

INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

# **IARU Senior Officers' Meeting 2018**

**The University of Tokyo**

20-21 September 2018

## Contents

|   |     |
|---|-----|
| Meeting Agenda  | 4   |
| Participants  | 7   |
| Opening & Welcome   | 9   |
| <b>Session 1:</b> Senior Officers' Regional Round-up  | 11  |
| <b>Session 2:</b> Discussion of Key Issues from Regional Round-up                           | 12  |
| <b>Session 3:</b> Topical Session – Sustainability of the University Campus in Anthropocene | 13  |
| <b>Session 4:</b> Global Education Initiatives  | 15  |
| 4.1 2018 Global Summer Program & Future of GSP  | 16  |
| 4.2 Global Internship Program   | 25  |
| 4.3 Novo Nordisk International Talent Program   | 32  |
| <b>Session 5:</b> Student Initiative Proposals  | 35  |
| 5.1 UCPH proposal GSP   | 36  |
| 5.2 IARU Future Research Scholars Program   | 37  |
| 5.3 Graduate Student Exchange Program   | 40  |
| 5.4 European Studies Council Graduate Fellows Network                                       | 41  |
| <b>Session 6:</b> Institutional Joint Working   | 45  |
| 6.1 Sustainable Campus Initiative   | 46  |
| 6.2 Women and Men in Globalizing Universities   | 56  |
| 6.3 Global Transformation   | 60  |
| 6.4 Cybersecurity Forum   | 72  |
| 6.5 Librarians' Contact Group   | 82  |
| 6.6 Real Estate Working Group   | 84  |
| <b>Session 7:</b> Research Collaboration  | 93  |
| 7.1 Aging, Longevity and Health & Graduate Student Conference                               | 94  |
| <b>Session 8:</b> Draft Agenda for the 2019 Presidents' Meeting                             | 98  |
| <b>Session 9:</b> Global Communications Roundtable  | 100 |
| <b>Session 10:</b> Closing Matters  | 102 |
| 10.1 IARU Chair and Secretariat 2019 / 2020   | 103 |
| 10.2 2018 Financial Report and 2019 Outlook   | 104 |
| 10.3 2019 SOM (ETH Zurich) and 2020 SOM (Oxford)  | 107 |
| 10.4 Wrap-up  | 108 |

|  |     |
|--|-----|
| <b>Appendix</b>  | 109 |
| Participants' Biographies  | 110 |
| IARU Students at ISCN Conference (Sustainable Campus Initiative)                   | 121 |
| Report: The Role of Academia in Advancing the SDGs (Sustainable Campus Initiative) | 127 |

## IARU Senior Officers' Meeting – Agenda The University of Tokyo, 20-21 September 2018

*Conference Room, Ito International Research Center*

### Wednesday, 19 September

- 15:45 *Meet in Hotel Forest Hongo lobby for walk to campus (campus tour participants only)*
- 16:00 UTokyo Campus / General Library (Academic Commons) Tour
- 18:40 **Meet in Hotel Forest Hongo lobby for Welcome Drinks and Dinner**  
*Lever Son Verre Hongo* (restaurant located in hotel)
- 21:00 *Dinner concludes*

### Thursday, 20 September

- 08:30 *Meet in Hotel Forest Hongo lobby for walk to Ito International Research Center*
- 09:00 **Opening & Welcome by President Makoto Gonokami** (UTokyo)
- 09:10 *Group photo*
- 09:15 **Session 1: Regional Round-Up**
- 10:45 *Refreshment break*
- 11:00 **Session 2: Discussion of Key Issues from Regional Round-up**  
Time for open discussion on issues raised by Senior Officers during regional round-up.
- 12:00 *Lunch*
- 13:30 **Session 3: Topical Session – Sustainability of the University Campus in Anthropocene**  
**Kensuke Fukushi**, Professor, Integrated Research System for Sustainability Science (UTokyo)  
At The University of Tokyo, the history of university alliance on sustainability started in 1996 as the Alliance for Global Sustainability, or AGS. Since then, various activities have been demonstrated on campus sustainability in various university networks including IARU. This topical session aims to reflect on the history of campus sustainability activities and discuss the future plans of each university's strategy going into the new era.

14:30 **Session 4: Global Education Initiatives**  
 4.1 2018 Global Summer Program & Future of GSP (IARU Secretariat)  
 4.2 Global Internship Program (IARU Secretariat)  
 4.3 Novo Nordisk International Talent Program (UCPH)

15:15 *Refreshment break*

15:30 **Session 5: Student Initiative Proposals**  
 5.1 UCPH proposal GSP (UCPH)  
 5.2 IARU Future Research Scholars Program (ANU)  
 5.3 Graduate Student Exchange Program (Yale)  
 5.4 European Studies Council Graduate Fellows Network (Yale)

17:00 *End of meeting day 1, walk back to hotel*

17:30 *Meet in Hotel Forest Hongo lobby for transport to dinner*

18:30 **Formal Dinner at Yakatabune Oedo** (traditional river cruise restaurant)

21:00 *Dinner concludes, transport to hotel*

## Friday, 21 September

08:40 *Meet in Hotel Forest Hongo lobby for walk to Ito International Research Center*

09:00 **Session 6: Institutional Joint Working**  
 6.1 Sustainable Campus Initiative (Yale)  
 6.2 Women and Men in Globalizing Universities (Oxford, ETH Zurich)  
 6.3 Global Transformation (UC Berkeley)  
 6.4 Cybersecurity Forum (NUS)  
 6.5 Librarians' Contact Group (Oxford)  
 6.6 Real Estate Working Group (ETH Zurich)

10:00 **Session 7: Research Collaboration**  
 7.1 Aging, Longevity and Health & Graduate Student Conference (Oxford & UCT)

10:10 **Session 8: Draft Agenda for the 2019 Presidents' Meeting** (IARU Secretariat & ETH Zurich)

10:30 *Refreshment break*

10:45 **Session 9: Global Communications Roundtable** (Yale)  
 The goal of this session is to share information on the communications strategies employed by each institution. The format will be a roundtable moderated by Don Filer (Yale), with all Senior Officers participating. Questions will be posed for discussion and if one particular

topic turns out to elicit more interest than others, the participants may choose to spend more time on that topic.

- 11:30     **Session 10: Closing Matters** (IARU Secretariat)  
          10.1 IARU Chair and Secretariat 2019/2020  
          10.2 2018 Financial Report and 2019 Outlook  
          10.3 2019 SOM (ETH Zurich) and 2020 SOM (Oxford)  
          10.4 Wrap-up
- 11:50     *End of meeting, lunch*
- 13:00     Transport to optional tour of the JP Tower Museum INTERMEDIATHEQUE (UTokyo Industry & Academia Project Museum)
- 14:30     *Tour ends, transport to hotel*
- 15:00     *Arrive hotel*

## Participants

### **Australian National University**

Professor Shirley LEITCH – *Deputy Vice-Chancellor, Global Engagement*  
Mr. Jonathan DAMPNEY – *Acting Associate Director, International*

### **ETH Zurich**

Dr. Jürg BRUNNSCHWEILER – *Director, ETH Global*

### **National University of Singapore**

Professor WEE Andrew – *Vice President, University and Global Relations*  
Ms. CHOOI Foong Sin – *Associate Director, Global Relations Office*

### **Peking University**

Professor CHEN Dongmin – *Dean, School of Innovation and Entrepreneurship*

### **University of California, Berkeley**

Dr. Carol CHRIST – *Chancellor and IARU Chair*  
Professor Pradeep CHHIBBER – *Director, Institute of International Studies*  
Mr. Elliott SMITH – *Deputy Program Manager, Institute of International Studies*

### **University of Cambridge**

Mr. Stephen DAVISON – *Head of Public International Partnerships*

### **University of Cape Town**

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

### **University of Copenhagen**

Mr. Soren NEDERGAARD – *Director, Rector's Office*  
Ms. Tina Bergløv KJÆR – *Senior Advisor, Rector's Office*

### **University of Oxford**

Ms. Nina TOMLIN – *Director, International Strategy*

### **The University of Tokyo (host)**

Professor Masashi HANEDA – *Executive Vice President*  
Professor Kiichi FUJIWARA – *Professor, Graduate Schools of Law and Politics*  
Ms. Takako OKA – *General Manager, Management Planning Department*  
Ms. Hiroko NAKANO – *Manager, International Strategy Group, Management Planning Department*  
Ms. Akiko KAKUTA – *Assistant Manager, International Strategy Group, Management Planning Department*  
Dr. James FEGAN – *Project Specialist, International Strategy Group, Management Planning Department*  
Ms. Yuko OHKUMA – *Administrative Staff, International Strategy Group, Management Planning Department*  
Mr. Masaki KATO – *Administrative Staff, International Strategy Group, Management Planning Department*

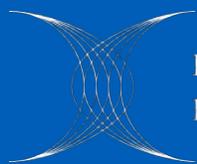
**Yale University**

Mr. Don FILER – *Associate Vice President for Global Strategy*

**IARU Secretariat**

Ms. Rexille UY – IARU Secretariat

Ms. Savannah PORTILLO HEAP – IARU Secretariat



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

# Opening & Welcome

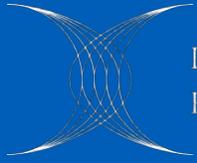
President Makoto Gonokami (UTokyo)

## The University of Tokyo



**Dr. Makoto GONOKAMI**  
*President*

Professor Makoto Gonokami became the 30th President of the University of Tokyo on April 1st, 2015, with a six-year term. Prof. Gonokami was previously the Dean of the School of Science. He became a full professor in 1998 having joined UTokyo as an academic staff in 1983. He has held several appointments in UTokyo including the positions of Vice President ('12-'14). He is a council member of the Science Council of Japan, and a Fellow of the American Physical Society (2012) and Optical Society of America (2013). Professor Gonokami is well-known in the field of photon science, and has established worldleading photon research centers in the School of Science and School of Engineering.



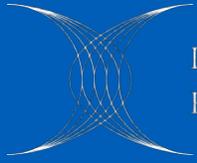
INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

## **Session 1: Regional Round-Up**

Discussion on global trends in higher education, including developments in the respective partners' countries and any other matters of interest to IARU.

Senior Officers are invited to share key initiatives, developments, and challenges of their universities.

*(no paper)*

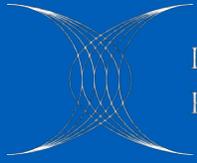


INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

## **Session 2: Discussion of Key Issues from Regional Round-up**

Time for open discussion on issues raised by Senior Officers during regional round-up.

*(no paper)*



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

**Session 3:  
Topical Session - Sustainability of  
the University Campus in  
Anthropocene**

**Kensuke Fukushi, Professor, Integrated Research  
System for Sustainability Science (UTokyo)**

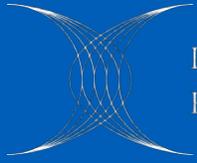
### 3 Topical Session - Sustainability of the University Campus in Anthropocene

At The University of Tokyo, the history of university alliance on sustainability started in 1996 as the Alliance for Global Sustainability, or AGS. Since then, various activities have been demonstrated on campus sustainability in various university networks including IARU. This topical session aims to reflect on the history of campus sustainability activities and discuss the future plans of each university's strategy going into the new era.



**Kensuke Fukushi**  
*Professor, Integrated Research System for Sustainability Science (IR3S),  
The University of Tokyo Institutes for Advanced Study*

Kensuke Fukushi is Professor of Integrated Research System for Sustainability Science (IR3S), The University of Tokyo Institutes for Advanced Study (UTIAS). He has adjunct appointments at Department of Urban Engineering, Graduate School of Engineering and Graduate Program in Sustainability Science, Graduate School of Frontier Sciences at the University of Tokyo. He is a Visiting Professor at United Nations University Advanced Institute of Sustainability (UNU-IAS) since 2014. He is one of founding faculty member of IR3S in 2006 and contributed to launch and promote various projects on sustainability science. His academic interests are climate change and health, remediation of contaminated water and soil, health risk assessment model, and rural development study. He is an Associate Member of Science Council of Japan, a Science Planning Group (SPG) member of Asian Pacific Network for Global Change Research (APN), and a council member of Sustainability Science Consortium. He received bachelor and master degrees from Tohoku University in civil engineering and a doctoral degree at the University of Utah in civil engineering.



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

## **Session 4: Global Education Initiatives**

- 4.1 2018 Global Summer Program & Future of GSP**
- 4.2 Global Internship Program**
- 4.3 Novo Nordisk International Talent Program**

## 4.1 2018 Global Summer Program and Future of GSP

|                           |  |
|---------------------------|--|
| <b>Lead</b>               | <i>GSP Coordinators<br/>IARU Secretariat</i>   |
| <b>Reporting</b>          | <i>IARU Secretariat</i>  |
| <b>Executive summary</b>  | <p>The 2018 IARU Global Summer Program (GSP) concluded in August 2018. A total of 23 courses were offered by 10 partner institutions and attended by 299 IARU students.</p> <p>The 2018 GSP Working Committee Meeting will take place at ETH Zurich on 16-17 September 2018. Coordinators from each of the 11 IARU universities will be present. Outcomes from this meeting will be reported verbally by the IARU Secretariat during SOM2018. The main topic of discussion at this meeting will be the Future of GSP. GSP Coordinators may elect to draft a proposal for Senior Officers to review during SOM2018.</p> <p>Banco Santander funded the 2018 Global Summer Program for one last year in the amount of USD 200,000. Each institution received USD 18,181 for student scholarships in 2018. 135 students received Banco Santander support this summer.</p> <p><b>This report contains:</b></p> <ol style="list-style-type: none"> <li>1. 2018 GSP Summary &amp; Courses</li> <li>2. 2018 GSP Working Committee Meeting Agenda</li> <li>3. 2018 Report on the IARU-Santander GSP Scholarships</li> </ol> |
| <b>Items for decision</b> | GSP Coordinators may draft a proposal for Senior Officers to review during the GSP meeting in Zurich immediately prior to SOM2018. Any proposal(s) for review will be reported on verbally by the IARU Secretariat.  |
| <b>Funding request</b>    | <i>tbd</i>   |
| <b>Funding to date</b>    | <ul style="list-style-type: none"> <li>▪ <i>Up to 10,000 (September 2018)</i>      <i>GSP Meeting, ETH Zurich</i></li> <li>---</li> <li>▪ 6,868 (September 2017)      GSP Meeting, UC Berkeley</li> <li>▪ 9,069 (September 2016)      GSP Meeting, NUS</li> <li>▪ 10,797 (September 2016)      GSP Alumni attending 2015<br/>GSP Meeting at NUS<br/>(Oxford, ETH, UTokyo, UC Berkeley, PKU, Yale, ANU, UCPH)</li> <li>▪ 5,089 (September 2015)      GSP Meeting, Yale</li> </ul>   |

|   |  |
|---|--|
|   | <ul style="list-style-type: none"> <li>▪ 5,938 (September 2014) GSP Meeting, Oxford</li> <li>▪ 9,363 (September 2013) GSP Meeting, Zurich</li> <li>▪ 7,188 (September 2012) GSP Meeting, Beijing</li> <li>▪ 10,280 (September 2011) GSP Meeting, Copenhagen</li> <li>▪ 7,018 (September 2010) GSP Meeting, Cambridge</li> <li>▪ 10,200 (September 2009) GSP Meeting, Oxford</li> <li>▪ 3,500 (September 2008) GSP Meeting, Antwerp</li> <li>▪ 2,500 (February 2008) GSP Workshop, Cambridge</li> </ul> <p style="text-align: center;">---</p> <ul style="list-style-type: none"> <li>▪ 200,000 (2018) IARU-Santander GSP Scholarships</li> <li>▪ 200,000 (2017) IARU-Santander GSP Scholarships</li> <li>▪ 20,000 (2016) IARU funds for GSP @UCT</li> <li>▪ 200,000 (2016) IARU-Santander GSP Scholarships</li> <li>▪ 200,000 (2015) IARU-Santander GSP Scholarships</li> <li>▪ 200,000 (2014) IARU-Santander GSP Scholarships</li> <li>▪ 200,000 (2013) IARU-Santander GSP Scholarships</li> <li>▪ 200,000 (2012) IARU-Santander GSP Scholarships</li> <li>▪ 75,000 (2011) Student grants</li> <li>▪ 100,000 (2010) Student grants</li> </ul>   |
| <p><b>Outcomes of previous meetings</b></p> | <p><b>Presidents' Meeting, May 2018</b></p> <p><b>7.1 Global Summer Program (GSP)</b><br/> Rexille Uy (IARU Secretariat) reported that GSP2017 offered 22 courses with 295 IARU students participating from all partner universities. GSP2017 enrollment saw an increase in numbers compared to the three previous years.</p> <p>GSP2018 will offer 23 courses from all universities except ETH Zurich. Participation from students from all eleven IARU campuses is anticipated.</p> <p>At the 2017 meeting held in Berkeley in September, GSP Coordinators 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 Global Transformation-GSP Collaborative Course. The second way of broadening collaboration will be to increase faculty exchange in future cycles.</p> <p>GSP Coordinators plan to discuss new avenues for funding for the GSP at the 2018 meeting, which will be held at ETH Zurich on 16-17 September 2018 after the EAIE in Geneva.</p> <p><b>7.2 Banco Santander Renewal</b><br/> Rexille Uy (IARU Secretariat) reported that Banco Santander has renewed funding for the 2018 Global Summer Program for one more year in the amount of USD 200,000. This is the last year of funding from Banco Santander for the GSP. Each IARU university will receive USD 18,181.81 for student scholarship funding in 2018. The IARU Presidents will not fund GSP either partially or fully for 2019.</p> <p>Senior Officers will devote an entire session at SOM2018 to reviewing</p> |

proposals from IARU partners on new ways of promoting student exchange education experiences at IARU campuses. GSP Coordinators are welcome to submit a proposal for review.

### **Senior Officers' Meeting, October 2017**

#### **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 21st 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

|  |  |
|--|--|
|  | <p>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.</p> <p>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.</p> |
|--|--|

## 1. 2018 GSP Summary & Courses

The 11<sup>th</sup> year of the IARU Global Summer Program (GSP) concluded in August 2018. A total of 23 courses were offered by 10 partner institutions and attended by 299 IARU students. 16 courses were previously established GSP courses and 7 new courses were added in 2018.

The general feedback of the 2018 courses, taken from the post-course student survey, was positive. 94% of survey participants stated that they would recommend the GSP to their peers.

### **The list of 2018 GSP Courses is found below:**

ANU1 – From Australia to the World: Landscapes of Politics and Power

CAM1 – Visions of the Future

COP1 – Cultural Rights: A Promising Global Discourse?

COP2 – Interdisciplinary Aspects of Healthy Aging

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

COP4 – Field Course – Borderland: Critical Approaches to Field Research in the Global South

*Jointly developed and offered by University of Copenhagen and UC Berkeley as a collaborative initiative of the IARU GSP and the Global Transformation Strategic Working Group.*

ETH – Did not offer a summer course for GSP 2018.

NUS1 – Southeast Asia in Context

NUS2 – Asia Now! The Archaeology of the Future City

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

PKU1 – Introduction to Chinese Economy

PKU2 – The Rise of China and Change in the World Politics

PKU3 – Culture, Behavior and Brain

PKU4 – China's Original International Strategy: The Belt and Road Initiatives

TOK1 – Introduction to the Japanese Language

TOK2 – Sustainable Urban Management

TOK3 – Japan in Today's World

TOK4 – Nanoscience

UCB1 – Beahrs Environmental Leadership Program

UCB2 – Disc\*: Design & Innovation for Sustainable Cities

UCT1 – Sustainable Water Management in Africa

UCT2 – Afropolitanism, Social Justice and Social Entrepreneurship

YAL1 – The Sustainable Preservation of Cultural Heritage

YAL2 – Future of Food: Environment, Health, and Law

## 2. 2018 GSP Working Committee Agenda ETH Zurich, 16-17 September 2018

### Saturday, 15 September

- 17:00      *Walk to dinner venue*  
*Meeting point: Zähringerplatz 12 (Central Library)*
- 17:30      **Apéro and Welcome Dinner**  
Location *Wirtschaft Neumarkt*
- 20:30      *Walk to hotels*

### Sunday, 16 September

- 08:40      *Walk to HG F33.1*
- 09:00      **Opening & Welcome**  
**Welcome Address**  
Dr. Angelika Wittek, Head of Student Exchange Office, ETH Zurich
- 09:10      **Session 1: GSP 2018 Review**  
1.1 Course Reviews and Reflections (5 minutes per university)  
1.2 GSP 2018 Snapshots
- 10:30      *Refreshment break*
- 10:45      **Session 2: GSP 2018 Survey** (IARU Secretariat)  
2.1 GSP 2018 Survey Analysis
- 11:00      **Session 3: Banco Santander** (IARU Secretariat)  
3.1 Santander Scholarship Fulfillment and Beneficiaries
- 11:15      **Session 4: Presentation on Global Transformation-GSP Collaborative Course**  
(Prof. Khatharya Um)
- 11:45      *Group photograph*

- 12:00 *Lunch in ETH Main Building*
- 13:30 **Session 5: Presentation on IARU Joint-Online Course** (IARU Secretariat)
- 14:00 **Session 6: Future of the Global Summer Program**  
 6.1 Feedback from GSP Coordinators  
 6.2 UCPH Proposal GSP  
 6.3 UC Berkeley IARU Global Leadership Program Proposal  
 6.4 Write-up for 2018 Senior Officers' Meeting (to be drafted by GSP Coordinators)
- 16:00 *End of meeting day 1 – walk to hotels*
- 17:00 **Meeting point for side activity: Zähringerplatz 12 (Central library)**  
*Side Activity (Zurich “Innenstadt” – Guided Tour)*  
*Tour will finish at dinner venue*
- 19:00 **Dinner**  
 Location *ZunftHaus zur Zimmerleuten*
- 21:00 *Dinner concludes, walk to hotels*

## Monday, 17 September

- 8:40 *Walk to HG D16.2*
- 09:00 **Session 7: Topical Session – ETH Sustainability and Videoconferencing**  
 ETH Sustainability (Omar Kassab)  
 ETH Mobility Platform (Susann Görlinger)  
 Technical Side (Armin Brunner)  
 Visit of the Videoconferencing Facilities
- 10:15 *Walk to HG F33.1 Refreshment break*
- 10:30 **Session 8: Closing Matters** (Facilitated by IARU Secretariat)  
 8.1 Summary, Comments and Takeaways from Day 1  
 8.2 Reporting to Senior Officers  
 8.3 Wrap-up
- 12:00 *End of meeting day 2*
- 12:15 *Lunch in ETH Main Building: Dozentenfoyer*
- 13:45 *Walk to optional side activity or hotels*
- 14:00 **Optional Activities**  
*Fine weather: Short Roundtrip on the lake of Zurich*  
*Bad weather: Guided visit to the Landesmuseum*

### 3. 2018 Report on the IARU-Santander GSP Scholarships

During the 2018 IARU Global Summer Program, 135 of the 299 participating students benefitted from the IARU-Santander GSP Scholarships (45% of all IARU GSP students). A total of USD 196,583 was awarded, averaging USD 1,456 per student. Carry over funds from 2017 were disbursed by some universities. Unconsumed sponsorships were primarily due to late cancellations from students, which prevented the universities from awarding Santander monies to other students.

#### Disbursement of IARU-Santander GSP Scholarships 2018

According to the Specific Cooperation Agreement between NUS (on behalf of IARU) and Banco Santander, valid for the year 2018, Santander supported the Global Summer Program 2018 with USD 200,000, allowing each partner university to grant USD 18,181.81 to its GSP students. According to the agreement, the scholarships are a maximum of USD 2000 each, to be awarded to at least 100 students from the eleven IARU member universities.

The following table summarizes the amount of Santander scholarships that have been disbursed in 2018.

| University                         | Awarded Scholarships GSP<br>2018 (USD) | Number of Supported Students |
|------------------------------------|--|------------------------------|
| Australian National University     | 18,000                                 | 9                            |
| ETH Zurich                         | 16,362                                 | 9                            |
| National University of Singapore   | 19,200                                 | 12                           |
| Peking University                  | 18,180                                 | 12                           |
| University of California, Berkeley | 19,668                                 | 25                           |
| University of Cambridge            | 18,000                                 | 12                           |
| University of Copenhagen           | 16,056                                 | 12                           |
| University of Oxford               | 17,920                                 | 9                            |
| The University of Tokyo            | 19,016                                 | 17                           |
| University of Cape Town            | 16,000                                 | 8                            |
| Yale University                    | 18,181                                 | 10                           |
| <b>Total</b>                       | <b>196,583</b>                         | <b>135</b>                   |

### Notification of Carry-Over funds

The table below shows an overview of unconsumed IARU-Santander GSP Scholarships in 2018 in USD.

| University                         | Carried over from 2017 | Awarded in 2018 | Carry over to 2019 |
|------------------------------------|------------------------|-----------------|--------------------|
| Australian National University     | 181                    | 18,000          | 362                |
| ETH Zurich                         | 3                      | 16,362          | 1,822              |
| National University of Singapore   | 6,081                  | 19,200          | 5,062              |
| Peking University                  | 0                      | 18,180          | 1                  |
| University of California, Berkeley | 1,487                  | 19,668          | 0                  |
| University of Cambridge            | 71                     | 18,000          | 252                |
| University of Copenhagen           | 289                    | 16,056          | 2,414              |
| University of Oxford               | 22                     | 17,920          | 283                |
| The University of Tokyo            | 3,134                  | 19,016          | 2,299              |
| University of Cape Town            | 181                    | 16,000          | 2,362              |
| Yale University                    | 0                      | 18,181          | 0                  |
| <b>Total</b>                       | <b>11,449</b>          | <b>196,583</b>  | <b>14,857</b>      |

## 4.2 Global Internship Program (GIP)

|                                      |  |
|--------------------------------------|--|
| <b>Lead</b>                          | n/a  |
| <b>Reporting</b>                     | <i>IARU Secretariat</i>  |
| <b>Executive summary</b>             | <p>At the SOM2017, Senior Officers decided to promote the GIP by offering monetary incentives to campuses who opened internship opportunities to students in 2018. Each university had the option to submit one internship proposal for the 2018 calendar year. Submitted proposals received USD 2,000 to support one intern pending approval from the Senior Officers.</p> <p>For 2018, five universities (NUS, Oxford, UCPH, UTokyo, Yale) offered a total of six internships. NUS has since informed the Secretariat that no interns were hosted in 2018. Each of the remaining four universities received USD 2,000 for a total of USD 8,000. Feedback from the universities who participated in the 2018 GIP has been favorable.</p> <p><b>This report contains:</b></p> <ol style="list-style-type: none"> <li>1. 2018 Global Internship Program Positions</li> </ol>  |
| <b>Items for decision</b>            | Continuation of GIP funding incentive for 2019. If each university submits a proposal, maximum funding is USD 22,000.  |
| <b>Funding to date</b>               | <p>2,000 USD                      <i>UTokyo (2018)</i></p> <p>---</p> <p>2,000 USD                      Oxford (2018)</p> <p>2,000 USD                      UCPH (2018)</p> <p>2,000 USD                      Yale (2018)</p>  |
| <b>Outcomes of previous meetings</b> | <p><b>Presidents' Meeting, May 2018</b></p> <p>Rexille Uy (IARU Secretariat) reported that in 2017, NUS offered three internships to IARU students. The Women and Men in Globalizing Universities initiative provided three internships at ANU, ETH Zurich, and Yale. The Sustainable Campus Initiative also employed four interns in 2017, three at Yale and one at Oxford.</p> <p>At SOM2017, Senior Officers decided to promote GIP by offering monetary incentives to campuses that provide internship opportunities in 2018. Each IARU university had the option of submitting an internship proposal for the 2018 calendar year to be approved by Senior Officers.</p> <p>For 2018, five universities (NUS, Oxford, UCPH, UTokyo, and Yale) will offer a total of six internships. Each of the five universities will receive USD 2,000 for a total of USD 10,000. This incentive program is expected to continue in 2019.</p> |

**Senior Officers' Meeting, October 2017**

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.

## 1. 2018 Global Internship Program Positions

### National University of Singapore:

|                            |  |
|----------------------------|--|
| Department:                | Global Relations Office  |
| Duration of Internship:    | <p>Minimum of 5 months, preferably between:</p> <ul style="list-style-type: none"> <li>• January and July</li> <li>• August and February of the following year</li> </ul> <p>Exact start/end dates of the internship are negotiable.</p>   |
| Application Deadline:      | <p>Internship in first-half of the year (e.g. January to July) – 31 October</p> <p>Internship in second-half of the year (e.g. August to February) – 31 May</p> <p>Please apply early, as suitable candidates may be interviewed and offered the position before the application deadline.</p>   |
| Job Scope:                 | <p>The intern will work on various projects pertaining to internationalisation at the National University of Singapore (NUS), ranging from study abroad programmes and student services to strategic research and the organisation of events.</p> <p>Specific duties include:</p> <ul style="list-style-type: none"> <li>- Compile, analyse and present data for management reports</li> <li>- Research into topics of internationalisation in higher education</li> <li>- Engage faculty and students on study abroad programmes</li> <li>- Host overseas visitors / partners</li> <li>- Organise marketing and student events</li> <li>- Create publicity materials and event collaterals</li> <li>- Prepare and attend meetings with NUS' partners</li> </ul> |
| Learning Objectives:       | <ol style="list-style-type: none"> <li>1. Gain an understanding of internationalisation in higher education</li> <li>2. Develop project development and management skills</li> <li>3. Develop research and analytical skills</li> <li>4. Develop networking skills with university and industry partners</li> </ol>  |
| Benefits:                  | On-campus housing will be provided for the duration of the internship.   |
| Application and Enquiries: | Completed application forms and any student enquiries should be sent via email to: <a href="mailto:adeline.ang@nus.edu.sg">adeline.ang@nus.edu.sg</a>  |

|                            |   |
|----------------------------|---|
| Position:                  | Summer Programmes Intern  |
| Department:                | International Relations & Special Duties<br>Dean's Office, Faculty of Arts & Social Sciences  |
| Duration of Internship:    | 10 to 12 weeks, preferably between May and July. Exact start/end dates of the internship are negotiable.  |
| Application Deadline:      | 25 February 2018  |
| Job Scope:                 | <p>The intern will work with the team that manages FASStrack Asia: The Summer School.</p> <p>Specific duties include:</p> <ul style="list-style-type: none"> <li>- Verify the list of documents submitted by students upon application</li> <li>- Follow-up with faculty and students on administrative matters</li> <li>- Plan and provide administrative and logistical support for social events</li> <li>- Coordinate and schedule meetings with FASStrack Buddies</li> <li>- Update and maintain FASStrack social media platforms</li> <li>- Attend to any ad-hoc requests or incidents</li> </ul> |
| Learning Objectives:       | <ol style="list-style-type: none"> <li>1. Gain experience in managing a study abroad programme</li> <li>2. Develop project development and management skills</li> <li>3. Networking skills with various groups of people (faculty, local and foreign students, inter-department staff etc.)</li> </ol>  |
| Benefits:                  | On-campus housing will be provided for the duration of the internship.  |
| Application and Enquiries: | <p>Completed application forms and any student enquiries should be sent via email concurrently to:</p> <ul style="list-style-type: none"> <li>• letitia.thng@nus.edu.sg</li> <li>• fastjyj@nus.edu.sg</li> <li>• adeline.ang@nus.edu.sg</li> </ul>  |

#### University of Oxford:

|                              |  |
|------------------------------|--|
| Details of sponsoring Office | <p>Oxford Institute of Population Ageing</p> <p>The Oxford Institute of Population Ageing is a multidisciplinary research institute concerned with the processes and implications of global demographic change. It was established in 1998. Based on the US Population Center, it was funded by a grant from the National Institute of Health (National Institute on Aging - NIA) to establish the UK's first population center on the demography and economics of ageing populations. It achieved Institute status in 2001.</p> |
|------------------------------|--|

|  |  |
|--|--|
| Scope of work  | Multi-disciplinary research on different aspects of population ageing. Graduate students' level.   |
| Duration of Internship   | From one week to three months  |
| Information on accommodation and other facilities for the intern | The Institute will assign a mentor to the intern who will work with him/her on proposed research. In addition, the Institute is offering a University card giving access to the Oxford University Central Library ("the Bodleian Library") and to the Institute building; free attendance at departmental and institute seminars and lectures, as well as a wide range of seminars and lectures across the University (during term time); access to the University IT facilities; use of dedicated desk and storage space, within the Institute's Research Area; use of shared telephone for University Network calls and for limited use of local UK dialing; general access to the Institute and departmental communal facilities and common area; free use of photocopier to a limit of 1000 units; reasonable free use of stationery and consumables, as well as use of printing facilities, through central laser printer; free use of shared Institute PC for access to emails etc. Assistance with finding accommodation in one of the University Colleges would be provided. |

#### University of Copenhagen:

|                              |   |
|------------------------------|---|
| Host Faculty/Department      | UCPH Global, Faculty of Social Science  |
| Internship Title             | University of Copenhagen IARU Internship Program  |
| Duration of Internship       | Two alternative periods (prioritized)<br>1. 3 Months: 1 April – 1 July<br>2. 3 Months: 1 September – 1 December   |
| Supervisor/Mentor            | Andreas Egelund Christensen,<br>International Network Coordinator, PhD<br>UCPH Global Development, University of Copenhagen   |
| Funding                      | IARU stipend 2018 (maximum US\$ 2000 to cover travel expenses, etc.)  |
| Contact for more information | Andreas Egelund Christensen,<br>International Network Coordinator, PhD<br>UCPH Global Development, University of Copenhagen<br>Email: aec@samf.ku.dk  |
| Internship Description       | The cross-faculty unit 'UCPH Global' at University of Copenhagen calls for an IARU intern for academic assistance to the following activities mainly related to IARU engagement: <ul style="list-style-type: none"> <li>Organizing the next workshop for the IARU Global</li> </ul> |

|                                     |  |
|-------------------------------------|--|
|                                     | <p>Transformation Initiative to be held in Cambridge May 2018.</p> <ul style="list-style-type: none"> <li>• Developing and planning the IARU Global Summer Program (GSP): 'Critical Field Course' to be held June-July 2018.</li> <li>• Provide documentation on global development initiatives locally at UCPH as well as within IARU partner institutions – e.g. mapping exercises, research collaborations etc.</li> <li>• Maintain and develop website for UCPH Global and IARU Global Transformation.</li> <li>• Communication of global development initiatives through social media.</li> </ul> |
| Application deadline                | 1 March 2018   |
| Additional information/requirements | <p>Preferably advanced undergraduate students, but not required.</p> <p>Preferably students with interests in global development issues – specifically in relation to the Global South.</p> <p>Good English skills – oral and written.</p>   |

#### University of Tokyo:

|                              |  |
|------------------------------|--|
| Host Faculty/Department      | School of Science/ Physics, Astronomy, Earth and Planetary Science, Chemistry, Biological Sciences   |
| Internship Title             | The University of Tokyo Research Internship Program  |
| Duration of Internship       | <p>2 program periods, 6 weeks each:</p> <p>[1st Crew] June 13 - July 24, 2018</p> <p>[2nd Crew] June 27 - August 7, 2018</p>   |
| Supervisor/Mentor            | Students can choose up to two professors from the list of UTRIP hosting professors upon application, and they will be assigned to one of them once selected. The hosting laboratories change every year.   |
| Funding                      | Free off-campus accommodation, stipend and airfare support   |
| Contact for more information | <p>Chie Sakuta (Ms.) and Fumie Hasegawa (Ms.)</p> <p>International Liaison Office, School of Science</p> <p>utrip.s@gs.mail.u-tokyo.ac.jp</p>  |
| Internship Description       | UTRIP is a summer internship program organized by the Graduate School of Science at the University of Tokyo, which invites undergraduate students from all around the world with keen interests in pursuing an M.S. or Ph.D. degree in the future, to experience the forefront of research at a world-leading laboratory. It |

|                                     |  |
|-------------------------------------|--|
|                                     | is open to students in the second or a later year of undergraduate studies at a university outside of Japan, who major in a natural science or related field. Selected participants will work closely with leading researchers at the laboratory of their own choice in the five departments at the Graduate School of Science: Physics, Astronomy, Earth and Planetary Science, Chemistry, and Biological Sciences. The program also incorporates a short Japanese language course, an excursion outside of Tokyo, a Japanese culture workshop, and a few social events, to enhance the participants' understanding of Japan and rapport with current students at UTokyo. |
| Application deadline                | 26 January 2018  |
| Additional information/requirements | Only undergraduate students who fulfill the eligibility criteria and requirements stated on the UTRIP website may apply.   |

#### Yale University:

|                              |   |
|------------------------------|---|
| Host Faculty/Department      | Office of International Affairs   |
| Internship Title             | Partnership Analysis Internship   |
| Duration of Internship       | 6 weeks<br>Preferred period: 2 July – 10 August 2018 (negotiable)   |
| Supervisor/Mentor            | Supervision would be provided by a staff member in the Yale Office of International Affairs   |
| Funding                      | Stipend<br>Intern must secure own accommodation; options will be provided for on-campus and off-campus  |
| Contact for more information | Donald L. Filer<br>Executive Director, Office of International Affairs<br>Donald.filer@yale.edu   |
| Internship Description       | The intern will produce an analysis of Yale University's partnerships with universities and other institutions around the world. This analysis will include an examination of formal documents and agreements, websites, and other sources to identify agreements that are awaiting renewal, drafting and editing descriptions and results of partnerships, and identifying potential partnerships in a variety of schools, programs, departments, and areas. |
| Application deadline         | 15 April 2018   |

### 4.3 Novo Nordisk International Talent Program

|                                      |  |
|--------------------------------------|--|
| <b>Lead</b>                          | <i>UCPH</i>  |
| <b>Reporting</b>                     | <i>Tina Bergløv Kjær</i>   |
| <b>Executive summary</b>             | <p>Novo Nordisk International Talent Program (NNITP) offers scholarships for students within the fields of biology, chemistry, healthy aging, pharmaceutical sciences, nanoscience, and public health.</p> <p>In 2018, 63 scholarships were awarded to talented students, amounting to approximately USD 400,000. Novo Nordisk has decided to continue the Novo Nordisk International Talent Program until the end of 2019 with new funds. Hereafter the program will be evaluated. Furthermore, the University of Sydney has been included in the partner portfolio. An increasing number of students are applying for NNITP, but UCPH and Novo Nordisk would like to see many more applicants, especially from those partner universities not well-represented in the overview of numbers based on institutions.</p> <p>Since the start of the NNITP in 2015 up until now total of 219 students have been awarded the NNITP scholarship (see table 1 and 2 below).</p>   |
| <b>Items for decision</b>            | --   |
| <b>Funding request</b>               | <i>n/a</i>   |
| <b>Funding to date</b>               | <i>n/a</i>   |
| <b>Outcomes of previous meetings</b> | <p><b>Senior Officers' Meeting, October 2017</b></p> <p>Tina Bergløv 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.</p> <p>NNITP offers scholarships for students within the fields of biology, chemistry, healthy aging, pharmaceutical sciences, nanoscience, and public health.</p> <p>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.</p> <p><b>Senior Officers' Meeting, November 2016</b></p> <p>Since its launch in May 2015, the NNITP has awarded scholarships to 100 students. 43 scholarships were awarded to UCPH outgoing students and 57 to incoming IARU students. Students from 10 IARU partner universities participated in the exchanges in 2016, compared to eight</p> |

|  |  |
|--|--|
|  | <p>partner universities in 2015. There are two deadlines per year and the next deadline for applications is April 2017. Feedback from participating students is this is a very good experience and the NNITP has funding for a many number of years.</p> |
|--|--|

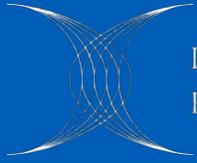
## Novo Nordisk International Talent Program

*Table 1: Incoming students to UCPH from NNITP partners*

|                                    |     |
|------------------------------------|-----|
| Australian National University     | 10  |
| ETH Zurich                         | 6   |
| National University of Singapore   | 46  |
| Peking University                  | 22  |
| The University of Tokyo            | 8   |
| University of California, Berkeley | 8   |
| University of Cape Town            | 1   |
| University of Oxford               | 5   |
| Yale University                    | 1   |
| The University of Cambridge        | 0   |
| Harvard University                 | 0   |
| University of Sydney               | 0   |
| Total                              | 107 |

*Table 2: Students from UCPH at NNITP partners*

|                                    |     |
|------------------------------------|-----|
| Australian National University     | 4   |
| ETH Zurich                         | 13  |
| National University of Singapore   | 59  |
| Peking University                  | 1   |
| The University of Tokyo            | 5   |
| University of California, Berkeley | 5   |
| University of Cape Town            | 0   |
| University of Oxford               | 2   |
| Yale University                    | 2   |
| The University of Cambridge        | 7   |
| Harvard University                 | 8   |
| University of Sydney               | 6   |
| Total                              | 112 |



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

## **Session 5: Student Initiative Proposals**

- 5.1 UCPH proposal GSP (UCPH)**
- 5.2 IARU Future Research Scholars Program (ANU)**
- 5.3 Graduate Student Exchange Program (Yale)**
- 5.4 European Studies Council Graduate Fellows Network (Yale)**

## 5.1 UCPH Proposal GSP

|                          |  |
|--------------------------|--|
| <b>Lead</b>              | <i>UCPH</i>  |
| <b>Reporting</b>         | <i>Søren Nedergaard &amp; IARU Secretariat</i>   |
| <b>Executive summary</b> | The following points for discussion were submitted by UCPH for both the 2018 GSP Working Committee Meeting and the 2018 Senior Officers' Meeting. At SOM2018, the Secretariat will report verbally on feedback from the GSP Coordinators regarding the UCPH discussion points. |

UCPH suggests the following points to be discussed at the IARU Senior Officer's meeting:

### 1. New sponsor for the IARU Global Summer Program

With the termination of the Santander sponsorship by the end of 2018, UCPH would like to encourage the GSP working group to explore the potential of finding a new sponsor for the GSP. UCPH suggests for the IARU Senior Officers to discuss whether this would be feasible, and to share whether they see a potential (national or international) future sponsor, e.g. a global company, and possible ways to approach potential sponsors.

In coordination with the GSP working group, UCPH also encourages IARU Senior Officers to explore the potential of developing the GSP to have fewer courses which are then co-developed and co-taught by two or more IARU partners.

### 2. Bilateral IARU exchange program

UCPH sees potential in exploring the possibilities of establishing IARU bilateral exchange programs building on existing concepts and standards. As many IARU universities already have these kinds of bilateral exchange programs, building on these to form more IARU bilateral exchanges would preferably build on prior experience. A prerequisite for such bilateral agreements would in most cases, be a cost neutral agreement between the two IARU partners.

### 3. IARU digital learning

UCPH suggests that the IARU Senior Officers discuss the potential of exploring the possibilities for IARU to focus on digital learning, and develop courses open to IARU students. An initiative as the IARU joint online course has proven successful, and there might be further potential in the digital learning spaces and programs developed by many IARU partners. Senior officers could discuss possible academic disciplines suited for developing courses for IARU students and how these could be integrated in existing academic programs.

## 5.2 IARU Future Research Scholars Program

|                          |   |
|--------------------------|---|
| <b>Lead</b>              | <i>Australian National University</i>   |
| <b>Reporting</b>         | <i>Shirley Leitch</i>   |
| <b>Executive summary</b> | ANU proposes to replace the GSP with a new <b>IARU Future Research Scholars Program</b> under which later-year undergraduate and Masters students would spend up to six weeks working with a research group at an IARU institution. |

### Background

Since 2008, the Global Summer Program (GSP) has been a successful initiative of the International Alliance of Research Universities (IARU). The GSP provides an opportunity for students to undertake a short summer (July) course at any of the IARU institutions, along with students from across the Alliance. Over 2,500 students have participated in the program over the past 11 years. However, with the exception of 2018, numbers have been falling in recent years and participation has been uneven.

Since 2012, Banco Santander have sponsored the Global Summer Program to the value of \$200,000USD per year. This money has been used exclusively to support students to undertake the GSP, with 10 students from each institution receiving a ~\$2000 scholarship to subsidise their travel and enrolment costs. 2018 is the final year of this funding and the IARU Senior Officers have been asked to consider the future of the GSP and to discuss new ways of promoting student exchange education experiences at IARU campuses.

### ANU proposal – Research Placement Scheme

IARU was created to harness the research and education capabilities of members to address the major challenges of our time. The GSP has been a successful program in providing opportunities to students but has had limited effect in strengthening research relationships between IARU member institutions.

ANU proposes to replace the GSP with a new **IARU Future Research Scholars Program** under which later-year undergraduate and Masters students would spend up to six weeks working with a research group at an IARU institution.

The goals of the scheme are to:

1. Enhance Research Relationships: Develop and strengthen links between research groups at IARU institutions. Ideally, students who undertake these opportunities will go on to further research and will maintain relationships with their host group, building ongoing connections between institutions.
2. Develop Future Researchers: Provide students with a research experience at an IARU university to inspire and enhance their research careers.

## Logistics

To launch the program, research groups who collaborate with other IARU partners would be encouraged to work together to offer placements in areas of mutual interest and/or on joint research projects. Faculty would also be asked to help identify suitable students to undertake these placements. Research placements could be for specific projects or in specified areas, with students able to nominate a project of interest.

Each member institution would provide a list of potential research placements available to students in any year so that could be promoted to students. Students would be asked to apply to the host, providing CV and a recommendation from a faculty member at their home institution. Where the placement was not related to a specified project, students would be asked to provide a research proposal.

## Criteria

Eligible students must:

- be enrolled at an IARU member institution;
- have completed at least two years of fulltime study towards an UG degree;
- demonstrate a high level of academic ability and research potential;
- be recommended by a faculty member at an IARU member institution.

## Funding

There are a number of possible models to support travel and accommodation costs. Under the GSP, there were a variety of fee models in place, and it is envisaged that a similar, flexible approach would be suitable for this program. IARU members might adopt one or more of the following modes:

- Incoming model: Each university funds the placements it offers to incoming students from other universities (approx. \$5-7k for airfares, accommodation and expenses);
- Outgoing model: Each university funds its outgoing students accepted for placements (approx. \$5-7k for airfares, accommodation and expenses);
- Mixed model: Universities sponsor the airfares of outgoing students and the host sponsors on the ground costs of accommodation and expenses of incoming students;
- Self-funded model: Students pay their own way, (leaving it open to each member to determine what, if any funding they provide to outgoing students).

Under all models, it is envisaged that the host university would take responsibility for organising suitable accommodation, pastoral care, and supervision arrangements.

## Key benefits to host institutions

- The scheme will foster research connections between IARU institutions
- May lead to reciprocal placements between labs, building strong, ongoing research relationships

- The program may facilitate recruitment of PhD students. By targeting later year Bachelor and Masters students, the program focuses on students who have demonstrated the greater potential for a future research career.

#### Discussion questions for IARU Senior Officers

- Would this proposal be of interest to faculty and students at member institutions?
- Should IARU contribute to the costs of the program?
- What funding would be available for the program within each member institution?
- Is central management of applications, research contact etc., desired or required?
- How would students be selected?
- Where the placement was deemed to be for-credit, are institutions able to provide this experience without an enrolment fee?
  - Would a student exchange arrangement address this?
- Would students be able to approach academics directly, even if a project wasn't listed?
- Rolling applications or set applications deadlines?



### 5.3 Graduate Student Exchange Program

|                          |   |
|--------------------------|---|
| <b>Lead</b>              | <i>Yale University</i>  |
| <b>Reporting</b>         | <i>Don Filer</i>  |
| <b>Executive summary</b> | <p>Yale University proposes that IARU facilitate an exchange program that would enable any doctoral student enrolled in one of the participating institutions to study at one of the other participating graduate schools. The duration of the exchange may be for one or more terms (which may be recorded in quarter or semesters, depending on the institution), with a maximum exchange enrollment of one year at no additional tuition cost. The program's goals could include 1) raising awareness of the opportunities for graduate students to take advantage of educational prospects not available on a home campus, 2) creating a clear process for students and their sponsors and hosts to follow (perhaps a single web page with all relevant information), 3) waiving tuition and associated fees. The program could begin in a limited number of departments or involve limits in the overall numbers each year. A committee would be needed to plan and coordinate the program.</p> <p>This proposal is supported by Lynn Cooley, Dean of the Yale Graduate School of Arts and Sciences and C.N.H. Long Professor of Genetics, Professor of Cell Biology and Professor of Molecular, Cellular, and Developmental Biology. Raising awareness about exchange opportunities among our own students is an ongoing challenge that this would help address. Bilateral exchanges are often imbalanced (i.e., more students going one way than the other) and a multilateral exchange may make imbalances less of a problem.</p> |

## 5.4 European Studies Council Graduate Fellows Network

|                           |  |
|---------------------------|--|
| <b>Lead</b>               | <i>Yale University</i>   |
| <b>Reporting</b>          | <i>Don Filer</i>   |
| <b>Executive summary</b>  | <p>Yale University's European Studies Council is creating a network among Yale students who have Europe-related research and the creators suggested making it open to students at other institutions. Their goal is to help and encourage students as they build their contacts and professional networks. The European Studies Council is willing to take the lead in launching and managing the broader network.</p> <p>The European Studies Council leadership and staff have prepared a longer explanation contained in the attached letter and appendix. In it they raise two requests: 1) funding and/or guidance on the best platform for hosting the network, and 2) funding to support an introductory meeting or small conference. For the latter, US\$10,000 would allow them to proceed with this activity, and it would be most productive if some could be used to support student travel.</p> <p><b>This report contains:</b></p> <ol style="list-style-type: none"> <li>1. Letter from European Studies Council Leadership</li> <li>2. Appendix: Proposal to Create an Electronic Platform for European Studies Fellows</li> </ol> |
| <b>Items for decision</b> | Funding request, see below.  |
| <b>Funding request</b>    | USD 10,000 for introductory meeting or small conference.   |

## 1. Letter from European Studies Council Leadership

IARU Proposal: European Studies Council Graduate Fellows Network

July 18, 2018

Dear Don,

I am writing to you in my role as acting chair of the MacMillan Center's European Studies Council (ESC). This coming fall term, the Council is launching a graduate student network focused on graduate students' connections to one another and the Council via their European Studies-related research. We are calling the network the European Studies Graduate Fellows @ Yale. With your support and input, we would also like to propose that we nest this Yale-specific network in a larger one consisting of graduate students working on Europe-related research who are affiliated with International Alliance of Research Universities (IARU). The ESC would be willing to take the lead in launching and managing the broader network.

I hope that IARU senior officers will elect to support the establishment of a broader network, one that extends beyond Yale's. Relatedly, Asia Neupane and I are interested in seeking funding from IARU for two purposes: (1) to work with a designer to launch an appropriate electronic platform on which graduate student participants' research specialties and relevant e-contact details could be listed, and (2) to hold an introductory fellows' meeting or a small conference featuring some of the fellows and their research, which would then be publicized through the electronic platform.

In principle, the network would include graduate students based at all IARU institutions. Should one or more institutions not be interested at this stage, however, we would still very much like to see some version of the IARU-wide collaborative network institutionalized. At this introductory stage, therefore, perhaps it would make sense to enable institutions to opt out should they want to do so. (They could always choose to opt in at a later date.)

Finally, I understand that this year's IARU meeting will take place in early September, and that you would need materials to bring as early as mid-August. Asia and I can commit to getting you any materials you might need no later than August 7.

Thank you for giving this idea a listen, and please feel free to contact me via email at [Julia.adams@yale.edu](mailto:Julia.adams@yale.edu) or cell at 203-415-5021. We're excited about the possibilities for Yale's and other IARU graduate students, and trust that you are as well.

Sincerely,



Julia Adams

Professor, Sociology and International & Area Studies  
Acting Chair, European Studies Council

Head of College, Grace Hopper  
College Chair, Council of Heads of  
College

Co-Director, YaleCHESS, MacMillan Center  
Yale University

Cc: Edyta Bojanowska, Professor of Slavic Languages and Literatures; incoming  
Chair, European Studies Council, MacMillan Center

Asia Neupane, Program Director, European Studies Council and Council on Latin  
American & Iberian Studies, MacMillan Center

## 2. Appendix: Proposal to Create an Electronic Platform for European Studies Fellows

### Platform Models:

One potential model – with caveats -- is the Social Science Research Council's (SSRC) International Dissertation Research Fellowship (IDRF). This is a separate website for IDRF fellows only: it is password-protected and contains a directory of current fellows and alumni that is easily searchable by country of interest and discipline. There is also a discussion forum where current and past fellows can ask questions, exchange views and research information, etc. Fellows never lose access to this site; the SSRC notes that it hopes that alumni will view the forum as a way to stay active in the IDRF community.

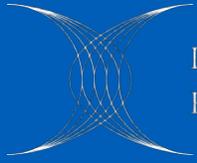
(According to SSRC staff, however, this forum is becoming technically outmoded, so we would need to do more research into alternatives.)

Note that the website also documents an annual workshop that SSRC hosts, displaying information, pictures, and names of fellows who attended.

Several other fellowships, including the Harvard Doris Duke Fellowship, Yale World Fellows, and UMD Global Fellowship in Washington D.C. detail event information for the public, and contain searchable directories to locate individual fellows (one can search by location or discipline). Contact information including email and phone is not made available on these sites, so this is something to consider.

### *Preliminary Recommendations*

- Create a searchable directory with general research information available for the public portion of the website. This portion could also advertise events that are not strictly fellows-only. Similar to the IDRF model, we also envision a password-protected section of the website that will contain contact information for each fellow, including emails and phone numbers. It would be best if the site were configured so that fellows themselves updated their contact details.
- A Closed Facebook group could serve as the primary forum of communication among fellows. Many fellows will already have Facebook accounts, so using a group will make it easier not only for individual fellows to connect but also to ensure that important messages are seen by all in a timely manner.
- An optional discussion forum could be included on the restricted portion of the site, so that fellows may elect to share aspects of their research and receive feedback from other fellows. It seems that Drupal, the platform Yale uses for its websites, is capable of handling these requirements.



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

## **Session 6: Institutional Joint Working**

- 6.1 Sustainable Campus Initiative**
- 6.2 Women and Men in Globalizing Universities**
- 6.3 Global Transformation**
- 6.4 Cybersecurity Forum**
- 6.5 Librarians' Contact Group**
- 6.6 Real Estate Working Group**



## 6.1 Sustainable Campus Initiative

|                          |   |
|--------------------------|---|
| <b>Lead</b>              | <i>Yale University</i>  |
| <b>Reporting</b>         | <i>Melissa Goodall</i>  |
| <b>Executive summary</b> | <p>The IARU Sustainability group has had another very active year of collaboration. The highlights offered here include recent and pending publications, recent events and presentations, and key priorities from the annual meeting.</p> <p>This report contains:</p> <ol style="list-style-type: none"> <li>1. <b>Publications:</b> The group is in the process of developing a set of comparative case studies to build on the success of the Green Guide. The first of these is on inspiring behavior change related to energy use. The next three topics will be food, best practices for sustainability communications, and a report on the Smarter Meetings virtual conference, which will be edited and formatted for publication in September.</li> <li>2. <b>Events and Presentations:</b> The Sustainability group has hosted one half-day event and given six shared presentations.</li> <li>3. <b>Exchanges</b> <ul style="list-style-type: none"> <li>• <b>Knowledge Exchange:</b> Each university presented on a key issue during the annual meeting in Oxford. Topics included Getting to Zero Waste, Integrating Sustainability into Campus Constructions Standards, UCT Response to the Water Crisis, Sustainable Building Design, Sustainability in Student Residences, Overview of Sustainability Practices and Opportunities, International Travel Carbon Footprint, and Department-level Sustainability Planning.</li> <li>• <b>Student “Exchange:”</b> Rather than the previous internship model, this year students from four universities attended the International Sustainable Campus Network meeting to support the half-day IARU program. This model was a success this year, and may be one that we pursue going forward as we integrate outward-looking programming into our future meetings.</li> <li>• <b>Staff Exchanges:</b> Last year’s staff exchanges were also successful, and the group is currently deciding on priority topics for additional exchanges. The group is in the process of finalizing decisions on this year’s exchanges.</li> </ul> </li> <li>4. <b>Annual Meeting</b></li> <li>5. <b>Looking Forward:</b> During the June meeting, the group identified seven immediate program priorities: Sustainable Travel; SDG Collaboration; Master Planning, Energy Efficiency, Efficient use of Space; Knowledge Exchange; Communications; and Capacity Building through Convening.</li> <li>6. <b>Longer-term Planning:</b> The group is currently developing a three-year strategic plan that will offer key concepts and steps for ambitious</li> </ol> |

|                           |  |
|---------------------------|--|
|                           | <p>projects such as additional book-length publications or large-scale events.</p> <p><b>7. Governance and Administration:</b> The Sustainability Steering Committee is now Oxford (chair), Cambridge, Copenhagen, and Yale. The 2019 meeting will take place at Cape Town.</p> <p><b>8. Financial Requests</b></p> <p><b>9. Appendix 1:</b> Global Priorities, Educated Solutions: the role of academia in advancing the Sustainable Development Goals</p> <p><b>10. Appendix 2:</b> OUTLINE IARU Sustainability 2018 – 2020 Strategic Plan</p>   |
| <b>Items for decision</b> | Funding request of USD 21,000 for 2019 (detailed below).   |
| <b>Funding request</b>    | <p><i>USD 5,000 Support for “outward-looking” pilot event in Cape Town</i></p> <p><i>USD 500 Outreach materials (posters, printed reports, etc.)</i></p> <p><i>USD 5,000 Student support for communications and project development.</i></p> <p><i>USD 500 Student design assistant</i></p> <p><i>USD 10,000 Part-time fellow to manage collaboration related to the Sustainable Development Goals,</i></p>  |
| <b>Funding to date</b>    | <p><i>3,000 USD Staff exchange program in 2018</i></p> <p><i>10,000 USD Sustainability Meeting 2019</i></p> <p><i>10,000 USD Sustainability Meeting 2020</i></p> <p>---</p> <p><i>3,000 USD Design and production of best practice guide (Sustainia via UCPH)</i></p> <p><i>2,000 USD Student fellows to support communication and outreach in 2018</i></p> <p><i>3,000 USD Design support for publications in 2018</i></p> <p><i>10,000 USD Event on the role of academia in advancing the Sustainable Development Goals in 2018</i></p> <p><i>8,460 USD Sustainability Meeting 2018</i></p> <p><i>5,000 USD Energy Management and Behavior Change intern (Oxford)</i></p> <p><i>900 USD Global University Climate Forum intern (Yale)</i></p> <p><i>1,500 USD Green Guide Case Studies intern (Yale)</i></p> <p><i>1,503 USD “Campus as a Living Lab” intern (Yale)</i></p> <p><i>4133.68 USD Sustainability Meeting 2017 (UC Berkeley)</i></p> <p><i>2,709 USD Travel for one member of the IARU SCI Steering Committee to present at 2017PM (ANU)</i></p> <p><i>668.00 USD Contribution to 10<sup>th</sup> anniversary video (ANU)</i></p> <p><i>2,275 EUR Sustainability Meeting 2016</i></p> |

|                                      |  |  |
|--------------------------------------|--|--|
|                                      | 5,000 USD  | 10th anniversary videos (1,000 each partner: NUS, ETH, UCPH, UTokyo, Berkeley) |
|                                      | 2,000 USD  | IARU 10 <sup>th</sup> anniversary collective video production (UC Berkeley)    |
|                                      | 16,585 USD   | IARU Global University Climate Forum (Dec. 2015)                               |
|                                      | 3,240 (January 2015)   | Green Guide for Universities   |
|                                      | 3,983 (January 2015)   | Sustainability Meeting   |
|                                      | 15,000 (October 2014)  | Publication IARU Green Paper   |
|                                      | 25,000 (October 2014)  | Making Univ's Sustainable Conference   |
|                                      | 15,000 (October 2014)  | Sustainability Science Congress  |
|                                      | 6,060 (March 2014)   | Sustainability Meeting   |
|                                      | 8,449 (March 2013)   | Sustainability Meeting   |
|                                      | 9,146 (March 2012)   | Sustainability Meeting   |
|                                      | 10,000 (2011–2012)   | Consultancy Fees   |
|                                      | 7,207 (March 2011)   | Sustainability Meeting   |
|                                      | 4,055 (February 2010)  | Sustainability Meeting   |
|                                      | 16,500 (March 2009)  | Copenhagen related activities  |
|                                      | 14,000 (October 2008)  | Sustainability Meeting   |
|                                      |  | ---  |
|                                      | <i>up to 10,000 (PM 12)</i>  | <i>Benchmarking study (unspent)</i>  |
|                                      | <i>up to 15,000 (PM 11)</i>  | <i>Website write-up (unspent)</i>  |
| <b>Outcomes of previous meetings</b> | <p><b>Presidents' Meeting, May 2018</b></p> <p>Mr. Don Filer (Yale) reported that the Sustainable Campus Initiative is very active. Staff exchanges took place in 2017 when Copenhagen sent a staff member to Yale to share ideas on improving the efficiency of space use and Yale sent a staff member to Cambridge and Oxford to discuss best practices for energy management. SCI is producing a set of publications to build on the success of the <i>Green Guide</i>. The next SCI meeting will take place in June 2018 hosted jointly by Cambridge and Oxford, preceded by the International Sustainable Campus Network Conference in Stockholm on 11-13 June, where IARU representatives will present in front of many other sustainability officers from outside universities.</p> <p><b>Senior Officers' Meeting, October 2017</b></p> <p>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:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• SCI student exchanges allow for students to travel, work, and learn about best sustainable practices at IARU universities.</li> </ul> |  |

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• SCI helped organize the Global University Climate Forum in Paris in 2015. 130 students from around the world participated.</li> <li>• 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.</li> <li>• 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.</li> </ul> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> |
|--|--|

## Sustainable Campus Initiative

The IARU Sustainability group has had another very active year of collaboration. The highlights offered here include recent and pending publications, recent events, and key outcomes from the annual meeting.

### 1. Publications:

The IARU Sustainability group is in the process of developing a set of comparative case studies to build on the success of the Green Guide. The first of these, which is on inspiring behavior change related to energy use, was led by Oxford and has now been published. Yale has completed studies of sustainable practices related to food and best practices for sustainability communications. These have been edited and will be formatted for publication in September. ETH Zurich has completed a report on the Smarter Meetings virtual conference, which will be edited and formatted for publication in September.

### 2. Events

The Sustainability group has committed to ensuring that all projects have tangible outcomes, that key projects enhance the visibility of IARU, and that the group maximizes travel for any event. Accordingly, June was a very busy month.

- 11 June: participated in a poster session at the International Sustainable Campus Network conference in Stockholm, which was attended by 240 participants.
- 11 June: presented on the Green Guide as an award finalist for ISCN.
- 12 June: led half-day SDG program at the ISCN conference (see appendix for details)
- 13 June: Presented Energy Behaviour as a case study at ISCN
- 18 June: Participated in a panel and group discussion of universities partnering with municipalities for Green Oxford week.
- 20 June: presented on the Green Guide at the Environmental Association of Universities and Colleges annual conference, which was attended by 250 participants.
- 20 June: Presented on the Energy Behaviour report at EAUC

### 3. Exchanges

Because international student exchanges have become more complicated, this year the Sustainability group opted to pilot a new model for student connections. Rather than the previous model of four- to six-week international internships, students from four universities (Berkeley, Cape Town, Oxford, Yale) attended the International Sustainable Campus Network meeting at the KTH Royal Institute of Technology in Stockholm in June. The students were tasked with documenting their experience at the conference as well as supporting the half-day IARU program. They are currently co-drafting the event report. This model was a success this year, and may be one that we pursue going forward as we integrate outward-looking programming into our future meetings.

This year's two staff exchanges were also successful, in that each participating campus garnered fresh insights and tactics for driving innovation. The group is currently deciding on priority topics for future exchanges.

#### 4. Annual Meeting

In June 2018 the IARU Sustainable Campus Initiative held its annual meeting at the University of Oxford. Thirteen representatives attended the event in-person. The full meeting was VC-enabled, so additional representatives joined the group for specific sessions. The meeting was a mix of short topical presentations from individual universities and collaborative sessions led by working group leaders. In addition, Oxford offered activities, tours, and a guest lecture. The attendees and topics were:

- Berkeley: Kira Stoll  
Topic: Getting to Zero Waste
- Cambridge: Joanna Chamberlain  
Topic: Integrating sustainability into campus constructions standards
- Cape Town: Brett Roden  
UCT Response to the Water Crisis
- Copenhagen: Anders Boe Hauggaard-Nielsen, Markus Lampe, Tomas Refslund Poulsen  
Topic: Sustainability in the Maersk Tower
- ETH Zurich: Dominik Brem, Susann Görlinger (virtual)  
Topic: Integrating sustainability into campus constructions standards
- Oxford: Harriet Waters, Tom Heel  
Topic: (tour of campus)
- NUS: Amy Ho  
Topic: Sustainability in Student Residences
- Peking: Xue Ling  
Topic: An Overview of Sustainability at PKU
- Tokyo: Naoki Kobayashi, Takashi Yamada  
Topic: International Travel Carbon Footprint
- Yale: Melissa Goodall  
Topic: Department-level Sustainability Planning

#### 5. Looking Forward

During the June meeting, the group identified seven immediate program priorities:

- **Sustainable Travel:** Collect from IARU members a set of current practices for capturing data related to air travel, tactics to reduce air travel, and guidelines for enhancing sustainability for trips that have not been eliminated. Consider partnership with other networks or institutions on broadening the scope of this work. (Leaders: ETH, Yale, Cambridge)
- **SDG Collaboration:** On-going work to collaboratively explore the role of higher education institutions in advancing the Sustainable Development Goals. In the immediate-term, this will result in an event report. In the longer-term, it may result in additional publications and events. (Leaders: Yale, Berkeley, Cape Town, Copenhagen)

- **Master Planning, Energy Efficiency, Efficient use of Space:** Collect from IARU members documents related to integrating sustainability into master planning and building management. Coordinated with the IARU Estates group on next steps. (Leaders: ETH, Copenhagen, Berkeley)
- **Knowledge Exchange:** Building on the success of the two 2017 knowledge exchange trips, identify one or two topics for exchange. Proposed topics include: department-level planning, water management, disaster preparedness, heritage, and biodiversity planning. (Leaders: Cambridge, Oxford)
- **Communications:** The IARU Sustainability group now has a communications strategy aimed at fostering on-going communication within the group as well as continuing to promote its external visibility. This regular split-group calls (two calls per agenda to accommodate time zones). With student support, the group will develop news items, additional case studies, and a stronger social media presence. (Leaders: NUS, Yale)
- **Capacity Building through Convening:** Building on the shared successes of this year's events and presentations as well as activities such as the 2014 Making your Campus Sustainable conference and the 2015 Global University Climate Forum, the group has agreed to try to maximize its annual gatherings by arranging outward-looking programming. The plan is to test this concept in 2019 with a program aimed at local universities. IARU will work with the UCT team to co-promote the event through South African channels as well as regional networks such as the African Research Universities Alliance. (Leaders: Yale, Cape Town)

## 6. Longer term planning

While the representatives of this group gain significant value from the annual meetings and shared projects, there is also agreement that more ambitious projects will require multi-year planning in order to maximize value and minimize burdens of time and resources. Based on this, the group is currently developing a three-year strategic plan that will offer key concepts and steps for ambitious projects such as additional book-length publications or large-scale events. This document will also highlight opportunities for the IARU Sustainability group to collaborate with other IARU groups as well as with other Sustainability groups such as ISCN and EAUC. See Appendix 2 for the preliminary outline. This document should be complete by January 2019. (Leaders: Oxford, Yale, Copenhagen, Cambridge)

## 7. IARU SCI Governance and Administration

Joanna from Cambridge has resumed her place on the Steering Committee. This means the Steering Committee is now Cambridge, Copenhagen, Oxford, and Yale. Oxford is replacing Yale as the chair of that group, as the appointment is for two years.

The 2019 meeting will take place at Cape Town. The timing is TBD, but is likely to be June or July. The Sustainability group will confer with the Estates group to assess the viability of overlapping meetings to support shared projects.

## 8. Financial Requests

The group agreed that shared activities and publications are more manageable with dedicated support.

|  |         |
|--|---------|
| Support for “outward-looking” pilot event in Cape Town | \$5,000 |
|--|---------|

|  |                 |
|--|-----------------|
| Production of outreach materials (posters, printed reports, etc.)  | \$500           |
| Student support for communications and project development.  | \$5,000         |
| Student design assistant   | \$500           |
| Part-time fellow support to manage on-going collaboration related to the Sustainable Development Goals, with the aim of developing content for a possible book-length publication. | \$10,000        |
| <b>Total</b>   | <b>\$21,000</b> |

## 9. Appendix 1: Global Priorities, Educated Solutions: the role of academia in advancing the Sustainable Development Goals

IARU led a half-day workshop to explore the role of academia in advancing the SDGs during the annual conference of the International Sustainable Campus Network. The purpose of this session was to identify the specific pathways for universities to engage on fostering dialogue, innovating, measuring, reporting, and developing solutions for the 17 goals. Since operating expenses were covered by ISCN, IARU funding was used to support student assistance for event coordination and travel for participants from developing countries. The IARU students who attended the event are now collaborating to create a document to reflect on their experiences as a cohort as well as an event report to capture key takeaways from each session. University of Cape Town helped to solicit applications from African universities through the African Research University Alliance.

### Agenda

Plenary:

- Welcome, [Melissa Goodall](#), Yale University
- [Harro Von Blottnitz](#), University of Cape Town: “Connecting Research to the SDGs: an overview of the University of Cape Town 2015 Research Report”
- [Khatharya Um](#), University of California Berkeley: “Global Refugees: Critical Issues and Relevance to Sustainable Development Goal”
- [XUE Ling](#), Peking University: “Teaching Sustainability with Tea: a case study from the Yunnan Province of China”

Breakout sessions:

*Scholarship for solutions: teaching and research in the context of the SDGs.*

- Moderator: [Amy Ho](#), National University of Singapore
- [Melissa Goodall](#), Yale University: “93,750 data points, 14 interns, 2.5 years: Developing a Matrix to connect Yale Teaching and Research to the SDGs”
- Christine Bratrich, ETH Zurich

*Walking the talk: how campuses can lead by example in terms of operational excellence and using the campus as a test bed for innovation.*

- Moderator: [Tomas Refslund Poulsen](#), University of Copenhagen
- [Leanne Denby](#), Macquarie University: “Integrating the SDGs into universities”
- [Dimitris Tsaltas](#), Cyprus University of Technology: “Taking a SUSTAINable shortCUT”

*Next generation innovation: the role of students in advancing world-changing ideas.*

- Moderator: [Kira Stoll](#), University of California Berkeley
- [Erin Schutte Wadzinski](#), Yale University, "Yale Young Global Scholars Program: Sustainable Development & Social Entrepreneurship"
- [Gunnar Sigge](#), Stellenbosch University: "Creating the next generation of food scientists: entrepreneurs of sustainable and innovative new food products in a changing world."

*Service for society: universities as thought-leaders and collaborative partners in addressing global challenges.*

- Moderator: [Harro Von Blottnitz](#), University of Cape Town
- [Wendy Purcell](#), Harvard University: "Living Labs for sustainability: Towards a learning system for University Campuses"
- [Stephanie Burton](#), University of Pretoria, "Universities in Africa addressing the challenges of the SDGs"

#### Plenary

- Reporting from breakouts
- Closing keynote (via VC) [Jeff Sachs](#), Director, Sustainable Development Solutions Network, and Director, Center for Sustainable Development, Columbia University

## 10. Appendix 2: OUTLINE IARU Sustainability 2018 – 2020 Strategic Plan

1. IARU defined
2. IARU Sustainability group: History, Vision, Mission, Priorities
  - a. Mutual benefits:
    - leverage the connections between our campuses to enhance the priorities of our individual institutions
  - b. Collaboration:
    - work together on select topics to identify best practices and develop fresh approaches leading to transformative change in university sustainability
  - c. Empowerment and capacity building:
    - develop materials and host events to empower peer institutions from around the world
  - d. Connections:
    - develop strategic relationships with other networks and alliances on specific topics
3. Successes to-date
  - a. Publications
  - b. Events
  - c. Projects
  - d. Exchanges
    - i. Student
    - ii. Staff
4. Commitments looking forward
  - a. Immediate projects
  - b. Long-term initiatives
  - c. IARU collaboration
  - d. External collaboration
5. Appendix
  - a. How we work
    - i. Members

- ii. Annual meeting
  - 1. Purpose
  - 2. Basic structure
  - 3. Add language about leverage the annual event to connect with other groups such as ISCN and EAUC
- iii. Governance
  - 1. Steering committee
- iv. Project groups

## 6.2 Women and Men in Globalizing Universities

|                                      |   |
|--------------------------------------|---|
| <b>Lead</b>                          | Oxford University<br>ETH Zurich   |
| <b>Reporting</b>                     | <i>Professor Rebecca Surender (Oxford)</i><br><i>Professor Renate Schubert (ETH Zurich)</i>   |
| <b>Executive summary</b>             | <p>The Gender Group will meet on September 12-14, 2018 at Yale University.</p> <p>The two leads will send updates, including plans and aims for the next 2-3 years, to the IARU Secretariat by September 19.</p> <p><b>This report contains:</b></p> <ol style="list-style-type: none"> <li>1. Draft Agenda for 2018 Gender Group Meeting at Yale</li> </ol>  |
| <b>Items for decision</b>            | Will be submitted September 19.   |
| <b>Funding request</b>               | Will be submitted September 19.   |
| <b>Funding to date</b>               | <p>USD 6,575      <i>Workshop (September 2018)</i></p> <p>--</p> <p>USD 4,000      IARU Intern for data collection and analysis of gender differences in educational achievements (ETH)</p> <p>USD 4,000      IARU Intern to assess role of incentives (ANU)</p> <p>USD 8,000      Workshop (March 2017)</p> <p>USD 4,000      IARU Intern to assess the role of implicit bias training (Yale)</p> <p>USD 3,011      Workshop (July 2016)</p> <p>USD 5,200      Workshop (June 2015)</p> <p>USD 3,638      Workshop (2013)</p> <p>USD 6,512      Workshop (March 2012)</p> <p>USD 8,500      For project development (PM2006)</p> |
| <b>Outcomes of previous meetings</b> | <p><b>Presidents' Meeting, May 2018</b></p> <p>Dr. Jürg Brunnschweiler (ETH Zurich) reported that the three interns approved on March 2017 at PM2017 had been hired. These interns conducted work on the gender attainment gap (ETH Zurich), implicit bias training (Yale), and financial incentives to progress the hiring of women (ANU). The Gender Group is currently finalizing reports on these three topics. A draft of the Gender Attainment Gap Report from ETH Zurich was included in the Tome. The other two reports will be reviewed at SOM2018.</p>  |

The funding request for USD 6,575 to host a Gender Group meeting at Yale on 12-14 September 2018 was approved by the IARU Presidents.

### **Presidents' Meeting, March 2017**

#### **Presenters:**

Fiona Jenkins, Associate Professor, School of Philosophy, Centre for Moral, Social and Political Theory, ANU

Margaret Jolly, ARC Laureate Fellow School of Culture, History and Language, ANU

Rebecca Surender, Pro Vice Chancellor for Equality and Diversity, Oxford

Margaret Jolly began the presentation with a report for IARU by Angelica Stacey. According to the report, 31% of professors at UC Berkeley are women, the highest percent amongst the IARU institutions, but there are similar patterns of senior women academics across most IARU institutions.

Rebecca Surender reported that the numbers are crucial, but so are the questions of gender equity in the context of higher education in universities beyond any particular department. She stressed the need to “fix the institutions” to factor in work-life balance and systemic issues to address structural constraints on achieving gender equity.

Fiona Jenkins presented the “Gender in the Global Research Landscape” report. She reported that the proportion and number of female researchers are increasing globally. Scholarly output by men is still much greater than by women and may be increasing – except in Japan where scholarly output by women is greater, but women must work twice as hard to compete with men. She reported that the ‘citation impact’ of research by men and women is about the same.

#### **Questions from the Presidents:**

Max Price (UCT) asked how financial incentives work to promote gender equality. Lykke Friis (UCPH) explained an example of this at UCPH in 2008: departments who appointed female professors received a monetary incentive. She said that this practice proved successful in increasing female faculty numbers, but was controversial and viewed by critics as a “quota setting” practice.

Sarah Springman (ETH Zurich) asked what can be done to help women feel safer and better show their abilities in a university setting. Rebecca Surender reported that the biggest gender gaps in academics occur in Chemistry and surprisingly, English and the Humanities. She said that perhaps universities could address this by making women feel more comfortable in these settings while posing the question of whether universities exacerbate gender inequality by creating programs that cater only to women.

|  |   |
|--|---|
|  | <p>Max Price (UCT) asked if the Gender Group will conduct research regarding heteronormative issues and whether the research makes room for third genders and non-binary people. Presidents suggest this topic as a future goal for the Gender Group.</p> |
|--|---|

## 1. Draft Agenda for 2018 Gender Group Meeting at Yale, September 12-14, 2018

### Day 1: Wednesday, September 12, 2018

19:00 Welcome Dinner at Union League Café, 1032 Chapel Street, New Haven, CT

### Day 2: Thursday, September 13, 2018

Yale Center for Teaching & Learning, 301 York Street, New Haven, CT

8:30 Breakfast

9:00 Welcome, Introductions & Meeting Description

9:10 Frances McCall Rosenbluth, Professor of International Politics

10:30 Discussion about Working Group results (INTERNAL)

12:00 Lunch at Mory's, 306 York Street, New Haven, CT (Ben Corporation Rehearsal)

13:15 Return to Center for Teaching & Learning, 301 York Street, New Haven, CT

13:30 Presentations

Michelle Nearon, Associate Dean for Graduate Student Development & Diversity

Claire Bower, Professor of Linguistics, and Chair of the Yale Women's Faculty Forum

Darin Latimore, Deputy Dean of Diversity and Inclusion, Yale School of Medicine

Status of Women in Medicine at Yale

Minority Organization for Retention & Expansion

16:00 Discussion / Next Steps

16:30 Continuation of Working Group Results and/or updates from Institutions (INTERNAL)

18:00 Adjourn

19:00 Dinner at Olea, 39 High Street, New Haven, CT

### Day 3: Friday, September 14, 2018

Yale Center for Teaching & Learning, 301 York Street, New Haven, CT

8:30 Breakfast

9:00 Tours

12:00 Lunch

13:00 Adjourn

### 6.3 Global Transformation in IARU Member Strategies

|                          |  |
|--------------------------|--|
| <b>Lead</b>              | <i>UC Berkeley &amp; UCPH</i>  |
| <b>Reporting</b>         | <i>Dr. Khatharya Um (UC Berkeley)</i><br><i>Dr. Helle Samuelsen (UCPH)</i>   |
| <b>Executive summary</b> | <p>Since the last report to Senior Officers, GT has achieved the following:</p> <ol style="list-style-type: none"> <li>1) Successful development of a GT mission/vision statement</li> <li>2) Successful development of a coherent and tangible plan of activities for 2018-2019 (see details below)</li> <li>3) Successful completion of the GT-GSP summer field research course in Chiang Mai</li> <li>4) Successful collaboration with IARU Sustainability on a panel, <i>Global Priorities, Educated Solutions: the role of academia in advancing the Sustainable Development Goals</i> at the International Sustainable Campus Network conference in Stockholm.</li> <li>5) Successful collaboration with IARU Sustainability in securing scholarships for 1 student to participate in the Sustainability conference in Stockholm and 2 students to participate in the summer course, all of whom will continue work on joint GT-Sustainability initiatives that build on the conference and the course (see below).</li> <li>6) Successful collaboration with IARU Sustainability in the planning for       <ol style="list-style-type: none"> <li>a) a teach-in at UCB on issues related to UN Sustainability Development Goals (SDGs) and</li> <li>b) an IARU wide student-led and student-centered virtual forum on UN SDGs that builds on the constituencies and concerns from the Stockholm conference and the summer course in Chiang Mai.</li> </ol> </li> </ol> <p>The plan of activities that GT has developed for 2018-2019 and that includes the joint GT-GSP-Sustainability initiatives (#4,5,6) is coherent, concrete, and aligned with the principles of GT and of IARU. Together, the activities reflect the 3 key areas of our GT mission, namely research, teaching and application, and attend to GT's 3 principal constituencies, namely faculty, students, and community (local and global). They cover two key regions of the Global South-Asia and Africa.</p> |



|                                      |  |
|--------------------------------------|--|
| <b>Funding to date</b>               | <p>USD 8,000 (May 2018) <i>4<sup>st</sup> GT Workshop (Cambridge)</i></p> <p>--</p> <p>USD 2,000 (GSP 2018) GT-GSP course reserve</p> <p>USD 10,000 (May 2017) 3<sup>rd</sup> GT Workshop (PKU)</p> <p>USD 5,000 (May 2016) “Going Global” Speaker fee</p> <p>USD 6,255 (May 2016) 2<sup>nd</sup> GT Workshop (UCT)</p> <p>USD 3,300 (May 2015) 1<sup>st</sup> GT Workshop (ETH Zurich)</p>  |
| <b>Outcomes of previous meetings</b> | <p><b>Senior Officers' Meeting, October 2017</b></p> <p>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.</p> <p>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 Helle Samuelsen (UCPH) as Vice-chair.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> |

|  |   |
|--|---|
|  | <p><b>Presidents' Meeting, March 2017</b></p> <p>Jürg Brunnschweiler (ETH Zurich) reported that the next Global Transformation meeting will be held at PKU in May 2017, and that the most important agenda item is the transfer from ETH to the next lead of this initiative.</p> <p>Global Transformation is in its third year of operation. Presidents stressed that Global Transformation must develop a clear vision, core activity, and attainable objectives in order for funding from IARU to continue. This is a task for the new initiative lead. PKU reported that Professor Yu Miaojie (PKU) is eager to lead this initiative.</p> |
|--|---|

## 1. Global Transformation Vision/Mission Statement

In response to the feedback from IARU Senior Officers, the GT Strategic Working Group (SWG) dedicated its annual planning meeting at Cambridge from June 4-6, 2018 to the development of

- a) a GT vision/mission statement
- b) a GT Plan of Activities for 2018-2019
- c) the summer field course that was successfully held in summer 2018

With ETHZ, Cambridge, and Cape Town as the lead, the group also took on an additional task of compiling a set of guiding principles and a practical “toolkit” for global engagement as a compendium to our vision/mission statement.

The results from the annual meeting are as follow:

### ***The vision/mission statement:***

To clarify the goals of the Global Transformation initiative, members of the SWG who were present at the meeting collectively drafted the following vision/ mission statement, which was circulated to all GT members for additional input.

### **Statement**

IARU institutions share a commitment to addressing the global challenges of our time.

The IARU Global Transformation Initiative focuses on the rapidly changing nature of our globalized world, which can no longer be understood in terms of a simple North-South divide in either the problems it faces or the delivery of solutions. Committing to the UN Sustainable Development Goals, the Initiative perceives transformation as a global challenge and an opportunity, affecting both rich and poor countries alike, although in different ways.

The IARU Global Transformation Initiative recognizes and strives to address persistent asymmetries in power, resources, and opportunities through the sharing of experiences and expertise in research, education and other related activities among IARU institutions and their partners. We firmly believe that, by leveraging our collective strengths, we can identify and capitalize on opportunities for shared innovative projects which, through cross institutional synergies, will lead to greater outcomes than would flow from their individual efforts.

## 2. The GT Plan of Activities for 2018-2019 (See appendix for the list of activities and timeline)

The GT plan of activities for 2018-2019 is systematically aligned with key goals of the initiative relating to research, teaching, and collaboration as articulated in the GT vision/mission statement. It also reflects key IARU principles and commitment.

Centering on the Global South, the activities cover GT's 3 principal areas of engagement—research, teaching and application— and involve GT's 3 principal constituencies, namely faculty, students/alumni, and community (local and global).

For added coherence, the activities are clustered around the following principles and objectives:

### A. Articulation and promotion of a shared vision:

In addition to drafting our vision/mission statement, GT promotes the sharing of vision through active collaboration with other IARU initiatives. In addition to our course contribution to GSP, GT participated in the IARU strand of the 2018 International Conference of Sustainable Campus Network in Stockholm as a joint activity with the IARU Sustainability initiative. We will continue our collaboration with Sustainability in our student engagement of post-conference work this Fall.

GT is also working to extend our global reach. Based on our summer field research course, GT is producing a video that will underscore the GT vision and principles for critical engagement with the Global South. GT is also exploring the development of a website to serve as a platform for disseminating our vision and sharing innovations in our global engagement.

### B. Commitment to Educating Future leaders: Development of critical thinking and global citizenship

As an extension of the IARU commitment to educating for the future, our summer course in Chiang Mai, Thailand focused on the development of critical thinking and ethical engagement in research, and of foundational tools that students can use in all aspects of their work with and in the Global South. It successfully brought together 31 students of 14 nationalities across 22 areas of study in collective and cooperative learning in the classroom, in the research field, and in their immersion in the 12 NGOs with which we partnered. Given that the course aims not only to produce future leaders but also engaged global citizens, work in and contributions to NGOs are integral components of the curriculum, designed not only to promote experiential learning but to engender a sense of social responsibility and accountability.

We see this course as a template for future replication in other regions of the Global South, with other IARU universities taking the lead.

### C. Commitment to fostering collaboration

The summer course was built on multi-dimensional collaboration, namely

- among IARU partners – 2 in the development of the course (UCB, UCPH) and 5 in the delivery of instruction (UCB, UCPH, ETHZ, Tokyo, NUS)
- between IARU institutions and a local university in the Global South (Chiang Mai University/CMU)
- between universities and civil society (UCB, UCPH, CMU, and 12 NGOs)

Given shared focus on the UN Sustainable Development Goals, the course also provides another opportunity for collaboration between GT and the IARU Sustainability initiative. As an intentional effort to promote synergy, we jointly and successfully fundraised for scholarships for 2 Berkeley students to

participate in the summer course, who would continue work on the joint initiative post-return. Among their assignments, the 2 scholarship recipients will spearhead the development of campus based “teach-in” and a student-led, student-centered “virtual hub” for IARU students, alumni, and partner advocates to continue their dialogue, exchange of ideas and resources, and collaboration on UN SDG- related activities. We envision this student-led initiative as an important and, heretofore missing or underdeveloped, contribution to IARU student leadership development.

#### **D. Enhancing institutional capacity for strengthened engagement with the Global South**

Through our partnership with Chiang Mai-based NGOs in the co-development of the field curriculum, we have strengthened the trilateral relationships between IARU universities, local university, and civil society, and by extension helped enhance local capacity for civil society engagement. Chiang Mai University has indicated that this collaboration has deepened their own relationships with local NGOs and will facilitate their future work.

GT also intends to leverage these new partnerships for the eventual development of a longer-term GT internship program in Chiang Mai, something that is of interest to both our students and the NGOs.

To further enhance institutional capacity for strengthened engagement with the Global South, GT is also developing a set of guidelines and a practical “toolkit” for collaboration. Drawn from the experiences of IARU universities, they are intended to guide and facilitate the development of new types of collaboration. A sub-committee, comprised of ETHZ, University of Cambridge, and University of Cape Town, has been formed to undertake this work. The sub-committee has submitted a proposal that includes a clear conceptualization of the project, a timeline, and cost projection. (See attachment in appendix).

#### **E. Promoting critical engagement of 21<sup>st</sup> Century Challenges**

Two of the proposed activities for 2018-2019, namely the re-envisioning of African Studies and Global Displacement initiatives, address critical challenges of the 21<sup>st</sup> century. The activities proposed include conferences/workshops that bring together IARU scholars in the fields of African and migration studies respectively to explore current challenges and innovative approaches in education and research in these critical areas.

### 3. Enhance Institutional Capacity for Better Engagement with the Global South

Proposal under the IARU Global Transformation Initiative

#### Overview

##### Involved universities

ETH Zurich, University of Cambridge, University of Cape Town, UCB (ex-officio)

##### Executive summary

To tackle the grand challenges of our time (i.e. climate change, energy transition, migration), successful research often takes place in research partnerships that are transboundary and intercultural. Research consortia thus are needed that include partners from institutions in the Global North as well as the Global South. The proposed activity aims at developing guiding principles and a toolkit for equal and fair scientific partnerships, in particular with scientists and scholars from the Global South for use by IARU member universities and beyond. These principles cover the entire research cycle from setting the agenda and developing the research questions to disseminating the results.

##### Proposed activities

Activity 1: Development of Guiding Principles of Equal and Fair Research Collaborations (Manifesto)

Activity 2: Development of Practical Guidelines for Equal and Fair Research Collaborations (Toolkit)

Activity 3: Dissemination of the Principles and Toolkit within IARU universities

##### Timeline

October 2018 – May 2019

##### Budget

No cash flows. In-kind contribution of ETH Zurich, University of Cambridge and University of Cape Town (around 0.3 FTE)

##### Contacts

Ms. Patricia Heuberger, ETH Zurich

Prof. David Good, University of Cambridge

Prof. Lungisile Ntsebeza, University of Cape Town

Prof. Khatharya Um (University of California, Berkeley, ex-officio)

## Detailed Planning Sheet

### **Phase 1: Literature Review**

Review and compile existing literature and guidelines on ethical, fair and equal scientific collaborations. A wealth of material, guidelines and legal documents exists from different sources. Take into consideration documents from:

- **All IARU member universities** (research guidelines, ethical guidelines, collaboration guidelines, legal documents, student out-going briefings etc.).
- Documents from **other top-tier universities and scientific institutes** who take a leading role in collaborations with Southern and Eastern partners (such as the [MIT D-Lab \[www.d-lab.mit.edu\]](http://www.d-lab.mit.edu) and others).
- Guidelines and standards from **commissions, foundations, associations and UN entities** (such as UNESCO, Bill and Melinda Gates Foundation, US, Wellcome Trust, UK, Commission for Research Partnerships with Developing Countries (KFPE), the World Economic Forum Reports, Switzerland, as well as foundations from Southern partner countries)

**Output:** Report on the most important guidelines and scientific collaboration standards.

**Lead:** ETH Zurich

**Timeline:** September 2018 – October 2018

**Resources:** 0.4 FTE. ETH Zurich is able to allocate the needed human resources to this activity.

### **Phase 2: Draft IARU Global Transformation (GT) Guiding Principles and Toolkit**

Consolidate guidelines report and draft two documents:

- The IARU Global Transformation Guiding Principles for Fair and Equal Partnerships
- The IARU Global Transformation Toolkit for Fair and Equal Partnerships

The IARU Global Transformation Guiding Principles have the character of a manifesto and aim at supporting scientists and scholars in establishing fair and equal partnerships in particular with collaborators from institutions of the Global South. The Guiding Principles are easily understandable and applicable, and are intended to make researchers aware of obstacles and pitfalls when it comes to potentially unequal partnerships. The Guiding Principles are rooted in the IARU mission and principles.

The IARU Global Transformation Toolkit comprises of practical guidelines for research partnerships with collaborators from institutions of the Global South. The toolkit follows the cycle of a scientific project from setting the agenda and developing the research questions to disseminating the research results. The IARU Global Transformation Toolkit supports scientists in developing an equal and fair collaboration throughout the research cycle with practical information, tips and tools.

**Output:** Draft version of IARU Global Transformation Guiding Principles and Toolkit

**Lead:** ETH Zurich, University of Cambridge and University of Cape Town

**Timeline:** October 2018 - December 2018

**Resources:** 0.4 FTE

**Milestone:** A draft version of the Guiding Principles shall be endorsed by all IARU presidents during the IARU Presidents' Meeting on 21 January 2019 at ETH Zurich, Switzerland.

**Phase 3: Consolidate and finalise IARU GT Guiding Principles and Toolkit**

The draft versions of the IARU GT Guiding Principles and Toolkit are shared within the IARU member institutions for review. Inclusion of partners' input and finalisation of the Guiding Principles and Toolkit.

**Output:** Final version of IARU Global Transformation Guiding Principles and Toolkit

**Lead:** ETH Zurich, University of Cambridge and University of Cape Town

**Timeline:** February 2019 - May 2019

**Resources:** 0.3 FTE

**Phase 4: Disseminate IARU GT Guiding Principles and Toolkit within IARU and the members' institutions**

The IARU GT Guiding Principles and Toolkit will be submitted for adoption at the annual GT meeting in spring 2019. Both documents will be made publicly available on the IARU webpage. All GT delegates disseminate the IARU GT Guiding Principles and Toolkit within their own institutions.

Further discussion will take place at the 2019 GT meeting on whether a more interactive form of dissemination, such as workshops, virtual conferences or social media communications is useful.

**Output:** The IARU GT Guiding Principles and Toolkit are publicly available on the IARU webpage and all Global Transformation delegates disseminate the Guiding Principles and Toolkit within their institutions.

**Lead:** ETH Zurich, University of Cambridge

**Timeline:** May 2019 and forward

**Resources:** 0.1 FTE

#### 4. Appendix: GT Plan of Activities – 2018-2019

| Objective(s)  | Delivery mechanisms   | Timeframe                | Estimated budget | Responsible (for actual activity or exploring the possibility of conducting activity) |
|---|---|--------------------------|------------------|---|
| Create a shared vision for the Global Transformation Initiative   | <ul style="list-style-type: none"> <li>- GT Vision Statement formulation</li> <li>- Update the IARU GT website</li> </ul>               | 2018: July               |                  | All   |
| Enhance student competencies and critical thinking and develop global citizenship                             | GSP critical field research course in Thailand  | 2018: June-July          |                  | UCB, UCPH   |
|   | Replicating the field research course in other regions (2020): e.g. Africa/Latin America; based on the experience of the 2018 course    | Long term                |                  | All   |
|   | Global Transformation Internships in Chiang Mai   | Long term                |                  | UCB, UCPH   |
| Create and promote shared visions across initiatives within IARU<br>Building global community of stakeholders | Participation in Sustainable Campus Network Conference 2018 in Stockholm – as a joint activity between GT and Sustainability Initiative | 2018: June               |                  | UCB   |
| Build a virtual platform for student engagement<br>Development of student leadership                          | Post conference activities  | August 2018 – May 2019   |                  | UCB   |
| Enhance institutional capacity for better engagement with the Global South                                    | Development of guiding principles of engagement (manifesto)   | 2018: September-December |                  | ETHZ, Cambridge, University of Cape Town  |
|   | Development of practical guidelines (toolkits) – e.g. commercialization, managing risks etc.  | 2018: September-December |                  | ETHZ, Cambridge, University of Cape Town  |

|  |   |                           |  |  |
|--|---|---------------------------|--|--|
| Share and promote GT vision  | Dissemination – e.g. workshop, presentations, websites, social media etc.             | 2019-                     |  | ETHZ, Cambridge                        |
| Build a global community of stakeholders<br><br>Build a platform for continued work on global refugee communities<br><br>Build a platform for multiple stakeholders engagement | Conference on Critical Refugee Studies in 2020  | 2020-                     |  | UCB (lead), UCPH, Tokyo                |
| Address 21 <sup>st</sup> century challenge: Decolonising and re-thinking African studies   | Developing concept note<br><br>Conference or a workshop to explore shared challenges  | 2018-October<br><br>2019  |  | UCT (lead), UCB, UCPH, ETHZ, Cambridge |
| Address 21 <sup>st</sup> century challenge: Migration  | Developing concept note<br><br>Conference or a workshop to explore current challenges | 2018-December<br><br>2019 |  | UCB, (lead) UCPH, Tokyo, UCT           |

## 6.4 Cybersecurity Forum

|                                      |   |
|--------------------------------------|---|
| <b>Lead</b>                          | <i>National University of Singapore</i>   |
| <b>Reporting</b>                     | <i>Caren Chua (NUS)</i>   |
| <b>Executive summary</b>             | <p>Educational institutions are often prime targets for cyberattacks; both large and small scale given the unique culture and openness of these institutions.</p> <p>The IARU Cybersecurity Forum is aimed at creating a mechanism for sharing knowledge, experiences and methodologies regarding cybersecurity in higher education across participating universities. Through collaboration and knowledge sharing the forum will endeavour to form structures to assist and learn from each other as well as formulating/refining best practices for tackling cybersecurity in higher education institutions.</p> <p>The inaugural meeting was hosted by NUS in April 2018. The University of Cape Town volunteered to host the next Cybersecurity Forum in 2019. The high-level outcomes of the forum are to establish working groups and projects informed by the issues highlighted at the inaugural meeting. This process will span three years and will be evaluated/reviewed on a yearly basis. It is envisaged that through this process participating members will benefit by maturing their cybersecurity competencies and establishing key contacts in respective areas.</p> <p><b>This report contains:</b></p> <ol style="list-style-type: none"> <li>1. Summary</li> <li>2. Objectives and outcomes from inaugural meeting</li> <li>3. Appendix A: Working budget for 2019 meeting</li> </ol> |
| <b>Items for decision</b>            | Funding request of USD 10,000 for 2019 meeting at UCT.  |
| <b>Funding request</b>               | <p>USD 10,000</p> <p>See Appendix A – page 10 for a cost breakdown as quoted by the UCT Conference Management Centre.</p>   |
| <b>Funding to date</b>               | USD 8,000                      Cybersecurity Forum (April 2018)   |
| <b>Outcomes of previous meetings</b> | <p><b>Presidents' Meeting, May 2018</b></p> <p>Professor Andrew Wee (NUS) shared that the idea for an IARU Cybersecurity Forum stemmed from a severe cybersecurity issue faced by NUS in 2016. Creation of this Forum allowed for the lessons learned by NUS to be shared and absorbed by others. The Cybersecurity Forum held its first meeting in April 2018 at NUS and was attended by representatives from six other IARU universities: ANU, ETH Zurich, PKU, UCPH, UCT, and UTokyo.</p> <p>NUS reported that the Forum's objectives are threefold: provide a platform for cybersecurity leaders and university professionals to share ideas and</p>  |

experiences that advance knowledge; develop a community of strategies, governance and management practices in cybersecurity for higher education; and enable dialogue among members and explore next-generation technology to respond to evolving threats.

President Tan (NUS) opened the Forum's first meeting and reflected that cybersecurity needs exist at both the national and university level. The Forum was chaired by the NUS Chief IT Officer and a speaker from Singapore's Cyber Security Agency was invited to share Singapore's perspectives and approaches to cybersecurity at the national level.

The Forum determined four initial areas of collaboration for future focus. First, develop a standard set of KPIs that all members can use for engaging the Board/Senior Management. Second, form sub-groups and virtual teams/conferences to discuss specific areas and consider mini-projects within the forum. Third, establish a shared online platform. Fourth, share contact points for particular issues.

The Forum requested approval of the four areas of collaboration and support for an annual meeting of IT Security personnel from IARU universities; both requests were approved by IARU Presidents. UCT has volunteered to host the next Cybersecurity Forum in 2019, and a budget request will be submitted at SOM2018.

After a confidential discussion on cybersecurity issues IARU Chair, Carol Christ, noted that there is intense interest on this subject from each IARU university and recommended that in the future, the Forum publish a digest of best practices in cybersecurity for universities.

### **Senior Officers' Meeting, October 2017**

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

|  |   |
|--|---|
|  | <p>Presidents at the 2018PM with further discussion on cybersecurity built into the agenda.</p> <p>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.</p> |
|--|---|

## Cybersecurity Forum

### 1. Summary:

Educational institutions are often prime targets for cyberattacks; both large and small scale given the unique culture and openness of these institutions.

The IARU Cybersecurity Forum is aimed at creating a mechanism for sharing knowledge, experiences and methodologies regarding cybersecurity in higher education across participating universities. Through collaboration and knowledge sharing the forum will endeavour to form structures to assist and learn from each other as well as formulating/refining best practices for tackling cybersecurity in higher education institutions.

### 2. Objectives and outcomes from inaugural meeting:

#### 1. Develop a standard set of KPIs that all members can use for engaging the Board/Senior Management

The plan is to use an online platform to kick off discussions and exchange views with all the IARU members to determine a list of KPIs and metrics. Each institution will perform a bench mark evaluation based on self-assessment using the ISO 27000 series as the baseline. This will allow for identification and prioritisation of key common areas of concern/interest. The aforementioned will inform future possible collaborative outputs

#### 2. Form sub-groups and virtual teams/conferences to discuss specific areas and consider mini-projects within the forum

Through employing an online platform, the forum will deliberate on mini-projects and identify team members from the respective universities, with the view on collaborating on matters such as Cybersecurity policy development in Higher Education and the implications of GDPR. It is anticipated that the work undertaken will result in a proposed framework or guideline that may be adopted by the broader participating community.

#### 3. Establish a shared online platform

Establish engagements between the various Computer Emergency Response Teams of forum members. Not only to drive the projects and initiatives identified above but also to serve as a means to transfer knowledge and provide virtual assistance when dealing with cybersecurity incidents while adhering to data privacy. The Infrastructure team from NUSIT shortlisted a few potential platforms for collaboration (e.g. SharePoint and Microsoft Teams) and determined that *Microsoft Teams* would be most suitable due to its ease of use in exchanging documents and setting up a collaborative environment. All participants at the IARU Cybersecurity Forum will receive an email notification duly upon the setup of the environment. For universities that did not respond to or attend the IARU Cybersecurity Forum in

April, Caren will write to their IARU representatives to confirm the intended recipient for future discussions and participation, and e-intro the new members to all. IARU members will exchange contact points that can shed light on these issues discussed at the inaugural meeting and this would feed into mini project work where applicable

#### 4. Possible areas of collaboration

The inaugural meeting identified some common issues or key learning areas that affected all institutions in some way or another. The intention is to use these common areas of concern to inform the forums agenda, drive project work and innovation over the next three years. Through collaboration learning will be fostered and the aim is to formulate holistic solutions that are institution agnostic but can easily be localised to provide the best fit.

Some of the key learning areas that emerged were:

Academia's unique culture:

- A greater level of openness and transparency exists at universities as opposed to the corporate sector. This presents many challenges to effectively securing and mitigating the risk and impact of a cyberattack.
- Open networks and collaboration with other institutions present many opportunities from an academic perspective but also create a vulnerable environment that can be easily exploited.
- A tension exists between the need to ensure the confidentiality, integrity and availability of an institutions information assets and academic freedom. A balance or compromise would need to be struck to allow for the openness required while providing a safe and secure computing environment. Openness and freedom demands proper accountability. Higher education institutions are the custodians of a fount of information from research, student records etc. and as such steps need to be taken to safeguard this.

Decentralised IT:

- Most universities raised the fact that while a central IT department servicing the university did exist there were still pockets of "independent", faculty or department specific IT structures.
- This decentralised approach may make sense from an operational standpoint since these faculty /department IT structures provided support based on very specific technological and/or operational requirements, but in fact what this creates are areas of vulnerabilities that could be exploited.
- Additionally, central IT, tasked with securing the network, is not kept apprised of technology changes made at a faculty/department level and as a result potential security loopholes may not be catered for.

Lack of cybersecurity capacity:

- Greater investment in building this capacity is required to address the continuing onslaught. State sponsored cyberattacks are on the rise and academic institutions, like many other sectors,

need to be adequately prepared to respond to this. The challenge many institutions face is finding the relevant manpower and funding to handle these cybersecurity issues.

- Some universities like ETH Zurich and NUS offer programs dedicated to cybersecurity and information security. These programs are on par with industry standards. The ideology is to grow the capacity from within the organization. Many of the graduates stay on and become permanent members of the team.

#### Common attack vectors:

- Stealing personal and research information, extorting money and disrupting operations are some of the biggest challenges facing universities. The most common types of cyberattacks highlighted by all participants are Phishing, Ransomware and DDoS.
- Phishing and social engineering attacks are quite prevalent at universities. The mix of student, staff and third parties with vary degrees of technical proficiency creates a uniquely challenging environment to manage. Most malware attacks originate from e-mail consequently many of the participants run phishing campaigns in a bid to educate their community and enable them to identify and report phishing attempts. These campaigns have been met with mixed feelings by the university community some seeing the value while others perceive it to be tedious or a form of deliberate deceit.
- Most of the participating universities have seen a rise in ransomware attacks. Many instances of ransomware infections are spread through malicious links or attachments to emails. The unclear/complex role and access model employed often means individuals have privileged access to numerous network locations. This allows ransomware infections to propagate at an exponential rate. Business continuity planning is essential and sufficient time and resources need to be dedicated to it.
- Participants reported DDoS attacks as well. The rapid uptake of BYOD on campuses have resulted in a large pool of unmanaged, compromised devices that facilitate these attacks. Botnets control these devices and conduct DDoS attacks, steal information and send spam. As the digital footprint grows on campus this poses significant threat to educational operations.

#### User Education:

- Participants indicated that targeted and comprehensive cybersecurity awareness was vital. Present methods employed are not always effective. Given the current workload of staff and students awareness campaigns driven via email are not always seen. More interactive and engaging mechanism need to be employed. Current phishing campaigns being employed at some of the universities have shown real gains. There is a rapid decline in the number of staff and students likely to click on malicious links or open malicious attachments. Reporting of suspected phishing attacks is done much sooner than before the campaigns were launched and increasingly all relevant information is provided at time of reporting, expediting resolution. Building a cyber aware culture on campus would

discourage negligent user behaviour, improve the awareness of the cyber risks, recognise the need for secure, unique passwords and create an understanding of the importance of regularly updating devices and software to ensure known vulnerabilities are addressed.

- Users must be made aware of their respective obligations and responsibilities toward ensuring the confidentiality, integrity and availability of an institutions information assets. They must be held accountable for their actions if a safe and secure computing environment is to be established.

#### High profile info security strategy:

- Executive support and buy-in is critical to the success of Information security. The Information and cybersecurity strategy needed to be a priority and tied to the overall institutional strategy for it to succeed. The National University of Singapore (NUS) showcased that through full support from their executive level they could implement significant changes to effectively counter and block malicious activity. Through their endeavours they could reach a BitSight score of 640 in two years by aggressively targeting and blocking unsecure, compromised personal devices, attending to due diligence requirements and addressing user behaviour. This was achieved through adequate resourcing and undertaking technology investment to support and facilitate their goal. The Australian National University outlined their successful approach towards gaining executive support and interdepartmental buy-in. This approach provides key learning areas for other institutions and will be of assistance in fast tracking and streamlining their approach.

#### Next-gen technology planning to keep abreast:

- The rapid rate at which these threats evolve means most universities struggle to keep abreast with the relevant tools, strategies and training offered in industry. Universities must focus on investing in sustainable technologies and through comprehensive policies secure and promote compliance in their environment. Complete security is not achievable but visibility and a modicum of control of assets connecting to the institutions network will afford sufficient protection and the ability to mitigate the impact of an attack.
- NUS and UCT are both undertaking a network transformation initiative to improve their security posture and have similar objectives. NUS have outline their objectives as follows:
  - Re-architect and implement the next generation campus network for enhanced performance, security intelligence and agile service provisioning
  - Refresh core network infrastructure with more capacity and capability for more internet bandwidth and growth in IOT connectivity needs
  - Virtualize campus network using the software defined network approach for agile service provisioning and enhanced performance

- Implement network security intelligence capability to authenticate and segment user connecting to our campus network
- The ability to do macro/micro segmentation on our network, create centralised access policy management to secure boundaries between different type of users (staff, visitor, student) and device groups is key to NUS.

#### Identity and access management:

- Given the nature of the academic environment it is challenging to implement role-based access effectively. Many individuals are members of different departments and can sometimes be both student and staff. This makes it difficult to manage access to different resources, creating vulnerabilities that can be exploited through social engineering attacks.
- NUS have implemented two-factor authentication; while not impervious to hackers it does provide an extra layer of security and control over user activity.

#### Governance:

- Decentralised IT makes it more challenging to govern and manage information security. Many participants acknowledge that centralisation and implementation of governance to promote cyber aware behaviour, user and device compliance is key to reducing frequency and impact of cyberattacks. Advance persistent threat, zero-day vulnerabilities and complying with Government regulations, national and international, are some of the key concerns facing universities.
- A strategy of proactive defence, user training and collaboration with other institutions could greatly assist institutions in managing their risk. The afore mentioned is enabled by a clear and concise policy statement and continuous engagement by senior leadership toward driving information and cybersecurity objectives across an institution

#### Unsecure personal devices:

- Staff and students bring many personal devices on campus. Cyber security staff have no opportunity to ensure these devices are safe and secure before allowing them to connect to the network. Adequate InfoSec policy and mechanisms need to be implemented to mitigate the risk these potential compromised devices pose to the university's network. NUS have taken the approach of blocking compromised devices from accessing the network until they are compliant. ETH Zurich have formulated a governance structure and policies that promote a risk awareness culture. This allows them to drive relevant initiatives to try and keep up with the evolving threat.

#### General Data Protection Regulation:

- Following on from a presentation on the General Data Protection Regulation (GDPR) by the University of Copenhagen, delegates agreed and concluded that it potentially impacts research activities and the general administration of universities. The University of Copenhagen moved to petition the EU commissioner responsible for the GDPR for a revision which takes into consideration the core activities of research institutions.
- The basis of the petition revolved around the opinion that the GDPR was drafted with commercial entities in mind and did not take into consideration the needs of universities and how they function, particularly the need to collaborate across international boundaries and share data.
- ETH Zurich, Switzerland who are not part of the EU, noted that they too are impacted perhaps more so due to their proximity than other non-EU universities.
- A general sense of uncertainty prevailed as to the exact obligations and impact of the GDPR on non-EU universities was observed and noted.
- Agreement was had that a collaborative effort would be required to better grasp the implications prior to any petition being signed, but that there was potential common cause to do so in future.

Several of the items raised above will inform and guide the formation of working groups, the associated mini-projects and the outcomes thereof over the next three years.

### 3. Appendix A

|  <b>CMC</b> CONFERENCE MANAGEMENT CENTRE  |        |                                    |      |                   |             |   |
|--|--------|------------------------------------|------|-------------------|-------------|---|
| Event Management Cost Estimate   |        |                                    |      |                   |             |   |
| Conference Name  |        | IARU Cybersecurity Workshop        |      |                   |             |   |
| Dates  |        | 3 DAYS in May 2019- date still TBC |      |                   |             |   |
| Venue  |        | TBC                                |      |                   |             |   |
| Pax  |        | 15                                 |      |                   |             |   |
| CMC conference co-ordinator  |        | TBC                                |      |                   |             |   |
| Start up funds   |        |                                    |      |                   |             |   |
| Quotation date   |        | 24-07-18                           |      |                   |             |   |
| INCOME   |        |                                    |      |                   |             |   |
|  | Cost   | Qty                                | Days | Budgeted          | Actual cost | Notes   |
| Funding  |        |                                    |      |                   |             |   |
| Funding ( \$ 10 000)   | 130000 | 1                                  | 1    | 130 000           |             | 1 USD = 13,00 ZAR   |
| <b>Subtotal</b>  |        |                                    |      | <b>130 000,00</b> |             |   |
| <b>TOTAL INCOME</b>  |        |                                    |      | <b>130 000,00</b> |             |   |
| EXPENSES   |        |                                    |      |                   |             |   |
|  | Cost   | Qty                                | Days | Budgeted          | Actual cost | Notes   |
| Co-ordination Fee  |        |                                    |      |                   |             |   |
| CMC Coordinating Fee (flat fee)  | 30000  | 1                                  | 1    | 30 000,00         |             |   |
| VAT charged on coord fee (if surplus is not paid into a UCT fund)  |        |                                    |      |                   |             |   |
| <b>Subtotal</b>  |        |                                    |      | <b>30 000,00</b>  |             |   |
| Venue  |        |                                    |      |                   |             |   |
| Daily Conference Package (DCP)   | 300    | 15                                 | 3    | 13 500            |             | 3x tea/coffee breaks and finger lunch TBC                 |
| Soft drinks for lunch  | 20     | 15                                 | 3    | 900               |             |   |
| Plenary Venue  |        |                                    |      |                   |             | Venue to be booked directly by Wina directly as per 2016? |
| Breakaway room 1   | 0      |                                    |      | -                 |             |   |
| Breakaway room 2   | 0      |                                    |      | -                 |             |   |
| Exhibition Hall  | 0      |                                    |      | -                 |             |   |
| Audio Visual   | 7000   | 1                                  | 1    | 7 000             |             |   |
| Any other venue costs  | 0      |                                    |      | -                 |             |   |
| UCT Traffic Control & Parking  | 0      |                                    |      | -                 |             |   |
| UCT Security   | 2500   | 1                                  | 1    | 2 500             |             |   |
| UCT Cleaning   | 0      |                                    |      | -                 |             |   |
| Any other UCT venue costs  | 1000   | 1                                  | 1    | 1 000             |             | Wi Fi Technician  |
| <b>Subtotal</b>  |        |                                    |      | <b>24 900</b>     |             |   |
| Social Events  |        |                                    |      |                   |             |   |
| District 6 museum  | 1500   | 1                                  | 1    | 1 500             |             |   |
| Red Bus sightseeing tour   | 1800   | 1                                  | 1    | 1 800             |             |   |
| Conference Dinner 1 ( Harbour House TBC)   | 10500  | 1                                  | 1    | 10 500            |             |   |
| Conference Dinner 2 ( Africa Cafe TBC)   | 5500   | 1                                  | 1    | 5 500             |             |   |
| <b>Subtotal</b>  |        |                                    |      | <b>19 300</b>     |             |   |
| Transport  |        |                                    |      |                   |             |   |
| Delegate transport   | 14500  | 1                                  | 1    | 14 500            |             |   |
| <b>Subtotal</b>  |        |                                    |      | <b>14 500</b>     |             |   |
| Accommodation  |        |                                    |      |                   |             |   |
| Protea Hotel Mowbray - including B&B   | 1028   | 15                                 | 2    | 30 780            |             |   |
| <b>Subtotal</b>  |        |                                    |      | <b>30 780</b>     |             |   |
| Registration Expenses  |        |                                    |      |                   |             |   |
| Conference Folders   | 30     | 15                                 | 1    | 450               |             |   |
| Name badges & lanyards   | 40     | 15                                 | 1    | 600               |             |   |
| Note pad & pen   | 30     | 15                                 | 1    | 1 200             |             |   |
| Cifs   | 3500   | 1                                  | 1    | 3 500             |             |   |
| Packing & transportation   | 1500   | 1                                  | 1    | 1 500             |             |   |
| <b>Subtotal</b>  |        |                                    |      | <b>7 250</b>      |             |   |
| Online & Design work   |        |                                    |      |                   |             |   |
| Conference specific website (set up & management)  | 0      |                                    |      | -                 |             |   |
| Online registration portal & survey (set up & management)  | 3750   | 1                                  | 1    | 3 750             |             |   |
| Online abstract portal (set up & management)   | 0      |                                    |      | -                 |             |   |
| Design work for mailers and website  | 1500   | 1                                  | 1    | 1 500             |             |   |
| Design and typesetting of Programme/Abstract Book  | 0      |                                    |      | -                 |             |   |
| Programme/Abstract book printing   | 850    | 1                                  | 1    | 850               |             |   |
| Programme/Abstract USB preparation   | 0      |                                    |      | -                 |             |   |
| Evaluation forms   | 0      |                                    |      | -                 |             |   |
| Certificates   | 0      |                                    |      | -                 |             |   |
| <b>Subtotal</b>  |        |                                    |      | <b>6 100</b>      |             |   |
| General Supplies   |        |                                    |      |                   |             |   |
| Bank charges   | 350    | 1                                  | 1    | 350               |             |   |
| Credit card charges including online payment portal  | 0      |                                    |      | -                 |             |   |
| CPD accreditation  | 0      |                                    |      | -                 |             |   |
| Telephone & fax  | 500    | 1                                  | 1    | 500               |             |   |
| Postage & Courier  | 0      |                                    |      | -                 |             |   |
| Stationery   | 1800   | 1                                  | 1    | 1 800             |             |   |
| Printing   | 0      |                                    |      | -                 |             |   |
| Additional on site staff   | 0      |                                    |      | -                 |             |   |
| Contingency  | 2500   | 1                                  | 1    | 2 500             |             |   |
| <b>Subtotal</b>  |        |                                    |      | <b>5 150</b>      |             |   |
| <b>TOTAL EXPENSES</b>  |        |                                    |      | <b>137 980,00</b> |             |   |
| <b>NET SURPLUS/DEFICIT</b>   |        |                                    |      | <b>7 980,00</b>   |             |   |
| UCT Conference Management Centre (CMC) Terms and conditions  |        |                                    |      |                   |             |   |
| 1. This quote is valid for 10 working days from receipt.<br>2. This quote based on estimate costs and may be revised should your expected numbers or requirements change.<br>3. No bookings have been made and are subject to availability when booking the services of UCT Conference Management Centre.<br>4. A signed contract, budget and proof of start up funds are required before UCT CMC will commence work on any event. |        |                                    |      |                   |             |   |
| Acceptance   |        |                                    |      |                   |             |   |
| I accept this cost estimate and wish to proceed  |        |                                    |      |                   |             |   |
| Name:  |        |                                    |      |                   |             |   |
| Company:   |        |                                    |      |                   |             |   |
| Signature:   |        |                                    |      |                   |             |   |
| Date:  |        |                                    |      |                   |             |   |

## 6.5 Librarians' Contact Group

|                                      |  |
|--------------------------------------|--|
| <b>Lead</b>                          | <i>Oxford University / Cambridge University</i>  |
| <b>Reporting</b>                     | <i>Richard Ovenden / Jessica Gardner</i>   |
| <b>Executive summary</b>             | <p>The IARU Library Directors meeting in July 2018 was highly productive. In addition to visits/presentations and discussions in the Bodleian and Cambridge University Library, discussing innovation in library services, an Action Plan was discussed and developed, consisting of 6 workstreams, with an IARU library as lead for each.</p> <p><b>This report contains:</b></p> <ol style="list-style-type: none"> <li>1. Librarians' Contact Group workplan</li> </ol>   |
| <b>Items for Decision</b>            | Review and approval of the Action Plan.  |
| <b>Funding to date</b>               | n/a  |
| <b>Outcomes of previous meetings</b> | <p><b>Senior Officers' Meeting, October 2017</b></p> <p>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.</p> <p><b>Presidents' Meeting, March 2017</b></p> <p>Don Filer (Yale) reported that Yale will host the next Librarians' Group meeting in July 2017 with a focus on humanities and preservation. He then asked the Presidents if the group should address any other issues. Brian Schmidt (ANU) responded, suggesting the possibility of staff exchange within the Librarians' Group, an idea to be discussed at the upcoming meeting. Another suggested agenda item from the Presidents was: "What is the Library of the Future?"</p> |

## Librarians' Contact Group

The Directors of the IARU Libraries met in Oxford and Cambridge in a jointly-hosted session in July 2018. A number of bilateral exchanges had happened as a result of the 2017 meeting at Yale, including discussions about research collaboration, and information gathering to inform other initiatives.

At Oxford and Cambridge in July 2018 the discussions developed a short plan of action. This would be supported by a 6-monthly virtual meeting, to catch up on Agenda items. In advance of the next physical meeting (ANU Canberra, July 2019) we will purposefully gather the data and learning of these six strands of activity and develop the Agenda for the physical meeting and for a forward work plan.

In developing the six workstreams identified below, during the course of 2018-19, the leads will identify potential additional costs, and other aspects of practical implementation.

Some IARU resources may be required to support the IARU Libraries' Action Plan.

### IARU Libraries' Action Plan:

1. To continue to use the network for benchmarking & assessment, information gathering, and bilateral exchanges (all, but ANU to lead on Assessment).
2. To purposefully support intra IARU researcher and student exchanges, through the development of a IARU library service offering, provisionally titled 'IARU Research Passport' (lead: Yale)
3. To develop a lightweight staff development and exchange & mentoring network, allowing bilateral and multilateral exchanges, to share back learnings from these visits (lead: Oxford)
4. An overview of international trends in research publication costs in the context of the transformation of scholarly communication (lead: Berkeley in coordination with ETH)
5. Look at the support of libraries in curriculum change (e.g. decolonization / first nations). (lead: UCT)
6. To benchmark Digital Preservation capability in IARU libraries, with a particular focus on AV Preservation (lead: Cambridge)



## 6.6 Real Estate Working Group

|                                      |   |
|--------------------------------------|---|
| <b>Lead</b>                          | <i>ETH Zurich</i>   |
| <b>Reporting</b>                     | <i>Dominik Brem (ETH Zurich)</i>  |
| <b>Executive summary</b>             | <p><b>This report contains:</b></p> <ol style="list-style-type: none"> <li>1. Background</li> <li>2. Mission Statement</li> <li>3. Current Members</li> <li>4. Activities since last SOM</li> <li>5. Aims</li> </ol>  |
| <b>Items for Decision</b>            | Possible short presentation by Mr. Dominik Brem at PM2019.  |
| <b>Funding request</b>               | <i>n/a</i>  |
| <b>Funding to date</b>               | <p><i>10,000 USD Real Estate Working Group Meeting (2018)</i></p> <p><i>12,000 USD Benchmarking Initiative (2018)</i></p> <p><i>10,000 USD Real Estate Working Group Meeting (2019)</i></p> <p><i>--</i></p> <p><i>5,516.20 USD Real Estate Working Group Meeting (Sep 2017)</i></p>  |
| <b>Outcomes of previous meetings</b> | <p><b>Senior Officers' Meeting, October 2017</b></p> <p>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.</p> <p>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.</p> <p>The foreseen deliverables of the benchmarking initiative, as defined in the Tome, are:</p> <ul style="list-style-type: none"> <li>• Solid definition-framework (space, headcount, boundaries, etc.)</li> <li>• Set of agreed KPIs regarding Real Estate Management at universities in the IARU context</li> <li>• Short report on the results of the benchmarking initiative</li> <li>• Definition of best case (regarding space efficiency concepts etc.)</li> </ul> <p>Another topic the Group will explore is the way space is used and managed on IARU campuses.</p> <p>Jürg reports that the Real Estate Working Group has the potential to become a very useful initiative.</p> |

|  |   |
|--|---|
|  | <p>The Group also has close ties to the Sustainable Campus Initiative; Dominik Brem, who leads the Group, is the ETH Sustainability representative.</p> <p>Senior Officers approved the request of USD \$12,000 for the benchmarking project.</p> <p><b>Presidents' Meeting, March 2017</b><br/>Jürg Brunnschweiler (ETH Zurich) reported that this group will have its first meeting at ETH Zurich in September 2017 and all partner universities except Yale have expressed interest.</p> |
|--|---|

## Real Estate Working Group

### 1. Background

Good and reliable infrastructure is one of the main functional needs for successful research and teaching activities at universities. However, real estate management at universities differs from the real estate management known in the private industry or the residential sector. Among others, the following requirements are typical to universities: very broad portfolio of building types (Labs, offices, lecture halls, catering facilities, data centers, etc.), very high flexibility of building use, highly specialized and dedicated facilities, high maintenance and capital cost pressure (research vs. infrastructure), high fluctuation of personnel (students, employees) and very variable use of infrastructure (e.g. high demand for space at peak times during term season and low demand at other times, often resulting in poor utilisation of space across the year).

### 2. Mission statement of the Real Estate Working Group

*Published on the IARU Website since April 2018 (Link: <http://www.iaruni.org/institutional-joint-working/real-estate>)*

“The IARU Real Estate Working Group creates a forum for collaboration and information-sharing about the interests and challenges in the field of real estate management for research universities, contributing to a platform for learning through sharing our institutions’ experiences and practice examples.”

- Members will actively participate to the extent feasible to share knowledge about topics in higher education real estate development and management.
- Relevant topics include physical and land use planning, capital investment, facility management, space utilization, fiscal constraints, and other associated administrative policies and practices that may emerge as the group’s work progresses.”

### 3. Current members of the group

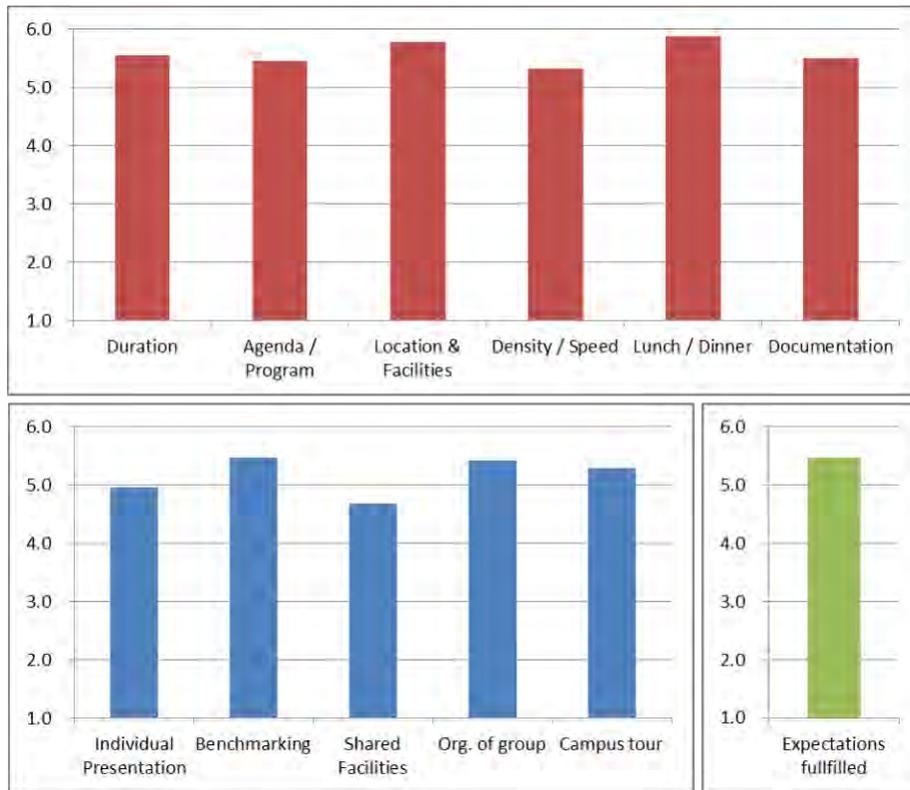
| University   | Contact                  | Function  | E-Mail   |
|--|--------------------------|---|--|
| University of Copenhagen   | Mr. Markus Lampe         | Campus Drift og Digitalisering Chef                                   | <a href="mailto:markus.lampe@adm.ku.dk">markus.lampe@adm.ku.dk</a>   |
| ETH Zurich   | Mr. Dominik Brem         | Sustainability & Scientific Concept                                   | <a href="mailto:dominik-brem@ethz.ch">dominik-brem@ethz.ch</a>   |
| ETH Zurich   | Mr. Reto Grimm           | Portfoliomanager  | <a href="mailto:grimm-reto@ethz.ch">grimm-reto@ethz.ch</a>   |
| ETH Zurich   | Mr. Alex Wäber           | Leader Portfoliomanagement  | <a href="mailto:waeber-alexander@ethz.ch">waeber-alexander@ethz.ch</a>   |
| National University of Singapore   | Prof Yong Kwet Yew (Mr.) | Vice President (Campus Infrastructure)                                | <a href="mailto:uciyky@nus.edu.sg">uciyky@nus.edu.sg</a>   |
| National University of Singapore   | Mr. Roy Tan              | Head, Space Planning and Management                                   | <a href="mailto:roytan@nus.edu.sg">roytan@nus.edu.sg</a>   |
| The University of Tokyo  | Mr. Tsunehiro Hanayama   | Professional Staff, Facilities Planning Group                         | <a href="mailto:jigyokikaku.adm@gs.mail.u-tokyo.ac.jp">jigyokikaku.adm@gs.mail.u-tokyo.ac.jp</a>   |
| The University of Tokyo  | Mr. Ken Noguchi          | General Manager, Facilities Department                                | <a href="mailto:noguchi.ken@mail.u-tokyo.ac.jp">noguchi.ken@mail.u-tokyo.ac.jp</a>   |
| University of California, Berkeley   | Ms. Judy Chess           | Director for Capital Planning, Capital Strategies                     | <a href="mailto:jchess@berkeley.edu">jchess@berkeley.edu</a>   |
| University of Cambridge  | Mr. Paul Milliner        | Head of Strategy and Planning   | <a href="mailto:paul.milliner@admin.cam.ac.uk">paul.milliner@admin.cam.ac.uk</a>   |
| University of Cape Town  | Mr Nigel M Haupt         | Director: Capital Planning and Projects                               | <a href="mailto:nigel.haupt@uct.ac.za">nigel.haupt@uct.ac.za</a> ;<br><a href="mailto:marilet.sienaert@uct.ac.za">marilet.sienaert@uct.ac.za</a>   |
| University of Oxford   | Mr. Paul Goffin          | Director Estates  | <a href="mailto:paulf.goffin@admin.ox.ac.uk">paulf.goffin@admin.ox.ac.uk</a>   |
| University of Peking   | Mr. Li Ming              | Deputy Chief of General Affairs, the Office of Real Estate Management | <a href="mailto:jiming2008@pku.edu.cn">jiming2008@pku.edu.cn</a><br><a href="mailto:pku123@pku.edu.cn">pku123@pku.edu.cn</a><br><a href="mailto:juyilang@pku.edu.cn">juyilang@pku.edu.cn</a> |
| University of Peking   | Ms. Li Yun               | IARU Key contact  | <a href="mailto:liyun@pku.edu.cn">liyun@pku.edu.cn</a>   |
| <b><i>Not or only partly participating in group activities (contact)</i></b> |                          |   |  |
| Australian National University   | Mr. Jonathan Dampney     | IARU Key contact  | <a href="mailto:Jonathan.Dampney@anu.edu.au">Jonathan.Dampney@anu.edu.au</a><br><a href="mailto:fs.director@anu.edu.au">fs.director@anu.edu.au</a>   |
| Yale University  | Mr. Dew Hawley           | Director, Facilities Operations and University Planning               | <a href="mailto:dev.hawley@yale.edu">dev.hawley@yale.edu</a>   |

### 4. Activities since last Senior Officers' Meeting

The first IARU Real Estate Workshop was held at ETH Zurich in September (24.-26.9.2017).

#### Evaluation of the workshop

A simple evaluation of the workshop (Sessions, venue and documentation) showed the following results (best 6, worst 1):



### Outcomes of individual sessions of the meeting

#### Sessions 1 & 2

Individual presentations were asked to focus on the following topics:

- Number of undergraduate and graduate students, number of staff, number of faculty
- Number of buildings and land
- Organization, ownership and governance
- Budget in the real estate
- Recent highlights/flagships (e.g. buildings, masterplans, etc.)
- Biggest challenges and opportunities

The presentations were very important to promote mutual understanding and to illustrate the framework conditions of the universities. These basic information were needed for the indepth understanding in the following discussions and sessions.

#### Sessions 3 & 4

Prior to the first meeting, ETH Zurich elaborated a questionnaire on real estate data. The aim was not only gathering first KPIs, but to identify the main topics of interest, the comparability, as well as the profundity of data available/ accessible. In session 3&4 results were presented to. Looking at the diverse figures of other Universities and methodologies of other IARU real estate departments, already led to fruitful discussions and search for key drivers on space demand.

The instant participation of nine IARU Universities and the detailed answers show a great interest in benchmarking as vital step for comparison and discovering new ways to best practice. The group sees a great potential to further work on a refinement of the KPI's and the underlying definitions. Therefore, it was agreed to set-up a proposal (see. Appendix).

*Session 5*

Session 5 focused on the use and conceptual framework of shared facilities and technology platforms. ETH presented its approach of technology platforms and also the outcomes of the survey. The following discussion showed that the concept of shared facilities is of high interest to all participants and should be analyzed in more detail. The concept allows to use space and equipment more efficiently and may reduce costs in a mid-term view. However, the topic should be extended to other space sharing approaches (e.g. seminar rooms, workshops, lecture halls, etc.). Herein, “technology platforms” will be handled as one of the case studies, which will be elaborated.

*Sessions 6 & 7*

**Current Activities in the group**

The following table shows the activities initiated in the group. All activities are on track – Results are expected to be presented at the workshop in Oxford 2018 (30.9-2.10.2018). It was agreed to delete efficiency benchmarking as a separate workstream, and combine it with the main benchmarking exercise.

Agenda IARU Real Estate Management group  
Year 2018



| Projects / Tasks              | Lead          | March  | April   | May  | June                                       | July  | August                        | September                               | October                   |
|-------------------------------|---------------|--|---|--|--|---|-------------------------------|---|---------------------------|
| Administration/Organization/R | ETH / other   |  | Steering Meeting 2 (SKYPE VC)<br>Prepare report to presidents | Presidents meet  | Registration for the annual Group Workshop | - Definition of program of the workshop<br>- Preparation of proposals | Steering Meeting 3 (SKYPE VC) | yearly Workshop in Oxford (30.9 - 2.10) | Report to Senior Officers |
| Statement of the group        | Berkeley      | Feedback round institutions                                | Upload to Website   |  |  |   |                               |   |                           |
| Benchmarking initiative       | ETH/Cambridge | Compilation of Questionnaire                               | Questionnaire sent out to Institutions                        |  |  | Deadline for submission of questionnaire                              |                               | Presentation of results                 |                           |
| Shared space                  | ETH/NUS       | Compilation of Questionnaire                               | Questionnaire sent out to Institutions                        |  | Deadline for submission of questionnaire   |   |                               | Presentation of results                 |                           |
| Capital investment strategies | Cambridge     | Compilation of Questionnaire                               | Questionnaire sent out to Institutions                        | Deadline for submission of questionnaire   |  |   |                               | Presentation of results                 |                           |
| Tools applied in Real estate  | Copenhagen    |  | Elaboration of Draft paper                                    | Paper ready and submitted to the group   |  |   |                               |   |                           |
| Efficiency Benchmarking       | Cambridge     | Provide an example of UK sector-wide benchmarking analysis |   | Contact universities to identify what equivalent data, if any, could be collected. |  |   |                               | Presentation of results                 |                           |

**Formalities of the group**

It was agreed in the group to set-up a steering committee for the Real Estate Working group with the following universities:

- Lead: ETH Zurich (at least until 2018)
- Steering Member: University of Cambridge & National University of Singapore (NUS)

Since the workshop in Zurich (9.2017), the steering met 3 time virtually to discuss current achievement in the group and to steer group activities (e.g. Organization of workshop in Oxford, 2018)

#### Update Project Capital Planning Process

UC Berkeley and Cambridge University completed a survey of IARU member universities about their capital planning processes. Results will be presented at the Oxford Workshop in autumn.

#### Update Project Shared Space / Shared Facilities

ETH Zurich and NUS completed a survey of IARU member universities about their strategies on sharing space and sharing research facilities. Results will be presented at the Oxford Workshop in autumn.

#### Update Benchmarking project

Following feedback at the last IARU Real Estate Management workshop in Zurich, the Cambridge University has reviewed and modified the Estates space benchmarking survey that was run last summer to try and make the data reporting process easier for all participants.

The aim of this survey is to understand at a strategic level the size and use of Estates space at each IARU institution. It will be analyzed how space is organised in relation to teaching and research activity, and by main academic fields.

The revised survey has been designed based on the UK's Higher Education Statistics Agency (HESA) standard definitions and methodology used for analysing Estates data across UK institutions.

Results will be presented at the Workshop in Oxford – 2018.

| TYPE OF DATA               | LEVEL 1  | LEVEL 2                                 | LEVEL 3                                | LEVEL 4  |
|----------------------------|--|---|--|--|
| Non-Residential Space Data | Non-Residential NIA Total (SMNANRT)                            | Research NIA total (SMNIARET)           | Research not offices NIA (SMNIARE)     | Breakdown by type of space e.g. dry/wet laboratory, lecture theatre, performance area.   |
|                            |  |   | Research offices NIA (SMNIAREO)        |  |
|                            |  | Teaching NIA total (SMNIATET)           | Teaching not offices NIA (SMNIATE)     | Breakdown by type of space e.g. dry/wet laboratory, lecture theatre, performance area.   |
|                            |  |   | Teaching offices NIA (SMNIATEO)        |  |
|                            |  | Support NIA total (SMNIAST)             | Support not offices NIA (SMNIAS)       | Breakdown by type of space e.g. central administration, catering, library, sports.       |
|                            |  |   | Support offices NIA (SMNIASO)          |  |
| Non-Residential Staff Data | Total Non-Residential Staff Full-Time Equivalent (FTE) (SFNRT) | Teaching & Research Staff FTE (SFTEBT)  | Teaching staff FTE (SFTETE)            | Breakdown by type of space e.g. museums/art galleries, conference venues, staff housing. |
|                            |  | Support Staff FTE (SFTET)               | Research staff FTE (SFTERE)            |  |
|                            |  | Non-Residential Other staff FTE (SFNRO) | Support offices staff FTE (SFTEOO)     |  |
|                            |  |   | Support not offices staff FTE (SFTEOT) |  |
|                            |  |   |  |  |
| Student Data               | Total Student Full Time Equivalent (FTE)                       | Teaching Student FTE                    | Research Student FTE                   |  |
| Finance Data               | Total Academic Income (in US dollars)                          | Research Income                         | Teaching Income                        |  |

Fig.1 Questionnaire for the benchmarking initiative – currently IARU members are asked to provide the data (until end of July 2018).

**5. Aims for the next 2-3 years of the group**

Although the group is rather young (since 2017) and processes in the group need to be consolidated, the collaboration among group members and the individual commitment is very promising for the future. Currently there are four projects ongoing in the group with many of the institutions participating or leading (see table current activities).

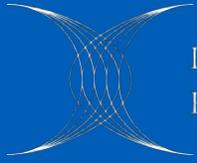
While the representatives of this group gain significant value from the annual meetings and shared projects, there is also agreement that more ambitious projects will require multi-year planning in order to maximize value and minimize burdens of time and resources

As the workshop is held later in the year – the program priorities for the next period are not defined and approved yet. However, the following activities were raised during the year and will be on the agenda to be discussed:

- **Benchmarking:** Establishing a robust benchmarking tool for space use and efficiency in the international university context.
- **Knowledge Exchange:** Currently, the focus is on learning from each other by sharing/exploring good practicing examples and expertise on space use, shared facilities. Other topics raised in the discussions

during the year is a focus on facility management, digitalization (e.g. BIM – Building information modelling) and technology disruptions in the real estate sector.

- **Communication within the group:** A possibility to fostering on-going communication within the group are theme specific Video Conferences (hosted by a IARU member) accessible also to external partners.
- **Publication:** Publication of best practice guides for efficient space use at universities and in higher education and on tools applied in university real estate (e.g. white book, factsheets) could be a promising approach to increase visibility of the group.
- **Collaboration:** Explore and consolidate collaboration with other IARU groups (e.g. sustainability working group).



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

## **Session 7: Research Collaboration**

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

## 7.1 Aging, Longevity and Health & Graduate Student Conference

|                                      |  |   |
|--------------------------------------|--|---|
| <b>Lead</b>                          | Oxford University  |   |
| <b>Reporting</b>                     | <i>Professor Sarah Harper</i>  |   |
| <b>Executive summary</b>             | <p>Ageing, Longevity and Health (ALH) is one of the oldest initiatives of IARU and has remained active over the years, hosting a variety of programmes ranging from GSP courses on aging to graduate student conferences. In recent years, ALH has focused on supporting young researchers. A successful Graduate Student Conference was hosted at Oxford in 2017 with the next arranged for NUS in 2018. The Chair, Professor Harper, has drawn up a new remit for the organization of this IARU theme, with a regular appointed chair and secretariat, an annual Graduate Conference, and the development of research activities to support the capacity building among merging researchers in IARU.</p> <p>Following the successful request for the funding of the NUS Graduate conference in 2018, ALH requests funding in the amount of USD 15,000 to host its next assembly at Cape Town in 2019. This meeting will occur as part of a larger symposium focused on aging with greater research exchange between students and scholars. It is felt important that the momentum built up around this theme be supported and continue.</p> <p><b>This report contains:</b></p> <ol style="list-style-type: none"> <li>1. ALH Summary</li> </ol> |   |
| <b>Items for decision</b>            | Funding request for 2019 Graduate Student Conference.  |   |
| <b>Funding request</b>               | <i>USD 15,000</i>  | <i>ALH Graduate Student Conference, Cape Town (2019)</i>  |
| <b>Funding to date</b>               | <p><i>USD 15,000</i></p> <p>--</p> <p>USD 13,003.20 (2017)</p> <p>USD 14,600 (2016)</p> <p>USD 15,000 (2014)</p> <p>USD 38,000 (2009)</p>  | <p><i>ALH Graduate Student Conference, NUS (October 2018)</i></p> <p>ALH Graduate Student Conference, Oxford</p> <p>ALH Graduate Student Conference, UTokyo</p> <p>ALH Graduate Student Conference, Copenhagen</p> <p>for project management salary, Oxford</p> |
| <b>Outcomes of previous meetings</b> | <p><b>Presidents' Meeting, May 2018</b></p> <p>Professor Kiichi Fujiwara (UTokyo) reported that ALH is one of the oldest initiatives of IARU and has remained active over the years, hosting a variety of programs ranging from GSP courses on aging to graduate student conferences. In recent years, ALH has focused on</p>  |   |

supporting young researchers. A successful Graduate Student Conference was held at UTokyo in 2016, followed the next year by a Graduate Student Conference at Oxford. ALH would like to continue hosting graduate student conferences jointly with its steering committee meetings and requests funding in the amount of USD 15,000 to host its next assembly at NUS in October 2018. This meeting will occur as part of a larger symposium focused on aging with greater research exchange between students and scholars.

The funding request of USD 15,000 to host a Steering Committee Meeting and Graduate Student Conference on 17-19 October 2018 at NUS was approved by IARU Presidents.

UCT will host a 2019 meeting, and UC Berkeley or Beijing the 2020 meeting.

### **Senior Officers' Meeting, October 2017**

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 no requests for funding at this time. ALH will likely request funding at the 2018 Presidents' Meeting to support its next Graduate Student Conference.

## 1. Aging, Longevity and Health Summary

In 2017, Oxford hosted the 4th GSC, the Emerging Researchers Conference: Demography, Aging and Health. The conference provided an opportunity for graduate students/postdoctoral researchers to network and present research to an international research community within the ALH area. It was a joint conference on the twentieth anniversary of the establishment of the Oxford Institute of Population Aging. The programme combined international keynote speakers with themed sessions, paper presentations, multi-disciplinary group work and poster presentations.

Oxford is now preparing to publish a special issue of *Journal of Population Ageing* based on this IARU meeting.

At the same occasion, the ALH Steering Committee held its 5th meeting, discussing strategies for joint activities.

Oxford was elected to chair the Committee for the next period (October 2017 to October 2020). The Chair is now approaching first Beijing and then NUS to prepare for the Chair from 2020 to 2022.

Professor Harper is also drawing up a clear remit for the steering committee officers, the Chair and the secretariat. It is being proposed that the Chair provides the secretariat for the 2 years in which they serve. UCPH has offered to provide a backup secretariat which will provide support to the Chair should his or her own University be unable to provide such support.

Prof. Sarah Harper, Oxford, arranged a teleconference in February (participants: Cape Town, UTokyo, PKU, ANU, Cambridge, UCPH and Oxford). The plan for upcoming meetings and events is:

- 2018, 17-19 October. ALH 2018 Graduate Student and Scientific Conference with a focus on healthy aging, cognition, the environment and community care to be held in Singapore on 17-19 October 2018. The conference will be hosted by the Centre for Aging Research and Education, Duke NUS Medical School.
- 2019 Cape Town will host a GSC and ALH events.
- 2020 The Steering Committee is considering both Berkeley and Beijing
- The network's four defined ALH research areas are to be formalized at the Singapore meeting in 2018. The aim is to explore factors underpinning healthy aging in different contexts through the lens of an ecological framework, which encompasses individual-, social-, community- and policy level processes. The idea is to bring interested partners in the IARU under a shared umbrella.

### **Aging Symposium at UCPH: 22-23 March 2018**

IARU colleagues from Oxford and Cambridge participated in an aging symposium arranged by the Center for Healthy Aging, UCPH.

Professor Sarah Harper gave the keynote speech and Dr. Louise Lafortune (Cambridge) and Prof. George Leeson (Oxford) gave presentations: [http://healthyaging.ku.dk/documents/events/SAB-CEHA\\_symposium\\_CEHA\\_staff.pdf/](http://healthyaging.ku.dk/documents/events/SAB-CEHA_symposium_CEHA_staff.pdf/).

### **2018 Erasmus+ visit to Oxford**

Secretary Hanne Kracht, Center for Healthy Aging, UCPH, visited the Oxford Institute of Population Aging, Oxford, within the EU funded Erasmus+ Mobility Program. The purpose was to network and explore new ways of working with administrative functions and processes at another IARU university.

### **2018 IARU Administrator's support programme**

Oxford hosted an administrator under the IARU support programme

### **2018 Summer school**

In 2018, the Center for Healthy Aging, UCPH ran two summer schools open for IARU students (June and August; master level)

### **Innovating Solutions for Aging Populations**

Generous scholarships from the NNITP (Novo Nordisk International Talent Programme) available for talented IARU students.

### **Budget for 2018 ALH Graduate Student and Scientific Conference Funding request**

Up to USD 15,000 for ALH GSC event at NUS, autumn 2018.

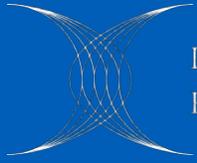
### **Funding to date**

USD 13,003.20 (2017) ALH Graduate Student Conference, Oxford

USD 14,600 (2016) ALH Graduate Student Conference, UTokyo

USD 15,000 (2014) ALH Graduate Student Conference, Copenhagen

USD 38,000 (2009) for project management salary, Oxford



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

## **Session 8: Draft Agenda for the 2019 Presidents' Meeting**

## 8 Draft Agenda for Presidents' Meeting 2019

ETH Zurich, 21 January 2019

### Program at a Glance (tentative)

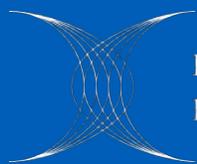
|                           |                      |  |
|---------------------------|----------------------|--|
| <b>Sunday, 20 January</b> | 18:00                | Pick-up at hotel, transfer to Welcome Dinner   |
|                           | 18:30                | <b>Welcome Dinner</b><br><i>Villa Hatt</i>   |
| <b>Monday, 21 January</b> | <b>08:30 – 15:00</b> | <b>IARU Presidents' Meeting – One Day Only</b>   |
|                           | 08:00                | Pick-up at hotel, walk to ETH Main Building  |
|                           | 08:30                | Presidents' Regional Round-up<br>Discussion on topics/themes submitted by IARU Presidents in advance   |
|                           | 12:00                | Lunch  |
|                           | 13:15                | Brief Updates from IARU Initiatives<br>New Proposals (if any)<br>IARU Business Matters <ul style="list-style-type: none"> <li>- 2018 Financial Report and 2019 Outlook</li> <li>- 2020 Presidents' Meeting host and dates (UC Berkeley)</li> <li>- Handover of IARU Chair &amp; Secretariat</li> </ul> |
|                           | 15:00                | Meeting concludes, afternoon tea   |
|                           | 16:30                | Optional transfer to Davos   |
|                           | 19:30                | Arrival in Davos   |

**The 2019 Presidents' Meeting will take place at ETH Zurich on 21 January, back-to-back with the World Economic Forum in Davos.**

At PM2018, IARU Presidents suggested the Secretariat solicit topics or themes for discussion from each partner university prior to the Presidents' Meeting. Discussion time on the issues of most interest to IARU Presidents will be built into future meeting agendas. *The Secretariat will request submission of topics or themes for discussion during PM2019 along with the registration link in October 2018.*

**PM2020 will be held at UC Berkeley. The possible dates are:**

- Monday, 17 February – Wednesday, 19 February 2020
- Wednesday, 22 April – Friday, 24 April 2020



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

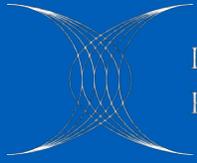
## **Session 9: Global Communications Roundtable**

## 9 Global Communications Roundtable

|                          |  |
|--------------------------|--|
| <b>Lead</b>              | Yale University  |
| <b>Reporting</b>         | <i>Don Filer</i>   |
| <b>Executive summary</b> | The goal of this session is to share information on the communications strategies employed by each institution. The format will be a roundtable moderated by Don Filer, Yale University, with all Senior Officers participating. Questions will be posed for discussion and if one particular topic turns out to elicit more interest than others, the participants may choose to spend more time on that topic. |

### Discussion questions to include:

1. Does your university have a global communications strategy? Either as part of an overall plan or as a separate document?
2. Who is responsible for this work?
3. Is there a separate group or office that handles global communications or is all university communications handled by a single group or is this dispersed widely?
4. Who are your primary off campus target audiences? What are your main messages?
5. Do these communications also target audiences on campus? Which ones and why?
6. What do you consider the greatest value you receive from these efforts?
  - Increased brand visibility
  - Enhanced brand reputation
  - Improved rankings?
  - Collateral/support for institutional marketing efforts
  - Thought leadership/faculty reputation
  - Support for student/faculty recruitment
  - Donor recruitment/development support
  - Other?
7. How do you measure success?
8. Is media relations outside of your home city a major focus? If not, why not?
9. What types of outlets do you engage – national newspapers, international papers, television, radio, online news sites (Google news, Yahoo News, Reuters.com), magazines?
10. Do you employ public relations agencies?
11. Do you host “media days” (groups of reporters, writers, editors from different outlets) on your campus to educate them about the university, pitch projects or stories, or other reasons?



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

## **Session 10: Closing Matters**

**10.1 IARU Chair and Secretariat 2019 / 2020**

**10.2 Financial Report**

**10.3 2019 SOM (ETH Zurich) & 2020 SOM (Oxford)**

**10.4 Wrap-up**

## 10.1 IARU Chair and Secretariat 2019 / 2020

### Next Chair

At PM2018, IARU Chair, Carol Christ, announced that President Makoto GONOKAMI from The University of Tokyo has agreed to become the next IARU Chair. The handover will occur during the PM2019 at ETH Zurich on 21 January 2019. The current IARU Secretariat at UC Berkeley will work with UTokyo in Fall 2018 for a smooth transition in 2019. The Secretariat at UTokyo will be represented by Mr. Masaki KATO.

### Current Chair

Professor Carol Christ, 2017 – 2018 (University of California, Berkeley)

### Past Chairs

Professor Nicholas Dirks, 2016 – 2017 (University of California, Berkeley)  
Professor Ralf Hemmingsen, 2015 – 2016 (University of Copenhagen)  
Professor Ralph Eichler, 2013 – 2014 (ETH Zurich)  
Professor TAN Chorh Chuan, 2009 – 2012 (National University of Singapore)  
Professor Ian Chubb, 2005 – 2008 (Australian National University)



## 10.2 2018 Financial Report and 2019 Outlook

### IARU Income & Expenditure Statement

1 January 2018 --- 31 August 2018

|  | max. amount | Total (USD)    |
|--|-------------|----------------|
| <b>Carried forward from 31 December 2017</b>                       |             | <b>258,503</b> |
| <b>INCOME</b>  |             | <b>400,000</b> |
| Members' contribution  | 200 000     |                |
| IARU---Santander sponsorship for GSP                               | 200 000     |                |
| <b>Total available funds</b>                                       |             | <b>658,503</b> |
| <b>EXPENDITURE</b>   |             |                |
| <b>Meetings</b>  |             | <b>23,969</b>  |
| Presidents' Meeting 2018   | 23,969      |                |
| <b>Running Initiatives</b>   |             | <b>35,355</b>  |
| Campus Sustainability Officers' Workshop (June 2018)               | 8,460       |                |
| Sustainable Campus Projects  | 18,000      |                |
| <i>Event on role of academia in advancing the SDGs (June 2018)</i> | 10,000      |                |
| <i>Design support for publications</i>                             | 3,000       |                |
| <i>Student fellows to support communications and outreach</i>      | 2,000       |                |
| <i>Design and production of best practice guide</i>                | 3,000       |                |
| Global Transformation-GSP Course reserve                           | 2,000       |                |
| Joint-Online Course  | 895         |                |
| <i>Post-course workshop</i>  | 895         |                |
| Global Internship Program (2018)                                   | 6,000       |                |
| <i>Oxford</i>  | 2,000       |                |
| <i>UCPH</i>  | 2,000       |                |
| <i>Yale</i>  | 2,000       |                |
| <b>New Initiatives</b>   |             | <b>8,000</b>   |
| Cybersecurity Forum (April 2018)                                   | 8,000       |                |
| <b>Disbursements</b>   |             | <b>200,000</b> |
| Banco Santander sponsorship for GSP 2018                           | 200,000     |                |
| <b>Secretariat costs</b>   |             | <b>80,000</b>  |
| Contribution to Secretariat costs at Berkeley                      | 80,000      |                |
| <b>Total Expenditure</b>   |             | <b>347,324</b> |
| <b>BALANCE</b>   |             | <b>311,179</b> |
| Total available funds  | 658,503     |                |
| Total expenditure  | 347,324     |                |

**Projected Commitments***Projected until 31 December 2018*

|  |              |                |
|--|--------------|----------------|
| <b>Carried forward from 31 August 2018</b>                 |              | <b>311,179</b> |
| <b>EXPENDITURE</b>   |              |                |
| <b>Meetings</b>  |              | <b>25,000</b>  |
| GSP Working Committee Meeting 2018                         | up to 10,000 |                |
| Senior Officers' Meeting 2018                              | 15,000       |                |
| <b>Running Initiatives</b>                                 |              | <b>58,175</b>  |
| Sustainable Campus Projects                                | up to 3,000  |                |
| <i>Staff exchange program</i>                              | 3,000        |                |
| Global Transformation 4 <sup>th</sup> Workshop (June 2018) | 8,000        |                |
| Joint-Online Course  | 1,600        |                |
| <i>Part-time "project manager"</i>                         | 1,600        |                |
| Gender Group Meeting (Sep 2018)                            | 6,575        |                |
| Real Estate Working Group Meeting (Sep/Oct 2018)           | 10,000       |                |
| Real Estate Working Group Benchmarking Initiative          | 12,000       |                |
| ALH GSC Conference (Oct 2018)                              | 15,000       |                |
| Global Internship Program (2018)                           | 2,000        |                |
| <i>UTokyo</i>  | 2,000        |                |
|  |              | <b>83,175</b>  |
| <b>BALANCE</b>   |              | <b>228,004</b> |
| Total available funds                                      | 311,179      |                |
| Total expenditure  | 83,175       |                |

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

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

## Overview 2019

|   | max. amount | Total (USD)    |
|---|-------------|----------------|
| <b>Projected carry forward from 31 December 2018</b>              | approx.     | <b>228,004</b> |
| <b>INCOME</b>   |             | <b>200,000</b> |
| Members' contribution   | 200,000     |                |
| <b>Total available funds</b>                                      |             | <b>428,004</b> |
| <b>EXPENDITURE</b>  |             |                |
| <b>Meetings</b>   | up to       | <b>45,000</b>  |
| Presidents' Meeting 2019  | 30,000      |                |
| Senior Officers' Meeting 2019                                     | 15,000      |                |
| <b>Running Initiatives – Projected Commitments</b>                | up to       | <b>20,000</b>  |
| Campus Sustainability Officers' Workshop 2019                     | 10,000      |                |
| Real Estate Working Group Meeting 2019                            | 10,000      |                |
| <b>Running Initiatives – Pending Decision at SOM 2018</b>         | up to       | <b>78,000</b>  |
| 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      |                |
| Global Transformation 5 <sup>th</sup> Workshop (2019)             | 5,000       |                |
| Global Transformation Activities                                  | 5,000       |                |
| <i>Planning for 2019 Summer Course</i>                            | 2,000       |                |
| <i>African Studies Workshop (to be held in reserve)</i>           | 1,000       |                |
| <i>Global Displacement Workshop (to be held in reserve)</i>       | 2,000       |                |
| Cybersecurity Forum (2019)  | 10,000      |                |
| ALH GSC Conference (2019)   | 15,000      |                |
| Global Internship Program (2018)                                  | 22,000      |                |
| <b>New Initiatives – Pending Decision at SOM 2018</b>             | up to       | <b>10,000</b>  |
| European Studies Council Graduate Fellows Network (Yale)          | 10,000      |                |
| <b>Secretariat costs</b>  |             | <b>80,000</b>  |
| Contribution to Secretariat costs at UTokyo                       | 80,000      |                |
| <b>Total Expenditure</b>  |             | <b>233,000</b> |
| <b>BALANCE</b>  |             | <b>195,004</b> |
| Total available funds   | 428,004     |                |
| Total expenditure   | 233,000     |                |

## 10.3 Senior Officers' Meeting 2019 & 2020

### 2019

The next Senior Officers' Meeting will be hosted by ETH Zurich 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.

### 2020

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

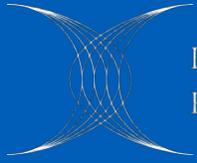
### Previous Senior Officers' Meetings

- 2018 @ The University of Tokyo (20-21 September)
- 2017 @ Yale University (26-27 October)
- 2016 @ Peking University (2-3 November)
- 2015 @ University of Copenhagen (22 – 23 October)
- 2014 @ National University of Singapore, (14–15 November)
- 2013 @ University of California, Berkeley (5–6 November)
- 2012 @ University of Cambridge (29–30 October)
- 2011 @ Australian National University (24–25 October)
- 2010 @ ETH Zurich (18–19 October)
- 2009 @ University of Oxford (22–23 October)
- 2008 @ University of California, Berkeley (20–21 October)
- 2007 @ The University of Tokyo (19–21 September)
- 2006 @ ETH Zurich (20 September)
- 2005 @ Yale University



## 10.4 Wrap-Up

no paper



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

## **Appendix**

**Participants' Biographies**

**IARU Students at ISCN Conference (Sustainable Campus Initiative)**

**Report: The Role of Academia in Advancing the SDGs (Sustainable Campus Initiative)**

## Participants' Biographies

### Australian National University



**Professor Shirley LEITCH**

***Deputy Vice-Chancellor (Global Engagement)***

The Deputy Vice-Chancellor (Global Engagement) provides leadership across a broad portfolio, including international alliances and partnerships, national and international government relations, public policy engagement, marketing and communication.

Previously, Professor Leitch was Dean of the College of Business and Economics at the Australian National University. While Dean, her major strategic initiatives centred on increasing external engagement with industry, public sector, and international partners, including the establishment of an Innovation Hub, internship programs, and expanding international university partnerships.

Professor Leitch's own research is focused on public discourse and change, including science-society engagement in relation to controversial science and technology. She has been a CI within research teams that have received more than \$5m in national competitive grants, including for an Australian Research Council project on the Mineral Resources Rent Tax, and NZ Foundation for Research Science Technology projects on *Building our Productivity: Understanding sustainable collective productivity in NZ firms* and *Sustainable biotechnology*.

Professor Leitch has a longstanding interest in online education. Prior to joining the ANU, she co-founded Online Education Services Ltd (OES) as a university-private sector partnership with publicly listed SEEK Ltd. In 2015, OES was recognized as Australia's fastest growing company in the BRW Fast 100 and it remains Australia's most successful education technology company.



**Mr. Jonathan DAMPNEY**

***Acting Associate Director, International***

Jonathan is currently the Acting Associate Director, International for the Australian National University, leading the International Strategy & Partnerships team. Jonathan was previously appointed Manager, Strategic Partnerships in July 2016. In this role he has lead responsibility for developing the university wide International strategy. Jonathan also manages key university partnerships, including membership of the International Alliance of Research Universities (IARU) and Association of Pacific Rim Universities (APRU). This appointment follows seven years working in the ANU Joint Colleges of Science as Executive Officer (International Development) and Manager of Student Recruitment. Jonathan holds a Bachelor of Advanced Science (Honours) from the University of Sydney and a Graduate Diploma in Science Communication from the ANU. He has 10 years' experience in science communication and has worked in the higher education sector for ten years.

## ETH Zurich



### **Dr. Jürg BRUNNSCHWEILER**

#### ***Director, ETH Global***

Jürg Brunnschweiler is the Head of ETH Global and Director of Global Institutional Affairs at ETH Zurich. ETH Global is the staff unit for international relations at ETH Zurich. It fosters international partnerships in research and education and enhances the institution's visibility abroad. ETH Global's crosscutting mission complements the international relations of research groups, departments or administrative units at the institutional level.

Jürg Brunnschweiler joined ETH Zurich in 2002. Before taking the helm of ETH Global on 1 October 2012, he worked first in the Presidents' Staff and the Lecturers' Office, then in the office dealing with the European Union Framework Programmes and in 2009 returned to the Office for Faculty Affairs where he was responsible for faculty recruiting procedures at various departments. In addition, he was contact person for academic career advancement and Secretary of the Tenure Committee. Since 1 January 2017, Jürg Brunnschweiler is a member of the Board of Directors of the ETH Alumni Association. Jürg Brunnschweiler holds a PhD in Biology from the University of Zurich.

## National University of Singapore



### **Professor WEE Andrew**

#### ***Vice President, University and Global Relations***

Professor Andrew Wee is Vice President (University and Global Relations) at the National University of Singapore (NUS). In his role as Vice President, he works with the President on the University's efforts to become a leading global university located in the heart of Asia through the strengthening of strategic relations with stakeholders both in Singapore and overseas.

Professor Wee, who was Dean of the NUS Faculty of Science from 2007 to 2014, is President of the Singapore National Academy of Science. He is also the Director of the Surface Science Laboratory in the Department of Physics at the NUS Faculty of Science, and an adjunct scientist at the Agency of Science, Technology and Research's Institute of Materials Research and Engineering.

For his scientific excellence as a Professor of Physics, Professor Wee was awarded the President's Medal in 2008 by the Institute of Physics Singapore, a Provost's Chair Professorship in 2013, as well as the Outstanding Scientist Award 2015 by NUS Science. A fellow of the Institute of Physics, UK, the SNAS, as well as the Institute of Physics, Singapore, he has published more than 500 internationally refereed scientific papers. He is an Associate Editor of the journal ACS Nano since 2011, and serves or has served on several journal editorial boards including Applied Physics Letters-Journal of Applied Physics (2009-2011), Surface and Interface Analysis, and Surface Review and Letters.

Prof Wee's research interests are in surface and nanoscale science, scanning tunneling microscopy (STM)

and synchrotron radiation studies of the molecule-substrate interface, graphene and related 2D materials. He was previously a visiting scientist with the Lawrence Berkeley National Laboratories in the US, a Commonwealth Fellow as well as a Rhodes Scholar at the University of Oxford, where he received his received his DPhil (1990). He holds a Bachelor of Arts (Honours) in Physics (1994) as well as a Masters degree from the University of Cambridge, on a PSC Overseas Merit Scholarship (Teaching).



**Ms. CHOOI Foong Sin**

***Associate Director, Global Relations Office***

A graduate of the NUS Business School, Foong Sin leads the Coordination, Alliances & Communications at the NUS Global Relations Office. Her team coordinates NUS' participation at various university alliances, including IARU and also participation in international education conferences. Foong Sin has served in various leadership roles within the Global Relations Office for over 14 years.

## Peking University



**Professor CHEN Dongmin**

***Dean, School of Innovation and Entrepreneurship***

Prof. Dongmin Chen is a Chair Professor in Peking University Institute for Advanced Interdisciplinary Research. He heads the Planning Committee for School of Innovation and Entrepreneurship at PKU. From 2012-2026 He served as the Director of Office of Science and Technology Development at PKU, and has overseen the university innovation ecosystem development, including technology licensing, spin-offs, several incubators and investment funds, and entrepreneurship education programs. He was a former Sr. Rowland Fellow at Harvard University for 15 years and a serial entrepreneur and co-founder of two Silicon Valley companies. Prof. Chen is the International Adviser of WIPO Global Innovation Index and the Honorary Advisor and former Chairman & President of Chinese American Semiconductor Professional Association. Prof. Chen is an Associate Editor of *Applied Physics letter*. His research expertise includes nanotechnologies, RRAM, MEMS-CMOS integration; wearable sensor, Tele-medicine and big-data in health-informatics. He co-authored more than 70 scientific publications and 150 US and international patents.

## University of California, Berkeley



**Dr. Carol CHRIST**

***Chancellor***

Carol Tecla Christ began her term as the 11th chancellor of the University of California, Berkeley on July 1, 2017. A celebrated scholar of Victorian literature, Christ is also well known as an advocate for quality, accessible public higher education, a proponent of the value of a broad education in the liberal arts and sciences, and a champion of women's issues and diversity on college campuses.

Christ spent more than three decades as a professor and administrator at UC Berkeley before serving as president of Smith College, one of the country's most distinguished liberal arts colleges, from 2002 to 2013. She returned to Berkeley in January 2015 to direct the campus's Center for Studies in Higher Education, and was appointed interim executive vice chancellor and provost in April 2016 before being named chancellor in March 2017. Since returning to Berkeley, Christ has played an instrumental role in efforts to stabilize the institution's budget, confront sexual violence and sexual harassment on campus, create a long-term plan for housing students and scholars, and more.

As president of Smith for more than a decade, Christ supervised the development of the nation's only accredited engineering program at a women's college, oversaw a significant rise in student diversity, expanded Smith's global activities and reach, managed a major campus capital planning program, and shepherded the college through strategic planning exercises designed to improve its academic and financial models within the context of changing trends in higher education.

Prior to joining Smith, Christ served as UC Berkeley's executive vice chancellor and provost from 1994 until 2000. During her six years as the campus's top academic officer, she sharpened Berkeley's intellectual focus, strengthening many of the institution's top-rated departments in the humanities and sciences as well as advancing major initiatives in areas including neuroscience and bioengineering.

Christ received her B.A. (1966) from Douglass College, and her M.Ph. (1969) and Ph.D. (1970) from Yale University. She joined the Berkeley English faculty in 1970, and in addition to her other roles, has served as chair of that department, dean of the Division of Humanities, and provost for the College of Letters and Science. Christ has authored two books, *The Finer Optic: The Aesthetic of Particularity in Victorian Poetry* (1975) and *Victorian and Modern Poetics* (1994), and has edited or co-edited several others, including *The Norton Anthology of English Literature*. She is a member of the American Academy of Arts and Sciences and the American Philosophical Society.



**Professor Pradeep CHHIBBER**

***Director, Institute of International Studies***

Professor Pradeep Chhibber is the Director of the Institute of International Studies at UC Berkeley. He is concurrently the Indo-American Endowed Chair and Class of 1959 Chair as well as a professor at the Department of Political Science at UC Berkeley. Professor Chhibber has published extensively on issues related to party systems, electoral politics and the politics of India.



**Mr. Elliott SMITH**

***Deputy Program Manager, Institute of International Studies***

Mr. Elliott Smith is the Deputy Program Manager of the Institute of International Studies at UC Berkeley. He is concurrently the Program Manager of the University's Canadian Studies Program. Smith received his B.A. (2007) and M.A. (2012) from Western Washington University. Smith has been a part of the Institute of International Studies team at UC Berkeley since 2015.

**University of Cambridge**



**Mr. Stephen DAVISON**

***Head of Public International Partnerships***

Steve is Head of the Public International Partnerships section within the Strategic Partnership Office at the University of Cambridge. He is responsible for developing institutional relationships with higher education and research institutions, governments, funders and NGOs internationally.

Steve has been a member of the University since 2008 when he joined as a Political Research Analyst. He went on to become Political Affairs Adviser before building and leading a new Public Affairs Team. He took up the role of Head of Public International Partnership following the formation of the Strategic Partnership Office in 2017. Prior to joining the University of Cambridge, Steve worked in Westminster as Head of Environment for Policy Connect: a UK think-tank.

He is a Senior Officer of the League of European Research Universities, a Senior Officer of the International Alliance of Research Universities, and a founding member and former chair of the Russell Group Political Affairs Network. He has degrees from the University of Hull and the University of Exeter, and is a Professional By-Fellow of Churchill College.

## University of Cape Town



**Ms. Carolyn NEWTON**

*Manager, Global Strategy and Visibility*

Carolyn Newton heads the Global Strategy and Visibility team in the Research Office at the University of Cape Town. Her focus is on raising the international profile of UCTs through research partnerships and research visibility, working closely with and advising the Executive Director of the Research Office, the Director of the International Academic Programmes Office and the Deputy Vice-Chancellor for Research and Internationalisation.

Ms Newton graduated from the University of Cambridge with an MPhil in Criminology, from the University of Stellenbosch with a BA (Hons) in Journalism, and from the University of Cape Town with a BA in English. She has worked as a journalist and editor in a range of media and publishing houses and in sixth-form education in Oxford before returning to Cape Town and her alma mater, UCT, in 2003.

## University of Copenhagen



**Mr. Soren Nedergaard**

*Director, Rector's Office*

Mr. Nedergaard has pursued his career in education, research and innovation through 15 years at the Danish Ministry of Science and Higher Education, in later years in different management positions, and 2 years as a research attaché at the Danish Government's office in Palo Alto, California. He joined the University of Copenhagen in February of 2018 as the Director of the Rector's office with the responsibility of advising Rector, Pro-rector and senior management on the strategic development of the university. Mr. Nedergaard's academic background includes a Master's degree in Political Science.



**Ms. Tina Berglöv KJÆR**

*Senior Advisor, Rector's Office*

Ms. Tina Berglöv Kjør is Senior Advisor at the Rector's Office at the University of Copenhagen, where she works with strategic development and public and international relations. She has held previous positions as analytical Head of Section at the Danish Ministry of Higher Education and Science and strategic Chief Officer in the Association of Danish Lawyers and Economists. Ms. Kjør's academic background includes a Master of Political Science.

## University of Oxford



**Ms. Nina Tomlin**  
*Director, International Strategy*

Nina Tomlin is Director of International Strategy at Oxford University, having joined the international strategy office in 2011. She is responsible for the design and implementation of international activity, in partnership with colleagues across Oxford University, that meets the aims set out in the University's Strategic Plan. The Office aims to combine its expertise in higher education internationalisation and its analytic ability with other departments' specialist expertise.

Prior to joining Oxford, Nina was Deputy Director of the Ditchley Foundation, which promotes understanding through the convening of high-level roundtable conferences on issues of international public policy, for over four years. She has also worked in the office of Amnesty International's Secretary General, the UK Home Office and the Electoral Commission, and for the Chairman of the European Parliament's Foreign Affairs Committee. Nina holds a degree in Social and Political Sciences from the University of Cambridge (Trinity Hall) and a Masters in International Politics from the School of Oriental and African Studies, University of London.

## The University of Tokyo



**Prof. Masashi HANEDA**  
*Executive Vice President*

HANEDA Masashi is Professor of History at the Institute for Advanced Studies on Asia. He received his B.A. in 1972 and M.A. in 1976 from Kyoto University and obtained his Ph.D. in Iranian studies from the University of Paris III (France) in 1983. He joined the Institute as Associate Professor in 1989 and became Professor in 1997. He was Director of the Institute from April 2009 to March 2012, Vice President of the University of Tokyo and Director General of the Division of International Affairs (April 2012-March 2015). He is currently an Executive Vice-President of the University of Tokyo and again the Director General of the Division of International Affairs (April 2016-2018). Following the reorganization of the Division of International Affairs in April 2018, he is now the Director General of the Division for Global Campus Initiatives.

His current topic of research is on the methodology of global history, finding a new way of describing world history and on cross-cultural exchange at port cities of Asian waters in the eighteenth and nineteenth centuries. He has organized an international network of research and education on global history called the Global History Collaborative along with colleagues in Princeton, Berlin and Paris.



**Prof. Kiichi FUJIWARA**

***Professor, Graduate Schools of Law and Politics***

Professor Kiichi Fujiwara is Professor of International Politics at the University of Tokyo, teaching courses on international relations and international conflict at the Faculty of Law, Graduate Schools of Law and Politics, and the Graduate School of Public Policy, the University of Tokyo.

A graduate of the University of Tokyo (B.A. and M.A.), Professor Fujiwara studied as a Fulbright student at Yale University before he returned to Japan at the Institute of Social Science (ISS). He first joined the faculty at Chiba University and then returned to ISS for seven years before moving into his present position. He has held positions at the University of the Philippines, Johns Hopkins University, and was selected as a fellow of the Woodrow Wilson International Center at Washington D.C.

Professor Fujiwara is known for his writings on international affairs, including *Remembering the War* (2001), *A Democratic Empire* (2002), *Is There Really a Just War?* (2003), *Peace for Realists* (2004) (winner of the Ishibashi Tanzan award, 2005), *International Politics* (2007), *War Unleashed* (2007), and *Conditions of War* (2013). Professor Fujiwara is a regular commentator on international affairs and Japanese foreign policy on Japanese TV networks such as NHK and TBS, along with the BBC World Service, CNN and NPR. He is also a film critic with two published works, *America in Film* (2006) and *That's a Movie!* (2012).

**Ms. Takako OKA**

***General Manager, Management Planning Department***



Ms. Takako Oka has been General Manager of the Management Planning Department at the University of Tokyo since April 2018. She started working at the Ministry of Education, Culture, Sports, Science and Technology (MEXT) in 1999 having graduated from the Faculty of Law at Chuo University. She worked in a variety of posts within MEXT and in April 2009 she was seconded to the General Affairs Department of the Board of Education of the City of Yokohama as Manager in Charge of Educational Policy.

Ms. Oka returned to MEXT in February 2011 to the Personnel Department Minister's Secretariat as Deputy Director. From 2012 she has served in the Management Support Planning Office in the Private Education Institution Management Division of which she was the Director from 2017 to 2018.



**Ms. Hiroko NAKANO**

*Manager, International Strategy Group, Management Planning Department*

Ms. Hiroko Nakano joined the University of Tokyo in November 1993 and gradually progressed the path of an administrative staff. She was seconded to JSPS, the Japan Society for the Promotion of Science as an assistant manager in April 2002. On returning to the University of Tokyo in July 2003, she was posted to the General Affairs Department of the University Hospital.

Between April 2004 and July 2009 she served in various positions in the main administration involved with international affairs at the Tokyo University of Agriculture and Technology. She returned to departmental posts at the University of Tokyo in the Faculty/Graduate School of Education in 2009. In 2015 she became the Manager of the International Office of the School of Engineering and Graduate School of Information Science and Technology. She moved back to the main university administration and current position as Manager of the International Strategy Group, Management Planning Department in April 2017.



**Ms. Akiko KAKUTA**

*Assistant Manager, International Strategy Group, Management Planning Department*

Ms. Akiko KAKUTA became an Assistant Manager in the International Strategy Group of the University of Tokyo in April 2017. Her responsibilities range from activities related to international affairs, such as organizing international symposiums and conferences etc., to managing a team of members handling various issues of globalization of the University.

Before transferring to the current position, she worked as the Assistant Manager at the University of Tokyo's College of Arts and Sciences. Between 2007 and 2009 she was seconded to the JSPS (Japan Society for the Promotion of Science) Bangkok Office as Deputy Director, where she had the management of the office's daily operation as part of her duties.



**Dr. James FEGAN**

*Project Specialist, International Strategy Group, Management Planning Department*

James Fegan is a Project Specialist in the International Strategy Group, Management Planning Department of the University of Tokyo where he has a wide range of roles in the various issues of globalization of UTokyo including the translating into English and checking documents of the University Administration that are issued in English.

Prior to joining the University of Tokyo in December 2011, Dr. Fegan worked in the UK in diverse roles across a wide range of industrial fields. Having obtained his degrees from the University of Newcastle upon Tyne, he has worked as a Technical Representative for a Japanese marine coatings company, Engineering Manager for the European office of a Japanese printed and non-printed web inspection systems manufacturer, and as a Project Leader for a Japanese Tier 1 body parts manufacturer in the UK to Toyota Motors UK working on the Auris and new-Avensis projects, until becoming one of the statistics caused by the fall of the Lehman Brothers in 2008. He has also had some experience as a used car salesman in Japan.



**Ms. Yuko OHKUMA**

*Administrative Staff, International Strategy Group, Management Planning Department*

Ms. Yuko Ohkuma is a member of the International Strategy Group, Management Planning Department of the University of Tokyo since 2016.

She is responsible for various matters relating to international alliances to which the University of Tokyo belongs, international training programs for UTokyo staff. Since joining the University, she has worked for the Finance Team at School of Science, Scholarship Team and participated in the staff training program at the Ministry of Education, Culture, Sports, Science and Technology (MEXT).



**Mr. Masaki KATO**

*Administrative Staff, International Strategy Group, Management Planning Department*

Mr. Masaki Kato has been a member of the International Strategy Group, Management Planning Department of the University of Tokyo since 2017. He will be responsible for IARU Secretariat issues from 2019 through 2020.

Before transferring to the current position, he worked as a research support staff at the University of Tokyo's Kavli IPMU (Institute of Physics and Mathematics of the Universe) since 2015. His responsibilities included arranging visits of researchers from home and abroad, advising international researchers at Kavli IPMU on their applications for Japanese research grants, and managing their research grants.

He received his Master of Science in Agriculture from the University of Tokyo in 2012 and a Master of Arts in Higher Education from the University of Minnesota in 2018.

## Yale University



**Mr. Donald L. FILER**

***Associate Vice President for Global Strategy***

Donald Filer has overall responsibility for Yale's Office of International Affairs (OIA), which he has led since its creation in 2004. OIA provides administrative support for the international activities of the schools, programs, and individual faculty across the university. These efforts focus on supporting the development of new projects with partner universities, coordinating the work of other Yale offices during project start-ups, managing visits to Yale by university delegations and other dignitaries, and safeguarding Yale's reputation around the world.

Mr. Filer also leads the university's emergency response in the event of a medical emergency, natural disaster, or civil unrest taking place abroad, and oversees the Yale Young Global Scholars Program, the Greenberg Conference Center, Yale's Marketing and Trademark Licensing Office, and the Yale Conferences & Events Office.

He joined Yale University in 2000 as Associate Secretary with responsibility for managing support for the Yale Corporation (the university's governing board), supervising the Yale Visitor Center, and directing the Office of Licensing Programs. Prior to his appointment at Yale, he served in a number of capacities at Connecticut College in New London, Connecticut, from 1991 to 2000 including Vice President for Community and Public Affairs, Secretary of the College, and Acting Vice President for Development. He worked for former U.S. Representative Bruce A. Morrison of New Haven from 1985 to 1991. Mr. Filer earned a B.A. in political science from Colgate University.

## IARU Secretariat



**Ms. Rexille UY**

***IARU Secretariat***

Rexille has worked at the Institute of International Studies at UC Berkeley since 2011. She manages the operations, events, and financial matters of the Institute. Rexille has worked in some capacity with IARU since 2013 and has been IARU Secretariat since November 2016. She holds degrees in both Sociology and Media Studies from UC Berkeley.



**Ms. Savannah PORTILLO HEAP**

***IARU Secretariat***

Savannah has worked at the Institute of International Studies at UC Berkeley since 2015. She manages the operations, events, and financial matters of the Center on the Politics of Development, and manages all grants held at CPD. In January 2017, she began supporting the IARU Secretariat at UC Berkeley. She holds a B.A. from UC Berkeley in Political Economy with a concentration in Inequality in the United States.

# IARU Students Attend International Sustainable Campus Network Conference in Stockholm, Sweden



*Photo (from left to right): Mikayla Tran, University of California, Berkeley; Rupert Stuart-Smith, University of Oxford; Elsie Moore, Yale University; Whitney Pailman, University of Cape Town*

As part of the International Alliance for Research Universities' (IARU) ongoing student education initiatives and exchanges, four students from member universities had the opportunity to attend the [International Sustainable Campus Network \(ISCN\)](#) conference in Stockholm, Sweden from 11-13 June 2018. The students were active participants during the three-day conference and helped to facilitate the joint IARU/ISCN special event on the role of academia in advancing the Sustainable Development Goals. The students are working together to develop a report on this special event but they wanted to share a few of their other noteworthy conference experiences.

## **Elsie Moore, Yale University**

While there were many sessions I greatly enjoyed during the conference, one of my favorites was the dinner and event at the [KTH Live-in Lab](#). Built by of Einar Mattsson Group and designed by Semrén + Månsson Architects, the KTH Live-in Lab is a testbed for sustainable housing. With 305 student apartments, the Live-in Lab provides a residential environment for businesses to test products, for researchers to conduct studies, and for students to learn. Jonas Vogel, director of the KTH Live-In Lab, talked with us on the first evening of the conference about the journey to create the Live-in

Lab, its aims and capabilities, and some of the ongoing challenges. Photos from this event are available [here](#).

To me, part of what makes the Live-in Lab so noteworthy is its data collection. Detailed data is collected on a multitude of sustainability metrics – such as heating, cooling, water use, electricity, as well as CO<sub>2</sub>, light, and air supply.<sup>i</sup> As an early career researcher, I frequently find myself interested in exploring a question but unable to do so because of data limitations. The Live-in Lab is an innovative way to collect data that can be used by multiple sectors. For example, it provides a space for businesses to test sustainable design and adapt it before going to market but also for university researchers. This type of multi-sectoral collaboration provides a platform for innovative partnerships that I think are key in addressing global sustainability challenges.

By 2050, over two-thirds of the world population will live in cities.<sup>ii</sup> With this rapid urbanization, I think it is essential to develop sustainable housing that has low to no impact on natural systems, but also is inviting and enjoyable for people to reside in. As a recent public health graduate, I am interested in how the built environment can promote co-benefits for sustainability and human health. The KTH Live-in Lab apartments appear to do this. They have everything one could need – a bathroom, kitchen, sleeping and living space – all designed with impeccable Swedish taste.

A few participants had the opportunity to stay at the KTH Live-in Lab while attending the conference. During the final awards ceremony, they shared their thoughts and commented that staying there had made them hyper aware of their personal sustainability choices, such as the length of their shower and energy use. It was a pleasure to get to experience the KTH Live-in Lab and I look forward to continuing to follow and learn from it.

### **Whitney Pailman, University of Cape Town**

The 2018 ISCN conference was a dynamic showcase of the integration of the sustainable development goals in teaching, research and campus practices. It brought together innovative case studies from universities across the globe, through robust dialogue, enthusiasm and commitment to advancing solutions to pressing global challenges.

Being hosted at KTH provided an amazing opportunity to experience the campus and culture, also reflected in its architecture – a rich blend of history and modernity. An example of a recently completed green building with a modern touch and an intriguing brick facade in the shape of a beaver's tail, is the [Undervisningshuset](#), or “Teaching House”, where the conference lunches, poster presentations and breakaway sessions were held. This building, designed by Christensen & Co Architects in collaboration with the KTH Building Department, students and teaching staff,<sup>iii</sup> is a demonstration of a flexible and functional work and teaching space which optimises natural light. It illustrates how teaching and learning environments interface with the built environment

and the importance of incorporating functionality, practicality and purpose into green and sustainable building design.

Looking beyond the walls of university campuses, the various conference sessions highlighted that universities are indeed microcosms of society and are thus poised to be at the forefront of solutions to sustainable development challenges. From the many insightful presentations, Professor Khatharya Um's plenary address titled, *Global Refugees: Critical Issues and Relevance to Sustainable Development Goals*, really caught my attention. She highlighted the role universities can play in serving society and the need to incorporate community service into a university's core curriculum. She also acknowledged the importance of addressing the systemic issues that lie at the root of many sustainable development challenges, including a lack of access to opportunities, inequality and poverty. This was also echoed in the closing address of Professor Sigbritt Karlsson, President of KTH.

I also found the *Next Generation Innovation* breakout session, during the IARU/ISCN event, particularly interesting, as it illustrated how universities can harness innovation and entrepreneurial thinking to develop solutions that are context relevant and responsive to societal challenges. By creating environments that stimulate innovation and collaboration among students and researchers, universities can incubate world changing ideas and invest in the next generation of innovators and entrepreneurs who can take forward this year's conference theme of *acting with a purpose*.

### **Rupert Stuart-Smith, University of Oxford**

I attended this year's ISCN conference primarily to present my recently published report, [\*Behaviour Change Interventions for Reduced Energy Use: Best Practice for Universities\*](#), written on behalf of IARU. The report is designed to support university sustainability teams in devising effective initiatives to reduce universities' contributions to climate change through behavioural changes.

At the conference, I explained the crucial role that behavioural change interventions hold in efforts to decarbonise our campuses. Changes to building fabric are often seen as the most reliable means of reducing energy use but are expensive and are constrained by the way we use our buildings. The long lifespan of buildings and retrofits also locks in high energy demand far into the future. Well-planned initiatives to change energy use behaviours at our universities, however, can be a highly effective and economical means of quickly reducing the contribution of our operations to climate change and allow energy use reductions from building fabric changes to be realised. Yet far too many universities continue to implement poorly designed initiatives which fail to deliver long-term energy use reductions. This report provides a comprehensive eight-stage framework for designing enduring, high-impact policies to change social norms around energy use at universities.

If a behavioural change initiative is to be truly successful, it must be holistic. Students and staff must be educated about the importance of reducing energy use, and how to do so, they should be persuaded and incentivized to take action, should be enabled to do so both by the physical environment in which they operate (e.g. giving access to a thermostat) and the rules they have to follow, and energy saving behaviours should be modelled by peers and mentors. An approach which relies on any one of these strategies alone is unlikely to establish new social norms around energy use. I was delighted with the interest with which the report was received at ISCN. I hope that it will prove a useful tool for universities across the world in their efforts to reduce their contributions to climate change and cut greenhouse gas emissions.

### **Mikayla Tran, University of California, Berkeley**

Among the many engaging sessions of the ISCN Conference, I found myself particularly interested in the student breakout session that took place on the second day, titled: “Student engagement and reinforcing sustainability in HEIs.” Hosted by facilitator Malin Eriksson and chair Veine Haglund as students of KTH Royal Institute of Technology, the student session aimed to both showcase examples of and critically analyze the role of students in decision-making processes for higher education institutions.

The first of three presentations, “Veggie at my place & Student Networks” by Moa Persson illustrated the ability of students to share ideas, generate creative projects, and collaborate to promote a culture of sustainability. As a coordinator at the University of Gothenburg and Chalmers University of Technology, Persson supports students within sustainability by overseeing student networks such as the Gothenburg Students for Sustainability Alliance (GSSA) and Students for Sustainability Sweden. These extended networks thoroughly captured my attention due to the broad range of resources available for students as well as the ease of collaboration between members. As a student myself, I find these organized networks invaluable due to the incredible wealth of knowledge accessible to motivated, passionate students. The students of GSSA created group cooking nights called “Veggie at my place” in order to support sustainable cooking, exemplifying the creative, collaborative projects that can be achieved through these networks.

Supporting student influence in a similar fashion, Alexis Engström acts as a course coordinator at the student-led center for environment and development studies (CEMUS) at Uppsala University. In his presentation on “CEMUS: Education & Societal Change in Troubled Times,” Engström outlined the ways in which CEMUS engages students through festivals, open lectures, and film-screenings on sustainability. As a student studying the societal implications of climate change, I was particularly intrigued by CEMUS’s commitment to utilizing education as a tool for empowerment, as well as

its transdisciplinary approach to sustainability. I believe this humanitarian focus is crucial to combating climate change on a holistic level, as a transdisciplinary education not only stimulates critical thought, but also engages a wider range of students.

University of Toronto students Danielle Pal, Nathan Postma, Emily Shaw, Nicolas Côté, and Rashad Brugmann also highlighted the importance of students' educational experience in promoting sustainability through their presentation on "Normalizing Sustainability at the University of Toronto: The Expanded Student Engagement Project." By documenting sustainability-related courses, student groups, and community engaged learning courses, the students aimed to promote sustainability initiatives, enhance networks, and foster a sense of common identity. These inventories are crucial to improving visibility and access to sustainability courses and groups within higher education institutions, creating pathways of opportunities for interested students. I found this final presentation particularly inspiring due to the depth of leadership and innovation displayed by the University of Toronto students. As someone who is only entering her second year of university, I find these inventories to be incredibly useful for students like myself who are eager to get involved in sustainability efforts on campus as much as possible.

While delivering a speech on leadership for sustainable development during the last day of the conference, President of KTH Royal Institute of Technology Sigbritt Karlsson commented, "If the students are coming and saying something, then the school should put effort in continuing their engagement." The three projects presented during the student breakout session showcased ways to continuously support and cultivate a culture of sustainability amongst the student population at higher education institutions. This work is crucial to successfully empower the next generation of leaders to approach sustainable development from a place of heightened interest and care for the communities around them. It was truly eye-opening to witness the scope of resources and individuals who hope to inspire future students' work in sustainability, and I am excited to carry this newfound motivation with me as I continue my studies.

***We would like to express our sincere gratitude and thanks to IARU for supporting this student exchange and experience.***



*Elsie Moore, MPH, is a fellow at the Yale Office of Sustainability. For more information about the IARU student exchange or the forthcoming SDG report, please contact her at [elizabeth.moore@yale.edu](mailto:elizabeth.moore@yale.edu)*



*Whitney Pailman, MPhil, is a PhD candidate in Energy and Development, based at the Energy Research Centre at the University of Cape Town. Her research explores business and regulatory models for energy transitions in Sub-Saharan Africa.*



*Rupert Stuart-Smith is a student at the School of Geography and the Environment, University of Oxford and was the IARU Sustainability Fellow for 2017. His report for IARU can be found [here](#).*



*Mikayla Tran is a Society and Environment major at University of California, Berkeley and a Carbon Neutrality Initiative Fellow for the Office of Sustainability.*

---

<sup>i</sup> Lab, K. L.-I. "The test bed's structure." Retrieved July 2018 from <https://www.liveinlab.kth.se/om-labbet/testbaddens-uppbyggnad-1.614286>.

<sup>ii</sup> DESA, U. N. "68% of the world population projected to live in urban areas by 2050, says UN." [News](#). from <https://www.un.org/development/desa/en/news/population/2018-revision-of-world-urbanization-prospects.html>.

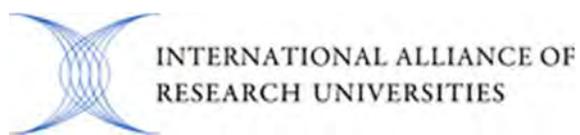
<sup>iii</sup> Hus, A. "Undervisningshuset." Retrieved July 2018, from <https://www.akademiskahus.se/vara-kunskapsmiljoer/byggprojekt/vara-byggprojekt/stockholm/undervisningshuset/>.

**DRAFT - NOT FOR CIRCULATION**

# GLOBAL PRIORITIES, EDUCATED SOLUTIONS: the role of academia in advancing the Sustainable Development Goals



A report on the program hosted by the  
International Alliance of Research Universities  
12 June 2018 in KTH Royal Institute of Technology, Stockholm



This event and report was made possible with financial support from the International Alliance of Research Universities (IARU) and in-kind support from IARU members. The event was done in collaboration with the International Sustainable Campus Network and the African Research Universities Alliance.

This report was developed by four students from IARU institutions: Elsie Moore (lead - Yale University), Whitney Pailman (University of Cape Town), Rupert Stuart-Smith (University of Oxford), Mikayla Tran (University of California Berkeley).

# Contents

Preface

Introduction

    Sustainable Development Goals

    The Role of Academia in Advancing the SDGs

PLENARY: IARU Highlights on Institutional connections to the SDGs

TRACK: Scholarship for Solutions Teaching and Research in the Context of the SDGs

TRACK: Walking the Talk how campuses can lead by example with operational excellence and using the campus as a test bed for innovation

TRACK: Next Generation Innovation the role of students in advancing world-changing ideas

TRACK: Service for Society universities as thought-leaders and collaborative partners in addressing global challenges

CHALLENGES & OPPORTUNITIES

    Challenges

    Opportunities

References

Acknowledgments

Photo credits

# Preface

I am delighted that the International Alliance of Research Universities and the International Sustainable Campus Network co-hosted this important meeting and are taking on the Sustainable Development Goals (SDGs) so intensely. The SDGs are a crucial agenda and a very important one for universities - not only for how universities should be adapting themselves internally but also for the many contributions that universities can make to the very big challenges that are represented by the SDGs. I believe universities have a unique role and responsibility in helping the world to achieve the SDGs.

The SDGs provide universal agenda that is time-bound. The changes that they call for are extremely important, and the goals themselves are a guide for us. The goals also constitute a profound set of challenges, however, and addressing these is not simple. Broadly speaking the SDGs call for molding a world that is currently neither socially fair nor environmentally sustainable into a world that is simultaneously prosperous, inclusive, and sustainable. I think of the 17 SDGs as requiring six major societal transformations:



Jeffrey D. Sachs is a world-renowned professor of economics, leader in sustainable development, senior UN advisor, bestselling author, and syndicated columnist whose monthly newspaper columns appear in more than 80 countries.

**First: Transform all societies into learning and innovation societies.** SDG 4 calls for universal secondary education completion and access to higher education and SDG 8 and 9 call for decent jobs and innovative societies. Most places in the world have yet to achieve these aims, so the transition to universal access to quality education and skills for the 21<sup>st</sup> century and in an innovation environment is the first key transformation.

**Second: Transform the health and well-being in populations.** SDG 3 has specific targets on reducing the still very high infant and maternal mortality rates in low-income countries. It calls for universal health coverage and mental health and well-being for all. We are very far from achieving these targets and therefore the second major transformation is in health.

**Third: Transform to a low-carbon society.** I consider the Paris Climate Agreement to be a package deal of SDGs 7 and 13, which together highlight the imperative to advance to a low-carbon society. This transformation requires profound shifts in infrastructure, primary energy sources, uses of energy, transport infrastructure, and other key systems.

**Fourth: Transform to sustainable land use.** Our global land use patterns are destroying our biodiversity, over-consuming our fresh water supplies, and degrading ecosystem functions. SDGs 2, 14, and 15 are dedicated to biodiversity conservation, ecosystem maintenance, and sustainable food supplies, which brings me to sustainable land use as the fourth transformation.

**Fifth: Transform to sustainable cities.** In a world that is now more urban than rural and is rapidly urbanizing, the cities of the 21<sup>st</sup> century need to be different than the cities of the 20<sup>th</sup> century. They

cannot be primarily automobile-based cities with long automobile commuting distances. They cannot be fossil fuel-based cities. They need to be cities powered by electricity, public transport, walking, shared vehicles, and need smart infrastructure.

**Sixth: Transform to a digital society.** We are in the middle of a profound revolution of digitization. All of the aspects of governance, privacy, surveillance, and cyber warfare, plus the disruptions to the economy from the movement to a digital production system throughout all sectors of the economy means an enormous transformation. We do not yet have the governance structure for this evolution, or even have the specifics of how it will work.

Any one of these six transformations would be a huge undertaking worthy of major university departments, research programs, PhDs, and the like, but the idea is that these are a set of mutually required changes that need to be carried out jointly if we want a decent safe society globally. They also have to be carried out at multiple scales – from the campuses to local governments to national governments, and to transnational river sheds and regional organizations.

While ambitious, and even seemingly impossible to some observers, the SDGs were adopted by the 193 UN member states because all nations can see plainly that the world economy today is not functioning to meet human needs. It is not providing fairness and social inclusion or overcoming extreme poverty. It is putting us on a path of demographic sustainability in low income countries. Climate change is not a small matter; it is truly existential. The mass destruction of biodiversity is not a small matter; it is potentially devastating. We have perhaps 20 years left to get our environmental management on course or risk becoming the agents of mass species extinction and massive human suffering.

These challenges are well beyond the capacity of governments to address by themselves. I've long felt that we face a research and implementation challenge that is worthy of the best of knowledge institutions around the world. We should be putting our students to work on these time-limited, goal-based transformations so that our students can understand better the world that they will soon be helping to lead. I also believe that we all need to embrace the reality that we live in a complex system of systems, so that traditional disciplinary approaches – whether ecology, energy, engineering, education systems, economics, or health care – cannot prosper or deliver as separate islands but need to be seen as part of a holistic, transdisciplinary, university-wide agenda.

I want to close by emphasizing that I hope that IARU, ISCN and SDSN will join forces to work on these issues. The SDGs are fascinating: the more you take them seriously the more difficult, more complex, more frustrating, more important, and more inspiring they become.

Jeffrey D. Sachs

Director, Sustainable Development Solutions Network

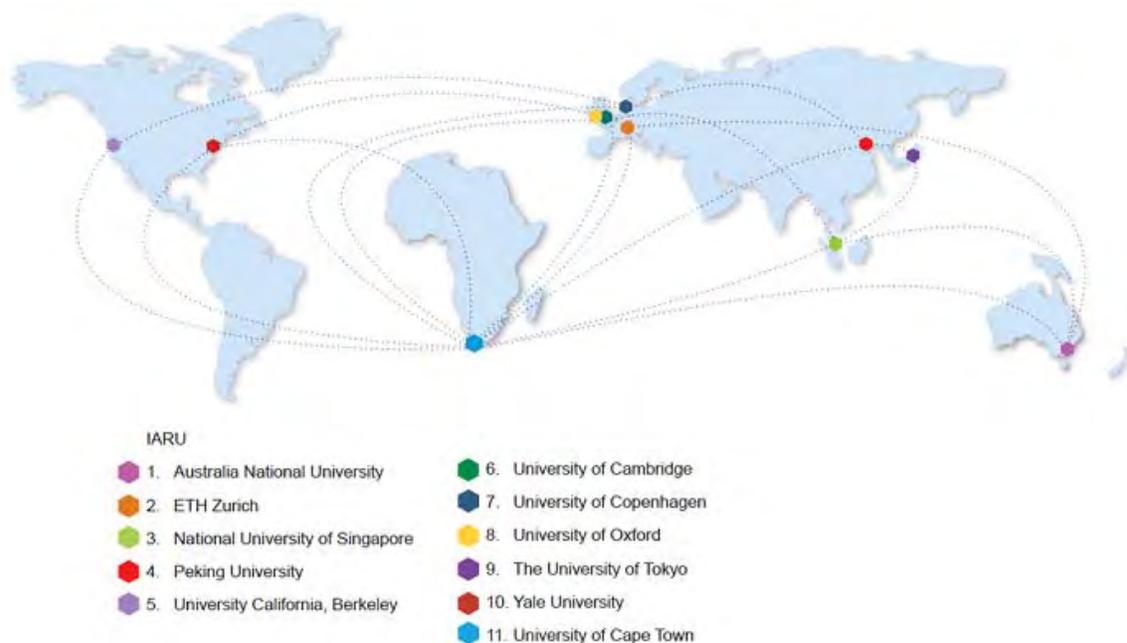
Director, Center for Sustainable Development at Columbia University

*This text is an excerpt from Jeffery Sachs' keynote address given virtually on June 12, 2018 at the Global Priorities, Educated Solution: the Role of Academia in Advancing the Sustainable Development Goals program during the at the ISCN Conference hosted by KTH Royal Institute of Technology.*

# Introduction

On June 12, 2018, the International Alliance of Research Universities (IARU) hosted a half-day special event on the unique role of academia in advancing the United Nations Sustainable Development Goals (SDGs). The *Global Priorities, Educated Solutions: the role of academia in advancing the SDGs* event was a collaboration between the IARU Sustainable Campus Initiative and the IARU Global Transformational Initiative.

IARU institutions are uniquely positioned to lead the conversation about the role of academia in advancing the SDGs. The IARU is a network of eleven research-intensive universities from nine countries who share a similar global vision and commitment to educating future world leaders. In 2009, the IARU created its Sustainable Campus Initiative to catalyze campus sustainability work being done by individual members by sharing best practices and working collaboratively. Individual members and the Alliance have a deep commitment to sustainability and are experienced in fostering dialogue, innovating, measuring, reporting, and developing solutions that can help in achieving the SDGs.



**Image 1: IARU Member Universities**

Led and organized by IARU professionals and faculty members the event featured presentations from both IARU and non-IARU universities. The event was composed of two plenaries, four breakout sessions, and a keynote address from Jeffrey Sachs, Director of the UN Sustainable Development Solutions Network and Director of the Center for Sustainable Development at Columbia University. The proceeding report, which mirrors the event format, provides an overview of the presentations and discussions presented at the *Global Priorities* event. The event was organized in four tracks:

- Scholarship for solutions: teaching and research in the context of the SDGs.
- Walking the talk: how campuses can lead by example in terms of operational excellence and using the campus as a test bed for innovation.
- Next generation innovation: the role of students in advancing world-changing ideas.

- Service for society: universities as thought-leaders and collaborative partners in addressing global challenges.

This report provides examples of the multitude of ways that universities are engaging with and advancing the SDGs. It also draws out key opportunities and challenges to using the SDGs as a platform for campus sustainability programming.

This event took place during, and in collaboration with, the International Sustainable Campus Network’s (ISCN) twelfth annual conference in Stockholm, Sweden. Hosted by the KTH Royal Institute of Technology, the three-day conference featured a diversity of presentations and conversations ranging from integrating sustainability into educational curriculum and student-led initiatives to the campus as a living laboratory and developing a strategic city. This year’s conference was themed “Sustainable Development: Acting with Purpose” and focused on actionable ways universities can address pressing global challenges. Aligned strongly with this theme, the *Global Priorities* event explored the imperative of academic institutions to be proactive and dynamic about advancing the aims of the SDGs.

## Sustainable Development Goals

In 2015, 193 member countries of the United Nations adopted the SDGs. This marked the first time the global community agreed on an actionable agenda with priorities, goals, and targets that include all countries and all citizens. The process of developing the SDGs prioritized inclusivity – with non-governmental decision-makers, sectorial experts, and the population at large involved through a variety of consultative processes. Building on the progress of the Millennium Development Goals and the multiple years of global consultations the resulting [Transforming our world: the 2030 Agenda for Sustainable Development](#) (the SDGs) provides a guide for global action on people, planet, prosperity, peace, and partnership.<sup>1</sup>



Image 2: UN Sustainable Development Goals

Summarized as 17 broad goals, the SDGs lay out a sustainable development plan to 2030. With no fewer than 169 targets set, they seek to address critical obstacles to the pursuit of social and environmental justice. Each target has indicators that ground the goal in measurable outcomes and each year the UN High Level Political Forum for Sustainable Development reviews the status of select goals. Although progress has been made on the SDGs, it is widely accepted that we need to double down efforts if we are to achieve them by 2030. With just 12 short years left it is essential that all sectors increase involvement in this urgent sustainable development agenda.

## The Role of Academia in Advancing the SDGs

Involvement of academic institutions is vital to advancing the SDGs. As members of the knowledge sector, academic institutions have a unique role and responsibility in advancing the SDGs. The complexity of the global goals requires integrated solutions, coordinated actions, transparency and accountability, and scaled policies and programs. Academic institutions are well versed in planning and implementing these types of solutions and can harness their core strengths to catalyze progress on the SDGs.

- **Research.** One of the core missions of the academy, research can help in the investigation, data collection, and analysis of what is required to achieve the SDGs and make sure that no one is left behind. Building on the intellect and expertise of faculty, academic institutions can help to better understand best practices for SDG implementation and monitoring and evaluation of the indicators. The Inter-Agency and Expert Group on SDG Indicators, identifies improving data quality and availability as key for making informed decisions and accurate review of the global goals. Accurate and timely information is vital to identifying development challenges and “invisible groups” that are poorly understood.<sup>2</sup> Many academic institutions already have research that supports the SDGs; however, this work may not be driven by the SDGs. Scaling up SDG related research can help to provide expertise and support to national governments, the United Nations, and actors working on implementation.
- **Operations.** Aligning campus operations to promote the SDGs is key. University campuses around the globe represent a large environmental footprint. Academic institutions have acknowledged the importance of greening campuses, but this is just the starting point. Many college campuses function as microcosms of society – providing housing, transportation, food, and other necessities to student populations – which offers the possibility of testing new technologies and tactics for urban sustainability.
- **Teaching.** The advancement of the SDGs will influence the world inherited by future generations. Many students go on to play critical roles in policies, social services, education, health, business, and other sustainable development areas. Academic institutions have an important role in shaping future leaders and decision makers. Education should prepare learners for addressing sustainable development and encourage innovation. Students should be allowed the space to lead and innovate through campus initiatives, courses, and research projects. For some universities, aligning the curriculum with the SDGs, or evaluating the extent to which existing courses and modules respond to key challenges provides an opportunity to more deeply engage with the SDGs.

- **Service.** The challenges and opportunities represented by the SDGs cannot and will not be solved alone. University partnerships and alliances for sustainable development are vital. Academia has an important role in creating environments that encourage dialogue and critical thinking to address the sustainable development challenges. The SDGs are pushing us to convene multisectoral and transdisciplinary conversations, and academic institutions have a long history of bringing diverse stakeholders together. Many universities have launched centers and research programs aimed at transdisciplinary collaboration and these are well positioned to push forward the global goals. An essential partner in this is the community. While a universal agenda, addressing challenges that are most pressing in the local context and developing a solution suited for the local context will always be a priority. Academic institutions should work with local and regional partners to translate global priorities to local actions.

While academic institutions are a vital global partner in helping to achieve the SDGs, the relationship is reciprocal. There is much to be gained for universities by more deeply integrating the SDGs into campuses. The SDGs can help form a common language for addressing sustainability – from a social, economic, and environmental perspective. This inclusive definition of sustainability can increase sustainability efforts on campus and mobilize leadership interest.

# PLENARY: IARU Highlights on Institutional connections to the SDGs

To kick-start the conversation about the role of academic institutions in advancing the SDGs at this special event, representatives from the University of Cape Town, Peking University, and the University of California, Berkeley shared how their universities are working on the SDGs and proposed why they think this is an important topic.

Dr. Harro von Blottnitz, Professor of Engineering and the Built Environment at the University of Cape Town (UCT) gave the first presentation that focused on UCT's [2015-2016 Research & Innovation](#) report. When the SDGs were adopted in 2015 it did not come as a surprise to many of the academics working on sustainable development at UCT. The university's 125-year research tradition has always had strong elements of studying the natural world and development challenges. Several UCT researchers were involved in the lobbying and drafting of the SDGs. However, inspired by the historical gravity of the United Nations decision the UCT university executive did something remarkable in 2016 - astonished by how well the global goals mapped onto the university's strategic direction, they structured the research and innovation report, according to the SDGs rather than according to faculties and departments.

The research report gives examples of how academics and their research helped shape some of the goals, how knowledge of specific developmental contexts can be used to prioritize amongst the 169 targets, and how independent and critical voices can help to verify whether the goals are met as closely as possible. It also shows how the increasingly interdisciplinary focus of much university-based research is essential for not losing the complexity inherent in finding solutions for a more sustainable world. While the report provides numerous examples of contextually grounded research, Dr. von Blottnitz opted to share a few overarching insights:



Image 3: University of Cape Town 2015-2016 Research & Innovation Report

- Make room for interdisciplinarity and interdisciplinary research. This is needed to ensure that the SDG targets are fully understood in specific places and context and that they are not arbitrarily reduced to what is encountered or what is convenient to those in power. Interdisciplinary research has been on the rise in HEIs over the past decades and sustainability institutes and sustainability studies are a cornerstone of interdisciplinary work.

- Embrace structure and utilize internationalization in the spirit of goal 17. International alliances such as IARU and ISCN provide opportunities to learn from each other about sustainable development best-practices. Additionally, regional networks, such as the African Universities Research Alliance, which UCT is involved with, not only promotes internationalization but in the African context can help promote continent specific research.
- Make space for innovation. While there have been steady advancements in human progress, innovation, if fostered, has the potential to accelerate future advancements.

While there are many other takeaways that could be gleaned from this report, UCT's 2015-2016 research & innovation report demonstrates not only how closely the SDGs match the strategic vision of the university but how UCT's research presents opportunities for SDG advancement.

Dr. Ling Xue, Professor of Regional Development and Social Computing at the School of Government at Peking University explored the topic of universities and the SDGs through a case study of tea in the Yunnan province of China. Dr. Ling revealed how sustainability teaching can help equip the next generation with sustainable development knowledge and skills while also helping to address urgent local challenges.

Yunnan is a province of the People's Republic of China, situated in a mountainous area in the southwest of the country. It shares a border with Burma, Laos, and Vietnam. Yunnan has several different tea growing regions and one of the best-known products is Pu-erh tea. Recent growth in Pu-erh tea demand and tourism is altering the region. For example, Dr. Ling explained that Pu-erh tea currently is transported by the Tea Horse Road, which is a network of caravan paths winding through the mountains, but the growing markets and high travel cost are demanding alternative transportation.

Peking University became interested in investigating sustainable strategies for this region. To assist the local government, and to build on China's recently launched Rural

Revitalization and Ecological Civilization and the SDGs strategies, a group of undergraduate and graduate students from Peking University, led by Dr. Ling, spent several summer months in Yunnan researching sustainable development strategies for Pu-erh tea. While the students observed that current economic patterns are not sustainable, they found there are things that can be done to help the region's economic growth and sustainability. A few of these suggestions included:

1. The region should build a new Tea Horse Road to reshape the economic geography of the region. The new road would allow for goods, people, money, information and technology to move more easily in and out of Yunnan. The road could in the future be converted into a self-



**Image 4: Peking University's Social Investigation Summer Program**

driving road.

2. Currently the region is too specialized and therefore they should diversify and broaden the economic base to create greater economic stability. One way to do this would be through more events and place marketing for the region to increase tourism.
3. The region should adopt total quality management strategies for tea to ensure quality. These could mirror those found in the wine industry.

The students presented their research findings to local government officials and some are continuing to work on next steps. This experiential learning provided students the opportunity to work on a current sustainable development challenge that required balancing economic, social and environmental concerns.

Dr. Khatharya Um, Associate Professor of Asian American and Asian Diaspora Studies at the University of California, Berkeley, gave the third presentation during the introductory plenary. She focused her presentation on how forced migration is linked to the SDGs and explored opportunities and challenges presented to public universities with regards to these issues. The forcibly displaced and refugees are among the most pressing challenges of our time. According to UNHCR, worldwide displacement is at the highest level ever recorded.<sup>3</sup> Many of the catalyst of forced migration are rooted in structural problems that are at the core of the SDGs. They involve lack of access to resources and opportunities, inequalities, conflict, challenges to livelihoods, which include environmental factors. At least 10 out of the 17 SDGs are relevant to the discussion of refugees. The links to the SDGs are also in the consequences of forced migration - loss of opportunities and livelihoods, poor health (physical and mental health), disrupted education, and downward mobility. These issues are interrelated and the efforts needed to prevent, manage, and resolve the conflicts around the world requires involvement from many stakeholders – including academic institutions.

Dr. Um provided an example from her institution, University of California, Berkeley, to demonstrate how this holistic approach is being operationalized. Two years ago, Dr. Um and five faculty members from across the University of California campus system, came together to form the [\*Critical Refugee Studies Collective\*](#). Aimed at creating an intellectual space that is dedicated to forging new and humane paradigms, dialogues, visuals, and technologies that replace and reverse the de-humanization of refugees. Anchored in the academy, but extending beyond the academy, the collective is a partnership between scholars, academics, universities, and communities that collectively came together to create a new platform for advancing refugee concerns. One of the strengths of the collective is that the founding members are not just scholars of refugee studies but they are scholars who happen to be refugees themselves which informs the approach and pedagogy. Additionally, the collective grounds



**Image 5: Disrupted Education as a Consequence of Forced Migration**

refugee voices and presence as co-producers of knowledge and as agents of transformative change.

Dr. Um highlighted that there are challenges to trans-disciplinary initiatives and community engagement. Many HEIs are not set up to support these principles and are not agile enough to adapt to these innovations. Questions such as: How do you work with other stakeholders and knowledge producers besides academics and how do we value the work of those people who may have very different resumes? How do we align the different types of faculty incentives and reward structures with these principles? Dr. Um suggested, to find solutions to these challenges there must be vision, institutional leadership, and political will. Faculty should forge collaborations outside of their disciplinary silos and work with stakeholders beyond the campus. Students should receive mentorship in the process of community engagement and have it become an integral part of their education with intentional structures and resources dedicated to fostering community engagement. Showcasing three unique forms of academic engagement with the SDGs, the opening plenary presentations at this event highlighted that there is no one way to engage with the global goals. Depending on the interests of faculty, students, staff, and leadership, academic institutions can build on existing strengths and curiosities to help advance the SDGs. These presentations also laid the foundation for the four proceeding breakout sessions that concentrated on research, teaching, operations, or service. Conference participant selected to attend one breakout session, and the groups delved into presentations and discussion on each key area.

# TRACK: Scholarship for Solutions

## Teaching and Research in the Context of the SDGs

The first breakout session focused on *Scholarship for solutions*. During this dynamic breakout session, Dr. Melissa Goodall from Yale University and Dr. Christine Bratrach from ETH Zurich presented their work on mapping research and educational activities onto the SDG framework. Moderated by Dr. Amy Ho from the National University of Singapore, the breakout highlighted the ability of SDGs to offer a framework of global issues in a way that allows people to collaborate and address challenges from a multitude of varying interests and expertise. Working on the SDGs at a campus-level was found to be incredibly useful in identifying gaps and opportunities for collaboration, understanding the universities’ societal responsibility as part of the knowledge sector of the world, and creating a comprehensive, transdisciplinary document on the campus’ work alongside the SDGs. The work from both Yale University and ETH Zurich exemplify ways in which universities can create pathways and provide opportunities for faculty and larger campus operations to contribute to the dialogue on sustainability.

Yale University’s project “Developing a Matrix to connect Yale Teaching and Research to the SDGs” tackled the question of how to make SDGs actionable on campus. As the Associate Director at the Yale Office of Sustainability, Dr. Goodall detailed the project’s goals to enhance collaboration, broaden horizons, and seize the university’s opportunity to address global challenges by creating a culture of sustainability. For this project, an interdisciplinary team of students catalogued the



Image 6: Faculty Work on the SDGs at Yale University

research and teaching of over four thousand faculty members at Yale and how their work relates to the SDGs. This produced a matrix with the distribution of SDGs for the entire university but it can also be sorted by SDG, departments, or used to generate a multidisciplinary list of faculty with shared interests.

Taking two and a half years to complete, the project workload proved to be extremely tedious and time-intensive; however, dividing the workload and crosschecking data helped the team stay afloat. As a result, the project found that every department at Yale has at least one faculty member whose scholarship relates to the SDGs. With a large portion of faculty in the School of Medicine, Yale’s data weighted heavily towards SDG 3 on health & well-being, representing an area of strength for the university. The project also helped identify areas of improvement, such as goals on clean water and

sanitation and hunger. In the future, Yale aims to create department-specific reports, verify their data through ground-truthing interviews, develop reports by SDG, and consider platforms to share the data. Despite the fact that the work was done from an operational standpoint rather than academic, the project fulfilled its goal to simply “provide opportunity” -- an opportunity for faculty to engage and collaborate.

Highlighting similar themes of collaboration, Dr. Christine Bratrich from ETH Zurich presented campus efforts to integrate the SDGs into academics in “2030 Agenda: Experiences from ETH Zurich.” ETH has committed to the 2030 agenda urgently, as its framework helps to increase visibility, collect and catalog data, and take societal responsibility to the global challenges of our time. As a school focused on technology and engineering, ETH Zurich may not immediately be called to mind when thinking over the largely human-centric SDGs. However, Dr. Bratrich identified incredible connections between ETH Zurich and the SDGs as two innovating forces that are always moving forward, whether by creating STEM-focused research or establishing an internationally accepted frame of sustainability for future strategic planning.

One of the ways ETH Zurich aimed to integrate the 2030 agenda into academics was to use the SDGs for an overview and gap analysis. By collecting quantitative data on research, education, and campus to aid in internal communication, the team at ETH Zurich was able to not only acknowledge efforts of faculty, but also identify areas of improvement. The SDGs were used as a communication tool for sustainability, as the ETH website showcases campus efforts in order to maintain transparency and act as support for decision makers. The goals were also crucial in supporting innovative education through an annual event called ETH Week. During ETH Week, two-hundred students across departments engaged in analyzing one major societal issue and developing sustainable solutions that are later presented in a final group presentation. Through this hands-on learning experience, students acquire skills to handle frustration in intimate learning environments and gain inspiration from motivational keynote speakers. Although the campus work on SDGs presented a difficult workload, the students acted as the driving force, using existing knowledge as a base for the work. As Dr. Bratrich stated during the breakout, “society needs responsible leaders of tomorrow.” Through the SDG-focused work on campus, ETH Zurich aims to continue the support and cultivation of such leaders.

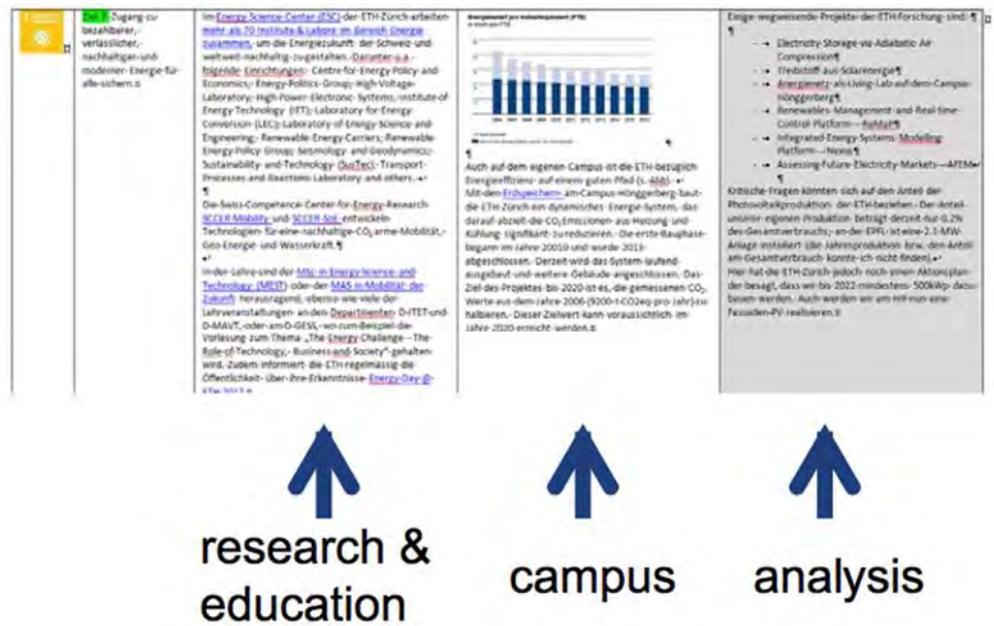


Image 7: ETH Zurich SDG Overview and Gap Analysis

sustainability, as the ETH website showcases campus efforts in order to maintain transparency and act as support for decision makers. The goals were also crucial in supporting innovative education through an annual event called ETH Week. During ETH Week, two-hundred students across departments engaged in analyzing one major societal issue and developing sustainable solutions that are later presented in a final group presentation. Through this hands-on learning experience, students acquire skills to handle frustration in intimate learning environments and gain inspiration from motivational keynote speakers. Although the campus work on SDGs presented a difficult workload, the students acted as the driving force, using existing knowledge as a base for the work. As Dr. Bratrich stated during the breakout, “society needs responsible leaders of tomorrow.” Through the SDG-focused work on campus, ETH Zurich aims to continue the support and cultivation of such leaders.

# TRACK: Walking the Talk

## how campuses can lead by example with operational excellence and using the campus as a test bed for innovation

The question posed to the attendees of the *Walking the talk* breakout session, chaired by Thomas Refslund Poulsen of the University of Copenhagen, concerned the utility of the SDGs in devising sustainability strategies in diverse university settings and what efforts have been made to align campus operations with the global goals.

Leanne Denby, Director of Sustainability at Sydney's Macquarie University provided the session's first presentation. She discussed Macquarie's experience of institutionalizing the SDGs into university operations and governance. With the help of a post graduate student, Macquarie developed a matrix that mapped existing university linkages to the SDGs. For each SDG target, they identified any centers, initiatives, projects, or work that linked to the aims. This project helped to mobilize support for SDG work as it showed the many existing connections of the university to the SDGs and highlighted gaps and opportunities to further engage the institution.

With regards to university operations, Macquarie University hosted a series of cross-functional workshops to inform the university community about existing initiatives, identify challenges and gain the support of important stakeholders for the development of collaborative work on the SDGs. The workshops incorporated stakeholders from across academia, operations, and service support and focused on biodiversity, resource recovery and waste, energy and carbon, water, and transport. Building on the workshops, Macquarie adapted selected SDG targets for the university. Denby explained that they did not adapt all of the SDG targets but rather those that closely aligned with the university.



Image 8: Macquarie University SDG Workshop

Macquarie's experience was that the organization of these workshops, though challenging, was most likely necessary to impress the relevance of the SDGs on attendees. Organizing the workshops and analyzing the data proved a logistical challenge, taking a year to do so. Further to this, faculty were often difficult to engage on this agenda, with many researchers perceiving a focus on the SDGs as competitive with existing research objectives, particularly when already navigating funding cuts. However, from the experience of Macquarie, the SDGs have produced a useful context for the designation of the university's sustainability objectives, particularly due to the international recognition of the goals. As a

widely understood framework for sustainability initiatives, the SDGs were found to be of use in interactions with business partners as well as boosting the credibility of the university's sustainability efforts.

The second speaker at this breakout session was Dr, Dimitris Tsaltas from the Cyprus University of Technology, which opened in 2007. Building a university through repurposing aging buildings nestled among the city streets brought both challenges and opportunities. The University has converted several buildings throughout the city into labs, lecture halls, and student's spaces and they are prioritizing sustainability in these renovations – using solar cooling/heating and geothermal energy. Providing an example, Dr. Tsaltas explained that they converted an old clothing factory into a living lab in the Department of Mechanical Engineering and Materials Science. The university has also prioritized sustainable development in a social sense. By purchasing degrading buildings, they have been able to catalyze development throughout the city.

Directly linked to the SDGs, a group of faculty, administrative staff, and students, formed an independent committee for sustainable education, research, and development. The main goal of the group is to consult the University towards sustainable growth, taking in consideration the SDGs in all relative aspects of academic and social presence of a university. The committee acts independently from the management and university bodies, in order to be flexible and operate productively with a bidirectional approach (bottom-up and top-down) supporting staff and students alike. The committee, with the help of library experts, has catalogued the university's sustainability experts as well as several research projects. The committee is devoted to inclusivity, with all events open to all university personnel and they are working to make the university more accessible to the local community.



Image 9: Cyprus University of Technology (Placeholder Image)

While Cyprus University of Technology has made many short-term sustainability gains, Dr. Tsaltas explained there are challenges. There is limited awareness of the SDGs on campus and progress is slow. However, despite these challenges, as a young university there are many opportunities to embed sustainable development into the future of the university.

In the discussion following these two presentations, it was clear that the SDG framework was rarely a priority for university management, even though its sentiment was thought to be prioritized by roughly 20% of universities present. Nonetheless, a similar number of universities did mention the SDGs in their strategy and, going forward, over 70% of attendees at this breakout session indicated that they saw the SDGs as an opportunity to leverage focus on and priority of campus sustainability. Alignment of university activities with the SDGs is no easy task. The ease of application of these goals for individual

institutions was clearly varied, and some have taken steps to integrate the goals into university policy. It is clear, however, that whether or not universities choose to apply the SDGs by name, their spirit must become a priority for universities if they are to address society's greatest challenges.

## TRACK: Next Generation Innovation

### the role of students in advancing world-changing ideas

Innovation and entrepreneurship were the salient themes of the third breakout session, *Next generation innovation*, on the role that students can and should play in helping to achieve the SDGs. This session featured case studies from Yale University and Stellenbosch University. Their respective programs cover a range of SDG related topics that encourage innovation and entrepreneurial thinking to address pertinent sustainable development challenges. This session was moderated by Kira Stoll, Director of Sustainability at the University of California, Berkeley and included presentations by Erin Schutte Wadzinski, Director of the Yale Young Global Scholars program and Dr. Gunner Sigge, Associate Professor and Head of the Department of Food Science at Stellenbosch University.

The [Yale Young Global Scholars](#) (YYGS) program is one of the ways Yale is training the next generation of sustainable development leaders. Initiated in 2012, YYGS is a rigorous two-week academic enrichment program that brings together high school students from around the world who want to experience life at Yale. The Sustainable Development and Social Entrepreneurship (SDSE) session is one of six sessions in the program with a specific focus on entrepreneurship and sustainable development. SDSE aligns with Yale's objectives of attracting the most promising students and continuing to integrate science, technology, engineering and mathematics disciplines and entrepreneurship into the curriculum. Yale believes that sustainability and entrepreneurship go hand-in-hand and that science is at the forefront of driving

sustainability. The SDSE session is designed to encourage critical and innovative thinking to develop solutions to some of the world's greatest challenges. The dynamic and interdisciplinary session consists of lectures, seminars, simulations and a capstone project, which exposes students to a variety of professors from different academic



**Image 10: YYGS program Sustainable Development and Social Entrepreneurship Session**

departments and a choice of over 200 elective seminars. The seminars cover a wide range of SDG related topics including global health, international development, environmental sustainability and gender equality.

Diversity is one of the strengths of the YYGs program as it draws students from 100 different countries. Diversity is a core element to problem solving and addressing solutions on a global scale and Yale is intentional about creating a collaborative environment for students with diverse backgrounds as diversity on the campus sparks new ideas and dialogue.

Identifying the current challenges and opportunities for the program, Wadzinski explained that mobilizing human resources to expand has been one of the main challenges. Yale undergraduate students teach several of the program seminars but many students who specialize in sustainable development are off-campus during the summer months. Building a strong alumni network was identified as an opportunity to effectively track projects and initiatives of the program alumni.

Across the globe at Stellenbosch University, the next generation of entrepreneurs and innovators in food science are being developed through the four-year Bachelor of Science degree in Food Science and the New Product Development capstone course. This fourth year course is a synthesis of the knowledge attained in the first three years and builds on the basics of chemistry, microbiology, biochemistry, food science and engineering. It sensitizes students to the dual challenges of satisfying discerning customers and incorporating sustainability into product development. The New Product Development course entails idea generation, the analysis of trends, types of formulations, packaging requirements, product labeling and sensory aspects to address these industry demands. The course is also responsive to the global challenges of food loss and food security as approximately a third of the food produced globally is wasted, while 600 million people are undernourished. Through the topics of food security, nutrition and food loss this course specifically addresses SDG 2 as well as a range of other SDGs. Students are required to come up with a new product that not only satisfies industry requirements, but also incorporates sustainability. Students have developed products such as craft beer from bread and noodles from vegetables. These ideas have resulted in industry partnerships with retail chains in South Africa for commercialization. The university also offers additional support services through their Intellectual Property division and LaunchLab business incubator.

According to Dr. Sigge, “the innovation of students knows no bounds,” however the resources required to take innovation to the next level are limited. Often students come up with ideas that are limited by the financial resources available to acquire new equipment or make use of the latest technological processes. This challenge in itself however presents an opportunity for frugal innovation and establishing partnerships beyond the walls of the university. It requires students to think creatively to develop products of value within the confines of their limited resources. In addition, they learn the importance of leveraging partnerships and building linkages in industry to take their products, concepts



**Image 11: Student innovations generated in Stellenbosch University’s New Product Development Course**

According to Dr. Sigge, “the innovation of students knows no bounds,” however the resources required to take innovation to the next level are limited. Often students come up with ideas that are limited by the financial resources available to acquire new equipment or make use of the latest technological processes. This challenge in itself however presents an opportunity for frugal innovation and establishing partnerships beyond the walls of the university. It requires students to think creatively to develop products of value within the confines of their limited resources. In addition, they learn the importance of leveraging partnerships and building linkages in industry to take their products, concepts

and ideas forward. To date approximately 80 companies have partnered with the university and students by supplying equipment, ingredients or sponsoring laboratory analyses and product testing.

Discussion during this breakout session concluded that academic institutions are in a unique position to advance solutions for sustainable development through curricula that is societally relevant and responsive, and by creating spaces for students to collaborate, innovate and apply entrepreneurial thinking to sustainable development areas they are passionate about. In order to tackle a broad spectrum of sustainable development challenges universities need to create environments that harness the maximum innovation potential of students. Students are infinitely creative, and universities can support their innovation by simply giving them the space to innovate and the requisite resources and opportunities to advance their world changing ideas.

## **TRACK: Service for Society**

### **universities as thought-leaders and collaborative partners in addressing global challenges**

The fourth breakout session was dedicated to the topic of *Service for society*. Dr. Harro von Blottnitz, from the University of Cape Town, moderated this session that featured presentations by Dr. Wendy Purcell, Harvard University and Dr. Stephanie Burton, University of Pretoria. The presentations focused on what Dr. von Blottnitz called the “third mission” of universities – to engage and partner with an external and non-academic constituency. This session was framed by broad recognition that today’s challenges are increasingly complex, urgent, and interconnected and the SDGs can act as guiding principles.

Dr. Purcell provided several examples of how universities she has been affiliated with embedded the SDGs in their work and used them as a tool to catalyze partnerships. Dr. Purcell’s first example was from Plymouth University, where she acted as President and Vice-Chancellor. Motivated by Jeffrey Sachs’ call to action that universities need to partner with governments and civil society to address the grand challenges of today, Plymouth University made sustainability a guiding principle. Sustainability became the lens through which the entire academic mission of the university was viewed – operations and supply chain, research and innovation, community engagement, and the student experience. Recognizing this commitment, the university won the *Queens Anniversary Prize for Higher and Further Education*, the highest national award for an educational institution in the United Kingdom, in 2012 and was ranked the #1 most sustainable university in the United Kingdom according to *People & Planet’s Green League* in 2015.

Dr. Purcell provided a second example of a new partnership between Harvard University, the American University in Bulgaria, and the Bulgaria Soft Drink Association (BSDA). Launched in 2017, the [Crystal Clear initiative](#) is an industry-led sustainability leadership program that trains current and future leaders on transformational sustainable development. BSDA and the American University of Bulgaria, with support from professors at Harvard, designed a program that will be offered bi-annually as a five-day program at the University of Bulgaria. Grounded in the idea that change for sustainability must be led, the program emphasizes behavior change.<sup>4</sup> Core components of the program are: transformational leadership, research and innovation, and closing the knowing-doing gap.



**Image 12: Core Components of the Crystal Clear Sustainability Leadership Program**

Building on this theme, Dr. Purcell closed her talk by reiterating the important role of universities and their power to bring together civic leaders, local leaders, business leaders, and academic leaders to have conversations and co-create solutions. She suggested that “service for society” should not be viewed as a third mission of universities but as a core mission.

Dr. Stephanie Burton further highlighted the important role of partnerships and multidisciplinary collaboration in addressing our pressing global challenges. As Vice-Principal of the University of Pretoria, one of the biggest universities in South Africa, Dr. Burton focused her presentation on the unique opportunities for African universities in achieving the SDGs.

The first opportunity Dr. Burton suggested is to take advantage of rapidly advancing technology to leap frog to data driven sustainability solutions. Showcasing this potential, the Medical Research Council, the University of Pretoria Centre for Sustainable Malaria Control, and Travel with Flair, a travel management company, co-developed the [Malaria Buddy App](#). Malaria is a pressing health concern in Southern Africa, and in 2015 Malaria killed 303,000 under the age of five.<sup>5</sup> The goal of the Malaria Buddy App is to provide users with information about malaria prone areas, risks, prevention, and treatment (i.e. location of the nearest health clinic). In order to provide users with accurate local information, field

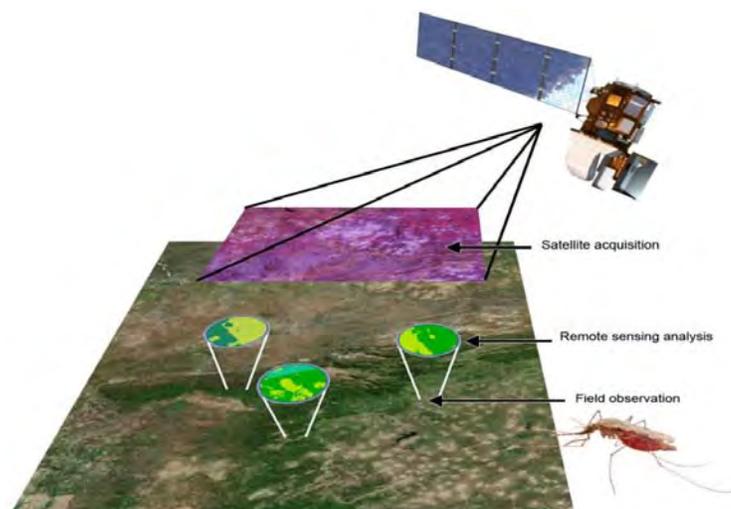


Image 13: Malaria Buddy Data Sources

observations, remote sensing analysis, and model simulations are combined to populate the Malaria Buddy app. The big-data approach used to create Malaria Buddy serves as an example of health research innovation that has potential for expansion and can bring us closer to realizing the SDGs.

Dr. Burton highlighted transdisciplinary collaboration as another key opportunity. Each SDG cannot be addressed in isolation and people must come together to work on sustainable development. To foster this, University of Pretoria has launched [The Future Africa](#) initiative. The Future Africa initiative will provide a “dynamic living, learning, and research environment” where scientist, scholars, and practitioners can come together to work on sustainability and the SDGs. Housed on the University of Pretoria’s experimental farm, the new campus provides a designated space for transdisciplinary research, focused on African objectives.

Dr. Burton suggested Africa’s continent-wide networks are a mechanism to lead SDG work. For example, the Africa Research Universities Alliance is a network of 16 research-intensive universities that focus on expanding and enhancing the quality of research being done in Africa by African researchers. Previously mentioned by Dr. von Blottnitz during the opening plenary, the Africa Research Universities Alliance is dedicated to data-driven sustainability and interdisciplinary approaches.

To fully realize these opportunities, all sustainable development efforts must leave no one behind. Central to the 2030 agenda language – “leave no one behind” – academic institutions are vital in ensuring equity considerations are an integral part of any SDG work.

# CHALLENGES & OPPORTUNITIES

## Challenges

### 1. Universities have competing priorities

*Universities have many competing priorities, and the SDGs are often not at the top of the list. Although people may be interested in this work they feel they cannot take on an additional responsibility. One way the event participants have try to overcome this challenge is to connect the SDGs to existing work so it is not seen as additional.*

### 2. It is difficult to mobilize resources

*Connected to the competing priorities, but independent, many academic institutions have a lack of financial and human resources for dedicated SDG work, and sustainability more generally. There was agreement from participants that if universities are to play a greater role in the SDGs, there needs to be resource mobilization for this work.*

### 3. Knowledge and understanding of the SDGs is limited

*For many, there is a lack of knowledge about the SDGs and how they can relate to research, teaching, operations and service. They do not understand the breath and universality of the SDGs. Participants found that SDG education is an important component of this work.*

### 4. Getting started can be challenging, and progress is slow

*There is no blueprint for academic institution engagement with the SDGs. Each university is going to have unique strengths and challenges. For some participants, mapping what is already happenings has been a useful starting place. This work requires patience and dedication.*

### 5. The structure of academic institutions is not set up to promote SDG work

*Some institutions may have a misalignment between structures and principles and struggle to provide the flexibility demanded by the SDGs. Participants found that the increasing focus on transdisciplinary work and the emergence of centers, programs, and initiatives dedicated to collaboration are paving the way for future work.*

### 6. The SDGs are not practical framework

*There is some skepticism that the SDGs may be a passing fad, and they are not a practical framework that can be used by universities. Participants found that leadership by-in is helpful in mobilizing support for SDG work at all levels. Efforts need to continue to be made to make the SDGs operational.*

## Opportunities

### 1. Universities have a unique role and responsibility in helping the world to achieve the SDGs

*If we are going to achieve the SDGs, all sectors need to increase involvement. With their wealth of knowledge, commitment to teaching, testbeds for operations, and dedication to service, academic institutions are well-positioned to help advance the SDG.*

### 2. Within universities the SDGs can help form a common language

*Increasing awareness and integration of the SDGs can provide a common, and inclusive, language to discuss sustainable development. In some cases, further integrating the SDGs could provide a platform for transdisciplinary collaboration.*

### 3. Academic institutions should not try to address the challenges alone, but should forge new partnerships

*The scope and urgency of the SDGs demands new and innovative partnerships. Many universities have the capacity to act as neutral fora for dialogue and exploration.*

### 4. Harness and support student interest in sustainable development

*Many students are eager to learn about and tackle pressing sustainable development challenges. They should be allowed the space to lead and innovate through campus initiatives, courses and research projects while being mentored in partnership development and community engagement.*

### 5. Innovation and entrepreneurship can help accelerate the global goals

*Innovation and entrepreneurship are critical levers for addressing pertinent sustainable development challenges. By harnessing data, technological innovations, creativity, and collaboration, SDG efforts can more closely align with local context and more rapidly provide solutions.*

### 6. Act local

*While the SDGs may be global in scope, the implementation of SDGs is necessarily local: every country, region, community and institution has its unique challenges and possible solutions.<sup>5</sup>*

### 7. International alliances offer a potential for shared SDG learning

*Events dedicated to the SDGs, such as this one, provide an opportunity to share and learn from one another about the challenges and opportunities for academic engagement with the SDGs. Future meetings should consider using the SDGs as a framework.*

## References

1. United Nations (UN). (2015). Resolution adopted by the General Assembly on 25 September 2015: Transforming our world: the 2030 Agenda for Sustainable Development (A/Res/70/1).
2. United Nations, Department of Economic and Social Affairs, Statistics Division. (2017) The Sustainable Development Goals Report 2017. Retrieved from <https://unstats.un.org/sdgs/report/2017/note-to-reader/>, 2018
3. United Nations Refugee Agency (UNHCR). (2016). *Global Trends: Forced Displacement in 2016*. Retrieved from <http://www.unhcr.org/globaltrends2016/>
4. World Health Organization. (2016). *World malaria report 2016*. World Health Organization. <http://www.who.int/malaria/publications/world-malaria-report-2016/report/en/>
5. Bulgarian Soft Drinks Association (BSDA). (2018). The Sustainability Leadership and Innovation Educational Program to Build Future Leaders of Change, 2018. Retrieved from <http://en.bsda-bg.org/focus/view/158>, 2018.
6. The Economist. (2015). The 169 commandments | The Economist. The Economist, 10–12. Retrieved from <https://www.economist.com/leaders/2015/03/26/the-169-commandments>

## Acknowledgments

On behalf of the event organizers we would like to thank the International Alliance of Research Universities for supporting this event and work. This event would not have been possible without the financial support from IARU and in-kind donations from IARU members. This event was shaped by valuable input and contributions from Melissa Goodall, Yale University, Harro von Blottnitz, University of Cape Town, Kira Stoll, University of California, Berkeley, Thomas Refslund Poulsen, University of Copenhagen, and Amy Ho, National University of Singapore.

We would like to thank Jeffrey Sachs for providing the closing keynote address and his work on this important topic.

We extend our deep appreciation to all the presenters: XUE Ling, Peking University; Khatharya Um, University of California Berkeley; Christine Bratrich, ETH Zurich; Leanne Denby, Macquarie University; Dimitris Tsaltas, Cyprus University of Technology; Erin Schutte Wadzinski, Yale University; Gunnar Sigge, Stellenbosch University; Wendy Purcell, Harvard University; Stephanie Burton, University of Pretoria. The event would not have been possible without your contributions. You helped to spark innovative ideas, shape the discussions, and further the conversation about the role of academia in advancing the SDGs. We would also like to thank all of the participants who contributed their valuable insights.

Finally, we would like to thank the International Sustainable Campus Network and KTH Royal Institute of technology for hosting this event and the conference. A special thank you to Zena Harris (ISCN), Heather Vickery (ISCN), Erica-Dawn Egan (KTH), and George Askew (KTH).

## Photo credits

---

Cover photo:

Image 1: International Alliance of Research Universities website

Image 2: SDG Communication materials (© CC 0.0)

Image 3: Presentation slides, Harro von Blottnitz, University of Cape Town

Image 4: Presentation slides, Ling Xue, Peking University

Image 5: Presentation slides, Khatharya Um, University of California, Berkeley

Image 6: Presentation slides, Melissa Goodall, Yale University

Image 7: Presentation slides, Christine Bratrich, ETH Zurich

Image 8: Presentation slides, Leanne Denby, Macquarie University

Image 9: Presentation slides, Dimitris Tsaltas, Cyprus University

Image 10: Yale Young Global Scholars Program website

Image 11: Presentation slides, Gunnar Sigge, Macquarie University

Image 12: Presentation slides, Wendy Purcell, Harvard University

Image 13: Presentation slides, Stephanie Burton, University of Pretoria