SOM2017 Outcome Appendices

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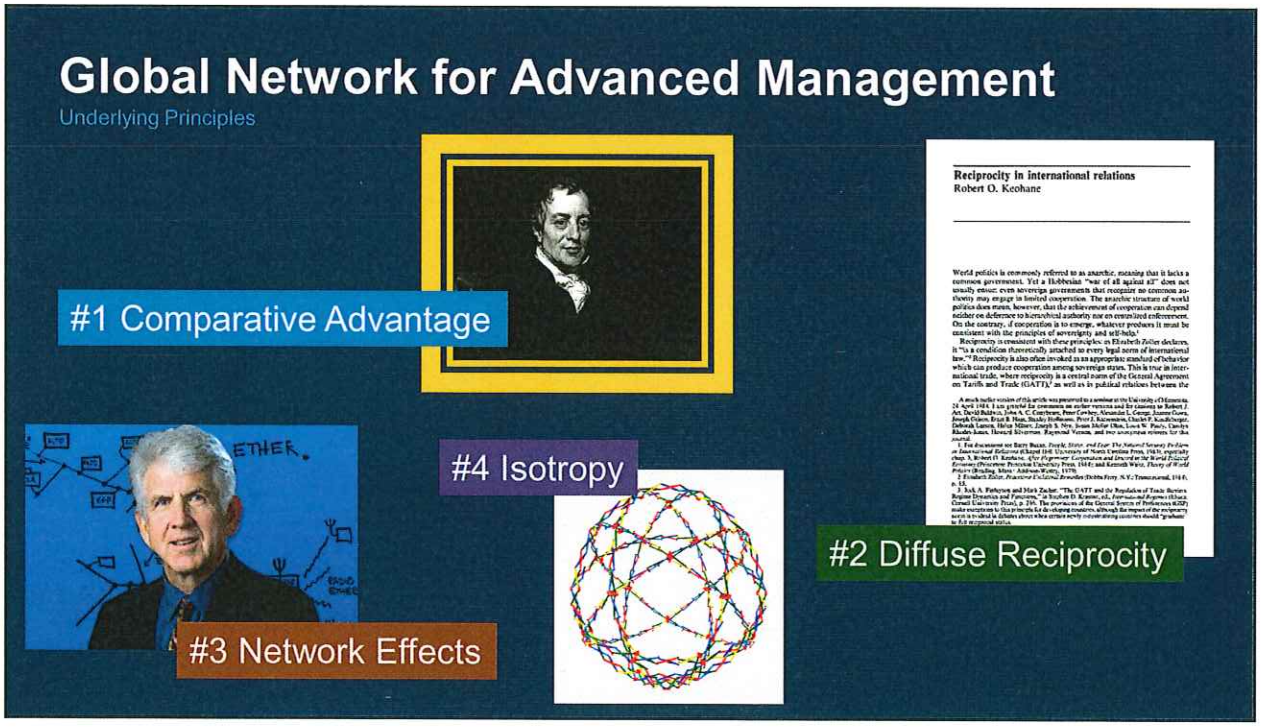
Appendix 1: Session 2 - Global Network for Advanced Management



Global Network for Advanced Management

Fostering Globalization, Driving Innovation

GN Weeks

> week-long modules attended by students from across GNAM

GN Courses

> small/select network online courses (SNOCs), faculty-led, with student projects

GN Cases

> "raw" cases, web-based, multimedia, co-developed across schools

GN Events

> case competitions, talks, lectures, conferences, surveys and benchmarking

Exec Ed

> Certificate of Excellence in Global Business, choose from more than 200 programs at 19 schools

MAM at Yale

> GNAM MBA graduates, über-global, one-year program, serves global recruiters

Global Network for Advanced Management

Intellectual Output – Faculty Thought Leadership

Global Network for Advanced Management

Intellectual Output – The Future of Globalization

Global Network for Advanced Management

Results and Impact

4,527 students have joined a Global Network Week

904 students from **25** schools have joined a Small Network Online Course

almost **7,000** students and alumni have participated in Global Network Surveys

265 insight stories shared via Global Network Perspectives

11 jointly produced raw cases

22 teams in the second annual Global Network Investment Competition representing **14** schools

200 executive education program from 19 schools have joined the Certificate of Excellence

faculty-led collaborations on **Sustainability**, **Urban Resilience**, and **Entrepreneurship**

305 students in the Yale SOM Master of Advanced Management (with 67 more starting in August)

Appendix 2: Session 3.3 - Future of the GSP

Yale *Center for International and Professional Experience*

Study Abroad
Yale Summer Session
Office of Career Strategy
Fellowship Programs
The Yale Visiting International Student Program

55 Whitney Avenue, 3rd & 4th floors
cipe.yale.edu

The Global Summer Program (GSP): then, now and in the future

Right, the chronology:

2006 Inaugural Presidents' Meeting proposes a model for summer programs:

a. Students travel to a host member university and undertake a summer school program with students from the host university – could last for between six and twelve weeks. This could involve anywhere between two and ten member universities

b. A corporation or government agency provides internships for a cohort of students from all member universities – perhaps two from each for a total of twenty.

Yale *Center for International and Professional Experience*

The Global Summer Program (GSP): then, now and in the future

May 2007: ANU-NUS-Yale conference call, to create a process for a credit-bearing Global Summer College in 2008.

- IARU members could choose to participate, choose to subsidize the $2000-3000 tuition fees, but would follow agreed-on processes for managing enrollment processes
- The language of instruction would be English, and courses would be 5 weeks in duration
- Courses would run between June 16 and August 15

Yale *Center for International and Professional Experience*

Aims, Description and Principles

In 2008 and 2009, representatives of all IARU member institutions met to put forward specific proposals and to agree on principles and pragmatics.

IARU Global Summer Program Aims

Prepared by the GSP Working Committee at its meeting in Oxford, 14-15 September 2009 - we meet each year in September.

The IARU Global Summer Program aims to:

1. Enable students to develop a global perspective
2. Provide students with an intensive summer learning experience
3. Strengthen the ties between the member institutions of the International Alliance of Research Universities.

Yale *Center for International and Professional Experience*

Description

What is the IARU Global Summer Program?

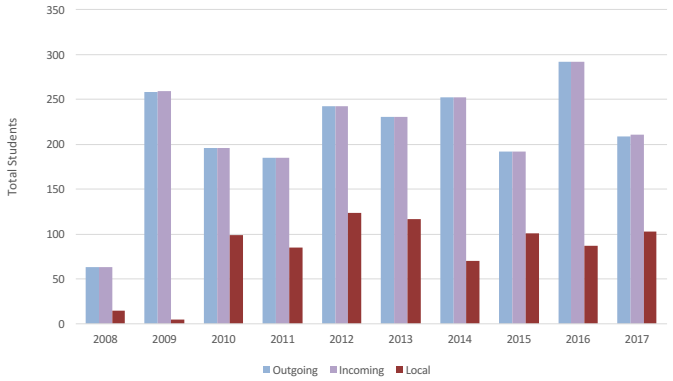
The Global Summer Program is an educational initiative undertaken as part of the collaboration among a group of leading research universities (IARU). IARU members are committed to the internationalization of their campuses and the preparation of their students to be global leaders. Faculty on each campus teach intensive summer courses designed for students drawn from member institutions. Learning together in the classroom, these students form an international community of young scholars who also learn from and about each other.

The GSP unique experience

Students will:

- Address critical issues in global perspective.
- Work with outstanding peers from around the globe.
- Learn intensively at a foreign university.
- Learn from top researchers.

GSP Student Mobility 2008-2017



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Outgoing	63	258	196	185	242	230	252	192	292	209
Incoming	63	259	196	185	242	230	252	192	292	211
Local	15	5	99	85	123	117	70	101	87	103

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Over the intervening years

Three major areas of negotiation

Calendar

Money

Credit

AND

Institutional agendas: complicated and sometimes conflicted

AND

Communications: both within and among member universities, this can be a challenge

Yale *Center for International and Professional Experience*

GSP at a Crossroads

Opportunities and Challenges:
2018 and Beyond

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Opportunities:

- Build on the current GSP infrastructure to create bilateral as well as multilateral programs. These programs will be:
  - *Interdisciplinary*
  - *Field-based*
  - *Collaboratively designed and taught*
  - *Pedagogically innovative*

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Example: Global Transformation (GT)

- Collaboration between the University of California at Berkeley and the University of Copenhagen for 2018, with local faculty support from Thammasat University.
  - *Location: Thailand*
  - *Focus: The research process, including the epistemologies and ethics involved in conducting research in the field. Approach will allow students to immerse themselves in both critical theory and critical engagement with the developing world.*

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Future Global Transformation (GT) Programs

- *Topic Area: Cultural Preservation*
  - *Location: TBD*
  - *Possible Partners: Yale, the National University of Singapore, Australian National University, Peking University, University of Oxford*
- *Topic Area: Sustainability and Resource Allocation*
  - *Location: Singapore*
  - *Possible Partners: Yale, the National University of Singapore, ETH Zurich, Berkeley*

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Opportunities

- Build multi-level research opportunities for faculty, graduate, and undergraduate students that combine theoretical study with ”hands-on” experience.
- Examples:
  - *“Mountain Forests and Risk Management”* ETH Zurich (2017)
  - *“Sustainable Water Management”* University of Cape Town (2018)

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Expanding the Footprint of the GSP: Benefits to IARU Partners

- GSP programs build infrastructure for future faculty and institutional collaborations.
- GSP programs are “laboratories” for developing pedagogical innovations that can be used across the home institution.
- GSP programs allow each partner to develop curriculum and research that address institutional priorities.

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Challenges

Program development will require additional institutional support in the form of:

- *Student funding*
- *Support for marketing and increasing visibility*
- *Faculty incentives for collaborative program development*
- *Program "seed" money*
- *Support for research on student outcomes*

Marketing

The GSP needs to create a new narrative of competitive advantage to differentiate it from other summer options:

- *Re-position the program as an "honors" program*
- *Participants named "IARU Scholars"*
- *Merit-based funding*
- *Highlight the international student cohort and focus on pressing 21st century problems (e.g. sustainability, global health, urbanism)*

Multi-pronged Marketing

- IARU/GSP website and overall messaging must be the responsibility of the Alliance (and Secretariat)
- Each partner must reinforce the marketing messages created by the Alliance on its website and internal marketing

Next Steps

- Campus-based discussions between Senior Officers and those managing the Global Summer Program
- Communication within IARU about the level of priority to assign to the GSP
- Commitment of appropriate resources on campuses and within the Secretariat

Yale *Center for International and Professional Experience*

Thank you for your attention.

Jane Edwards jane.edwards@yale.edu
Jeanne Follansbee jeanne.follansbee@yale.edu

Appendix 3: IARU GSP Aims, Mission & Principles

IARU Global Summer Program Aims

1. Enable students to develop a global perspective
2. Provide students with an intensive summer learning experience
3. Strengthen the ties between the member institutions of the International Alliance of Research Universities

IARU Global Summer Program Mission Statement

What is the IARU Global Summer Program?

The Global Summer Program is an educational initiative undertaken as part of the collaboration among a group of leading research universities (IARU). IARU members are committed to the internationalization of their campuses and the preparation of their students to be global leaders. Faculty on each campus teach intensive summer courses designed for students drawn from member institutions. Learning together in the classroom, these students form an international community of young scholars who also learn from and about each other. The Global Summer Program began in 2007 and has continued each summer for the past 10 years.

Students participating in the GSP will:

I. Address critical issues in a global perspective.

GSP courses enable students to do this in a variety of ways:

- Taking a multidisciplinary approach to the subject of study
- Focusing on major challenges of the 21st century
- Exposing students to fields outside their core disciplines of study and/or
- Explicitly using the multinational, multicultural nature of the student group to help students move beyond a national perspective
- All GSP courses highlight the particular strengths of the host university.

II. Work with outstanding peers from around the globe.

GSP students are talented, motivated people at some of the world's top universities, the members of the International Alliance of Research Universities: ANU, ETH Zurich, NUS, Peking, Berkeley, Cambridge, Copenhagen, Oxford, Tokyo and Yale.

III. Learn intensively at a foreign university.

GSP consists of residential, multi-week summer courses at IARU member universities. Days are full. Students will be immersed in learning in a variety of settings, formal and informal: from lectures and

classes to tutorials and field visits, from student panels and debates to intense discussions over breakfast. Students also participate in social activities.

IV. Learn from top researchers.

All IARU universities are research-intensive. GSP is specifically designed to give students exposure to research-led learning. GSP professors are both leading researchers and teachers. Students will enhance their research skills by conducting independent library-based research and writing papers, conducting field-based observation and participating in team research projects.

IARU Global Summer Program Principles

Drafted by the GSP Working Committee at its meeting in Oxford, 14 – 15 September 2009

The following principles are ideals. Variance may be necessary or even desirable, but should be justified as such on a case-by-case basis, with the goal to achieve most of the principles in practice.

1. GSP courses are intensive and taught to rigorous standards. All students receive a grade. Students may not audit GSP courses.
2. GSP course curricula are based on research-led learning and overseen by regular faculty of an IARU university, drawing on relevant experts as appropriate. Involving faculty from multiple IARU universities in the design and delivery of GSP courses is encouraged.
3. GSP courses enable students to address critical issues in global perspective. This happens in a variety of ways:
    - Taking a multidisciplinary approach to the subject of study
    - Focusing on major challenges of the 21st century
    - Exposing students to fields outside their core disciplines of study and/or
    - Explicitly using the multinational, multicultural nature of the student group to help students move beyond a national perspective.
4. GSP courses highlight the particular strengths of the host institution.
5. GSP courses are assessed by students and faculty at host institutions and reviewed by the GSP Working Committee on an annual basis. This includes an assessment of academic rigor and achievement of desired learning outcomes.
6. GSP courses are taught in English ordinarily, unless teaching in another language serves an important academic purpose.
7. Students on GSP have a distinct, IARU-specific experience. This comes either from:
    - An entire course created specifically for GSP or
    - Significant GSP-specific academic and social programming added to a more general summer program
8. GSP courses have between 10 and 25 students enrolled.

9. GSP students are from IARU universities. Ideally 80% of seats are reserved for IARU students. Additional seats are allocated to partners from other leading universities at the hosts' discretion.
10. GSP students have full access to all university resources during their study, especially libraries, computer labs, and facilities available to other students.
11. GSP students, including those from the host university, live on campus, are housed together, and integrate into campus life. GSP encourages access to and learning about local cultures.
12. GSP costs are minimized for students as much as possible, both by sending institutions providing aid as well as hosting institutions minimizing tuition and other costs.
13. GSP applications are standardized, relatively un-bureaucratic, and easily accessible.

Appendix 4: Session 3.5 – Global Internship Program (GIP) Call for Proposals

The Senior Officers at the 2017SOM propose that the Secretariat issue a call to all partners to increase internship opportunities for IARU undergraduate or graduate students at IARU campuses. These internships could be made available to students enrolled in GSP.

Each university has the option to submit one internship proposal for the 2018 calendar year to the Secretariat (IARUSecretariat@berkeley.edu) by **Monday, 15 January 2018**. The dates and duration of each internship opportunity will be determined by the host university.

Selected proposals will receive USD 2,000 to support one intern pending approval from the Senior Officers. **Total maximum expense: USD 22,000.**

Appendix 5: Session 4.1 - Sustainable Campus Inititiatve

INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

Sustainable Campus Initiative

Melissa Goodall, Yale University

INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

How we work

INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

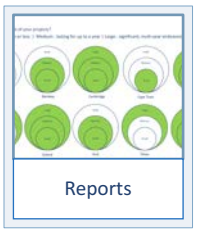
Compare

INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

Publications

Translations

Comparative Case Studies



Reports

INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

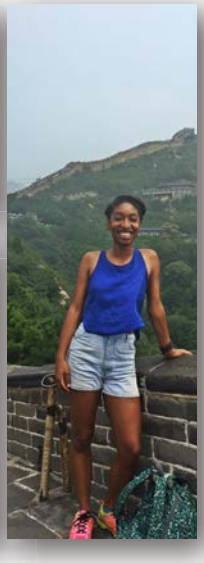
Student and staff exchanges

2017 Student exchanges

- ANU & Yale
- Cambridge & Tokyo

2017 Staff exchanges

- Copenhagen to Yale
- Yale to Cambridge and Oxford

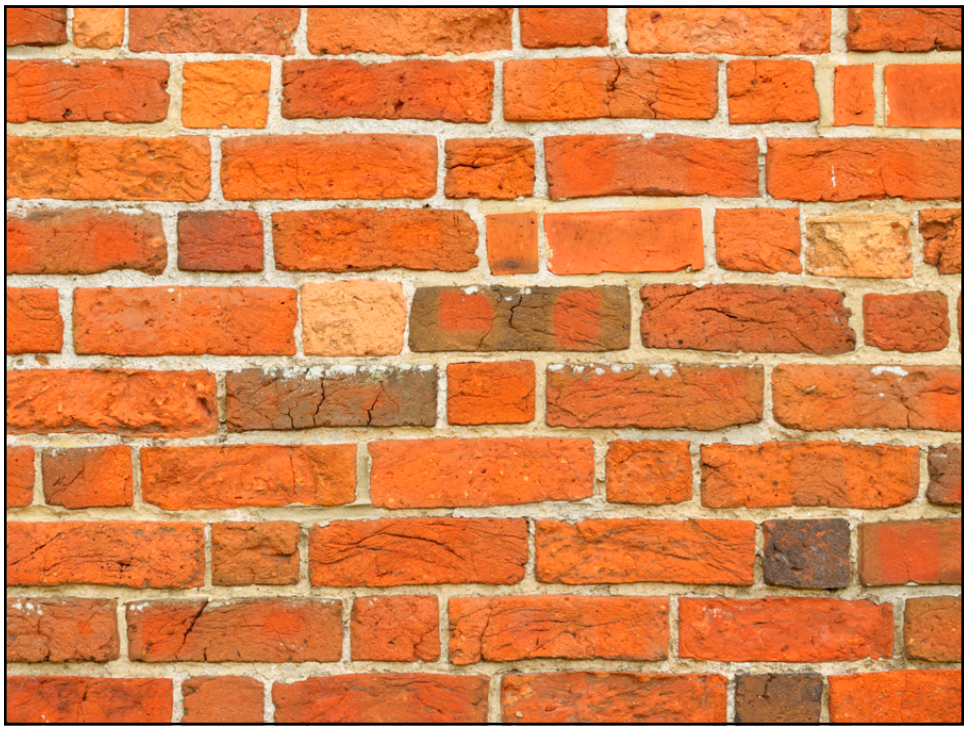


INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

Test concepts

INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

Events



INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

Looking forward

- Priorities
- Long-term planning
- Streamlined and enhanced communications
- Teaming up

INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

Shared priorities

- Campus management
- Student engagement
- Systemic change
- Information exchange

INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

Global Priorities, Educated Solutions:
the role of academia in advancing the Sustainable Development Goals

Half-day session
June 2018
KTH University, Stockholm

ISCN

INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES ISCN

Global Priorities, Educated Solutions
DRAFT Agenda

Welcome and opening remarks

SDG Integration: A set of TED-talk style presentations
- *University of Cape Town: 2015 research report*
- *Copenhagen University: summer course for business leaders*
- *Yale University: review of faculty teaching and research*

Break-out sessions:
- *Scholarship for solutions (teaching and research)*
- *Walking the talk (campuses leading by example)*
- *Next generation innovation (fostering student innovations)*

Plenary to discuss key conclusions and next steps

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Possible partners

	ISCN International Sustainable Campus Network	WORLD ECONOMIC FORUM Global University Leaders Forum	SDSN Sustainable Development Solutions Network	GLOBAL NETWORK FOR ADVANCED MANAGEMENT
AUSTRALIAN NATIONAL UNIVERSITY			○	
ETH ZURICH	●	○	○	○
NATIONAL UNIVERSITY OF SINGAPORE	●	○	○	
PEKING UNIVERSITY	○	○		
UNIVERSITY OF CALIFORNIA, BERKELEY		○		
UNIVERSITY OF CAMBRIDGE		○	○	
UNIVERSITY OF CAPE TOWN	○	○	○	
UNIVERSITY OF COPENHAGEN		○	○	
UNIVERSITY OF OXFORD	○	○		○
UNIVERSITY OF TOKYO		○		
YALE UNIVERSITY	○	○		○

INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

Sustainable Campus Initiative

Melissa Goodall, Yale University

INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

IARU groups

- Alumni Associations Network
- Global Summer Program
- Global Transformation
- Joint Online Course
- Librarians' Contact Group
- Real Estate Working Group
- Research Administrators
- Staff Development and Exchange
- Technology Transfer Network
- Value of Research-Intensive Universities
- Women and Men in Globalizing Universities

Appendix 6: Session 4.3 - Joint Online Course

INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

NUS National University of Singapore

IARU
JOINT ONLINE COURSE

on behalf of Dr Suzaina Kadir, Lee Kuan Yew School of Public Policy, NUS

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INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

NUS National University of Singapore

CYCLE 2: AT A GLANCE

- Workshop in NUS (Aug 2017)
- Student numbers
- UPDATED Designated "collaboration period" (6 Oct to 17 Nov)
- Post course evaluation/meeting (upcoming)

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INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

NUS National University of Singapore

WORKSHOP IN NUS (16 AUG 2017)

- Attended by reps from all four institutions (**NUS, Berkeley, Cambridge, UTokyo**)
- Joined by NUS **Centre for Development of Teaching and Learning**, and **Centre for Instructional Technology**

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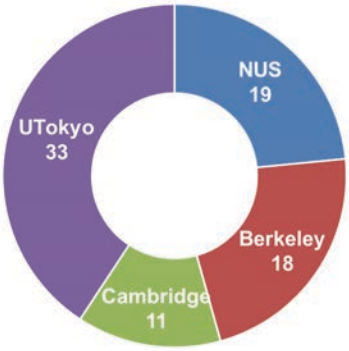
NUS National University of Singapore

STUDENT NUMBERS

- 81 students registered for Cycle 2
  - 4 to 5 students across institutions were grouped around cases of fragile states (2 Asia cases, 4 Africa cases, 2 Middle East cases)
  - Larger group from UTokyo: internationally diverse and of high quality



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INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

NUS National University of Singapore

DESIGNATED COLLABORATION PERIOD (6 OCT – 17 NOV)

- Clearly defined period for peer-to-peer learning & student engagement
- **6-week period** when all institutions will be in-semester
- Arose from need to carefully scaffold **cross-institutional** and **cross-cultural learning environment** for students
- Beginning with "ice-breaker" sessions for students to meet with each other and assigned instructor; as well as video recorded introductions by all students

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POST COURSE EVALUATION & MEETING (UPCOMING)

- Instructors agree on the importance of a **post course evaluation** and **an instructors' meeting/workshop**.
- Funding requested (US$4,300) for:
  - Cover work of a part time "research assistant" who would coordinate collaboration period across institutions and collate end of course survey for analysis of student learning (US$1,600)
  - Organization of post-course workshop to review survey findings and make adjustments for 3rd run (US$2,700)

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THANK YOU

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Appendix 7: Session 5.1 - Cybersecurity Forum

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NEW INITIATIVE:

IARU CYBERSECURITY FORUM

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NUS National University of Singapore

AT A GLANCE

- Rationale
- Objective
- Forum outline
- Funding request

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NUS National University of Singapore

RATIONALE

Cybersecurity in higher education is unique:

- It is **important to maintain open networks and systems** for collaborative research, sharing and **ease of access to information**, which may make IT systems in universities vulnerable.
- IT applications tend to be decentralized and often **managed by non-IT professionals** like research assistants, lab technicians etc.

Hence, there is a strong impetus for universities to share information and insights on applicable management practices on cybersecurity.

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FORUM OBJECTIVES

- Provide a shared context for cybersecurity leaders and professionals in member universities to **share ideas and experiences that advances knowledge**;
- Develop a **community of strategies, governance and management practices** in cybersecurity *for higher education*;
- Enable dialogue among members and **explore next-generation cybersecurity technologies** to respond to evolving threats.

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INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

NUS National University of Singapore

FORUM OUTLINE

- 2 day forum for 20-30 participants (approx. 2 participants from each IARU university)
- Forum includes:
  - Expert speakers,
  - Sharing of campus cybersecurity landscape by IARU members,
  - Sharing of intelligence for prevention & detection,
  - Cybersecurity KPIs and measurements

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FUNDING REQUESTED

- **US$8,000** to cover cost on venue, meals & tea breaks, local transport, manpower and speakers' costs – for 20-30 participants.

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THANK YOU

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Appendix 8: Session 7 – Amended Draft Agenda for Presidents' Meeting 2018

Peking University, 4-6 May 2018

Program at a Glance (tentative)

Friday, 4 May	Morning	**PKU 120th Anniversary Celebration Ceremony**
	14:00-15:00	**Opening of PKU 120th Anniversary World University Presidents Forum**
	16:00-17:00	**IARU Presidents' Alumni Panel – to be confirmed**
	17:00-18:00	**Alumni Reception – to be confirmed**
	18:00-19:00	**Welcome Dinner** (IARU Presidents' Meeting delegates only)
	19:00-21:00	**PKU 120th Anniversary Celebration Gala**
Saturday, 5 May	**08:30 – 17:00**	**IARU Presidents' Meeting – Day 1** – Presidents' Regional Updates – Topical Session (possibly on the future of development economics) – Updates from the IARU Secretariat on Banco Santander Agreement – Presentation from the IARU Cybersecurity Forum
	19:00	**Formal Dinner** (IARU Presidents' Meeting delegates only)
Sunday, 6 May	**8:30 – 12:00**	**IARU Presidents' Meeting – Day 2** – Topical Session (possibly on higher education strategy and university ranking system in China) – Brief Updates from Select IARU Initiatives – Joint-Online Course template presentation – New Proposals – IARU Business Matters: 2018 Financial Report and 2019 Outlook, 2019 Presidents' Meeting host and dates
	12:30	Lunch
	13:00	Optional tour

Topical Session

PKU plans to invite Professor Justin Yifu Lin, Founder and Honorary Dean, National School of Development, PKU and Director of Center for New Structural Economics, PKU to give a talk. Prof. Lin served as the Chief Economist and Senior Vice President of the World Bank and is now an influential economist in China.

Appendix 9: Session 8.1 - Amended Financial Report

IARU Income & Expenditure Statement

1 January 2017 - 20 November 2017

	max. amount	Total (USD)
Carried forward from 31 December 2016		**249 898.00**
INCOME		**400 000.00**
Members' contribution	200 000.00	
IARU-Santander sponsorship for GSP	200 000.00	
Total available funds		**649 898.00**
EXPENDITURE		
Meetings		**36 868.30**
Presidents' Meeting 2016	30 000.00	
GSP Working Committee Meeting 2016	6 868.30	
Running Initiatives		**38 810.43**
Workshop of the Gender Group (March 2017)	8 000.00	
Gender Group Interns (2017)	4 000.00	
Gender Group: Intern to assess the role of implicit bias training (Yale)	*4 000.00*	
Global Transformation 3rd Workshop (May 2017)	10 000.00	
Campus Sustainability Officers' Workshop (June 2017)	4 133.68	
Sustainable Campus Projects	12 676.75	
Presentation to the IARU Presidents at PM2017 (ANU)	*2 709.00*	
IARU Universities as Catalysts for a Sustainable Society (Yale)	*3 903.00*	
Energy Management and Behavior Change (Oxford)	*6 064.75*	
New Initiatives	up to	**5 516.20**
Real Estate Working Group	5 516.20	
Disbursements		**200 000.00**
IARU-Santander sponsorship for GSP 2017	200 000.00	
Secretariat costs		**80 000.00**
Contribution to Secretariat costs at UCB	80 000.00	
Total Expenditure		**361 194.93**
BALANCE		**288 703.07**
Total available funds	649 898.00	
Total expenditure	361 194.93	

Projected Commitments

Projected until 31 December 2017

	max. amount	Total (USD)
Carried forward from 20 November 2017	approx.	**288 703.07**
EXPENDITURE		
Meetings	up to	**15 000.00**
Senior Officers' Meeting 2017	15 000.00	
Running Initiatives	up to	**21 000.00**
Gender Group Interns (2017)	8 000.00	
Gender Group: Intern to assess the role of incentives	*4 000.00*	
Gender Group: Intern for data collection and analysis of gender differences	*4 000.00*	
ALH GSC Conference (October 2017)	13 000.00	
Total Expenditure	**up to**	**36 000.00**
BALANCE		**252 703.07**
Total available funds	288 703.07	
Total expenditure	36 000.00	

Alumni Associations Network

(own funds resulting from a positive balance from the World Alumni Forum held at UTokyo in 2015)

	max. amount	Total (USD)
INCOME		
Balance of 1st World Alumni Forum		10,000
Total available funds		**10,000**
EXPENDITURE		
Contribution to the 2016 Presidents' Panel (up to GBP 2,000)		2,500
Total Expenditure		**2,500**
BALANCE		**7,500**
Total available funds	10,000.00	
Total expenditure	2,500.00	

Budget 2018

	max. amount	Total (USD)
Carried forward from 31 December 2017	approx.	**252 703.00**
INCOME		**200 000.00**
Members' contribution	200 000.00	
Total available funds		**452 703.00**
EXPENDITURE		
Meetings	up to	**55 000.00**
Presidents' Meeting 2017	30 000.00	
GSP Working Committee Meeting 2017	10 000.00	
Senior Officers' Meeting 2017	15 000.00	
Running Initiatives	up to	**96 300.00**
Campus Sustainability Officers' Workshop (2018)	10 000.00	
Sustainable Campus Projects	18 000.00	
Design support for publications	*3 000.00*	
Staff exchange program	*3 000.00*	
Student fellows to support communications and outreach	*2 000.00*	
Event on the role of academia in advancing the SDGs	*10.000 00*	
Global Transformation 4th Workshop (2018)	8 000.00	
Global Transformation-GSP Course reserve	2 000.00	
Joint-Online Course	4 300.00	
Part-time "project manager"	*1 600.00*	
Post-course workshop (April/May 2018)	*2 700.00*	
Real Estate Working Group Meeting (2018)	10 000.00	
Real Estate Working Group Benchmarking Initiative	12 000.00	
Research Administrators' Meeting (2018)	10 000.00	
Global Internship Program	22 000.00	
New Initiatives	up to	**8 000.00**
Cybersecurity Forum 1st Meeting	8 000.00	
Disbursements		**200 000.00**
IARU Presidents' sponsorship for GSP 2018	200 000.00	
Secretariat costs		**80 000.00**
Contribution to Secretariat costs at UC Berkeley	80 000.00	
Total Expenditure	up to	**439 300.00**
BALANCE		**13 403.00**
Total available funds	452 703.00	
Total expenditure	439 300.00	

Outlook 2019

	max. amount	Total (USD)
Carried forward from 31 December 2018	approx.	**13 403.00**
Assuming no Banco Santander funding renewal		
INCOME		**200 000.00**
Members' contribution	200 000.00	
Total available funds		**213 403.00**
EXPENDITURE		
Meetings		**55 000.00**
Presidents' Meeting 2019	30 000.00	
GSP Working Committee Meeting 2019	10 000.00	
Senior Officers' Meeting 2019	15 000.00	
Approved Activities	up to	**18 000.00**
Real Estate Working Group Meeting (2019)	10 000.00	
Campus Sustainability Officers' Workshop (2019)	8 000.00	
Secretariat costs		**80 000.00**
Contribution to Secretariat costs at UC Berkeley	80 000.00	
Total Expenditure	up to	**153 000.00**
BALANCE		**60 403.00**
Total available funds	213 403.00	
Total expenditure	153 000.00	