the upcoming meeting, the RAN is asked to send an agenda (with some description of the expanding topics) to the Secretariat for circulation, in order to allow partners to identify the most relevant person to attend.

#### 6.6 Technology Transfer Group

Professor Dongmin Chen (PKU) presented the IARU Collaborative Technology Transfer Portal. At their meeting in 2013 the Tech Transfer Group discussed a proposal to develop an IP portal for sharing selected patents from each IARU institution. PKU and NUS developed the platform which is temporarily hosted at this web link: <http://iaru.patsnap.com>.

The IP Portal goal is to gather the higher quality patents from each university and create a central repository to form a, so called, *virtual patent pool*. The ownership of the patents will not change by effect of being on this centralized platform. The advantages of an IP Portal would be that the patent pool can be sorted into family of patents by technology sectors or applications. Within each family of patents there would be patents from a number of IARU members. The idea is that the value of family patents exceeds the value of the sum of individual patents, thus the IP portal would become attractive to more international corporations and increase the exposure of IARU members' individual Offices of Technology Transfer (OTT).

Currently the Tech Transfer Group members are reviewing the content on the database for update and approval by each OTT. Further work includes the integration of UCT and some design feedback & tweaking. Finally the rules for collaborative use are to be discussed in October 2016 at the next OTT workshop at Berkeley. ETH supported the idea of providing a centralized access to all IARU Tech Transfer Offices, however also noted the importance of agreeing on further details concerning the database and the rules of use prior to taking the platform to the public.

The Chairman congratulated for the well-structured portal, he further reminded that the upload of patents is based on individual IARU members' decision. Those who intend to participate to the IP Portal are encouraged to progress on the content review and to contribute to the discussion about the rules for collaborative use to take place at the next meeting. Presidents' agreed that at this stage the IP Portal is not yet ready for publication and exploitation. The group is invited to report on progress and further details at the Senior Officer meeting.

### **Session 7: New Proposals**

The IARU Secretariat did not receive formal suggestions for new IARU collaborations.

ETH is exploring members' interest on a new topic concerning real estate and will get back to the Senior Officers should there be positive feedback.

### **Session 8: Academic Freedom**

Mr. Nick Hillman, Director of the Higher Education Policy Institute (HEPI), joined the meeting.

Mr. Hillman presented the preliminary results of a recent survey about academic freedom, run among 1,000 undergraduate students in the UK. The survey asked 17 questions on freedom of expression, censorship, safe spaces and university policies. The majority of the respondents choose neutral answers to many questions, showing either uncertainty of opinion or awareness of the complexity of the matter. A sharp difference in the answers could be observed on a gender base: male respondents were more prone to take strong positions, whereas female would prefer more neutral options. The overall results suggested that there is a mild preference for restrictive measures to academic freedom.

The ensuing discussion highlighted several methodological aspects of the survey that could limit/influence the reliability of the results. President Brian Schmidt observed that universities play a dual role: that of educating students which requires pastoral care of students, and that of carrying out research which requires openness. The balance between these two roles has been changing over time, presently there is much attention on taking care of the students, thus potentially conflicting with free speech.

The Chairman thanked Mr Hillman for the interesting presentation. The Presidents continued the debate about academic freedom behind closed doors, Vice-Chancellor Louise Richardson moderated the discussion.

### **Session 9: Updates from IARU Research Collaboration and Global Education Initiatives**

#### **9.1 Ageing Longevity and Health (ALH) – Graduate Student Conference**

The ALH initiative continues to successfully run a summer course within the IARU GSP and recently expanded its offer with a new course. The ALH Steering group met in Copenhagen in August and

discussed future activities, funding and areas of common interest, as well as possibilities for MSc and PhD student exchanges.

The ALH initiative plans to hold the ALH Graduate Student Conference to be hosted by the University of Tokyo on 3 – 5 November 2016. On the first day students will attend a scientific symposium organized by the Institute of Gerontology at the University of Tokyo and co-organized by IARU ALH initiative, while on the 2<sup>nd</sup> day graduate students will present their own research plans and findings, followed by group seminars. Last, students will visit the community where the University of Tokyo research groups are working with residents for enabling 'aging in place'. High profile guest lecturers from the WHO Centre for Health Development, OECD and the Mayor of Toyama city have been invited. The group requested funding up to 15,000 USD for the organization of the event.

The Presidents approved the funding. The Chairman thanked UTokyo for preparing such an interesting and high profile conference, which will bring further stimulus to interdisciplinary research in healthy ageing across IARU universities. Further, he invited all partners to spread the news of the conference within their universities and departments and to support the participations of students and researchers from each institution.

## 9.2 Global Summer Program

### IARU GSP 2015

Michela Gaifami reported on behalf of the GSP Coordinators on the Global Summer Program (GSP) which continues to run very well. A total of 283 students participated in one or more of the 20 courses offered by all 10 partners. The general student feedback was once again very positive. The diversity of the participants is a key success factor of GSP. On the other hand, course cost and non-aligned academic calendars continue to be a challenge of the program. The number of participants has been decreasing since 2012, in line with an increase in the offer of summer programs globally.

In 2016 all 11 partner institutions are offering a total of 24 GSP courses running between June and September. A total of 450 applications were received. Two courses from UCT were opened for application close to the deadline. This may be the reason for a lower than expected number of applications (2 and 5 applications), which makes the courses non-viable in 2016.

A discussion followed exploring the possibility of re-opening applications to the UCT courses and sponsor applicants with IARU funds. UCT indicated that a total of 10 IARU students + 10 UCT students could make the course financially sustainable. Presidents acknowledged the exceptional efforts at UCT for offering two IARU GSP courses already from their first year into the Alliance. Presidents agreed to allocate up to 20,000 USD from IARU funds and tasked UCT and the IARU Secretariat with taking the necessary steps and engage with the GSP Coordinators for a smooth procedure. Further, the Chairman asked all members to disseminate and promote the IARU GSP courses within their institutions.

### IARU-Santander Agreement

A new addendum to the agreement with Banco Santander to extend the IARU-Santander scholarships to UCT students for the GSP cycle 2017 is ready for signature by UCPH on behalf of IARU. The addendum foresees that UCT students become eligible for the scholarship, however the total installment will not increase correspondingly. Therefore the shares of each partner in 2017 will be approx. 18,000 USD instead of 20,000 USD, allowing for up to 9 scholarships, plus carry-over funds from previous years. The IARU Secretariat shared the draft addendum with the GSP Coordinators who

had no further comment. The Presidents approved the addendum and mandated IARU Chairman to sign on behalf of all members.

Further, Michela Gaifami reminded that the Agreement in force with Santander will expire by the end of 2017, and negotiations should start for an extension of the agreement. The Presidents agreed to mandate the Secretariat to explore the possibility for an extension with Banco Santander. President Tan Chorh Chuan offered his support in this process.

### [GSP Coordinators Working Committee Meeting 2016](#)

The 2016 GSP meeting is going to be hosted at NUS. This year's meeting will have a different format taking the opportunity to reflect on 10 years of collaboration. IARU GSP Alumni, GSP faculty and Santander will be invited to participate to an exchange about the future of the IARU GSP. The program concept is being prepared at NUS. NUS is encouraged to share the program of the event with the Secretariat and GSP Coordinators for allowing organization with the GSP Alumni and GSP Faculty at each institution.

### **9.3 Novo Nordisk International Talent Program**

Lykke Friis (UCPH) outlined the terms and achievements of the Novo Nordisk International Talent Program. Since its launch in May 2015, the NNITP has awarded scholarships to 54 students, 24 were awarded to UCPH outgoing students and 30 to incoming IARU students with a vast participation from NUS. NNITP is a valuable opportunity for undergraduate students to expand their education and enrich their research skills, which would have not been possible without IARU. UCPH is looking forward to receiving increasing numbers of applications and invited partners to spread the news among students at their institutions.

## **Session 10: Business Matters**

### **10.1 Update on IARU Membership**

The Chairman gave an overview of the membership extension process for the records. Following the decision taken at the 2015 Presidents' Meeting, the University of Cape Town has been invited to join the Alliance. The IARU Chairperson sent a formal invitation to the Vice-Chancellor who warmly accepted. The University of Cape Town became the 11<sup>th</sup> member of the International Alliance of Research Universities on 1 January 2016. The IARU Memorandum of Understanding was signed on 24<sup>th</sup> April 2016 at the opening of the Presidents' Panel.

It was reminded that at the 2014 Presidents' Meeting it had been decided to keep a 7 years moratorium (until 2021) for any further expansion of membership.

### **10.2 Financial Report**

Steen Ulrich reported that the alliance has accumulated reserves of USD 237,571 from the past years. USD 138,500,000 had already been committed for initiatives and activities in 2016 as approved at the 2015 Senior officers' Meeting. An additional USD 35,000 had been approved at this meeting. The yearly budget for initiatives is USD 65,000. The alliance thus continues to reduce its reserves.

In view of the reduction of the individual shares of IARU-Santander monies in 2017, the IARU Secretariat suggested to correspondingly reduce the annual IARU membership fee in 2017. Usually

members offset 20,000 USD annual membership fee against the same amount of Santander funds. As in 2017 each partner will receive approx. 18,000 USD from Santander funds, the Secretariat suggested to lower the membership fee for the year 2017 to an equal amount, approx. 18,000 USD, for a smooth procedure.

Presidents agreed with the proposal. The IARU Membership fee shall be re-discussed once a new Agreement with Santander will be in place, latest at the Senior Officers meeting 2017.

### 10.3 Presidents' Meeting 2017 and 2018

The next Presidents' Meeting will be on 27–28 March 2017, hosted by the Australian National University. President Brian Schmidt suggested expanding the format to more interactive discussions. President Tan Chorh Chuan suggested dedicating a longer session to the regional roundup. Additionally he proposed to address a topic that is specific to the hosting institution and its location.

A draft program should be presented at the Senior Officers' Meeting in November 2016.

Don Filer announced that President Peter Salovey is unlikely to be able to join on the suggested dates, yet that this is no indicator of a reduced interest in the Alliance.

PKU offered to host the Presidents' Meeting in 2018.

### 10.4 Wrap-up

President Tan Chorh Chuan expressed deep gratitude and thanks to Ralf Hemmingsen, for his leadership of IARU, including his 2-year term as chairman of the alliance (2015 and 2016). President Tan noted that he and Rector Hemmingsen were the only ones who were present at the inception of IARU in 2006; with Rector Hemmingsen the only President from the inaugural meeting still present, as President Tan held a different position at the time. During the past 10 years, Rector Hemmingsen has always provided extremely valuable support for all initiatives, putting IARU very prominently in the UCPH participation, eg. making support available to students. President Tan thanked Rector Hemmingsen on behalf of all Presidents for the meticulous and great commitment to IARU which has marked his leadership of the Alliance.

Rector Hemmingsen considered it a privilege to be part of IARU and thanked all partners for the experience and engagement which distinguish this group. Being a IARU member represented a strong driver for the University of Copenhagen.

The Chairman thanked everybody for the constructive discussions and wished all a safe travel home.

**Annex 1** – Approved Budget 2016

**Annex 2** – Letter of Support to NUPI

## Annex 1 – Approved Budget 2016

### Budget 2016

	max. amount	Total (USD)
<b>Carried forward from 31 December 2015</b>	approx.	237 571,00
<b>INCOME</b>		420 000,00
Members' contribution	220 000,00	
IARU-Santander sponsorship for GSP	200 000,00	
<b>Total available funds</b>		<b>657 571,00</b>
<b>EXPENDITURE</b>		
<b>Meetings</b>		55 000,00
Presidents' Meeting 2016	30 000,00	
GSP Working Committee Meeting 2016	10 000,00	
Senior Officers' Meeting 2016	15 000,00	
<b>Running Initiatives</b>	up to	153 500,00
Research Administrators' Meeting (Sep 2016)	10 000,00	
Campus Sustainability Officers' Workshop (June 2016)	10 000,00	
International Students Support Group Meeting (Apr 2016)	10 000,00	
Innovation & Entrepreneurship Ecosystem (Oct 2016)	15 000,00	
GSP alumni participation to GSP2016 meeting (Sep 2016)	22 500,00	
Contribution to the ALH GSC Conference (Nov 2016)	15 000,00	
<b>Global Transformation</b>		
Global Transformation in Member Strategies (May 2016)	10 000,00	
Going Global High Speaker Participation fee	5 000,00	
<b>Women &amp; Men in Globalizing Universities</b>		
Workshop of the Gender Group (June 2016)	8 000,00	
Gender Group: Data Collection and Survey Preparation	8 000,00	
<b>IARU Joint Online Course</b>		
IARU Joint Online Course Video Production	15 000,00	
IARU Joint Online Course Meetings (Two meetings in 2016)	10 000,00	
<b>IARU 10th Anniversary</b>		
IARU 10th Anniversary : #1 Green Campus video	10 000,00	
Contingency reserve (UCB)	5 000,00	
<b>Disbursements</b>		220 000,00
IARU-Santander sponsorship for GSP 2016	200 000,00	
Contribution to the IARU GSP UCT Courses	20 000,00	
<b>Secretariat costs</b>		80 000,00
Contribution to Secretariat costs at UCPH	80 000,00	
<b>Total Expenditure</b>	up to	<b>508 500,00</b>
<b>BALANCE</b>		<b>149 071,00</b>
Total available funds	657 571,00	
Total expenditure	508 500,00	

## Annex 2 – Letter of Support to NUPI



Oxford, 25 April 2016

To whom it may concern,

The International Alliance of Research Universities (IARU) is a collaboration between eleven of the world's leading research-intensive universities who share similar visions for higher education, in particular the education of future leaders. Established in late 2005, the Alliance comprises the 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, Yale University and now the University of Cape Town.

One of IARU's recent initiatives is the coordination of an under-graduate level class on Fragile States, co-taught by our participating universities. This program is meant to strengthen our teaching focus on such states in a coordinated fashion. For this program to succeed we are dependent on being in close contact with the leading research environments on Fragile States across the world. We therefore enthusiastically support the proposal for a Center of Excellence on Political Authority and Contested Statehood (PACS) at the Norwegian Institute of International Affairs (NUPI).

This letter confirms the intention of the IARU faculty who are building a teaching module on Fragile States to engage in a mutual exchange of students, faculty, and academic work with PACS.

1. IARU and PACS will co-develop teaching materials about Contested Statehood that will be used to teach a graduate-level class at NUPI and that can be used in IARU courses.

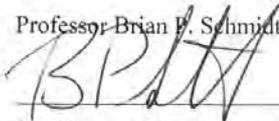
2. The IARU partner institutions and PACS will co-organize two workshops for the purposes of sharing insights from the teaching efforts and the research at the Center. The first workshop will be hosted at NUPI within the next three years, and the second at one of the IARU institutions.

[www.iaruni.org](http://www.iaruni.org)

3. PACS will provide support for faculty members and students from the IARU partner institutions to visit PACS for research stays or to give short courses, and for PACS researchers and students to visit the IARU partner institutions.

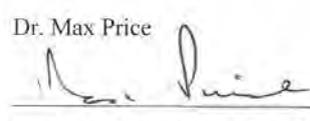
Oxford, 25 April 2016

Professor Brian F. Schmidt



President of the Australian National University

Dr. Max Price



President of the University of Cape Town

Professor Lino Guzzella



President of ETH Zurich

Professor Ralf Hemmingsen



Rector of the University of Copenhagen

Professor Tan Chorh Chuan



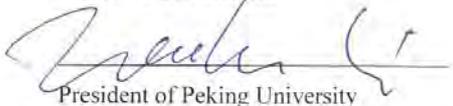
President of the National University of Singapore

Professor Louise Richardson



Vice-Chancellor of the University of Oxford

Professor LIN Jianhua



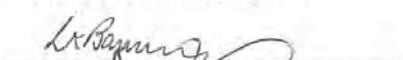
President of Peking University

Dr. Makoto GONOKAMI



President of the University of Tokyo

Professor Leszek Borysiewicz



Vice-Chancellor of the University of Cambridge

## **Confirmed Outcomes of the 11<sup>th</sup> 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 7<sup>th</sup> 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 1<sup>st</sup> 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 5<sup>th</sup> 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 4<sup>th</sup> meeting of the Research Administrators' Network, held in UC Berkeley 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 3<sup>rd</sup> 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 10<sup>th</sup> 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 10<sup>th</sup> 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 10<sup>th</sup> 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 10<sup>th</sup> 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 10<sup>th</sup> 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 Universités 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)
<b>Carried forward from 31 December 2015</b>	approx.	218 820,22
<b>INCOME</b>		420 000,00
Members' contribution	220 000,00	
IARU-Santander sponsorship for GSP*	200 000,00	
<b>Total available funds</b>		<b>638 820,22</b>
<b>EXPENDITURE</b>		
<b>Meetings</b>		55 000,00
Presidents' Meeting 2016	30 000,00	
GSP Working Committee Meeting 2016	10 000,00	
Senior Officers' Meeting 2016	15 000,00	
<b>Running Initiatives</b>		
<b>Approved</b>	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	
<b>New proposals:</b>		
IARU 10th Anniversary : #1 Green Campus	10 000,00	
Contingency reserve (UCB)	5 000,00	
<b>Disbursements</b>		200 000,00
IARU-Santander sponsorship for GSP 2016*	200 000,00	
<b>Secretariat costs</b>		80 000,00
Contribution to Secretariat costs at UCPH	80 000,00	
<b>Total Expenditure</b>	up to	<b>473 500,00</b>
<b>BALANCE</b>		<b>165 320,22</b>
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**

<b>Date</b>	<b>Event</b>	<b>Host</b>
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
	<b>Brian Schmidt</b>	<b>President and Vice-Chancellor</b>	<b>From January 2016</b>
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
	<b>Louise Richardson</b>	<b>Vice-Chancellor</b>	<b>From January 2016</b>
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	<b>Professor Shirley Leitch</b>	pvc.io@anu.edu.au
	Davina Potts	davina.potts@anu.edu.au
NUS	Andrew Wee, Prof.	ugrweets@nus.edu.sg
ETH Zurich	Jürg Brunnschweiler	juerg.brunnschweiler@sl.ethz.ch
	Anders Hagstrom	hagstroem@sl.ethz.ch
PKU	Li Yansong	lys@pku.edu.cn
	XIA Hongwei	hxia@pku.edu.cn
	CHEN Dongming	dongminchen@pku.edu.cn
Berkeley	Pradeep Chibber	chibber@berkeley.edu
	Robert Price	rprice@berkeley.edu
Cambridge	(Jennifer Barnes – <b>no longer at Cambridge</b> )	
	Toby Wilkinson	Toby.Wilkinson@admin.cam.ac.uk
Copenhagen	Thomas Bjørnholm	prorektor@adm.ku.dk
	Lykke Friis	prorektor-education@adm.ku.dk
Oxford	Loren Griffith	loren.griffith@admin.ox.ac.uk
	(Nina Tomlin – <b>on leave</b> )	
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

University	Key Contact	E-mail
ANU	Margaret Carlin	Margaret.Carlin@anu.edu.au
ETH Zurich	Jürg Brunnschweiler	juerg.brunnschweiler@sl.ethz.ch
	(Romana Rutz – on leave from Dec 2015)	romana.rutz@sl.ethz.ch
NUS	Noreen TAN (Ms)	noreen_tan@nus.edu.sg
PKU	<b>Ms. Zhang Yuanyuan</b>	<b>zhangyy0604@pku.edu.cn</b>
	(LI Yun – on leave)	
Berkeley	Rexille Uy	rexille@berkeley.edu
Cambridge	Toby Wilkinson	Toby.Wilkinson@admin.cam.ac.uk
Copenhagen	Astrid Gufler (until 30 Nov 2015)	asg@adm.ku.dk
	<b>Tbd (from 1 Dec)</b>	
Oxford	Loren Griffith	loren.griffith@admin.ox.ac.uk
UTokyo	Mayuko Nakai	int-plan@ml.adm.u-tokyo.ac.jp
	Dr. James JH Fegan	(fegan.james@mail.u-tokyo.ac.jp)
Yale	Don Filer	donald.filer@yale.edu
UCT	Tbd	