

Outcomes of the IARU Senior Officers' Meeting 2018

The University of Tokyo, 20-21 September 2018

Opening and Welcome

IARU Chair, Chancellor Carol Christ from the University of California, Berkeley, opened the 14th annual IARU Senior Officers' Meeting, welcoming participants from all eleven IARU universities. Chancellor Christ acknowledged two Senior Officers attending for the first time, Mr. Stephen Davison from Cambridge University and Mr. Søren Nedergaard from the University of Copenhagen.

Chancellor Christ thanked The University of Tokyo for its warm welcome, particularly thanking President Makoto Gonokami, Vice President Masashi Haneda, Professor Kiichi Fujiwara, and the staff from the Management Planning Department. President Gonokami, who will take over as IARU Chair in 2019, gave a brief welcome to the IARU Senior Officers.

Session 1: Regional Roundup

The SOM regional roundup is kept confidential. Therefore, there are no publishable outcomes.

Session 2: Discussion of Key Issues from Regional Roundup

The effects of politics on university campuses

The first topic discussed by Senior Officers from the Regional Roundup was the notion of “de-globalization” of universities as a direct result of sentiments of nationalism evident in the policies of many countries around the table. Senior Officers discussed how nationalism currently poses restrictions for IARU campuses, either in international student enrollment numbers or academic freedom. Senior Officers addressed the implications of nationalism on the global aspirations of universities, as well as strategic partnerships.

Senior Officers agreed that alliances such as IARU are increasingly important in these fraught times. At Oxford, formalised cross-border partnerships have become increasingly important due to Brexit, and uncertainty behind new Brexit policies. At UC Berkeley, the campus is more global than it's ever been, with countless researchers and students working across borders, yet this is at odds with the political climate in the United States. At ANU, although nationalism is on the rise, it has not directly resulted in a shutting down of international linkages at universities. Instead, the "soft power" of universities is being used to question and find solutions to political barriers, working together with the Department of Foreign Affairs and Trade.

Because 60% of university funding at NUS comes from the government, the university mission must consider the national agenda. Although half of the academic staff at NUS is foreign, international student enrollment at the undergraduate level has dropped from 20% to less than 15% since 2011. While NUS would like to see these enrollment numbers increase, there are currently not enough places for

international students. NUS must continually balance its national agenda while maintaining a global outlook. At UCT, there is a 20% cap in international student enrollment, and the university faces constant pressure to serve the local population. At the academic staff level, there is equal pressure to hire South African faculty, making it difficult to attract international talent. At UC Berkeley, there is lots of controversy surrounding the percentage of international students. At the same time, short-term programs that bring international students to campus are mushrooming, and there is an increased interest in developing joint degree programs between UC Berkeley and schools abroad. However, the political climate is reflected in difficulties with securing student visas and restrictions on the kinds of research students can conduct, particularly graduate students coming from China. Several other Senior Officers echoed the tension between maintaining a global university while having to limit international student enrollment or programs.

Value of universities

Senior Officers also discussed changing public views of the value of universities. In the United States, Democrats argue that universities are too expensive and not accessible to the majority of the population. Republicans view universities as bastions of liberalism. However, the rising number of student applications received by UC Berkeley each year show that a place at an elite university is more important than ever. In Australia, demand for education exists from members of the elite, but not from members of society seeking social mobility. There is a dichotomy between members of the elite who value the importance of attending a “big name” university and see the benefits of a degree and those citizens seeking social mobility from university education but are not accepted into elite schools. For the latter, education is not necessarily seen as a path to greater social mobility. Don Filer (Yale) observed that in the United States, there is demand both for enrollment in elite institutions as well as community colleges or skills-focused degrees. It is the middle class that criticizes the value of an elite university education and argues that the value of education has diminished, targeting elite degree programs.

IARU Certificate Program

Senior Officers discussed the creation of an IARU Joint Online diploma or masters as an extension of the successful Joint Online Course between Cambridge, NUS, UC Berkeley, and UTokyo. Senior Officers agreed that at this stage, offering an IARU degree may be too ambitious; offering a certificate program is realistic and something that may appeal to students.

One way of approaching a certificate program is to run several IARU Joint Online courses. Students that participate in two or three IARU Joint Online Courses will receive an IARU certificate upon completion of all IARU Joint Online coursework.

Another possibility is to design an IARU Certificate Program focused on an existing IARU initiative, such as Sustainable Development. Each university can gather its available online courses on Sustainable Development and collectively, a decision from the group can be made on whether there is enough of a body of courses that warrants intellectual merit.

The discussion on an IARU Certificate Program was continued after **Session 9 on Meeting Day 2**.

Takeaways:

Senior Officers agreed to pursue an “IARU Urban Sustainable Development Certificate Program” for undergraduate students. UC Berkeley offered to host a meeting in 2019 to further develop this idea. UC Berkeley will first discuss this program internally and will ask Key Contacts to communicate with

the equivalent faculty/office/representative at their universities once UC Berkeley has a clear idea on how to move forward with this meeting and who best to invite.

Senior Officers approved a budget of USD 6,000 to host a meeting at UC Berkeley to discuss an IARU Urban Sustainable Development Certificate Program.

IARU Lifelong Learning Program

Senior Officers also discussed the development of an IARU Lifelong Learning Program. This program could potentially utilize the existing framework in the NUS School of Continuing and Lifelong Education (SCALE) Global program, which is currently working on expanding continuing education in the global arena. Many IARU universities offer continuing education courses online and can make contributions to an IARU lifelong learning curriculum.

At NUS, the majority of people who are looking to be "re-trenched" in the workplace are either in their 40s or 50s or graduates of NUS. Senior Officers also see these demographics as being the constituents of an IARU Lifelong Learning Program.

The discussion on lifelong learning was continued after **Session 9 on Meeting Day 2:**

Takeaways:

Andrew Wee (NUS) volunteered to host a meeting at NUS to discuss a continuing education program that includes all IARU universities. Unlike the proposed IARU Urban Sustainable Development Program, which targets undergraduate students, this continuing education program will target post-graduates looking to learn and apply future skills and training in their professional lives. This program is not necessarily limited to IARU alumni.

Senior Officers approved a budget of USD 10,000 for NUS to host a meeting on continuing education. Meeting topics can include an introduction to NUS SCALE and a brainstorming session on how a continuing education program could be implemented between multiple universities.

Session 3: Topical Session – Sustainability of the University Campus in Anthropocene

Slides from this session can be found in **Appendix 1**.

Session 4: Global Education Initiatives

4.1 2018 Global Summer Program & Future of GSP

Rexille Uy (IARU Secretariat) reported that the 2018 Global Summer Program offered 23 courses from ten partner universities. 299 IARU students participated from all eleven universities. Banco Santander contributed one final year of funding in the amount of USD 200,000 to the 2018 GSP. 135 students were awarded Banco Santander scholarships. At the end of the 2018 GSP, a combined carryforward of USD 14,000 remained of Banco Santander funds. This carryforward is mostly due to enrolled students dropping out of the program too late for their awards to be given to other GSP students. The IARU Secretariat is currently checking with Banco Santander to see if the carryforward funds can be used for future IARU student mobility opportunities.

The 2018 GSP Working Committee Meeting took place on 16-17 September at ETH Zürich, immediately before SOM2018. The following outcomes, as agreed on by the GSP Coordinators, were reported verbally by the IARU Secretariat:

GSP in 2019

The majority of GSP Coordinators remain enthusiastic and determined to offer summer courses to allow for IARU student mobility and exchange.

For 2019, summer courses will no longer be classified under the "Global Summer Program," but rather, will be listed on the IARU website under "**IARU Courses**." Enrolled students will be called IARU Scholars. The following operational changes will also take effect:

- IARU universities may offer up to four courses under this umbrella. Some universities have already stated they will offer no courses for 2019.
- Each course name and description will be accompanied by a link to the host institution's application platform. The application process will, therefore, be entirely decentralized in 2019.
- Host institutions will be responsible for reviewing applications and selecting incoming IARU students for their summer courses. Host institutions will set their own application deadlines and acceptance notification dates.
- Students will be responsible for paying tuition to the host institution. Eligibility for financial aid and credit will be determined by the home university. Some universities have stated they can offer tuition discounts for incoming IARU Scholars as an incentive to apply for their courses.

Beyond 2019

Coordinators agree that possibilities for seeking outside funding ought to be explored. Since this topic was last discussed at the GSP meeting in 2017, little progress has been made in finding other sources of financing.

Coordinators are requesting funding from the Senior Officers of USD 10,000 for 2019 to host one or more meetings, possibly in conjunction with conferences already attended by a vast majority of GSP Coordinators. Meetings are an integral part of the development, planning, assessment, and improvement of IARU Courses, especially during the first year of the program.

Coordinators see value in meeting face-to-face to best carry forward projects already in the planning stages, such as collaborating on future Joint-Online courses, seeking outside sources of funding, expanding IARU Courses to include semester- and year-long curriculum, and developing an IARU Global Leadership Program that combines online courses and internship opportunities.

There is a consensus that the administrative mechanism created by the Coordinators has been successful and there is value in this established network. The network has generated many positives for IARU, such as the dual degree program between UC Berkeley and NUS, the Global Transformation Field Course led by UCPH and UC Berkeley, the Global Internship Program between Berkeley & Tokyo and Berkeley & NUS, in which several hundred students per year participate, faculty teaching exchanges between UCPH, with Oxford, NUS and Yale, and the UC Berkeley summer program at Oxford.

Students who have previously participated in GSP have also gone on to enroll in graduate programs at the IARU university at which they studied.

There is a consensus that GSP has run its course and should evolve into a general student mobility program with opportunities for faculty exchange.

Takeaways:

The Senior Officers deliberated the outcomes from the 2018 GSP Working Committee Meeting and supported the plan submitted by the GSP coordinators to formally end GSP and replace it with "IARU Courses," offering student mobility opportunities on the IARU website, decentralizing the application process, and including programs that run outside of the summer term.

The IARU Senior Officers unanimously acknowledged the contributions made by the GSP coordinators in administering the GSP program over all these years and thank them for their efforts. With the conclusion of the Global Summer Program, Senior Officers did not approve the request of USD 10,000 to hold a meeting in 2019 but suggest that the group convene virtually to coordinate course offerings or arrange logistics as needed.

In addition, the Senior Officers discussed other ways to increase student opportunities between IARU universities and concluded that a new committee--or committees--should be formed to develop these ideas further. The new committee(s) may include some members of the GSP, although institutions may nominate a different individual.

4.2 Global Internship Program

At SOM2017, Senior Officers decided to promote the Global Internship Program by offering monetary incentives to campuses that provided internship opportunities for students in 2018. Each IARU university had the option of submitting an internship proposal for the 2018 calendar year to be approved by Senior Officers.

For 2018, five universities (NUS, Oxford, UCPH, UTokyo, and Yale) submitted internship proposals that were approved by Senior Officers. Four internships (Oxford, UCPH, UTokyo, and Yale) were hosted for a total cost of USD 8,000. Although NUS offered two internships for 2018, no candidates were found for these positions. Feedback received by participating universities was favorable.

Takeaways:

Senior Officers agreed to continue the GIP. If each IARU university submits a proposal, the maximum funding amount allocated for GIP in 2019 is USD 2,000 per university, for a total of USD 22,000. Senior Officers set the deadline to submit internship proposals as mid-November 2018. Proposals will be automatically approved as they are received by the IARU Secretariat and posted to the IARU website.

4.3 Novo Nordisk International Talent Program (UCPH)

Tina Berglöv Kjær (UCPH) reported that the Novo Nordisk International Talent Program was established in 2015 and has funded 219 students. Each year, Novo Nordisk donates approximately USD 400,000 to support either student travel to UCPH or UCPH students going to NNITP partner schools to conduct studies in science. This program includes all eleven IARU partners, as well as Harvard

University and the newly added University of Sydney. Participating students are given scholarships totaling approximately USD 6,000.

Takeaways:

This program will continue through 2019 and will be evaluated at the end of the year. Although application numbers are on the rise for this opportunity, both UCPH and Novo Nordisk would like to see even more applications and encourage IARU partners to continue publicizing this scholarship opportunity to its students. IARU students participating in NNITP are not limited to enrollment in GSP or IARU Courses. The handout for NNITP can be found in **Appendix 2**.

Session 5: Student Initiative Proposals

5.1 UCPH proposal GSP

Rexille Uy (IARU Secretariat) reported that UCPH submitted talking points for the 2018 GSP Working Committee Meeting, which included a recommendation that GSP Coordinators discuss new sponsors for GSP and pursue opportunities for bilateral student exchange and digital learning. The talking points were received by the GSP Coordinators positively as good ideas for future conversation. No tangible outcomes were reported for this session from the 2018 GSP Working Committee meeting.

5.2 IARU Future Research Scholars Program (ANU)

Shirley Leitch (ANU) stated that this proposal stems from an existing model at the ANU Science College, which launched a version of this program in India in partnership with top Indian universities and institutions. The goal of this program in India was twofold: to use student exchange to strengthen ANU's relationship with academic colleagues abroad and to bolster the research talent of strong ANU students for future Ph.D. programs. ANU aims to send its graduates to Ph.D. programs outside of ANU, and IARU partners are a prime target for ANU students applying to Ph.D. programs. This proposal seeks to drive research collaboration within the IARU network and nurture the research talent of potential Ph.D. students inside the network. Senior Officers agree that the proposal is worth further discussion and development.

Nina Tomlin (Oxford) listed two examples of similar programs at Oxford, one for incoming students and one for outgoing students, both of which are extremely popular. The program for outgoing students involves research-focused internships 6-8 weeks in length that are in high demand amongst Oxford students. The program for incoming students is funded by a foundation with interest in furthering collaboration with Oxford and China. Six to seven departments host between two to five students from China each year; this opportunity is also in high demand, and, if funded, Oxford has an interest in seeing it reach beyond China to other IARU campuses.

Senior Officers deliberated the "mixed model" of funding presented by ANU, in which home universities sponsor the airfare for its outgoing students, and host universities offset ground costs such as lodging. Senior Officers agreed that a "main model" of funding, in this case, the aforementioned "mixed model," should be the primary funding model used by IARU universities. Universities with financial constraints or policies that would not allow for a mixed model of funding could utilize secondary models of funding. Oxford, UC Berkeley, and UCT expressed foreseeable roadblocks in implementing the mixed funding model on their campuses.

Takeaways:

Senior Officers requested that the IARU Secretariat approach Banco Santander with this proposal and ask if the remaining USD 14,000 in carryforward funds can be used for travel grants for students participating in this new opportunity.

If Banco Santander does not allow for the USD 14,000 to be used towards this opportunity, the IARU Senior Officers agreed to provide travel grants of USD 2,000 per participating IARU institution, for a total of USD 22,000. Each institution would determine how the USD 2,000 is distributed and between how many interns.

The IARU Secretariat and Jonathan Dampney (ANU) will draft a program description for circulation to the IARU Senior Officers and Key Contacts. Senior Officers and Key Contacts will circulate the program description to faculty who may be interested in participating and issuing calls for internships. Once an intern is selected, IARU will contribute up to USD 2,000 per university to offset intern travel and other costs.

Senior Officers agree that the application process should be as decentralized as possible, with individual faculty members drafting their own calls for internships and determining student selection. The IARU Secretariat will work with Key Contacts to make sure this opportunity is publicized and widely disseminated across IARU campuses. The deadline for faculty to submit calls for internships is rolling.

5.3 Graduate Student Exchange Program

Don Filer (Yale) presented a proposal focused on Ph.D. student mobility. This proposal is motivated by Yale having existing agreements with every IARU university for exchange, but all within particular departments. Lynn Cooley, Dean of the Yale Graduate School of Arts and Science, would like to streamline this exchange process to allow for students to think more broadly about spending time at other institutions and to promote these opportunities among Ph.D. students. She found utilizing the resources of the IARU network very appealing and does not see this program as a one-to-one exchange agreement, rather a network of exchange opportunities.

To begin, Yale offered to compile a chart showing the options for incoming and outgoing Ph.D. student exchanges at each institution.

Takeaways:

Don Filer (Yale) will draft a note that the Secretariat can circulate to the Senior Officers and Key Contacts at each IARU university. This note will detail the information to construct a chart. Once an initial chart has been compiled, Yale will circulate the draft to all partners for approval.

5.4 European Studies Council Graduate Fellows Network

Don Filer (Yale) introduced this proposal as an idea from the European Studies Council at Yale. The European Studies Council is in the process of creating a network for students at Yale conducting research related to Europe studies. Creation of this network stems from the realization that the majority of Ph.D. students studying Europe at Yale are not affiliated with the European Studies Council. If this network is expanded to include all IARU universities, it will allow for greater student networking and interaction. IARU partners can choose whether or not to invite their students to join this network. Individual students decide to opt into the network and their degree of participation based on their own interests.

If a network such as this proves to be successful, it could be replicated for other world regions or expanded to other institutions.

Takeaways:

Senior Officers feel it is premature to decide on the funding request of USD 10,000 for a meeting in 2019 for this proposal. Don Filer (Yale) will email Key Contacts for the name and contact person at each university who will be able to determine whether or not that partner university would like to be included in this network and facilitate involvement.

Session 6: Institutional Joint Working

6.1 Sustainable Campus Initiative (Yale)

Don Filer (Yale) reported that the Sustainable Campus Initiative (SCI) continues to be very active. The SCI chair transferred from Yale to Oxford in June 2018 after the most recent SCI meeting.

SCI's reported activities for 2019 include the creation of more materials to build on the success of the *Green Guide* and tying these efforts to the UN Sustainable Development Goals (SDGs). The group plans to hold an "outward-looking" pilot event in Cape Town in 2019.

SCI's funding request of USD 21,000 prompted a conversation about the value and results of the group from the Senior Officers. Don Filer (Yale) stated that the group is ambitious and has helped the Sustainability Office at Yale to expand its view on sustainability. Senior Officers agreed that SCI has played a role in increasing opportunities for improving sustainability at each IARU campus.

Nina Tomlin (Oxford) noted that as an outward-facing network, the group helps bring visibility to IARU. The work done by SCI has improved sustainability beyond IARU universities. Carolyn Newton (UCT) stated that SCI is one of the most valuable working groups at UCT. Sustainability is of growing importance at UCT, especially due to the water crisis in Cape Town, so SCI has been helpful regarding sharing information and learning from other IARU partners. Senior Officers agreed that SCI has managed to impact campus policies on sustainability practices at many campuses and brought together faculty, staff, and students, particularly with exchange opportunities.

Takeaways:

Senior Officers noted that in 2017, SCI requested and received USD 10,000 for a workshop on the "role of academia in advancing the SDGs." SCI reported that since the conference host covered the cost of this workshop, it used the USD 10,000 to support student assistance for event coordination and travel for participants from developing countries. Senior Officers mandate that moving forward, *SCI must seek approval for re-allocating funds in a manner different from the approved purpose.*

Senior Officers approved the USD 21,000 funding requests for 2019 to support a pilot event in Cape Town, print outreach materials, contribute towards salaries for student support in communications, project development and design, as well as support a part-time fellow to manage SDG collaboration.

While Senior Officers approved of SCI developing a book-length publication, Senior Officers suggest this publication focus on the implementation of SDGs at university campuses, *not* a more research-

oriented book about the SDGs themselves. Senior Officers also suggest biodiversity as a possible topic for SCI to examine in the future.

6.2 Women and Men in Globalizing Universities (ETH Zurich, Oxford)

Rexille Uy (IARU Secretariat) reported that the Gender Group met at Yale the week prior to SOM2018. One topic of discussion at the recent Gender Group meeting was widening the group's name and focus. Several suggested names from this recent meeting included Equality and Inclusivity Group, Equity Group, or Gender and Inclusion.

A second discussion topic at the Gender Group meeting was the role of the IARU Secretariat in providing meeting planning assistance, generating invitations, and keeping an up-to-date contact list for the Group. Currently, the administrative load of organizing an annual Gender Group meeting falls heavily on the co-chairs, who would like more administrative support from the Secretariat. Rexille Uy (IARU Secretariat) stated that providing a high level of meeting support for one initiative from the Secretariat would mean providing the same level of support for all other IARU initiatives, well outside the capacity of the current Secretariat at UC Berkeley.

Don Filer (Yale) stated that based on his conversation with the Gender Group representatives at Yale who hosted the recent meeting, early circulation of a list of representatives from each university and more information about IARU meeting organization would have helped with the planning process. The IARU Secretariat agreed to begin keeping a record of each initiative's members in collaboration with initiative leads and to circulate a meeting planning document for each initiative lead prior to the handover in 2019.

The Gender Group's next steps for 2019 include posting each institution's policies and grievance procedures regarding sexual misconduct online, redrafting the current IARU website text to make it more informative and accurate, and hosting its next meeting. In addition to requesting meeting funding for 2019, the Gender Group requested either USD 2,000 or IARU Secretariat support to create and maintain a Gender Group website.

Senior Officers agreed that the initial purpose of the Gender Group was to gather snapshots on the status of men and women at the different IARU campuses and how to address policy gaps between men and women. The Gender Group was charged with collecting this data and generated reports on its findings. Don Filer (Yale) stated that the group has done good work on this front, and it must now determine its next intellectual step.

Takeaways:

Senior Officers supported changing the name and focus of this initiative from "Women and Men" to "Gender," but would not like other marginalized groups included in the scope of this initiative. Senior Officers agreed that terms like "inclusion" and "equity" are broad and may carry different weights at each IARU university, so Senior Officers suggest this initiative maintain its focus on gender specifically. This can include—but is not limited to—sexual violence and harassment and how these are addressed on university campuses, family policies, and intersectionality within gender issues.

Senior Officers clarified that the 2019 Presidents' Meeting will be held on 21 January 2019. As a one-day meeting, there will be no time for a report from the Gender Group.

Senior Officers approved the funding request of USD 6,500 for a 2019 meeting. Instead of providing the Gender Group with an additional USD 2,000 for website support, Senior Officers prefer that this work be delegated to the IARU Secretariat.

6.3 Global Transformation (UC Berkeley)

Rexille Uy (IARU Secretariat) reported that last year the Global Transformation lead transferred from ETH Zürich to UC Berkeley. GT is now led by Professor Khatharya Um. In the past year, GT dedicated its activities to address the principal concerns about the group that came out of the 2017 SOM. The group drafted a vision and mission statement, and in response to the Senior Officers' request for a clear understanding of its program activities, GT developed an action plan with accompanying rationale.

Since the 2017 feedback from the Senior Officers, GT developed a coherent and tangible plan of activities for 2018-19 and completed the GT-GSP Summer Field Research Course in Chiang Mai, Thailand. In 2018, GT collaborated with the IARU Sustainability Group on various activities, including a panel at the International Sustainable Campus Network conference in Stockholm, a teach-in at UC Berkeley on issues related to the SDGs, and an IARU-wide, student-led virtual forum on SDGs which is currently being built. This forum will build on the constituencies and concerns from the Stockholm conference and the summer course in Chiang Mai.

A video about the GT-GSP Summer Course in Chiang Mai was shown to the Senior Officers. Rexille Uy (IARU Secretariat) reported that the first run of the course went very well. GT submitted a funding request for Senior Officer approval of USD 2,000 to run a second year of the course, as well as an additional USD 8,000 for other programmatic activities in 2019.

Søren Nedergaard (UCPH) reported that the GT-GSP coordinator and professor involved from UCPH, Andreas Egelund Christensen, was pleased with the field course. Søren Nedergaard noted that the funds being requested to run the course are much less than the resources and time it cost UCPH staff to develop the course for 2018. Stephen Davison (Cambridge) attended the GT meeting in Cambridge and expressed concern about the sustainability of running this labor-intensive course without additional support. It was reported that setting up the internships and NGO contacts for this course took several trips to Thailand, taking a toll on the course instructors.

Senior Officers wholeheartedly supported the course and the experience it provided students but did not agree with linking it to larger global transformation challenges and SDGs. The GT initiative should be treated as one course that is worth supporting, without making a leap to challenging the way the Global South is studied. Senior Officers agreed that the significance of the course lies in undergraduates being exposed to NGOs and research on the ground.

Takeaways:

Senior Officers agreed that the broad mission of the GT still lacks clarity, although some proposed activities for 2019 have a clear direction. Senior Officers remain unsure as to who at their universities should be involved with GT.

Senior Officers suggested that GT spend its efforts and resources on the field course.

Senior Officers approved the USD 10,000 funding request for GT, *with the stipulation that the entire amount be used only towards running a successful field course in Chiang Mai for 2019.* The USD

10,000 should be used towards instructor travel to set up NGO and field meetings, student fellowships, and any meetings specific to a discussion of the course.

6.4 Cybersecurity Forum (NUS)

Andrew Wee (NUS) reported that the Cybersecurity Forum held its first meeting in April 2018. The motivation for this forum was to create a mechanism for sharing knowledge, experience, and methodologies about cybersecurity in higher education, prompted after several universities were subjected to cyber-attacks. There is much enthusiasm about this topic. Seven universities were represented at the first Cybersecurity meeting, and a representative from the Singapore Cybersecurity Agency attended the meeting.

The Forum determined four areas of collaboration for future focus: develop a standard set of KPIs, form sub-groups and virtual conferences to discuss specific areas, establish a shared online platform, and share contact points.

UCT has offered to host the 2019 Cybersecurity Forum.

Takeaways:

Senior Officers agreed that this group is beneficial, and they would like to encourage all IARU partners to become involved.

Senior Officers approved the USD 10,000 funding request for a 2019 meeting in Cape Town.

6.5 Librarians' Contact Group (Oxford, Cambridge)

Nina Tomlin (Oxford) reported that the Librarians' Contact Group held its last meeting in Oxford in July 2018. The group remains very enthusiastic. The new group leads were unaware that the Librarians could submit requests for funding from the Senior Officers and will likely apply for funding in the future for either meeting support or staff development.

It was reported that the Librarians' Contact Group is relatively informal and still settling into a regular program of annual meetings. The group aims to hold a meeting at ANU in June or July 2019. Though staff exchange programs for 2018 did not take place due to the leadership transition at UCT, upcoming staff exchange is part of the group's action plan, alongside five other work strands.

Nina Tomlin (Oxford) also stated that the group values the bilateral relationships between member institutions which IARU can support and sees value in meeting face-to-face, even when some IARU universities may not be represented. Stephen Davison (Cambridge) echoed that the Cambridge librarian had very positive feedback about the group as a forum to share information and best practices.

Takeaways:

The Secretariat will inform the Librarian leads on how to solicit future funding from IARU. The IARU Secretariat will also explain to the Librarian leads the policies regarding IARU membership and the fact that IARU's membership is currently frozen until the beginning of 2021 in response to the Group's desire for South American representation at their meeting.

Senior Officers approved the Action Plan and direction of the Librarians' Contact Group.

6.6 Real Estate Working Group (ETH Zurich)

Jürg Brunnschweiler (ETH Zurich) reported that all activities for 2018 had gone well for the Real Estate Working Group. The 2018 Group meeting took place on 30 September-2 October at Oxford. The Group lead, Dominik Brem, is also the ETH representative for SCI, so the two groups work together closely. The Group requested to present at the 2019 Presidents' Meeting.

Takeaways:

Senior Officers approved the request for the Real Estate Working Group to give a brief presentation at the PM2019 in Zürich.

Non-Agenda Joint Working Group Items

Alumni Associations Network

Kiichi Fujiwara (UTokyo) asked why there was not a report from the Alumni group.

Rexille Uy (IARU Secretariat) reported that the Alumni Directors expressed interest in hosting a meeting and alumni event in May in conjunction with the 2018 Presidents' Meeting in Beijing, but the alumni office at PKU was overstretched at the time due to the PKU anniversary celebrations. Because of recent staff changes, PKU could not circulate potential dates for a 2018 meeting to the Alumni Directors until mid-September 2018. A 2018 Alumni Directors meeting is currently scheduled at PKU for 13-15 December.

The IARU Secretariat facilitated discussion between the Alumni Directors and ETH Zürich for an alumni event hosted by ETH in Davos immediately after PM2019, but several universities responded that their Presidents and other representatives were already committed to alumni events for their universities during the World Economic Forum and could not commit to attending multiple alumni events.

The Directors are still in communication with each other but have not met in person in an IARU context for several years. The chair rotates each year depending on the host, so the current chair for 2018 is PKU.

Technology Transfer Network

Søren Nedergaard (UCPH) asked whether there is still a technology transfer group.

Dongmin Chen (PKU) reported that since 2017, the group had changed its name and scope to an "innovation and entrepreneurship" network. The network aims to focus on engaging students in social innovation. Many universities expressed interest, but Prof. Chen does not currently have the bandwidth to expand on this. The last meeting was held at UC Berkeley in 2016, but attendance numbers were low. For the 2019 Senior Officers' Meeting, Prof. Chen aims to engage more IARU universities and bring a proposal forward.

Prof. Chen saw social innovation as a significant area to address social issues and noted that UCT has done an excellent job with social innovation education. Carolyn Newton (UCT) stated that UCT will look for the right person at its university who has the bandwidth to help champion this project.

Given the name and scope change of the group, some universities will need to find a new representative. When asked for clarification on what social innovation means, Prof. Chen used the example of PKU sending students to study and engage with villages. While the university uses this platform to educate its students, it does not work to solve problems in the developing villages. An “innovation and entrepreneurship” network would define social innovation as not just experiencing social issues, but creating sustainable solutions to solve them.

Pradeep Chhibber and IARU Chair Carol Christ (UC Berkeley) stated that the BLUM Center at UC Berkeley does precisely this type of work, engaging economists and engineers to solve problems through social innovation. The BLUM Center is a collaboration between the College of Engineering and the School of Business and engineers sustainable solutions to particular problems in developing countries. Jürg Brunnschweiler (ETH Zurich) stated that ETH has a similar proposal that involves engineering for development and finds this topic worthy of addressing.

Takeaways:

IARU Chair Carol Christ recommended that the Senior Officers think more about how IARU can most effectively organize to address this social innovation issue.

Dongmin Chen (PKU) will draft an updated mission statement detailing the network’s goals, activities, and ideal outcomes. A proposal will be prepared for the 2019 Senior Officers’ Meeting.

Senior Officers request a proposal be circulated in advance to determine the appropriate representative from each university.

Session 7: Research Collaboration

7.1 Aging, Longevity and Health & Graduate Student Conference (Oxford & UCT)

Nina Tomlin (Oxford) reported that in addition to the report in the Tome, ALH Chair Sarah Harper (Oxford) shared a draft paper containing the group’s strategy and description of the various group members’ roles. ALH is currently formalizing its structure of having a rotating chairperson appointed every two years. The Chair’s institution would ideally provide administrative support for ALH unless it is outside the capacity for that campus, in which case UCPH has offered to provide administrative support. The roles and responsibilities of the Chair and the Steering Committee have now been laid out. There are currently eight members in the ALH Steering Committee.

The ALH calendar of events for 2019 includes a Graduate Student Conference, with a Steering Committee Meeting and a research focused meeting to take place alongside the GSC. Due to the amount of administrative time it takes to organize the annual GSC, ALH may begin hosting a graduate student conference only every other year, and focus more on research activities during the years a GSC is not organized. The 2019 GSC will undoubtedly occur, although no host has emerged.

Nina Tomlin (Oxford) reported that the ALH Chair finds the key to the group’s success to be a committed core group of people and the dynamism of the group. ALH finds IARU funding to be invaluable; the financial support for meetings and activities makes the group’s success possible. Søren Nedergaard (UCPH) stated that ALH is by far the most beneficial IARU group for UCPH.

Takeaways:

Senior Officers approved the USD 15,000 funding request for a 2019 Graduate Student Conference.

Session 8: Draft Agenda for the 2019 Presidents' Meeting

IARU Chair Carol Christ suggested a conceptual presentation from the IARU Secretariat during PM2019 that includes an overview of IARU programs, the aims of the alliance, and how its programs serve these aims. Senior Officers unanimously agree that since all IARU Presidents are new—no founding Presidents remain—a presentation of this nature would be beneficial during the PM2019 agenda.

Chancellor Christ suggested grouping IARU activities into three main groups: operational (i.e., sustainability, real estate, cybersecurity), student programs (i.e., GSP, IARU Courses) and research (i.e., aging). Kiichi Fujiwara (UToyko) and Søren Nedergaard (UCPH) agreed to review the first draft of this presentation after the IARU Secretariat has generated it. The IARU Secretariat will then circulate the draft for approval to all Senior Officers before sending to the Presidents. Pradeep Chhibber (UC Berkeley & IARU Secretariat) will give the presentation to the Presidents at PM2019.

Senior Officers also discussed shortening the Regional Roundup for PM2019. Ideally, each President should limit his or her regional roundup to five minutes to allow for more discussion time. At the suggestion of Senior Officers, Chancellor Christ requested the Secretariat to prompt each President for a recommendation of themes for discussion prior to PM2019. Chancellor Christ will select the two or three most relevant topics to discuss at the PM2019 and will circulate these themes in advance with the PM2019 meeting documents.

The IARU Secretariat will send the registration link for PM2019 at the end of October. ETH Zürich will arrange for optional transport for Presidents and Senior Officers to Davos. Each university will be asked to confirm whether or not it will participate in this optional transfer at the time of meeting registration.

The University of Cape Town has offered to host PM2020 and will circulate potential dates in advance. UC Berkeley has stated that if the UCT dates cannot accommodate a majority of Presidents' schedules, it can move forward with hosting PM2020 in Berkeley. Several Senior Officers have expressed concern that hosting a meeting at UCT may impact attendance due to travel time. UCT will circulate potential dates for PM2020 in advance of the PM2019 in Zürich.

Takeaways:

The IARU Secretariat will ask the Presidents to submit themes for discussion during PM2019 at the end of November. Presidents will be given two weeks to provide ideas, and IARU Chair Carol Christ will choose the most relevant topics. These themes will be circulated in advance of PM2019 and distributed along with the meeting papers.

Session 9: Global Communications Roundtable

Don Filer (Yale) shared that the idea for this roundtable came about because Yale is currently recruiting for a new vice president for communications. Yale is interested in learning whether or not IARU partners have existing strategies for global communication.

Yale defines global communication strategy as how the university communicates to its target audiences around the world and how this communication enhances Yale's reputation in specific markets.

Several IARU partners described their approaches to global communications. ETH Zürich is the only institution with a written plan, which Jürg Brunnschweiler (ETH Zurich) agreed to circulate. Other universities do not have written strategies, although several have well-developed practices that are handled by different offices, such as media relations or branding. Several partners stated that much of their communication strategies are directed at receiving negative media attention domestically and dealing with crisis management. Oxford recently restructured its communications office so that one team deals specifically with research topics, and a second team deals with admissions, access and other topics. Most negative attention is received in relation to admissions and access issues. At Cambridge, there are different teams for branding, research communications, media, and public affairs. Apart from the branding office, none of these offices are primarily oriented towards a global audience.

The value of a global communication strategy differs between universities. Some partners see a clearly defined strategy as a way to improve their reputations abroad. Others have a focus specifically on ranking or visibility.

Takeaways:

Senior Officers expressed an interest either in the creation of a working group on the topic of global communications strategy or a single meeting with representatives from each campus. One suggested agenda topic is determining the media landscape at each university or home country.

Senior Officers agreed that hosting a meeting on this topic at ETH Zürich would be beneficial. Jürg Brunnschweiler suggested hosting this meeting in Zurich after the SOM2019, currently scheduled for 9-10 September 2019.

Session 10: Closing Matters

10.1 IARU Chair and Secretariat 2019 / 2020

IARU Chair Carol Christ announced that President Makoto Gonokami from The University of Tokyo has agreed to be the next IARU Chair. The handover will take place during the PM2019 at ETH Zürich on 21 January 2019. Mr. Masaki Kato will represent the Secretariat at UTokyo.

10.2 2018 Financial Report and 2019 Outlook

IARU is projected to end 2018 with a carryforward of USD 228,004 and the projected membership contribution for 2019 is USD 200,000. IARU's available funds for 2019 will be USD 428,004. Senior Officers have approved a total of USD 142,500 towards continuing and new initiative funding for 2019. The projected carryforward for IARU at the end of 2019 is USD 160,504.

Overview 2019

	Max. amount	Total (USD)	
Projected carry forward from 31 December 2018	approx.	228,004	
INCOME			
Projected members' contribution	200,000	200,000	
Total available funds			
EXPENDITURE			
Meetings			
Presidents' Meeting 2019	up to 30,000	45,000	
Senior Officers' Meeting 2019	15,000		
Running Initiatives			
Real Estate Working Group Meeting	up to 10,000	104,500	
Campus Sustainability Officers' Workshop	10,000		
Sustainable Campus Projects	21,000		
<i>Support for "outward-looking" pilot event in Cape Town</i>	5,000		
<i>Outreach materials (posters, printed reports, etc.)</i>	500		
<i>Student support for communications and project development</i>	5,000		
<i>Student design assistant</i>	500		
<i>Part-time fellow to manage SDG collaboration</i>	10,000		
Gender Group Meeting	6,500		
Global Transformation Collaborative Course	10,000		
Cybersecurity Forum	10,000	38,000	
ALH GSC Conference	15,000		
Global Internship Program	22,000		
New Initiatives			
IARU Future Research Scholars Program (ANU)	up to 22,000		
Meeting on Lifelong Learning (NUS)	10,000		
Meeting on Urban Sustainable Development Certificate Program (UC Berkeley)	6,000		
Secretariat costs			
Contribution to Secretariat costs at UTokyo	80,000	80,000	
Total Expenditure		233,000	
BALANCE			
Total available funds	428,004	160,504	
Total expenditure	267,500		

10.3 2019 SOM (ETH Zürich) and 2020 SOM (Oxford)

IARU Chair Carol Christ stated that the SOM2019 will be hosted at ETH Zürich on 9-10 September 2019 with Welcome Dinner on 8 September 2019. All Senior Officers are invited to attend the welcome reception of the *Times Higher Education World Academic Summit* on 10 September 2019.

Oxford has volunteered to host SOM2020. The IARU Secretariat will ask Oxford to circulate potential dates for this meeting in advance.