

## **Confirmed Outcomes of the Senior Officers' Meeting 2017**

Yale University, 26-27 October 2017

### **Opening and Welcome**

Chancellor Carol Christ from the University of California, Berkeley opened the 13<sup>th</sup> annual IARU Senior Officers' Meeting by welcoming all attendees and stating it is an honor to chair her first IARU meeting.

Chancellor Christ thanked Yale University for hosting the meeting, recognizing Don Filer, Shannon LeGault, and Kaitlin May for their hospitality and organization.

Chancellor Christ welcomed new delegates participating for the first time, namely Mr. Paul Harris from the ANU North American Liaison Office and Ms. Nina Tomlin from University of Oxford.

Dr. Stephen Davison from University of Cambridge sent his regrets at not being able to attend this meeting but is hopeful he will join in the next gathering.

### **Session 1: Regional Roundup**

Regional roundups 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 and policies affecting higher education and key initiatives, developments, and challenges at their universities.

Several topics addressed by multiple universities were issues of free speech, sexual harassment, and cybersecurity, as well as increased focus in the field of data science.

### **Session 2: Making Best Use of Membership in Networks and Associations**

David Bach, Deputy Dean of Yale School of Management, discussed Yale's involvement in the Global Network for Advanced Management. Started at Yale in 2012, this network serves the purpose of connecting global business schools and their resources. Comprising 29 institutions, including Berkeley, Oxford, NUS, and UCT, the Global Network for Advanced Management multiplies the capabilities of its member schools.

In 2010, Ted Snyder, Dean of Yale School of Management, called and visited deans and directors at other institutions with an idea of creating a network of top business schools. Instead of creating a partnership with one university, he envisioned a multilateral network, launched by leveraging various contacts at Yale and through his personal network. Part of this idea was driven by a goal to increase the "globalization" of Yale's School of Management. In 2010, 25% of its students were international; now, 45% of its students are international.

The Global Network for Advanced Management began with 21 members and has since grown to 29 members. There is a three-year membership term, renewed by mutual consent, and no membership fee. Every partner is treated equally.

The Network approaches student credit in a unique way. The hosting school states what type of credit the student earns within its system (i.e. equivalent to a 2 credit course at Yale), and the sending schools, either physical or online, decide what this corresponds to in their own systems. The conversion happens on the home school side. In terms of grading, course instructors provide a ranking of the students and how these students would be graded at the host institution, and home schools convert the grade however they choose.

The same practice applies with teaching credit. If Professor Bach teaches a course at Yale, this counts towards his course credit, even if only 5 students enrolled are from Yale and 25 students are non-Yale students.

Since 2012, over 4,500 students have participated in a Global Network Week, a one-week course taken at a partner institution. The Global Network Week was developed in response to the fact that most business students do not study abroad due to the demands of recruitment. At Yale, only 10-15 MBA students study abroad each semester. The Global Network Week allows for students to travel to a different location for one week to learn and network. At Yale, most MBA students participate in two Global Network Weeks (typically during fall and spring breaks), which are non-credit bearing but fulfill a “global requirement” for their program. Weeklong courses are similar to an intensive elective: 2/3 classroom learning and 1/3 traveling to company headquarters, meeting with alumni, networking, etc.

In response to demand for credit-bearing courses, the Network has also created semester-long online courses in order to lengthen and deepen interactions for MBA students. These courses, called Small Network Online Courses (SNOCs), have enrolled over 900 students since 2012. Each SNOC requires students to complete a “virtual team project.” The value of a SNOC comes from students working together across time zones to learn the best ways to collaborate on a project.

Several challenges faced by the Network include credit for online courses and differing academic calendars. For example, LSE students cannot get credit for an online course, even if taught by LSE faculty. At Berkeley and Oxford, it is particularly difficult to change course calendars. Both institutions have had to shift their calendars in order to accommodate Global Network Weeks. The hope is by recognizing these issues, the next time policy changes are made to these MBA programs, the existing issues can be solved by new policies.

In terms of membership, there is a team tasked with reviewing applications for new membership. Incoming universities must write an essay on why they would like to join the Network and meet with the Dean. While the Network is not currently capping membership, it understands there is value in keeping membership numbers low.

The handout for Session 2 can be found in **Appendix 1**.

## Session 3: Global Education Initiatives

### 3.1 Global Summer Program (GSP) 2017

Rexille Uy (IARU Secretariat) reported GSP2017 offered 22 courses and 295 IARU students participated from all partner universities. GSP2017 enrollment saw an increase in numbers compared to the two previous years. The 2017 GSP Working Committee met at UC Berkeley from 25-26 September 2017. Representatives from every IARU partner attended the meeting. A new selection process was implemented in GSP2017 that allowed for students to be notified of their GSP enrollment at an earlier date. The new selection process went well for most partner universities and will be used again for GSP2018.

GSP Coordinators would like the Secretariat to move forward in seeking future funding from Banco Santander while keeping in mind the inherent values of GSP and its goal of offering *interdisciplinary, research-intensive courses with a focus on 21<sup>st</sup> century challenges*. The Secretariat will draft a report to Banco Santander that highlights the historically innovative qualities of GSP.

GSP Coordinators have set a goal for future cycles to expand collaborative curriculum and faculty exchange. One new way of doing this for GSP2018 can be seen in the GSP-Global Transformation Collaborative Course. A second way of expanding collaboration will be to increase faculty exchange in future cycles.

GSP Coordinators have discussed examining new avenues for funding the GSP in 2018.

The IARU Presidents have agreed to fund GSP2018 student scholarships in the amount of USD \$200,000 (USD \$18,181.81 per partner) using the IARU reserve if Banco Santander funding is not available for 2018. If no future funding is guaranteed from Santander, GSP Coordinators may scale back the program and move forward with reduced enrollment.

The 2018 GSP Working Committee Meeting will be held at ETH Zurich on 16-17 September 2018 after the EAIE in Geneva.

### 3.2 Banco Santander Agreement

Rexille Uy (IARU Secretariat) reported out of the 295 IARU students who participated in GSP2017, 185 students received IARU-Santander scholarships (63% of all IARU students who participated in GSP2017).

2017 is the final year of the current IARU-Santander agreement. The IARU Secretariat is in the process of negotiating a new agreement with Banco Santander. The Secretariat will request a total of USD \$220,000 annually for three years, USD \$20,000 per partner.

Banco Santander has asked the IARU Secretariat to submit a report on the impact of its support for the GSP that addresses the following: 1) how the GSP improves IARU 2) what has been the feedback from participants specifically on how this program changed or impacted their lives 3) to what extent, based on quantitative metrics, has GSP participation made alumni more employable and relevant in their field 4) the international profile of alumni and their lives after the GSP 5) other sources of funding for the GSP and overall cost of the program and plans for the future. The Secretariat will

submit this report in November 2017.

In moving forward with funding negotiations with Banco Santander, GSP Coordinators state they would like to adhere to the GSP values but write the funding report in a way that addresses some of Santander's entrepreneurship goals.

### 3.3 Future of the GSP

Two of the GSP Coordinators at Yale, Dr. Jane Edwards and Dr. Jeanne Follansbee, presented on *The Global Summer Program (GSP): then, now and in the future* (**Appendix 2**).

GSP arose as a specific mandate from the IARU Presidents in 2006 led by ANU, NUS and Yale. The original GSP Coordinators tried to answer the question of "how do we put students together during periods outside of the academic year and how will this experience be unique to IARU?"

A planning session in 2009 decided the GSP would have the following 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

The GSP Aims, Mission & Principles can be found in **Appendix 3**.

From the beginning, GSP Coordinators agreed that the program would have a certain level of research-based intensity and serious faculty engagement. GSP students learn from serious researchers at each partner institution.

Over the years, there have been three major areas of debate and discussion between GSP Coordinators: calendar, money, and course credit. One of the major successes of the GSP is the program has managed to run for 10 years while accommodating the differing academic calendars of the eleven partner institutions. With respect to funding, there are two aspects to consider: cost of running the GSP for IARU institutions and cost for students to attend the GSP. GSP Coordinators must begin to think of new ways to fund GSP if Santander support is not renewed. In terms of course credit, this issue can tie into the problem of conflicting academic calendars, with some institutions not being able to give credit to shorter courses. While GSP has not fully conquered each of these challenges, it has managed to run ten successful cycles with consistently positive reviews from students.

As reported by Dr. Edwards and Dr. Follansbee, GSP is at a crossroads. The GSP Coordinators would like to know where GSP stands within the framework of institutional priorities of each home university and IARU as an alliance. They feel it is important to build on the existing GSP infrastructure, which is both bilateral and multilateral:

- GSP is **interdisciplinary** – faculty from different schools and disciplines offer courses in fields that each home institution excels. This builds an expanding problem-solving "toolkit" for students.
- GSP is **field-based** – students want practical experience and GSP accommodates this request. Some examples from GSP2017 are *ETHI: Mountain Forests and Risk Management* and *UCTI: Sustainable Water Management*.

- GSP courses are **collaboratively designed and taught** – this can be seen in the new Global Transformation-GSP Collaborative Course and other historical examples.
- GSP is **pedagogically innovative** – work is done in the program that can be brought to home universities.

GSP Coordinators aim to expand the “GSP Footprint” by building an infrastructure for future faculty and institutional collaboration; treating GSP courses as laboratories for developing pedagogical innovations that can be used at home institutions; and allowing partners to develop curriculum and research that address institutional priorities. An example of this is seen in Yale’s two GSP2017 Courses – *YAL1: The Sustainable Preservation of Cultural Heritage* and *YAL2: Future of Food: Environment, Health and Law* – which both reflect current priorities at Yale.

While focusing on areas of excellence at home institutions, GSP courses will continue to offer a selection of topics that entice students from outside universities.

Future challenges, as reported by Dr. Edwards and Dr. Follansbee, include:

- **Support for student funding** – GSP Coordinators would like to work with Senior Officers to determine where to pursue other forms of funding.
- **Marketing and increasing visibility** – GSP Coordinators are working on a new marketing strategy to increase GSP visibility. A conversation regarding re-messaging the program took place at the 2017 GSP Coordinator meeting at UC Berkeley in September. A new narrative must be created to answer the question of “Why GSP over anything else?”
- **Faculty incentives for collaborative program development** – GSP must build incentives for faculty participation, particularly in developing collaborative programs.
- **Program “seed” money** – the launch of the new Global Transformation-GSP course comes with a request to the Senior Officers for USD \$2000 in seed funding. Future requests of this nature may come as a result of an increase in collaborative course development.
- **Support for research on student outcomes** – GSP Coordinators discussed the possibility of hiring an intern for data collection at the last meeting, as well as seeking help from respective institutions to help develop and analyse surveys.

Program development for future GSP cycles will require institutional support. GSP Coordinators question where GSP fits within IARU priorities.

#### **Comments from Senior Officers:**

Senior Officers respond to the question of where GSP sits in terms of IARU priorities by saying the GSP is a high priority, evidenced by the fact the IARU Presidents are willing to fund GSP2018 in the amount of USD \$200,000—using the majority of IARU’s reserves—in the event no funding from Banco Santander is available in 2018.

Carol Christ (IARU Chair) says as part of the GSP aim of pedagogical impact, she would like to see a booklet or webpage developed that can be used by other institutions in creating courses that are international and interdisciplinary in nature. From a marketing point of view, this would showcase the unique aspects of GSP and explain to outside partners the challenges of the program and its successes.

Pradeep Chhibber (UC Berkeley) addresses the topic of institutional support for the GSP by Senior Officers, stating that IARU by itself does not have a vision. To ask the Senior Officers to develop the

intellectual vision of GSP is asking too much. IARU operates from the ground up. The GSP Coordinators must discuss the best way to move forward. Right now, GSP is organic. How courses are developed is up to each individual institution. The Senior Officers cannot generate a vision statement for GSP. Rather, Senior Officers continuously ask the questions, “What do we do? Is it working? Should we continue?” with respect to IARU joint-working initiatives. GSP Coordinators should do the same. GSP should continue if it’s worth it, not just because of history.

Carol Christ says 295 students in GSP2017 does not seem like much for a \$200,000 program. It is clear GSP has a larger institutional impact than just the number of its students.

Kiichi Fujiwara (UTokyo) says GSP is the major achievement of IARU in many ways. Senior Officers agree on this, and also believe the best way forward may be to produce more collaborative courses that can potentially drive the cost of courses down. Senior Officers agree that student mobility is important and collaborative courses may pave the way of the future.

In terms of next steps, GSP coordinators must think about how the program fits within the larger framework of the IARU template. One way of looking to the future may be the development of more collaborative courses with other IARU initiatives.

### 3.4 GT-GSP Collaborative Course

Rexille Uy (IARU Secretariat) reported that *Engaging Challenges of the 21<sup>st</sup> Century: A Critical Field Research Course*, is being co-developed and co-taught by faculty from UC Berkeley and UCPH. This course is a curricular response to the long-standing urging of IARU leadership for the GSP to offer more research-intensive courses. It is also a response to the interest of many IARU institutions in minimizing duplicative efforts and promoting more collaboration among alliance members.

Important contributions to the GT-GSP collaborative include:

- Strengthening the research component of the IARU teaching initiatives
- Moving the alliance towards its goal of promoting critical thinking, critical learning, and critical research
- Promoting interdisciplinary coursework and learning by involving faculty members from different IARU institutions and disciplines
- Adding new dimensions to prior initiatives, namely research, a field engagement component, a location in the Global South, and critical discourse
- Promoting intercultural learning through the diversity of students and faculty and immersion in a local context
- Deepening collaboration among IARU members through co-development and co-teaching of the research curriculum
- Creating new opportunities for involvement of other IARU member institutions
- Extending the reach of the alliance and enhancing its overall effectiveness in engagement with 21<sup>st</sup> century challenges through new partnerships with countries, institutions, faculty, students and other stakeholders in the Global South

This course will combine classroom learning with field engagement and immersion in local environments that include interactions with local villages and placement with NGOs, public institutions, or private institutions (i.e. government, schools, temples, art collectives). The fieldwork component will be located in northern Thailand, based at Chiang Mai University.

The Senior Officers approve the USD \$2,000 funding request to be held *in reserve* to support collaboration among IARU faculty and local institutions in Thailand in course development and student placement with NGOs.

### 3.5 Global Internships Program

Rexille Uy (IARU Secretariat) reported that in 2017, NUS awarded a total of 3 internships to IARU students. The Women and Men in Globalizing Universities initiative offered 3 internships on implicit bias training (Yale), assessing the role of incentives (ANU), and data collection and analysis of gender differences in educational achievements (ETH Zurich). A more comprehensive report of the Gender Group intern work will be presented at the 2018 Presidents' Meeting as some internships are currently ongoing. The Sustainable Campus Initiative also employed four interns in 2017, three at Yale and one at Oxford.

Senior Officers agreed that this is a good opportunity for students to move around IARU campuses. They wish to encourage more universities to offer internship opportunities.

Thus, Senior Officers 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 by Monday, 15 January 2018. The dates and duration of each internship opportunity will be determined by the host university.

The call for proposals, sent to Senior Officers on 3 November 2017, can be found in **Appendix 4**.

Selected proposals will receive USD \$2,000 to support one intern pending approval from the Senior Officers. Total maximum expense in 2018 as approved by the Senior Officers is USD \$22,000.

### 3.6 Novo Nordisk International Talent Program

Tina Berglöv Kjær (UCPH) reported that the Novo Nordisk International Talent Program (NNITP) was established in 2015 between the University of Copenhagen (UCPH) and the pharmaceutical company Novo Nordisk.

NNITP offers scholarships for students within the fields of biology, chemistry, healthy aging, pharmaceutical sciences, nanoscience, and public health.

In 2017, 54 students total were granted NNITP scholarships. This number includes both incoming and outgoing students enrolled in summer and semester programs. Several of these students were enrolled in GSP courses. A total of USD \$325,000 was awarded in 2017. While there was an increase in applications for 2017, UCPH would like to see many more applicants and encourages partner universities to continue publicizing this opportunity to their students.

## Session 4: Institutional Joint Working

### 4.1 Sustainable Campus Initiative

Melissa Goodall, Associate Director of the Yale Office of Sustainability and Chair of the Sustainable Campus Initiative, reported that SCI is comprised of three faculty members and the rest staff. She reviewed historic and current SCI activities:

- SCI representatives worked for 18 months to create the *Green Guide for Universities*, which has been downloaded over 1000 times. It has recently been translated to Chinese by PKU.
- SCI student exchanges allow for students to travel, work, and learn about best sustainable practices at IARU universities.
- SCI helped organize the Global University Climate Forum in Paris in 2015. 130 students from around the world participated.
- In Summer 2017, SCI saw staff exchange occur for the first time. UCPH traveled to Yale to share best practices of efficient use of space, and Yale traveled to Cambridge and Oxford to discuss energy management.
- SCI supports and tests sustainable concepts: ETH Zurich led an online conference in the last week of October 2017 on digital conferencing with the objective of reducing air miles for universities while also expanding exchange and interaction.

SCI is developing a 2-3 year plan for future activities. The Working Draft will be a topic of discussion at the June 2018 meeting in Oxford. This document will include details of shared programmatic activities, plans for future communication, social media strategy, and strategy for distribution of shared documents.

After the June 2018 meeting at Oxford, the SCI members will attend the UK Environmental Association for Universities and Colleges (EAUC). SCI is also working with the Global Summer Program and Global Transformation to discuss future collaborative projects. Some areas of focus will be campus management, student engagement, systemic change, and information exchange.

SCI plans on holding a half-day workshop in June 2018 during the International Sustainable Campus Network meeting in Stockholm attended by 180 staff members and faculty members on *Global Priorities, Educated Solutions: the role of academia in advancing the Sustainable Development Goals*. SCI hopes that the outcomes of this workshop will result in a set of concrete next steps that will inform a multi-year strategy for IARU to continue sustainability work.

Senior Officers approved the SCI funding request of USD \$38,000: \$10,000 per year for 2019 and 2020 meetings; \$3,000 towards design support for publications; \$3,000 towards staff exchange program; \$2,000 for student fellows to support communication and outreach; \$10,000 for event on the role of academia in advancing the Sustainable Development Goals.

The presentation for Session 4.1 can be viewed in **Appendix 5**.

### 4.2 Global Transformation

Kiichi Fujiwara (UTokyo) reported that at the 2017 Presidents' Meeting at ANU, IARU Presidents and Senior Officers directed Global Transformation to develop a clear vision, core activity, and

attainable objectives in order for IARU funding to continue.

This directive was the main focus of discussion at the 2017 Global Transformation meeting in Beijing. With the retirement of Barbara Becker (ETH Zurich) at the end of 2017, the newly appointed chair of GT is Khatharya Um (UC Berkeley) with co-chair Helle Samuelson (UCPH).

The GT joint activities and workplan consist primarily of the GSP Critical Field Research Course that will launch in Summer 2018. The workplan also includes a proposed student exchange program led by PKU that will build on already existing exchange agreements.

A 2016 GT meeting at UCT explored the possibility of a partnership with the African Research Universities Alliance (ARUA). However, GT has not seen much progress in developing this partnership. Senior Officers express that pursuing partnerships with other networks should not be a priority; rather, GT should focus on expanding its education activities.

Senior Officers are still unclear as to the focus of Global Transformation. Senior Officers feel the current workplan has too many topics of interest and reject the GT presentation as an agenda item for PM2018.

Kiichi says the main focus of GT will be education, particularly the development of the GT-GSP collaborative course for 2018, and this will be the main topic of the 2018 GT meeting to be held in Cambridge.

Senior Officers request clearer guidance on what types of faculty and staff to send to the 2018 meeting, especially if the GT focus is shifting to education and course development.

The USD \$8,000 funding for 2018 has been approved *with reservations*. Senior Officers stress that this meeting should focus on course development for the GT-GSP course and conversation to explore other potential crossover courses with GSP or other IARU initiatives. The new focus on education and collaboration will redefine the scope of GT's future work.

### 4.3 Joint Online Course

Andrew Wee (NUS) reported that NUS hosted a workshop in August 2017 with the four universities involved in the joint online course – UC Berkeley, Cambridge, NUS, and UTokyo. The second cycle of the IARU Joint Course – *State Fragility and Peace-Making* – is ongoing and currently in the “designated collaboration period” of the course, when all four university schedules overlap and allow for student interaction and group work.

Kiichi Fujiwara (UTokyo) reported that in many ways, the second cycle of this course has been more successful than the first. In addition to the increased enrollment numbers of the second cycle, instructors have successfully worked out the technological difficulties of the first cycle. They have also incorporated student video introductions and ice-breaker sessions.

Part of the course success lies in students being enrolled in their home university, receiving credits consistent with their home university, and faculty teaching a regular course at their home university. Enrolled students engage in online collaboration and projects with peers from different countries and

universities. Students groups are extremely diverse and committed to their shared course work.

Over time, Senior Officers propose the creation of a sequence of three different courses, which students can take to receive an IARU certificate. If the sequence has coherent courses, it can even be incorporated into a minor program. Senior Officers acknowledge the biggest challenge to growing the Joint-Course is coordination across different time zones.

The Joint-Course instructors will introduce a template at the 2018 Presidents' Meeting to advise other universities in strategies and best practices for launching their own joint courses.

The funding request of USD \$4,300 in 2018 is approved for a part-time project manager and a post-course workshop in 2018.

The presentation for Session 4.3 can be found in **Appendix 6**.

#### **4.4 Librarians' Contact Group**

Don Filer (Yale) reported that the 2017 Librarians' Contact Group meeting was held at Yale in July. Susan Gibbons, University Librarian at Yale, reported that she continues to see this as a valuable group for information-sharing. Annual meetings cover a wide range of topics and participants leave with new ideas.

UCT has offered to put together a staff exchange program that would bring a senior member of the IARU library staff to UCT in 2018.

The next meeting will be held in July 2018, co-hosted by Oxford and Cambridge.

No funding is requested at this time.

#### **4.5 Technology Transfer Network**

Dongmin Chen (PKU) reported that the original objective of the Network, initiated by Cambridge in 2009, was to create a platform to share best practices on enterprises and technology licenses at IARU universities with a focus on university industrial partnership.

PKU and NUS began leading the network in 2013 and shifted focus to university IP licensing. In 2014, the group once more re-shifted its focus to technology incubation and entrepreneurship. It became clear the IARU Presidents and Senior Officers were more interested in discussing entrepreneurship versus IP licensing. As of 2016, the group has expanded its scope to examine entire university ecosystems facilitating innovation and entrepreneurship activities.

The Network had a very fruitful workshop in 2016 at UC Berkeley, but attendance was low, with only four partner universities participating. This is attributed to the fact that at many universities, IP licensing staff are not involved in innovation and entrepreneurship ecosystems.

PKU has founded a new university center, the School of Innovation and Entrepreneurship. This center works closely with academic departments at PKU and will work with outside universities to discuss innovation and entrepreneurship networks. The School of Innovation and Entrepreneurship provides

increased staff and bandwidth at PKU that can be used to expand the activities of the IARU Technology Transfer Network.

At the 2018 Presidents' Meeting, the Network would like to report a change of direction from IP licensing to innovation and entrepreneurship networks. At this time, the Network rescinds its funding request of USD \$10,000 for a 2018 meeting until increased partner participation can be guaranteed and a more comprehensive proposal submitted to IARU leadership for consideration.

#### **4.6 Real Estate Working Group**

Jürg Brunnschweiler (ETH) reported that the Real Estate Working Group held its first meeting at ETH Zurich on 24-26 September 2017. At the meeting, the Group more clearly defined its path forward and identified the benchmarking initiative as its next step.

The Group is guaranteed USD \$10,000 annually for meetings in 2018 and 2019, and requests an additional USD \$12,000 for a benchmarking initiative. ETH has been investing its own resources towards this project, and is requesting IARU support as more IARU partners become involved.

The foreseen deliverables of the benchmarking initiative, as defined in the Tome, are:

- Solid definition-framework (space, headcount, boundaries, etc.)
- Set of agreed KPIs regarding Real Estate Management at universities in the IARU context
- Short report on the results of the benchmarking initiative
- Definition of best cases (regarding space efficiency concepts etc.)

Another topic the Group will explore is the way space is used and managed on IARU campuses.

Jürg reports that the Real Estate Working Group has the potential to become a very useful initiative. The Group also has close ties to the Sustainable Campus Initiative; Dominik Brem, who leads the Group, is the ETH Sustainability representative.

Senior Officers approved the request of USD \$12,000 for the benchmarking project.

### **Session 5: New Initiative**

#### **5.1 Cybersecurity Forum (NUS)**

Andrew Wee (NUS) reported that the proposal for an IARU Cybersecurity Forum was prompted by a cybersecurity threat faced by NUS in early 2017. The idea for the forum stemmed from NUS wanting to share knowledge from its experience earlier this year and to learn best practices from other partners.

This proposal aims to seek feedback and consensus from IARU members to establish a cybersecurity forum for member institutions to meet regularly and share security governance, strategies, policies, processes, challenges and practices, and advanced knowledge on cybersecurity management in higher education. The forum is focused on universities, but in the future can also examine different types of entities.

NUS proposes a two-day forum for 20-30 participants (approximately two from each IARU university) in 2018. The forum will include expert speakers, sharing of campus cybersecurity landscape by IARU members, sharing of intelligence for prevention and detection, and cybersecurity KPIs and measurements.

Senior Officers suggest that the forum be held in March or April, prior to the 2018 Presidents' Meeting. This way, a report can be delivered to the Presidents at the 2018PM with further discussion on cybersecurity built into the agenda.

Many partners expressed eagerness to participate in the Forum. The Senior Officers approved the USD \$8,000 funding request for a 2018 meeting in Singapore.

The presentation for Session 5.1 can be found in **Appendix 7**.

## **Session 6: Research Collaboration**

### **6.1 Aging, Longevity and Health & Graduate Student Conference**

Tina Berglöv Kjær (UCPH) reported that in 2017, UCPH offered two ALH summer courses. The first course, *Interdisciplinary Aspects of Healthy Aging*, which has been running since 2011, is a GSP course. In 2017, the cohort included 19 students from IARU universities.

The second ALH summer course, *Innovating Solutions for Aging Populations*, contributes to the education and training of professional health innovators and entrepreneurs at an international level. While not part of the GSP, this course is open for IARU students. It includes an on-line component (a MOOC under COURSEARA) and an on-campus component. This year, five IARU students participated.

In 2017, a total of 10 IARU students attending ALH courses were awarded Novo Nordisk scholarships.

Senior Officers request clarification on what type of faculty or staff ought to participate in ALH. Tina will check with the group's leadership on this question.

There are requests for funding at this time. ALH will likely request funding at the 2018 Presidents' Meeting to support its next Graduate Student Conference.

## **Session 7: Draft Agenda for the 2018 Presidents' Meeting**

Rexille Uy (IARU Secretariat) reported that the 2018 Presidents' Meeting will take place on 4-6 May 2018 at Peking University. The IARU Alumni Associations Network may choose to host a summit at PKU at the same time as the 2018PM. The Secretariat will have more information from the Alumni Associations Network in early 2018.

Dongmin Chen (PKU) reports that the 120<sup>th</sup> celebration is significant in Chinese culture. There will be a ceremonial celebration the morning of Friday, 4 May 2018; the opening session of the World University Presidents Forum will take place later that afternoon at 2 pm. This will be followed by the possible IARU alumni event, IARU Presidents' Welcome Dinner, and the PKU 120<sup>th</sup> Anniversary Gala. PKU recommends IARU meeting delegates arrive by the evening of Thursday, 3 May 2018 in order to participate in the next day's anniversary activities. Meeting Day 1 will begin on Saturday, 5 May 2018 and will conclude at noon on Sunday, 6 May 2018.

PKU is exploring a topical session with Professor Justin Yifu Lin, Founder and Honorary Dean of the National School of Development at PKU and Director of Center for New Structural Economics. His topical session will likely focus on macroeconomics, global economy, and national strategy.

Senior Officers are interested in Professor Lin discussing the future of the field of development economics. Dongmin will suggest this topic to Professor Lin.

Another suggested topical session includes a discussion on China's new higher education strategy and ranking system, addressing what this means for higher education in China and implications for global partnerships with other universities.

Senior Officers expressed desire for a discussion of cybersecurity strategies in higher education. NUS will attempt to schedule the first Cybersecurity Forum in Spring 2018 prior to the Presidents' Meeting so a report can be given to the IARU Presidents with time for discussion at the meeting.

An amended Draft Agenda for PM2018 can be viewed in **Appendix 8**.

## **Session 8: Closing Matters**

### **8.1 Financial Report**

Senior Officers approved funding requests for 2018 in the amount of USD \$82,300 and also approved funding for the 2018 Global Internship Program in the amount of USD \$22,000.

IARU Presidents have agreed to fund GSP2018 in the amount of USD \$200,000 if future funding from Banco Santander is not renewed. If this is the case, the annual membership fee in 2018 for each partner will be USD \$18,181.81 and the remaining IARU reserve balance at the end of 2018 will be USD \$13,403.

The IARU Secretariat has requested a three year renewal from Banco Santander for 2018, 2019, and 2020 in the amount of USD \$220,000 per year. If Banco Santander funding is renewed in 2018 in the amount of USD \$220,000 the annual membership fee for 2018 will increase to USD \$20,000.

Banco Santander will inform the Secretariat of its funding decision by 31 January 2018.

The updated Financial Report can be viewed in **Appendix 9**.

## 8.2 Host and Dates for 2018 SOM (UTokyo) and 2019 SOM (ETH Zurich)

The next Senior Officers' Meeting will be hosted by the University of Tokyo on 20-21 September 2018 with Welcome Dinner on 19 September 2018.

On 10-12 September 2019, the *Times Higher Education World Academic Summit* will take place at ETH Zurich. For this reason, ETH Zurich has offered to host the 2019 Senior Officers' Meeting back-to-back with the Summit.

The 2019 Senior Officers' Meeting will be held on 9-10 September 2019 with Welcome Dinner on 8 September 2019. Jürg Brunnschweiler (ETH Zurich) suggests the 2019SOM begin in the afternoon of 9 September and conclude the afternoon of 10 September, with all Senior Officers attending the kickoff dinner of the *Times Higher Education World Academic Summit* on 10 September 2019. Senior Officers approve of this agenda.

It was suggested by several IARU Presidents at the 2017PM in Canberra to host the Presidents' Meetings in Davos or Zurich every January, or every other January, to coincide with the annual *World Economic Forum* attended by most university presidents. This could potentially be tested in 2019. Several arguments against this method include that scheduling the Presidents' Meeting back-to-back with the Forum would mean university presidents are gone from their campuses for an extended period of time, and most, but not all, IARU Presidents attend this Forum, so attendance from all 11 IARU Presidents is still not guaranteed.

Since UC Berkeley had previously offered to host the 2019PM, Senior Officers requested that potential dates for the 2019PM be presented at the 2018 Presidents' Meeting from both ETH Zurich and UC Berkeley. Presidents will vote on the date and location that best works for their schedules.

Oxford has offered to host the 2020 Senior Officers' Meeting and NUS has offered to host the 2020 Presidents' Meeting.