

Confirmed Outcomes of the IARU Senior Officers' Meeting 2019

ETH Zürich, 9-10 September 2019

Opening and Welcome

IARU Chair, President Makoto Gonokami from the University of Tokyo, opened the 15th annual IARU Senior Officers' Meeting, welcoming all attendees and stating that it is an honor to start his first meeting as IARU Chair.

Chair Gonokami thanked ETH Zürich for hosting the meeting, expressing his gratitude, particularly to Associate Vice President Professor Gisbert Schneider, Dr. Jürg Brunnschweiler, Mr. Anders Hagström, and all staff from ETH Global for their hospitality and efforts to help organize the meeting.

Chair Gonokami introduced Prof. Lisa Alvarez-Cohen, a Senior Officer attending for the first time, from the University of California, Berkeley.

Prof. Zhu Tong, a newly nominated Senior Officer from Peking University, sent his regrets at not being able to attend the meeting due to the sudden replacement of a Senior Officer.

Session 1: Regional Roundup

Senior Officers gave a short summary of the recent challenges each campus faced, derived from socio-economic and political climates of their countries, and their strategies and new projects to tackle them. The SOM regional roundup is, in principle, kept confidential. Therefore, there are no publishable outcomes.

Session 2: Discussion of Key Issues from Regional Roundup

Challenges when formulating a university-wide strategy

Some Senior Officers initially showed interest in UC Berkeley's strategic plan that was published on December 11, 2018, especially regarding the challenges its working group faced during the process of developing a draft with stakeholders. Lisa Alvarez-Cohen (Berkeley) explained that the most difficult task was to narrow down the core institutional values that Berkeley should focus on to something that every University member could agree with. The working group received thousands of opinions through town halls meetings. Although it was impossible to integrate all of them, efforts were made to create multi-disciplinary prioritized topics, so that various people can move forward with the plan across boundaries.

Kiichi Fujiwara (UTokyo) shared a story of President Gonokami's Future Society Initiative, a university-wide initiative to use Sustainable Development Goals (SDGs) as the common agenda for all university members. SDGs was useful for the following three reasons:

1. They succinctly show the meaningfulness and the possible social impact of research and education to the Japanese society
2. They help UTokyo members turn their attention outside of Japan and promote international collaborations
3. They link each faculty's independent activities to the overall vision and strategy of UTokyo

According to Jürg Brunnschweiler (ETH Zürich), the Switzerland's federal council delivers a message on education, research and innovation every four years, and each university develops their own strategy within this framework. ETH Zürich seeks to establish a common understanding about priorities on international cooperation at the level of departments, and the whole institution. How to measure the success of the strategy also needs to be considered. The metrics should differ depending on whether the success is measured in the short term, medium term or long term.

It turned out that some IARU universities do not have an overarching university strategy or now are in the process of formulating one. At universities that adopt a collegial, decentralized system, resistance from colleges toward top-down management seems to be a common reaction. Stephen Davison (Cambridge) mentioned that there can sometimes be resistance from faculty to high-level international strategy. Although there is never an intention to impose on academic autonomy it can be interpreted as such. It is therefore important to involve faculty (and other sections of the university community) in the consultation process so that they have shared ownership of the final outcome.

Execution of a university-wide strategy

Lisa Alvarez-Cohen (Berkeley) pointed out that the key issue at UC Berkeley was how to involve university members in the execution of the overall plan. They succeeded in this by combining their strategic and finance reform plans, and reiterated the necessity of the overall plan until people understood that it was their duty to comply. Chair Gonokami also highlighted the importance of careful budget planning. When UTokyo introduced an FSI driven budget allocation scheme, UTokyo headquarters carefully planned the budget allocation for the first year so that no academic organization will receive a smaller budget compared to the previous year, as a way to not discourage them. It took a great amount of effort by UTokyo headquarters to acquire enough external funding.

Karen Kennedy (Cambridge) raised two concerns when promoting their international collaborations:

- How to manage risks related to individual researcher's activities
- When to evolve individual activities into strategic activities at a higher level

According to Ms. Nina Tomlin (Oxford), colleagues involved with research support, legal services and finance coproduced a due diligence checklist to encourage both domestic and international collaborations. It became possible to manage risks by having the faculty go through and fill the checklist; however, she noted it will take time until the procedure has been established at the entire university level.

Strategy as risk management

Jane O'Dwyer (ANU) pointed out the role of international strategy that allows ANU to manage risks. The current Australian government and national media take conservative attitude towards globalization, which could cause a downturn in academic collaboration across nations. An international strategy in an institutional level can work as a code of conduct for university members to preserve the international nature of their institutions.

The discussion among Senior Officers revealed that similar conservative trends toward academic freedom and investment in higher education are common in other countries as well. It was pointed out that the demands from a viewpoint of national security, that people's time is now often taken up for negative tasks such as information disclosure concerning research funds. This reminds us again of the importance of encouraging universities to cooperate with a broad range of partners to pursue the development of science.

Session 3: Topical Session – THE University Rankings 2020

Mr. Phil Baty, Chief Knowledge Officer, Times Higher Education gave an exclusive preview of the World University Rankings results for 2020. Phil Baty first explained the methodology of how each institutional score is calculated. As there are some indicators that significantly differ by countries, such as “Industry Research Income”, standardization within each indicator takes place. Phil Baty subsequently referred to the overall trend by country of the 2020 World University rankings and longer-term changes since 2016. International Outlook greatly depends on country size, and a challenge is how to standardize it. Most of top 200 universities are consistently concentrated in the United States, while Chinese universities are gaining power. International Outlook Score is directly proportional to Citation Score. This indicates that internationalization of university members enhances research influence.

Discussion that followed Mr. Baty’s presentation revealed that utilization methods for University Rankings varied among member institutions. Some did not refer to it at all, while others used it to get snapshots of other universities or used the data to discuss their future strategy. Chair Gonokami commented that as university rankings provide a lot of valuable information, it may be important to consider how the ranking results can be used efficiently.

Some of the questions and answers are below.

Q. Who does THE approach to get reputation data?

A. For “Research Reputation”, THE approaches researchers who publish their research results based on Scopus information. Undergraduate students can be respondents if they are authors of more than one article. “Teaching Reputation” methodology is still in development, and they are working hard to get a balanced response, so that it can be comparable among countries.

Q. Will you devise a new indicator to measure research impact, such as the number of spin-off companies, for example?

A. THE set the current indicators ten years ago and just began discussion on how to improve them. Candidate indicators include spin-off companies, intellectual property, and contribution to SDGs.

Q. What is the significance of using this data in today’s society? What is the ultimate goal?

A. University rankings were first introduced to compare universities internationally and estimate effects of educational investment. THE has received criticism that the value of social sciences was disregarded, which made THE explore different ways of measuring the impact of university activities. We believe that data could be utilized as a benchmarking tool when planning university strategy.

Slides from this session can be found in **Appendix 1 (pg. 12)**.

Session 4: Global Education Initiatives

4.1 2019 IARU Courses

Masaki Kato (IARU Secretariat) reported that the 2019 IARU Courses offered 43 courses from 9 partner universities. Out of the 43 courses, 13 were previously established Global Summer Program (GSP) courses, 3 were newly added, and 27 were general summer school courses. A cumulative total of 129 IARU students participated from 9 universities. The number of students attending IARU courses was less than a half of that attending 2018 GSP courses probably due to the termination of Banco Santander funding for student scholarships.

Several institutions had remaining Santander funds as carryovers from 2018. In February Banco Santander authorized the unconsumed funds to be used towards student travel for IARU courses. As a few universities still could not use up the carryovers in 2019, they will be used for 2020 IARU Courses. The Secretariat will submit a report to Santander twice, by the end of 2019 and 2020 respectively.

It was the first year that IARU Courses were held as a replacement for GSP, shifted to a more decentralized system. The details of IARU courses were listed on the official website, but, as agreed, IARU was not involved in the operation of the IARU courses, such as in the application process, or with student surveys and improvement of IARU courses. Some universities decided not to appoint a specific staff to be in charge of IARU Courses from this year. Senior Officers agreed that appropriate information sharing among institutions continues to be required as a follow-up to changes in the operation system.

Kiichi Fujiwara (UTokyo) requested partners' support to renew the MoU (Memorandum on student exchange for the global summer program within the IARU that was signed at Presidents' Meeting (PM) 2014), which UTokyo needs in order to receive students from member institutions to IARU Courses held at UTokyo. The IARU Secretariat will approach key contacts to get Presidents' signatures when the MoU is ready.

4.2 Global Internship Program

As of 2019, five universities (NUS, Oxford, UCPH, UTokyo, and Yale) offered internship opportunities. A grant of USD 2,000 was given to each of these universities from IARU central funds. As feedback from participating universities was requested at Senior Officers' Meeting (SOM) 2018, the Secretariat collected feedbacks about the financial support from one intern and three coordinators. All of them expressed positive impression towards the program, and coordinators regarded the USD 2,000 as crucial incentive for interns to participate in GIP, even though it only covers a small portion of the travel and living costs. The intern stated that the level of GIP was quite intense and she had a great experience, but the internship would have not been financially feasible without the funding support due to high cost of living.

Anders Hagström (ETH Zürich) reported that strict visa and work permit rules have prevented them from providing GIP for students from non-European countries.

Senior Officers agreed to continue GIP. If each IARU university submits a proposal, the maximum funding amount allocated for GIP in 2020 would be USD 2,000 per university, for a total of USD 22,000. Proposals will be automatically approved as they are received by the IARU Secretariat and posted to the IARU website.

4.3 Novo Nordisk International Talent Program (UCPH)

Søren Nedergaard (UCPH) reported that 54 students would be awarded scholarship this year. Novo Nordisk were very satisfied with the program; however, the spring semester 2020 would be the final term of the program. UCPH is now exploring an opportunity to continue the program and inform partner institutions of the results later.

4.4 Global Transformation (UCPH)

Patricia Heuberger (ETH Zürich), a member of the Global Transformation (GT) Group, reported the groups' activities in 2019. Based on Senior Officers' recommendations in SOM 2018, the GT Group decided to place a summer field course at Chiang Mai University as the center of their activities. At the second year of the summer school, either students or faculty from all the eleven IARU partners and

Chiang Mai University engaged in the program. After students were exposed to various lectures for one week, they were provided with opportunities to apply the gained knowledge to field study, 14 research projects with local NGOs and villages.

Patricia Heuberger introduced a GT student-led initiative, which was derived from the GT summer course. This summer two Berkeley students who participated in the 2018 courses developed a student-centered online platform (<https://www.iarustudents.com/>) to promote exchange among IARU students. Moreover, the GT Group is considering extending the summer field courses to Global South areas.

Senior Officers unanimously appreciated the value of the GT Group activities; however, the following concerns were pointed out:

- It is unclear how the requested funding of USD 10,000 will be used in detail.
- The GT summer course is expensive as it needs to support students travel from all around the world. Overall cost should be clarified in order to judge whether the USD 10,000 support is sufficient or not.
- The administrative burden heavily depends on two faculty members from Berkeley and Copenhagen.

Senior Officers expressed understanding for the necessity of holding the summer course every year to keep up the momentum. They, however, came to the conclusion that at this point it is difficult to approve a funding request of USD 30,000 for the next three years.

Takeaways:

Senior Officers requested the GT Group to resubmit their future plan to explain how to manage their group activities sustainably at their earliest convenience. It should contain:

- overall budget of GT Group projects,
- a detailed breakdown of the requested funds,
- how the requested funding is located in the whole system,
- and how to streamline the management of the summer field course.

The report will be circulated to Senior Officers to determine whether IARU funding will be granted to the GT Group's 2020 activities.

4.5 European Studies Council Graduate Fellows Network (Yale)

It was proposed in SOM 2018 that Yale's European Studies Council Graduate Fellows Network could be introduced to IARU students as part of student initiatives. Don Filer (Yale) stated that the conference, "Europe in Flux" will be held at Yale by the European Studies Council of the MacMillan Center on 6-7 December 2019, and that this could be used to offer exchange opportunities to IARU graduate students. The area of focus widely spread over pressing challenges that face Europe today. Don Filer requested to allocate funding to support the travel expenses of IARU students attending the conference. The funding request was withdrawn as a result. If many interests from IARU students are shown, there is a possibility that Yale will make a funding request for the conference in the future.

Takeaways:

Don Filer and the IARU Secretariat will circulate the detailed information of the conference to Key Contacts.

Session 5: Presentation from NUS on Lifelong Learning (NUS)

The Lifelong Learning initiative was first discussed in SOM 2018 and developed at PM 2019, and Andrew Wee (NUS) updated the information on the related meeting (L3 Workshop) held on 8-9 November 2019 at NUS. The workshop consists of open sessions on general topics for a wider audience

and closed sessions on specific topics for IARU participants only. NUS recruited some panelists from partner institutions, but were still calling for additional speakers from IARU.

Funding for the workshop (USD 10,000) was already approved in SOM 2018. Interested members would need to make a registration as soon as possible.

Slides from this session can be found in **Appendix 2 (pg. 60)**.

Session 6: New Proposal

6.1 IARU Education Initiatives (UTokyo)

There was a consensus among the Senior Officers in SOM 2018 that IARU would seek opportunities for a new form of joint educational programs that operates independent from the former GSP network. Senior Officers discussed the need of coming up with other ways to provide student opportunities between IARU universities and concluded that a new committee should be formed to develop these ideas further. At PM 2019, President Gonokami (UTokyo) proposed developing a new student joint education program that could be at once financially sustainable and more accessible, and that could bring benefits to more students. This idea was supported by the attending presidents.

Kiichi Fujiwara (UTokyo) stated that the new proposal was based on the successful experience of IARU Joint Online Courses between Cambridge, NUS, UC Berkeley and UTokyo, but could also incorporate other good practices as well. Essential points of the program were as follows.

- Credits will be given to students by participating universities.
- Faculty members of IARU universities will work together to create teaching materials that are available online.
- Students should respond to assignments online on a joint basis.
- It does not require much travel expenses, while some programs may allow student to move around if a budget is available.

Kiichi Fujiwara further stated that this new education framework can work as an umbrella and also incorporate already existing initiatives. One topic of the courses would be sustainability, which faculty members from ETH Zürich, Yale, Copenhagen, UCT, and UTokyo have cooperated to develop. A GT Summer Course would be another candidate program to be incorporated under the umbrella. Although a budget problem for student travel would still remain, it would be meaningful to set a framework that could locate the summer course as one of the whole of education initiatives. There was no budget request as this point.

Andrew Wee (NUS) suggested that Life Long Learning could be the area that IARU universities can collaborate by offering micro-credentials. One option would be offering a joint master's program on lifelong learning that is combined with real exchange opportunities, where targeted students may be able to pay full tuition fees.

Takeaways:

Kiichi Fujiwara will work on shaping one or possibly more courses. UTokyo will elaborate and table it again in PM 2020. Kiichi Fujiwara requested partners' continued cooperation for the further development. No decision was made over what other existing programs to include in the proposed umbrella structure.

Session 7: Institutional Joint Working

7.1 Sustainable Campus Initiative

Nina Tomlin (Oxford) reported that the Sustainable Campus Initiative (SCI) continued to be very active, holding its annual meeting on 3-5 September at Yale, partly together with Real Estate Working Group (REWG). The group is now formulating a long-term strategic plan with ambitious projects including integration with sustainability and climate. SCI's funding request of USD 18,000 consisted of USD 10,000 to set up a part-time fellow who would support Sustainability Offices' communication strategy, USD 5,000 to support capacity building pilot event in Cape Town, and USD 3,000 to promote good practices and knowledge exchange on biodiversity.

Senior Officers valued high productivity of the SCI group and approved the USD 18,000 funding request for their 2020 activities.

7.2 Alumni Associations Network

Masaki Kato (IARU Secretariat) reported that the Alumni Associations Network held its 9th meeting at PKU on 13-15 December 2018. Alumni directors from five universities of Oxford, ETH Zürich, NUS, UTokyo, and PKU discussed their areas of focus, how to use alumni donation for the construction of alumni association itself and how to enlarge the influence of alumni work. The 10th meeting will be held on 9-10 December 2019 at NUS. As the group covers meeting fees by themselves, there was no funding request.

7.3 Cybersecurity Forum

The initiative lead transferred from NUS to ETH Zürich. Jürg Brunnschweiler (ETH Zürich) reported that the Cybersecurity Forum was one of the most productive groups that worked on urgent issues. At the second forum on 4-6 April at UCT, the group set their area of focus and principal leads for each task.

So far no participants have participated from Yale, Cambridge and UC Berkeley. Each Senior Officer will sound out their chief information officer about attendance at the next meeting in June 2020 at ETH Zürich.

Senior Officers approved the funding request of USD 10,000 for the next meeting.

7.4 Librarians' Contact Group

Nina Tomlin (Oxford) introduced new initiatives of the Librarians' Contact Group. In its annual meeting in July 2019 the possibility of reciprocal services have been discussed, and the group agreed that a new webpage on the IARU official website that collects user guidance information of member libraries would be useful for IARU researchers and students.

Another trial taking place is a staff exchange program. Its aim is for IARU future librarian leaders to form a global network, develop their capabilities in the digital age, and share best practices and experience. The group did not initially know that they could make a funding request, and this was their first time to do it. Senior Officers agreed to fund USD 10,000, which will be used to support participants' travel and accommodation costs.

Karen Kennedy (Cambridge) mentioned internal coordination across museums at Cambridge and shared an idea of IARU museum staff's learning from each other. Senior Officers' responses were diverse, and there remained room for discussion on future collaboration.

Takeaways:

Senior Officers will ask librarian or museum staff about their interests in adding a new focus in the Librarians' Contact Group or establishing a new initiative on museum matters. This topic will be discussed again at the next SOM.

7.5 Real Estate Working Group

Karen Kennedy (Cambridge) presented REWG's report on the meeting on 4-5th September at Yale that was held simultaneously with CSI. Joint sessions dealt with diverse topics including space efficiency & productivity benchmarking, where both groups recognized significant added value in the cross-fertilization of ideas and in undertaking joint works. The annual meeting in 2020 will be held together with SCI again.

There was also steady progress in other topics. The space norms project, the topic REWG works on independently, for example, collected information on policies and standards at IARU universities and commentary on practicing implementation. Identifying consistent themes will lead to a good practice guide and toolkit that will benefit the IARU partners.

Senior Officers approved the USD 10,000 funding request for the next annual meeting.

7.6 Gender in Globalizing Universities

Jürg Brunnschweiler (ETH Zürich) pointed out that critical issues of Gender Group including the group's name and focus remained unresolved. Equally, as discussed in SOM 2018, Senior Officers considered the agenda of the group's annual meeting scheduled to be held on 25-27 September to be too broad and casted doubt on the meaning of broadening the scope of activities from 'Gender' to 'Equity, Diversity, Inclusion (EDI)'.

[Excerpt from SOM 2018 outcomes]

Senior Officers agreed that terms like "inclusion" and "equity" are broad and may carry different weights at each IARU university, so Senior Officers suggest this initiative maintain its focus on gender specifically. This can include—but is not limited to—sexual violence and harassment and how these are addressed on university campuses, family policies, and intersectionality within gender issues.

Jürg Brunnschweiler referred to the difficulty in grasping the group's current situation due to lack of efficient information sharing. It was suggested that adding member lists of each activity carried out will be helpful to increase the visibility of the Gender Group. This might go with other initiatives as well. Senior Officers came to the conclusion that the approval or refusal of USD 7,000 funding request for 2020 meeting depends on outcomes of the group's annual meeting held on 25-27 September 2019.

Takeaways:

Senior Officers requested that Gender Group submit outcomes of their annual meeting. The report needs to include the following items:

- Attendee list
- What the group has achieved so far
- What was discussed and "decided" at the meeting
- A clear outline of where the group sees itself going
- How the group plans to achieve these goals
- The purpose of holding 2020 meeting (draft agenda)

It is also required for Gender Group members to share information about group's activities with Senior Officers more frequently. The Secretariat regularly shares member lists of all IARU initiatives at least before PM and SOM.

7.7 HR Consultation Group

Andrew Wee (NUS) updated attendees about the HR Consultation Group which was proposed in PM 2019. The first online meeting in April established the group's fundamental framework. As the group handle confidential data, member universities must submit the "Data Sharing Agreement", which seven out of eleven partners already signed. The group started a first survey for benchmarking studies, which five institutions completed as of SOM 2019. Items for the survey include general information such as student-faculty ratio and country-dependent information such as average monthly payroll.

The first real meeting will be jointly held with the L3 Workshop held on 8-9 November 2019 at NUS. There was no funding request from the group.

Slides from this session can be found in **Appendix 3 (pg. 61)**.

7.8 Aging, Longevity and Health & Graduate Student Conference

Nina Tomlin (Oxford) reported that there was a great progress in ageing research collaborations. The Aging, Longevity and Health & Graduate Student Conference (ALH & GSC) is the only research-focused group. Senior Officers believed that more progress could be expected by continuous funding support and agreed to fund USD 15,000 for the group's annual meeting and GSC in 2020.

Session 8: Future of IARU

Jürg Brunnschweiler (ETH Zürich) first raised the following points for discussion to consider the future of IARU:

- A necessity for a closed session for presidents in PM
- A possibility of holding PM at ETH Zürich back to back with the World Economic Forum annual meeting every two years
- Efficiency of PM and SOM
- A format for student programs
- Expansion of IARU membership
- Updates to IARU vision
- Expectations of IARU initiatives

Chair Gonokami subsequently pointed out the importance of an academic network as another channel capable of complementing the international relationship based on political or economic activities, and that IARU can serve as such a channel. Global commons in cyberspace, SDGs, and a joint education program were brought up as possible topics that IARU can work on together in the future.

Following points were discussed by Senior Officers.

- It makes sense to concurrently hold PM and SOM in terms of efficiency and carbon emissions. PM will discuss larger common issues, while SOM conducts a detailed follow-up and review activities of institutional joint workings. On the contrary, a decrease in face-to-face communication may be a problem. PM 2020 should be held as originally scheduled because UCT will host an international SDGs conference just before PM and cannot readjust the schedule. If PM 2021 is held at ETH Zürich, it will be a good opportunity to test the idea; however, there is also concern that the dates of SOM 2020 (October) may be too close to potential dates of PM 2021 (January). Presidents will address how future PMs and SOMs should be organized in PM 2020.

- Some presidents feel there is value in holding a presidents-only sessions during PM. On the other hand, some presidents believe that Senior Officers' presence is helpful to put the Presidents' discussion into feasible projects.
- It may add value for the IARU Chair to choose focused topics during their term. By communicating with IARU initiatives, they may be able to consider how to make unique contributions to those issues. At the same time, existing initiatives should continue individual activities depending on their interests because each initiative has different values and timelines.
- IARU vision could be updated so that it can convey the Presidents' and Senior Officers' expectations of IARU initiatives.
- The presidents agreed in PM 2014 to freeze IARU membership until 1 January 2021. PM 2020 could bring it up as a subject of discussion. IARU's value lies in the strong relationship of mutual trust resulted from its relatively small size, and adding new members may not result in sustaining the same level of commitment from each university. Senior Officers did not recommend expansion of IARU membership.

Slides from this session can be found in **Appendix 4 (pg. 67)**.

Takeaways:

PM 2020 agenda should include organization of PM and SOM, and update of IARU vision.

Session 9: Draft Agenda for the 2020 Presidents' Meeting

Senior Officers discussed how to provide a Presidents-only session during PM 2020. Potential time slots includes lunch, formal dinner, or breakfast of the final day. Another option is to set the Presidents' tables in the middle and the Senior Officers' tables in a square formation around those tables during a regional round-up session. As feedback from the Presidents about one-day PM 2019 was positive, it is possible as well to have a closed session for presidents in the morning of the final day. Senior Officers may join the session upon the Presidents' request.

At an optional small meeting in the afternoon of September 10, Senior Officers who attended came to the conclusion that a Presidents-only session will be held in the Formal Dinner on 23 April and breakfast on 24 April. UCT will prepare two separate groups of tables for Presidents and Senior Officers during the regional round-up session.

Session 10: Business Matters

10.1 Financial Report

Masaki Kato (IARU Secretariat) delivered the financial report and pointed out that the amount of unconsumed fund at the end of year had continued to be more than 200 thousand dollars for seven consecutive years since 2012. The amount of membership dues basically remained unchanged because the change might have a bad effect on budget planning at member universities. Chair Gonokami (UTokyo) stated that it would be a good opportunity to explore how the IARU assets can be utilized effectively.

IARU is projected to end 2019 with a carryforward of USD 238,923 and the projected membership contribution for 2020 is USD 200,000. IARU's available funds for 2020 will be USD 438,923. Senior

Officers have approved a total of USD 95,000 towards continuing initiative funding for 2020. The projected carryforward for IARU at the end of 2020 is USD 215,423.

Overview 2020

	Max. amount	Total (USD)
Projected carry forward from 31 December 2019	approx.	238,923
INCOME		200,000
Projected members' contribution	200,000	
Total available funds		438,923
EXPENDITURE		
Meetings		45,000
Presidents' Meeting 2019	up to 30,000	
Senior Officers' Meeting 2019	15,000	
Running Initiatives		98,500
Campus Sustainability Officers' Workshop	up to 10,000	
Sustainable Campus Projects	21,500	
<i>Outreach materials (posters, printed reports, etc.)</i>	500	
<i>Student exchange program</i>	3,000	
<i>Part-time fellow support to manage on-going collaboration related to SDGs</i>	10,000	
<i>Support for capacity building pilot event in Cape Town</i>	5,000	
<i>Good practice and knowledge exchange on biodiversity</i>	3,000	
Librarians' Contact Group Pilot Exchange Scheme	10,000	
Real Estate Working Group Meeting	10,000	
Cybersecurity Forum	10,000	
ALH GSC Conference	15,000	
Global Internship Program	22,000	
Secretariat costs		80,000
Contribution to Secretariat costs at UTokyo	80,000	
Total Expenditure		223,500
BALANCE		215,423
Total available funds	438,923	
Total expenditure	223,500	

Takeaways:

The IARU management and budget scheme will be tabled for further discussion in PM 2020.

10.2 Host and Dates for 2020 SOM and 2021 SOM

It was left open whether or not the SOM 2020 will be held. If it is held as scheduled, SOM 2020 will be hosted by University of Oxford on 29-30 October 2020 with the Welcome Dinner on 28 October 2020.

University of Cambridge volunteers to host SOM 2021 should the Presidents determine that the SOM continue to be held in the same way as always.

Takeaways:

Presidents will discuss how the SOM should be held in PM 2020. University of Oxford will hold all the reservations and check when cancellation fees will be applied. Senior Officers will keep their schedule for SOM 2020 open until next April. Even if the Presidents decide not to hold SOM 2020, there is a possibility that another meeting in a different format will be held depending on the Presidents' discussion.

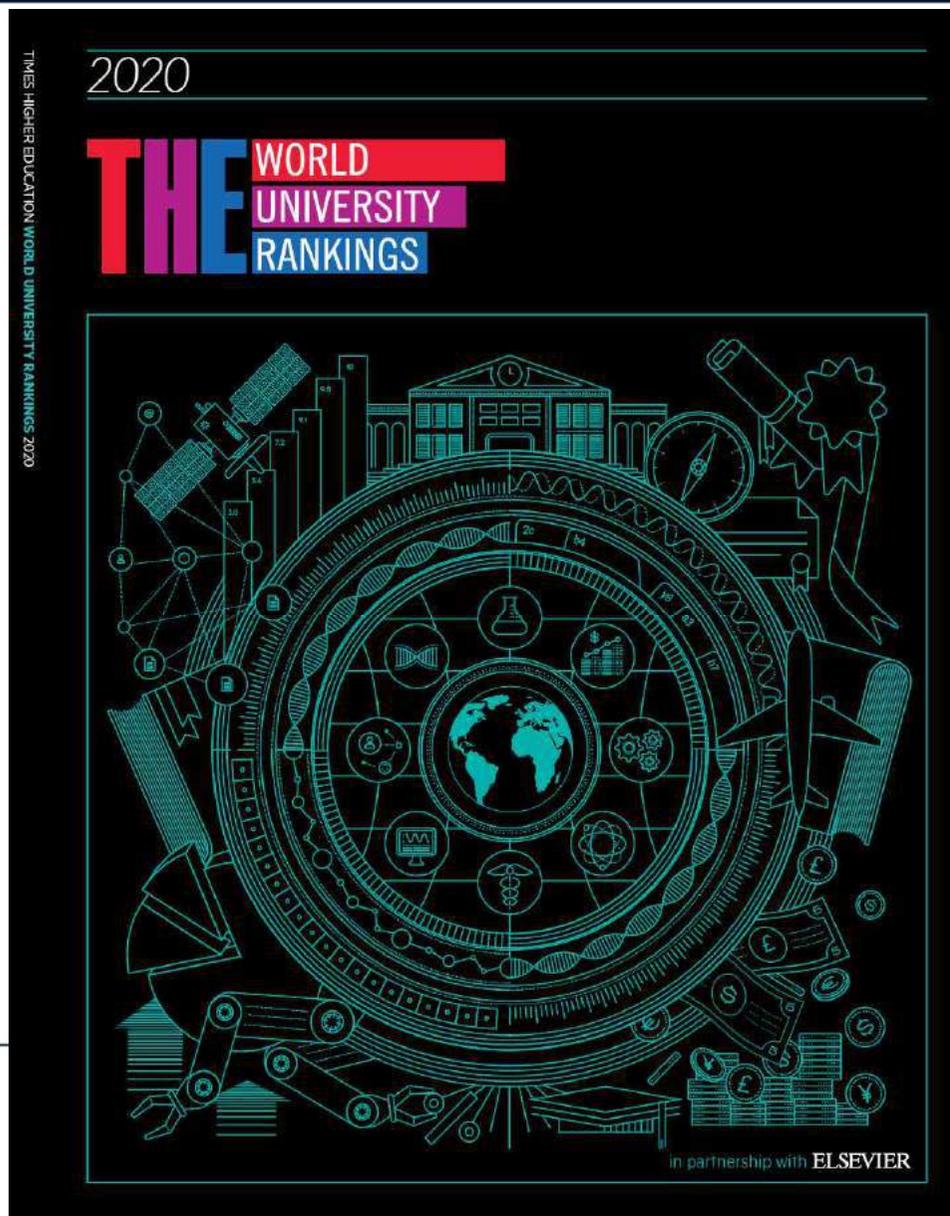
WORLD UNIVERSITY RANKINGS 2020



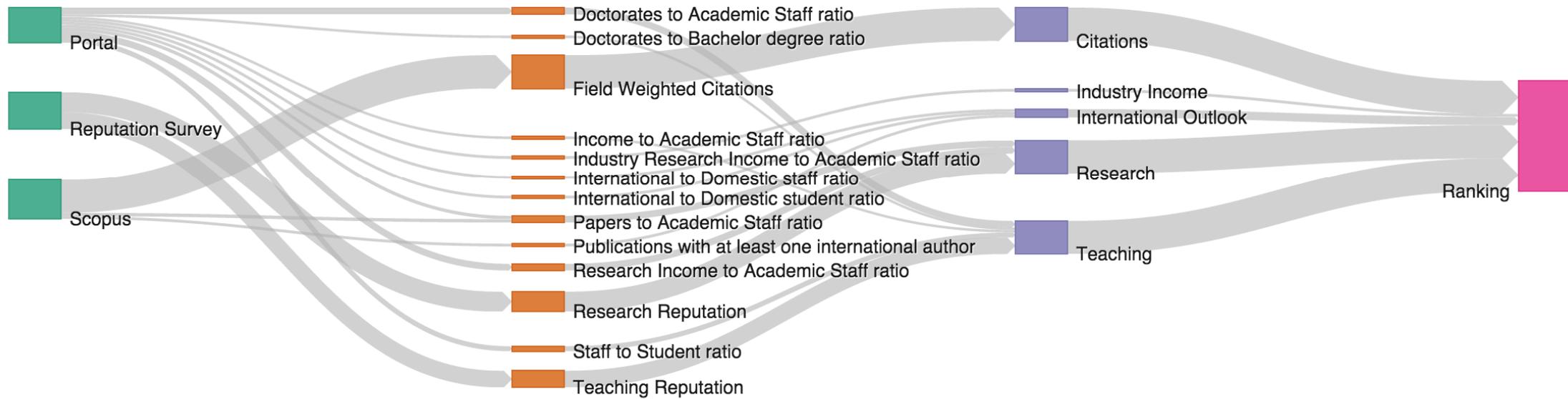
Phil Baty, Chief Knowledge Officer, THE

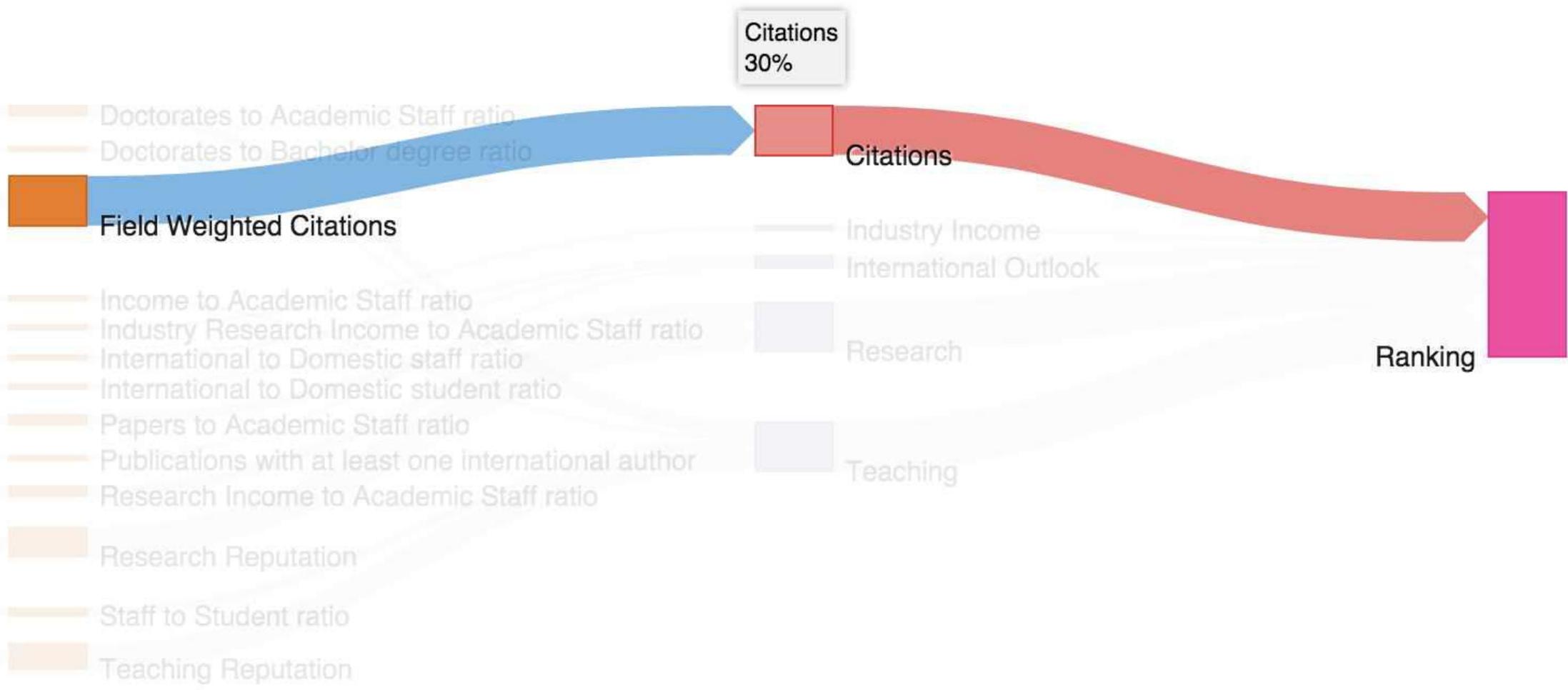


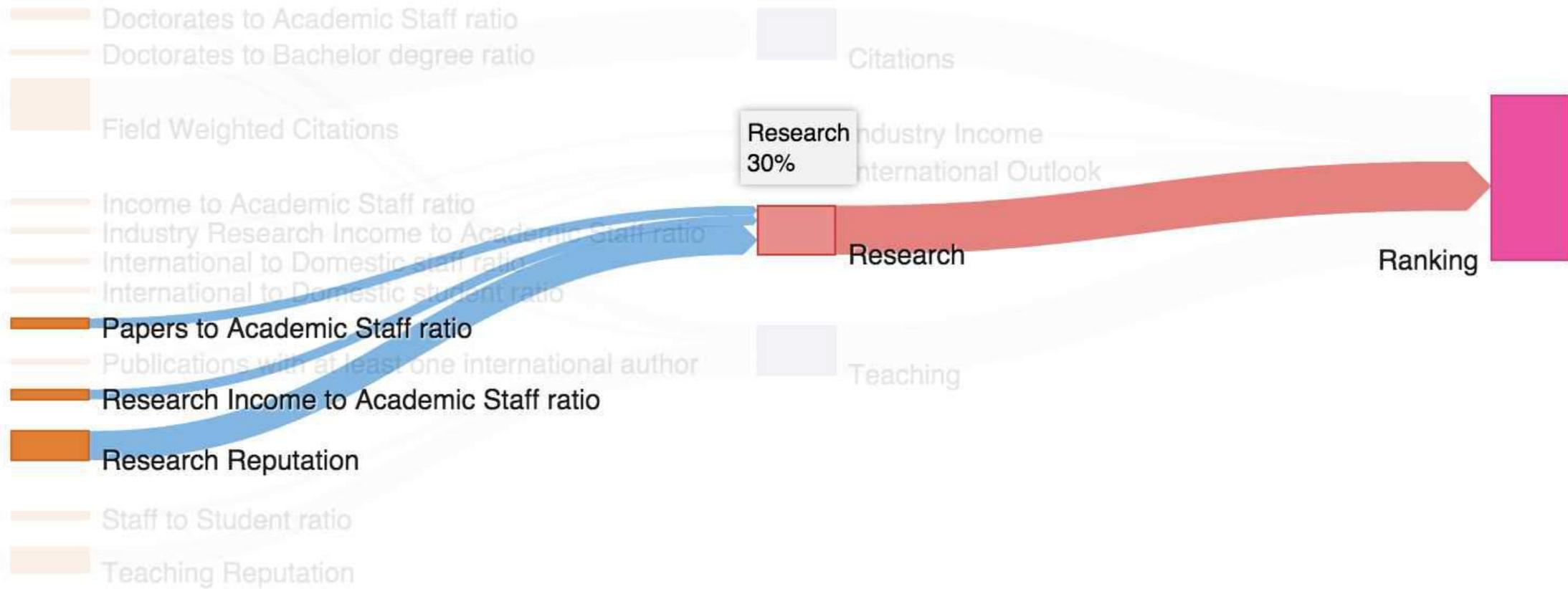
Rankings subjected to full,
independent audit by
PriceWaterhouseCoopers

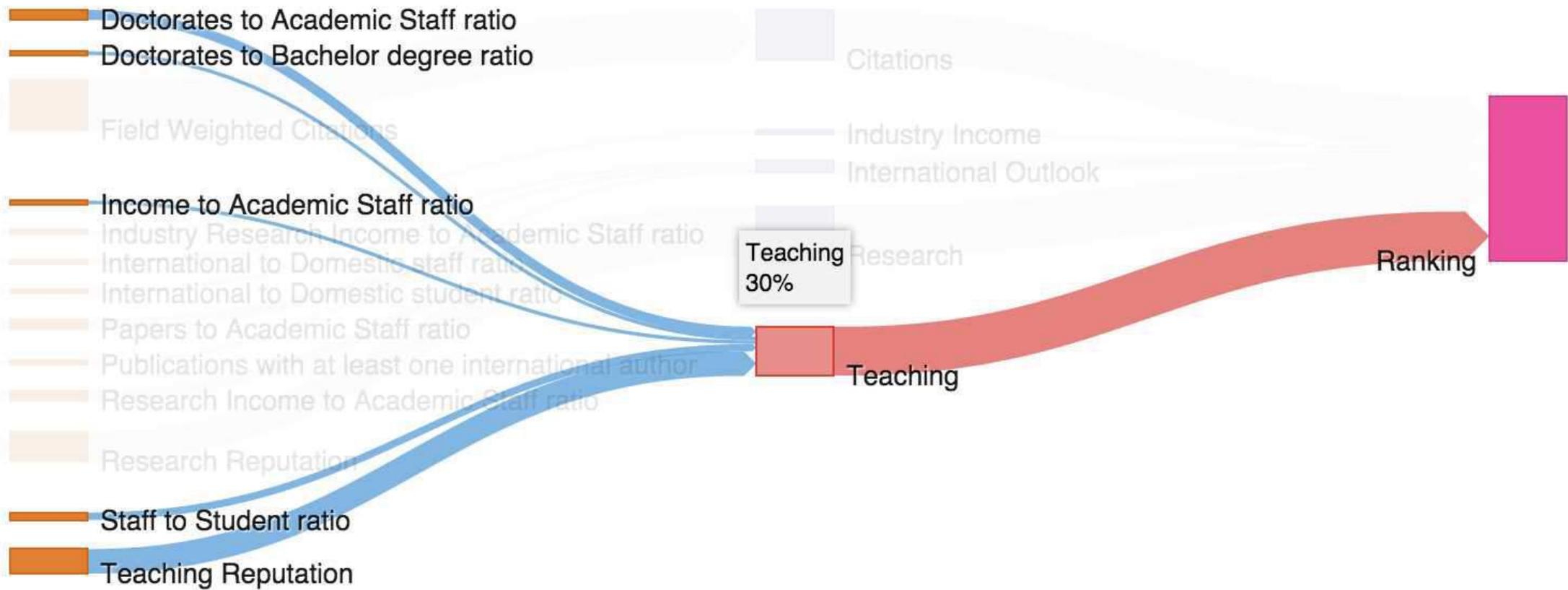


Methodology

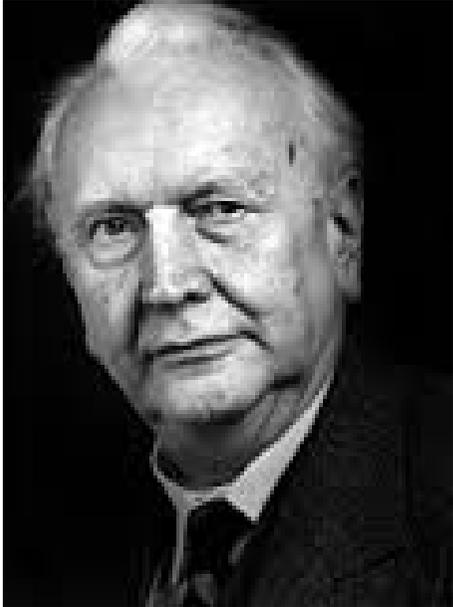






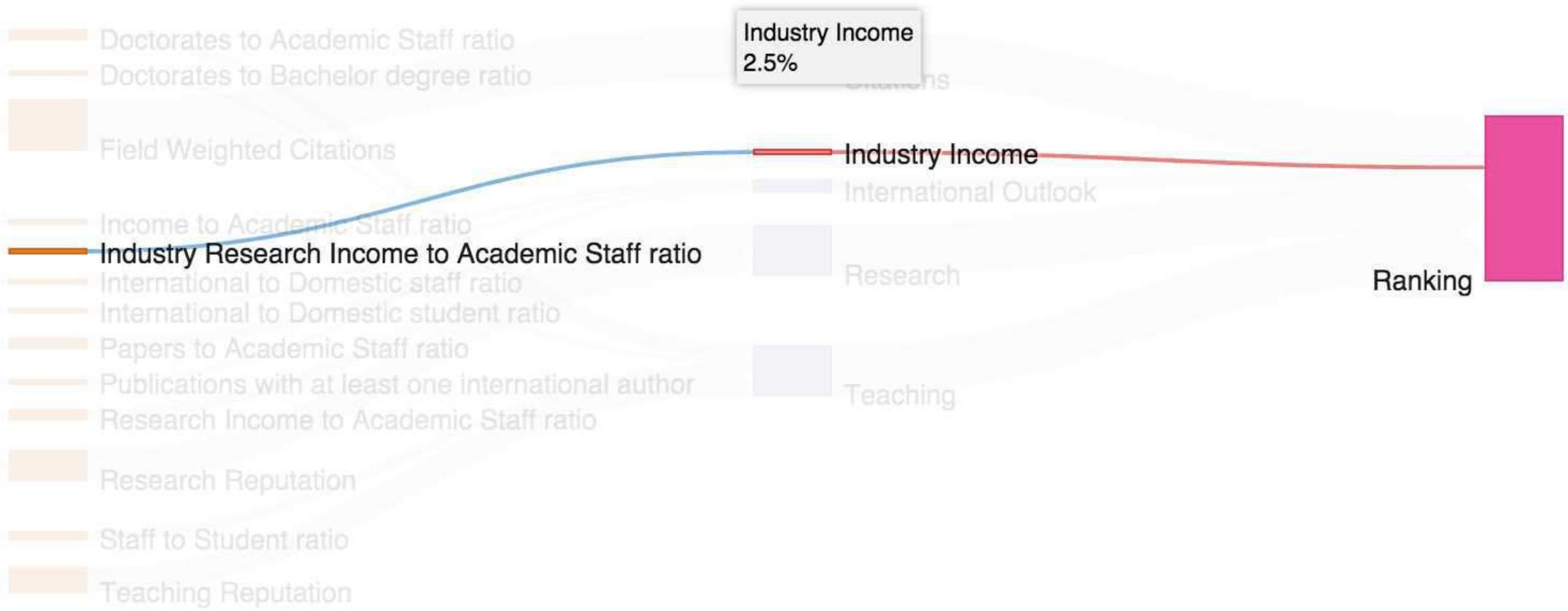


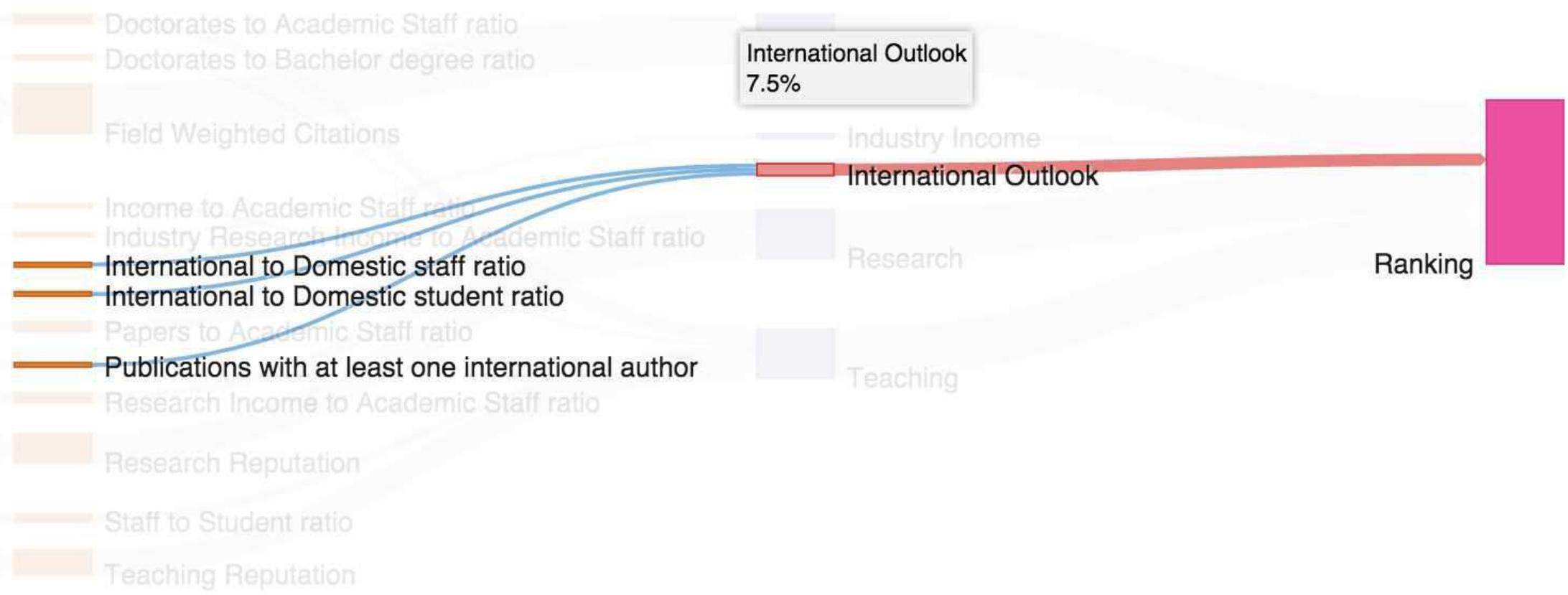
The idea of a university



“The University is a community of scholars engaged in the task of seeking truth... It is intended not merely as a place of instruction; rather the student is to participate actively in research and from this experience he is to acquire the intellectual discipline and education which will remain with him throughout his life.”

Karl Jaspers, *The Idea of a University*, 1923.





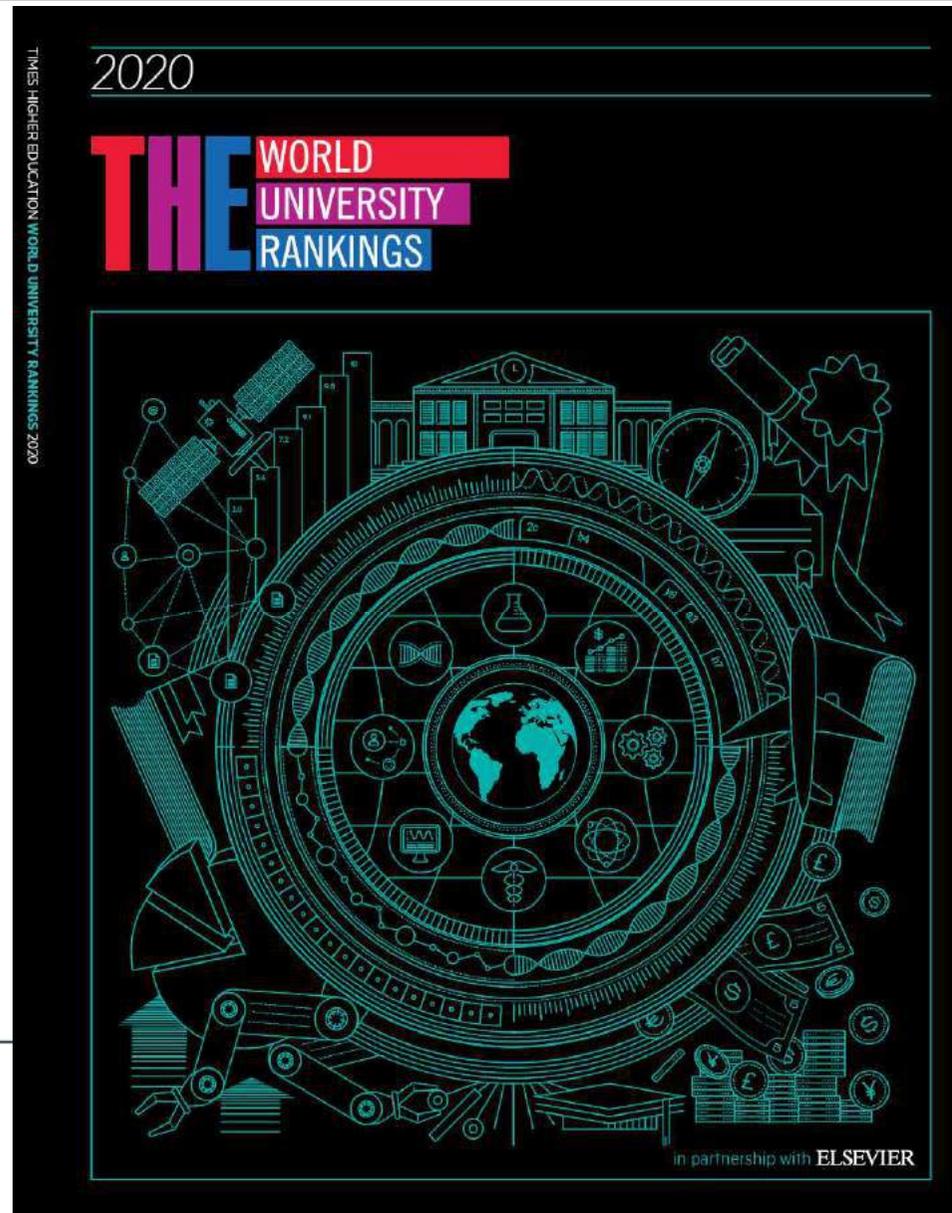
“Hybrid vigour”

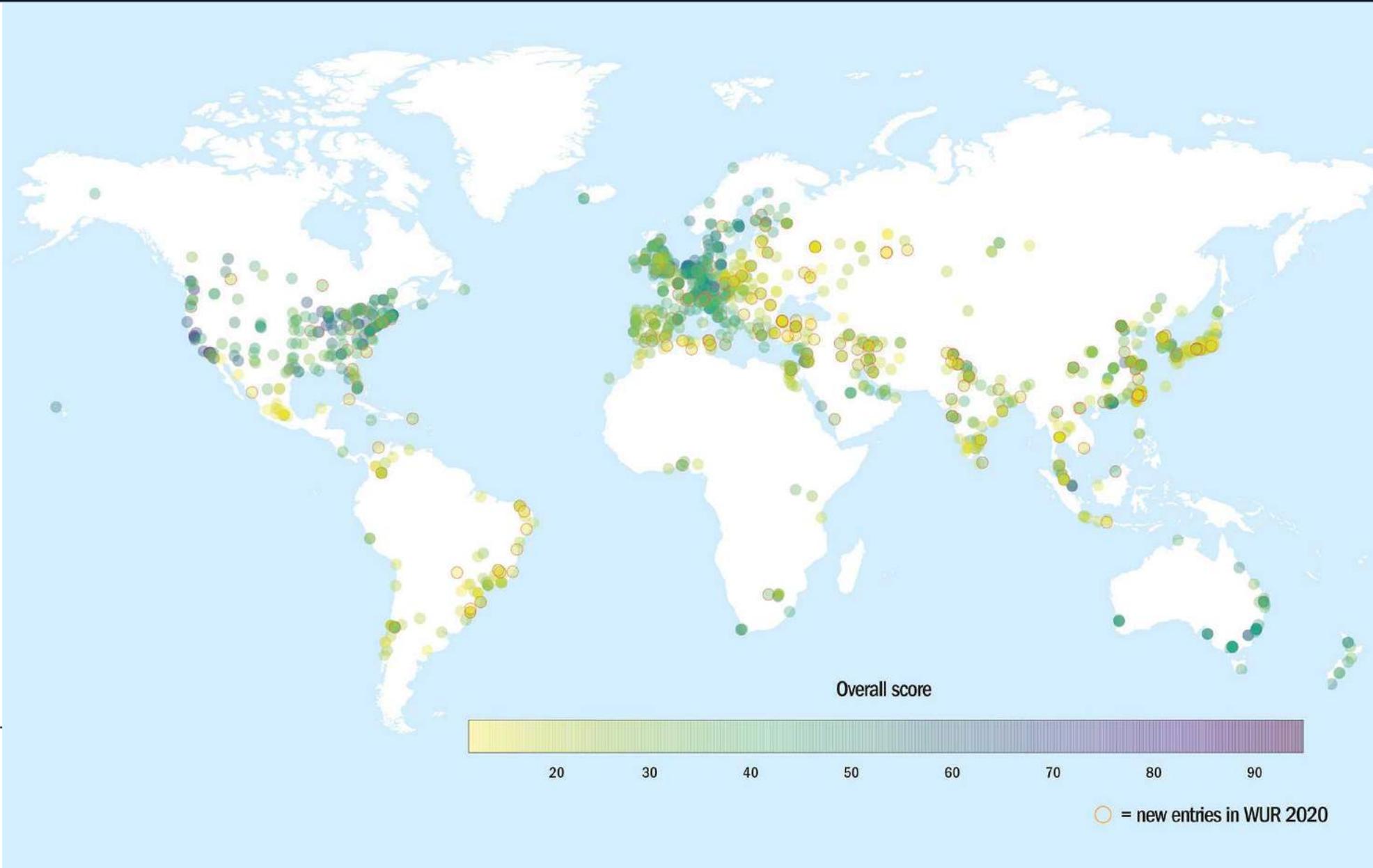


“As you build a team, you bring together diverse people to provide the most effective views. Individuals brought up in different educational systems and with exposure to different societies and markets approach problems differently: thus, international teams broaden and augment individual thinking.”

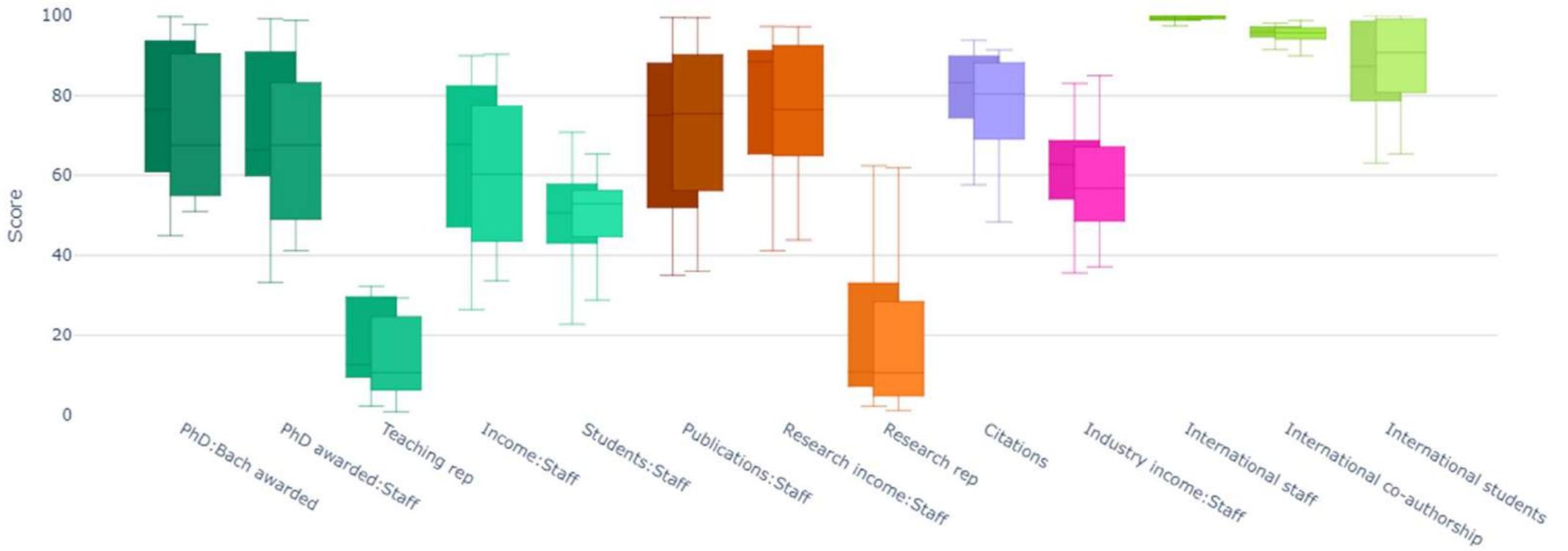
Alice Gast, President, Imperial College London

The 2020 THE World University Rankings: Results teasers...

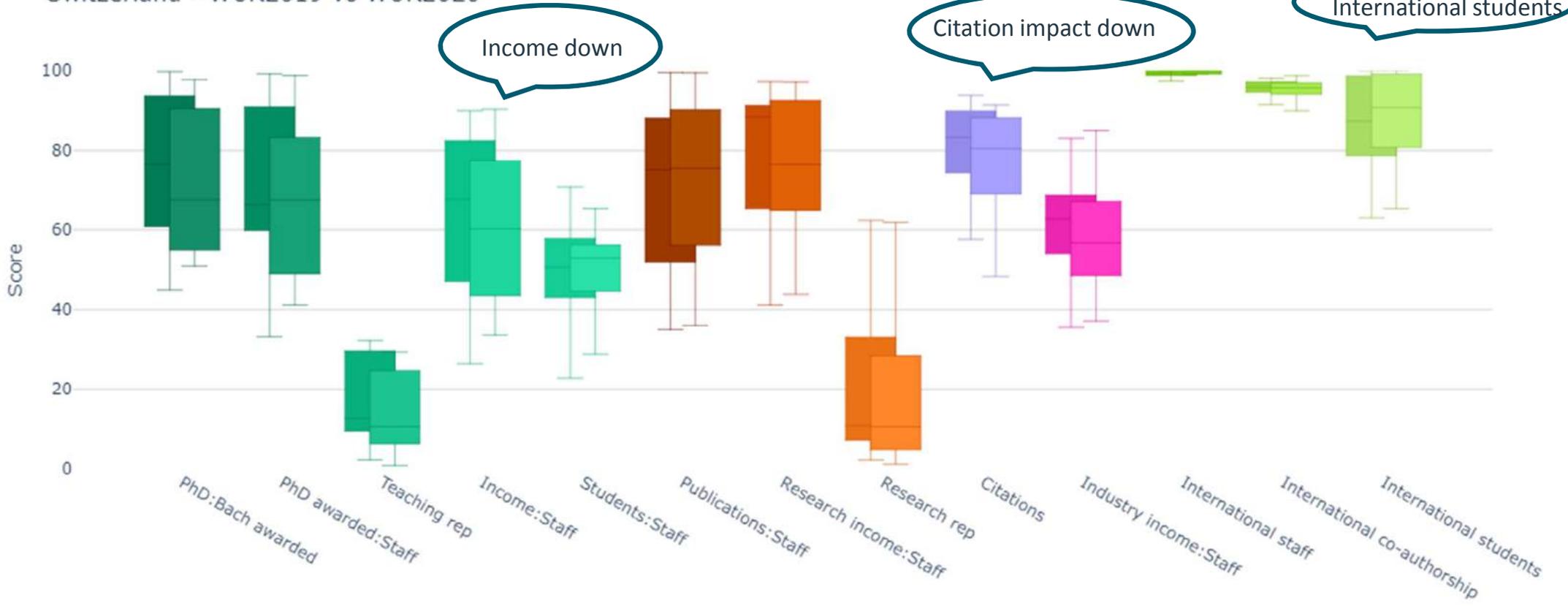


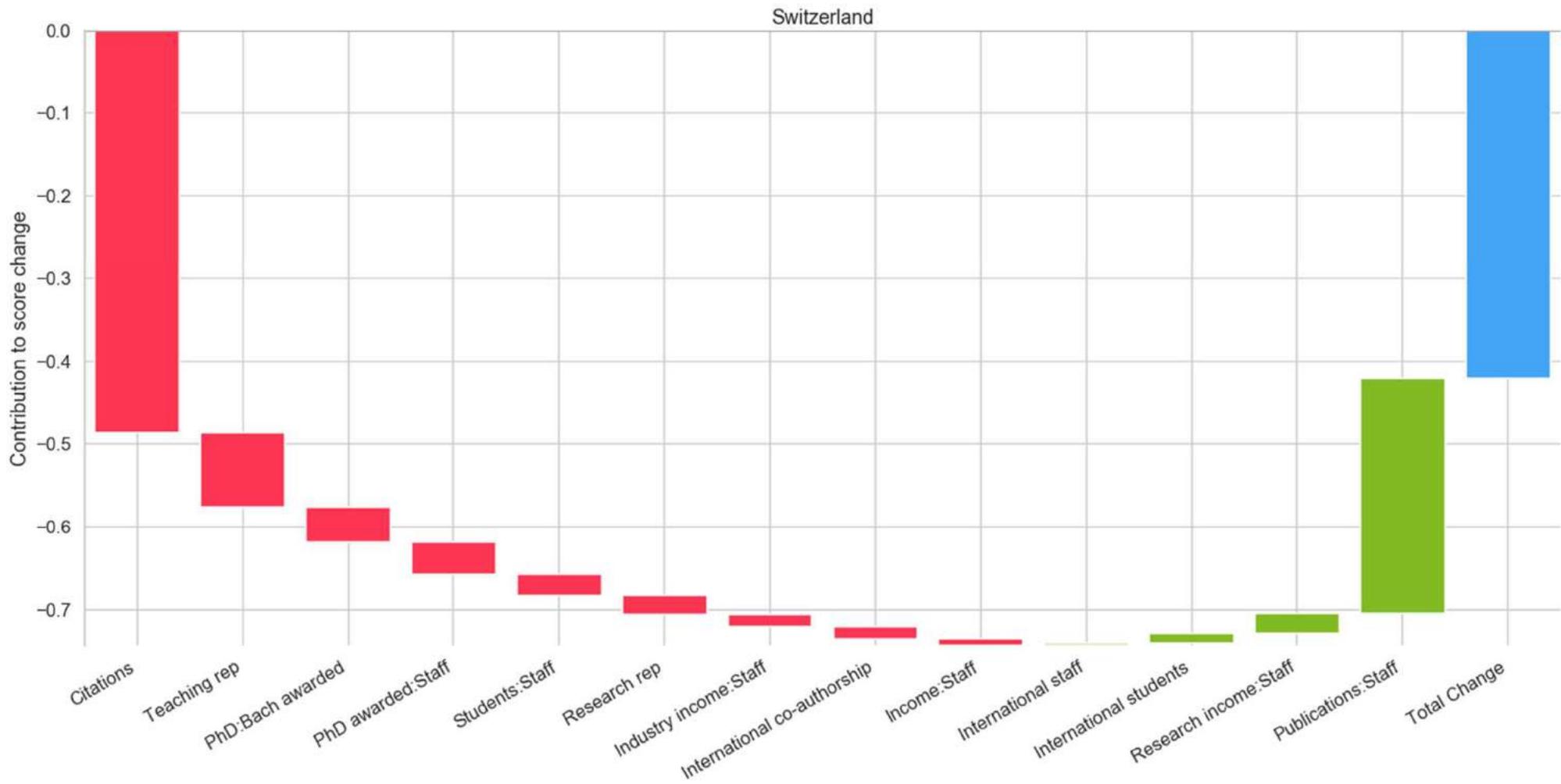


Switzerland - WUR2019 vs WUR2020

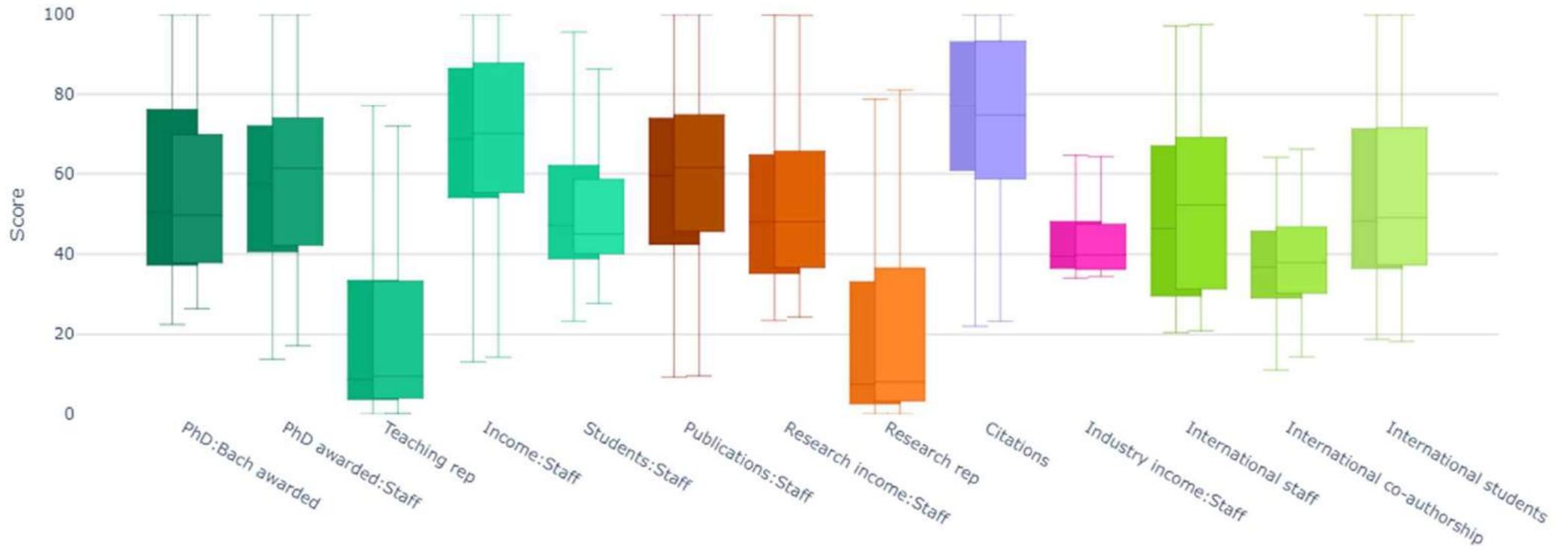


Switzerland - WUR2019 vs WUR2020

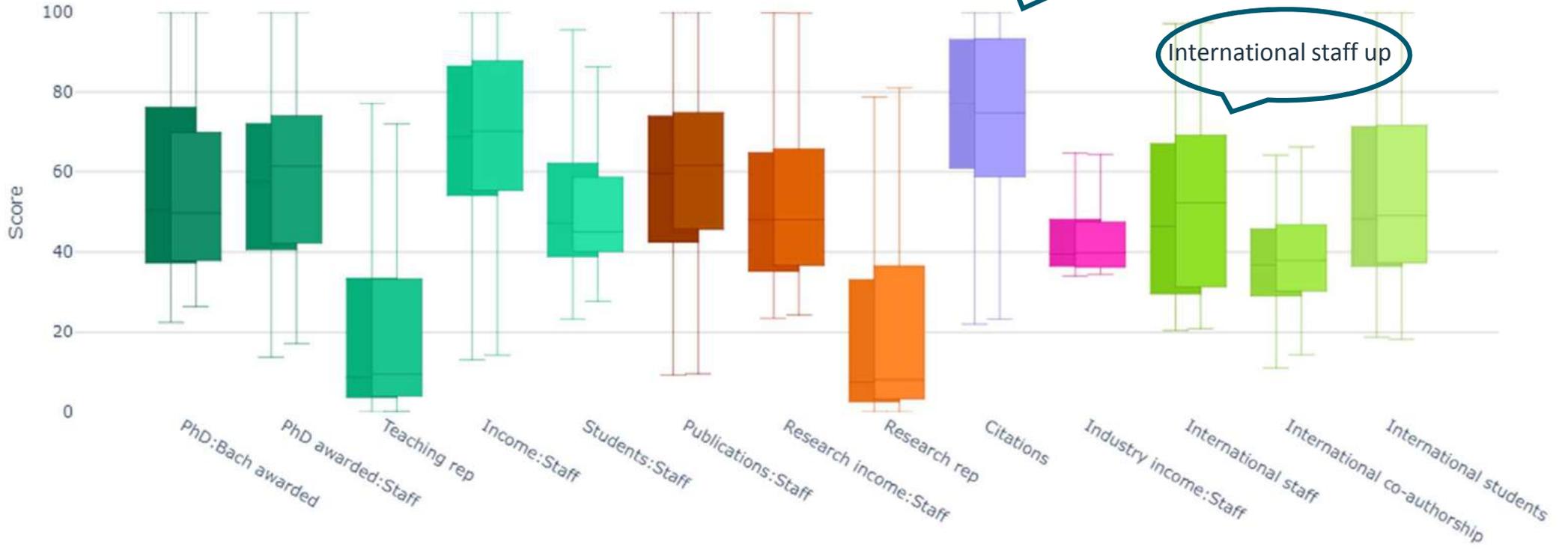


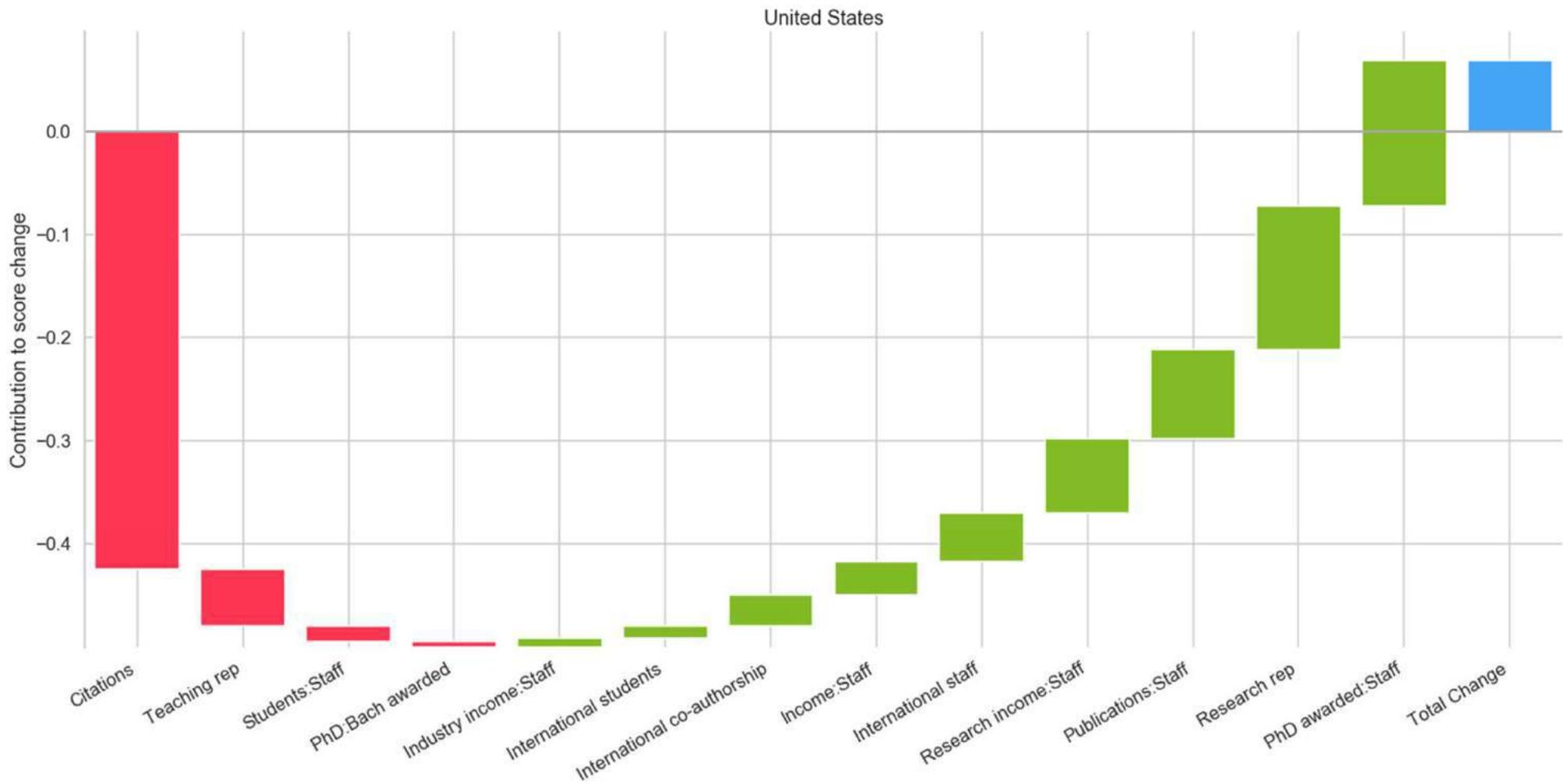


United States - WUR2019 vs WUR2020

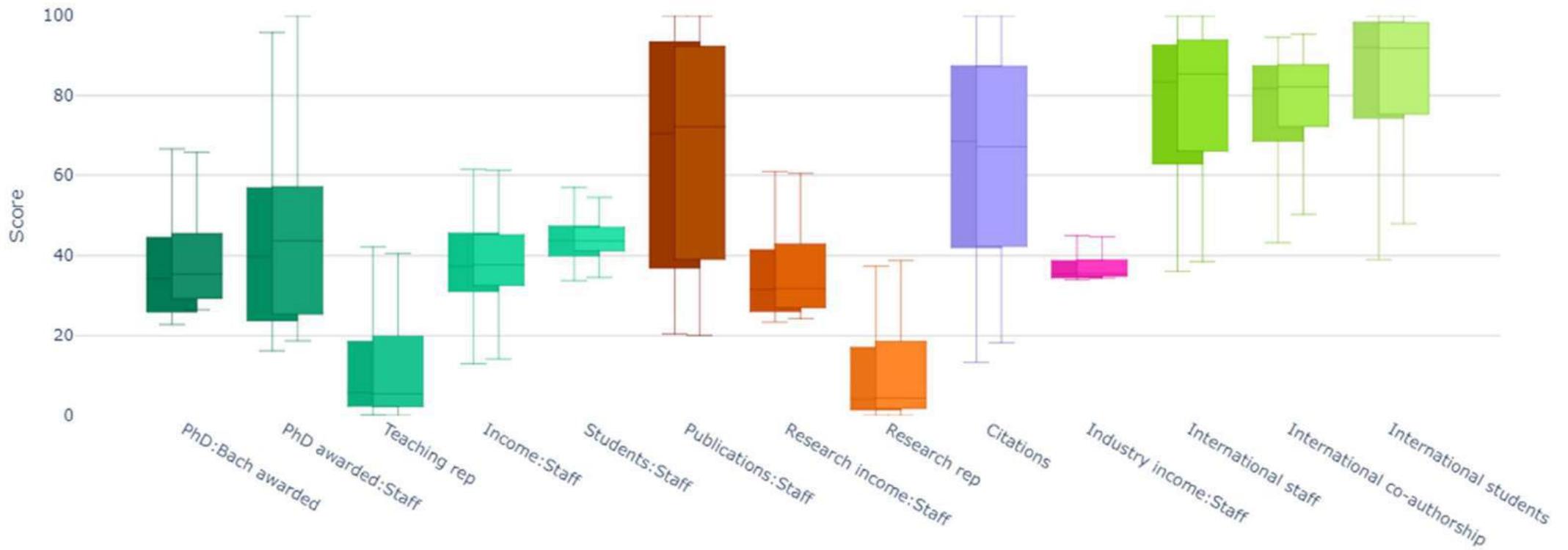


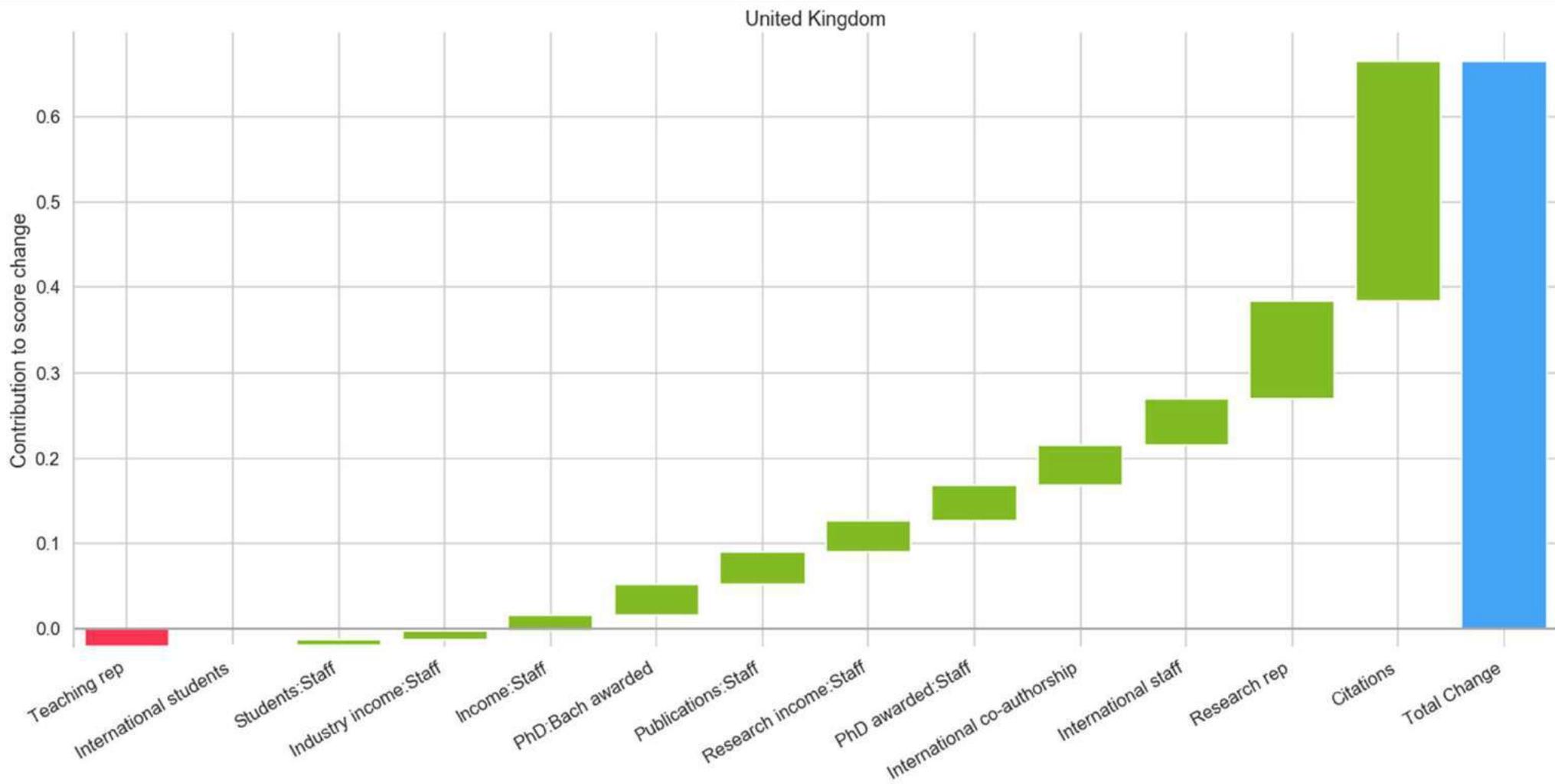
United States - WUR2019 vs WUR2020

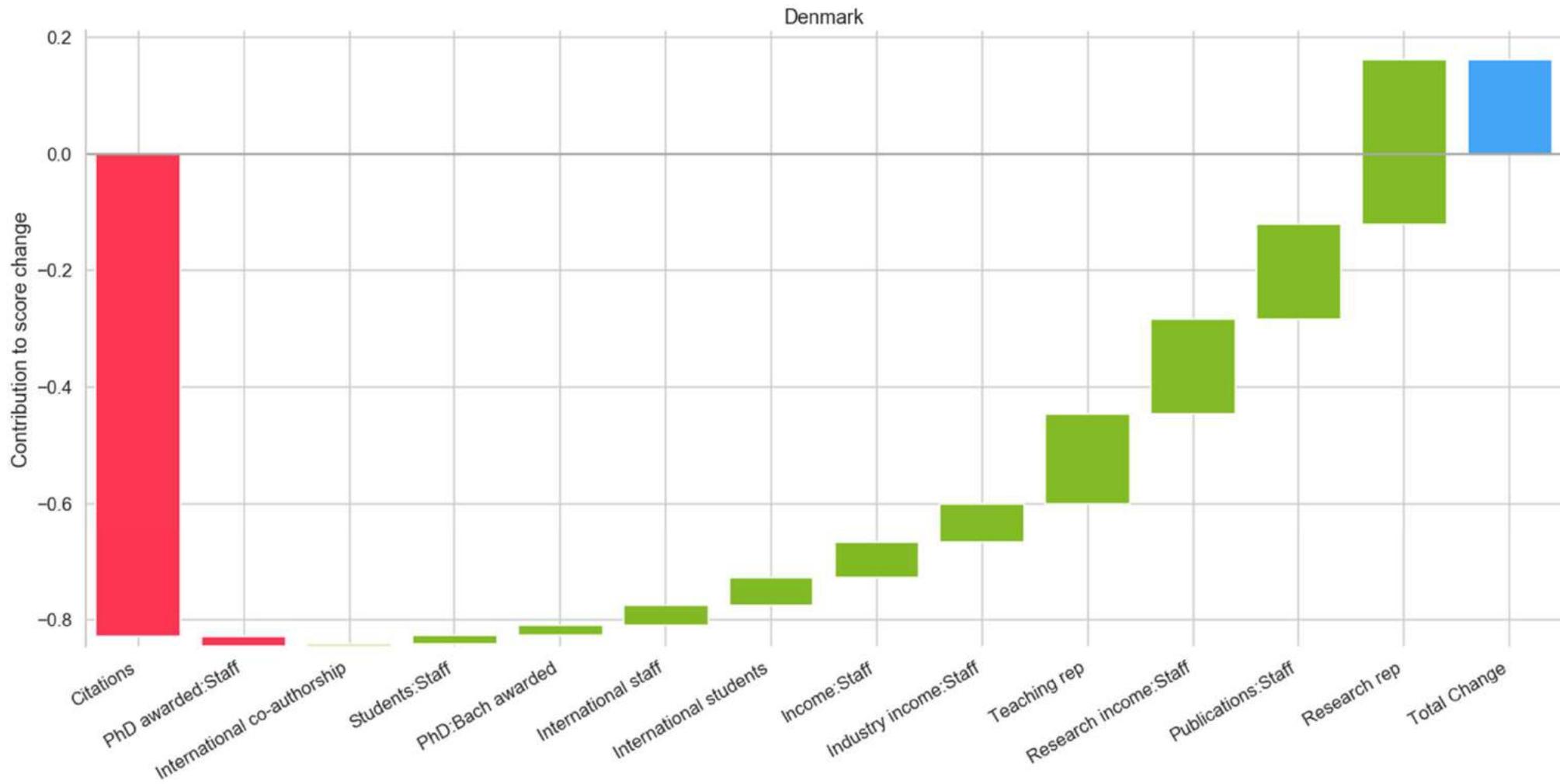


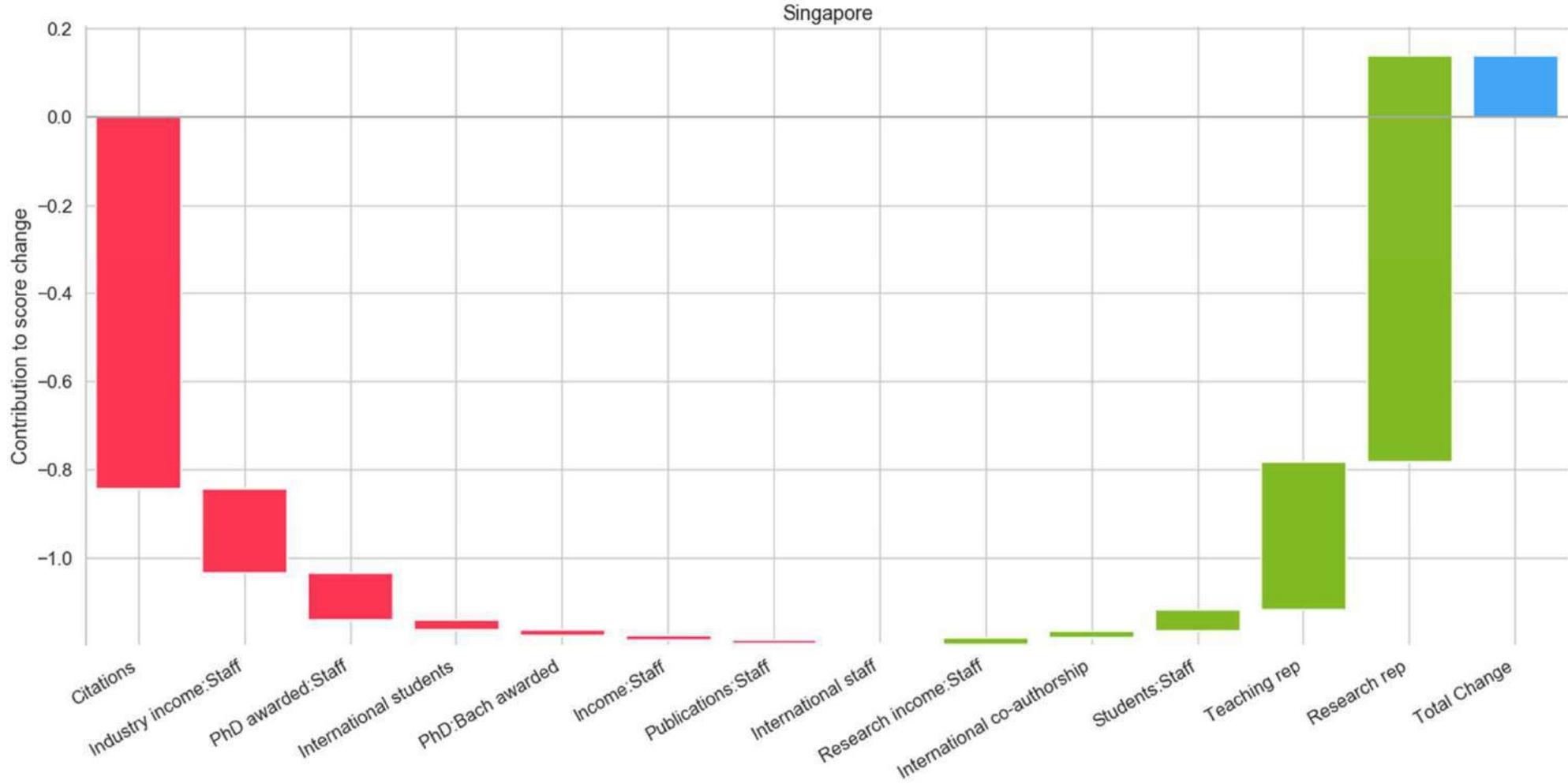


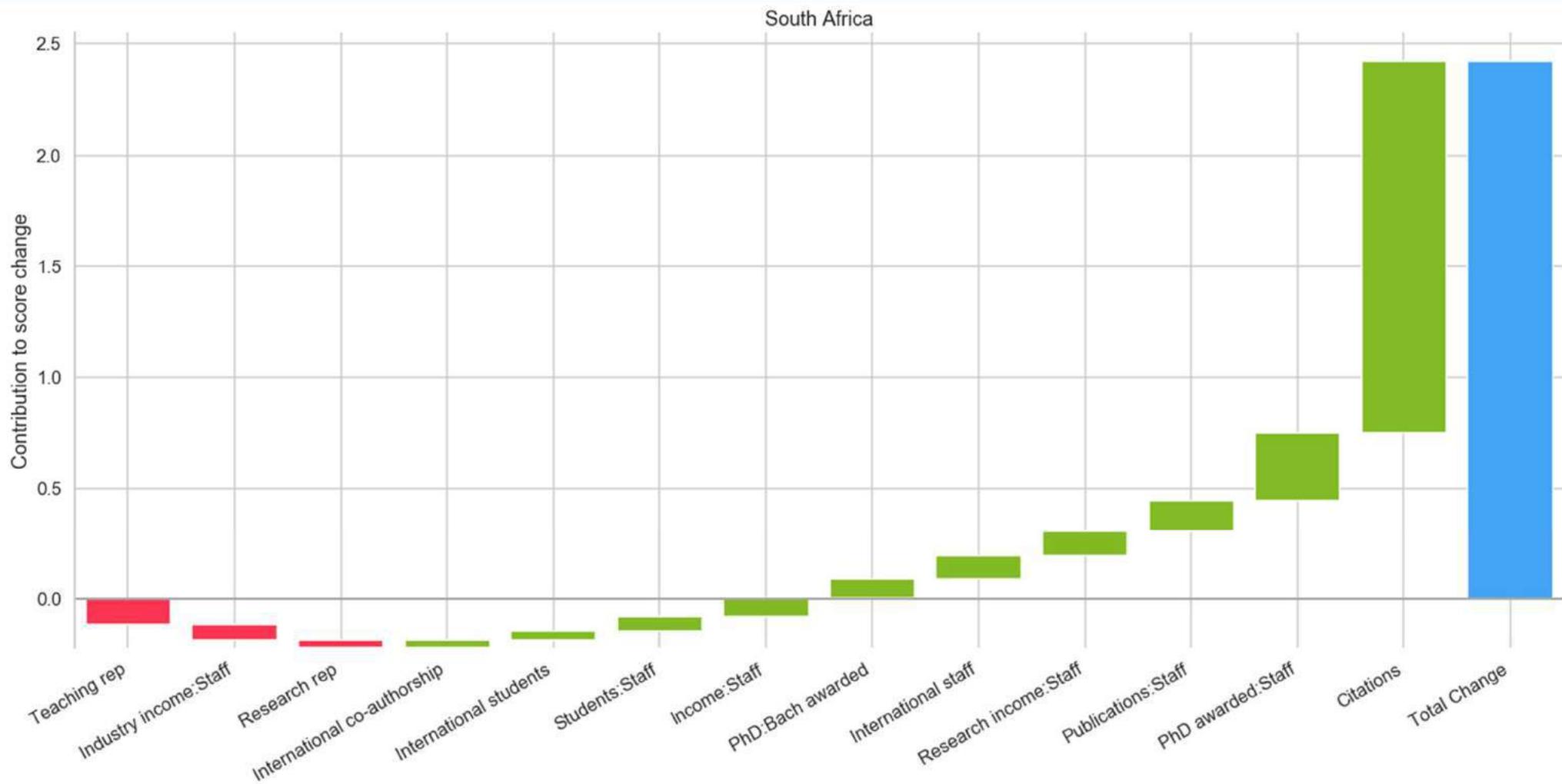
United Kingdom - WUR2019 vs WUR2020



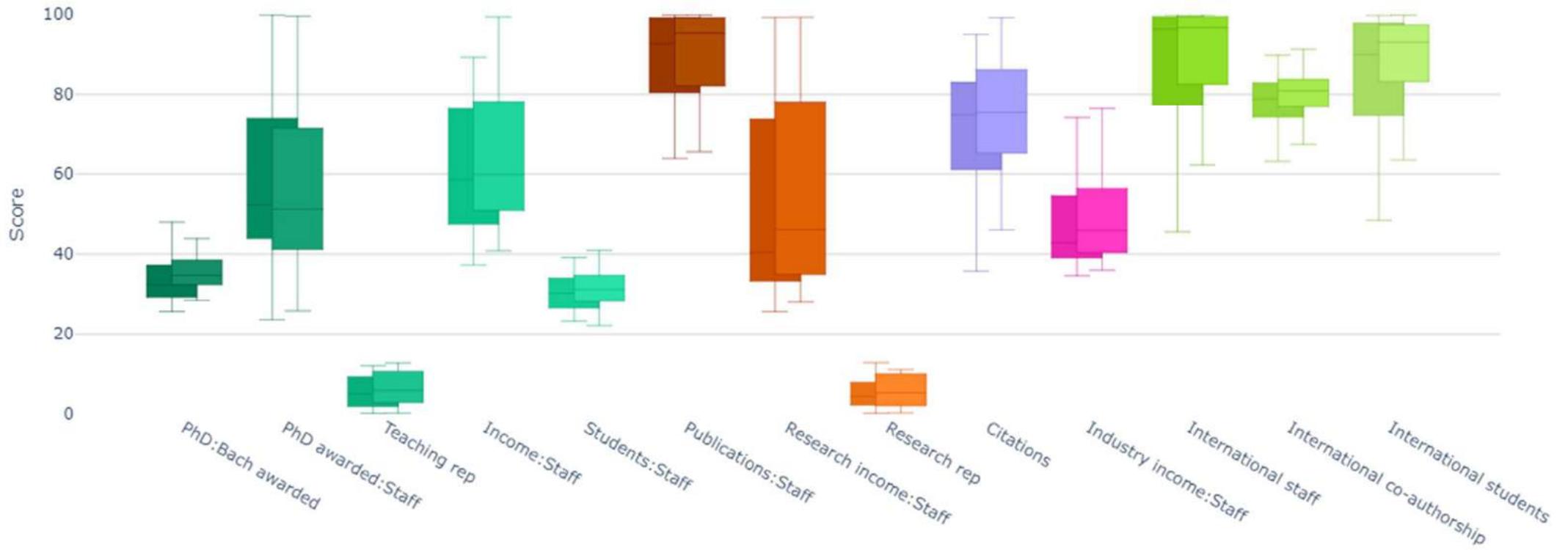


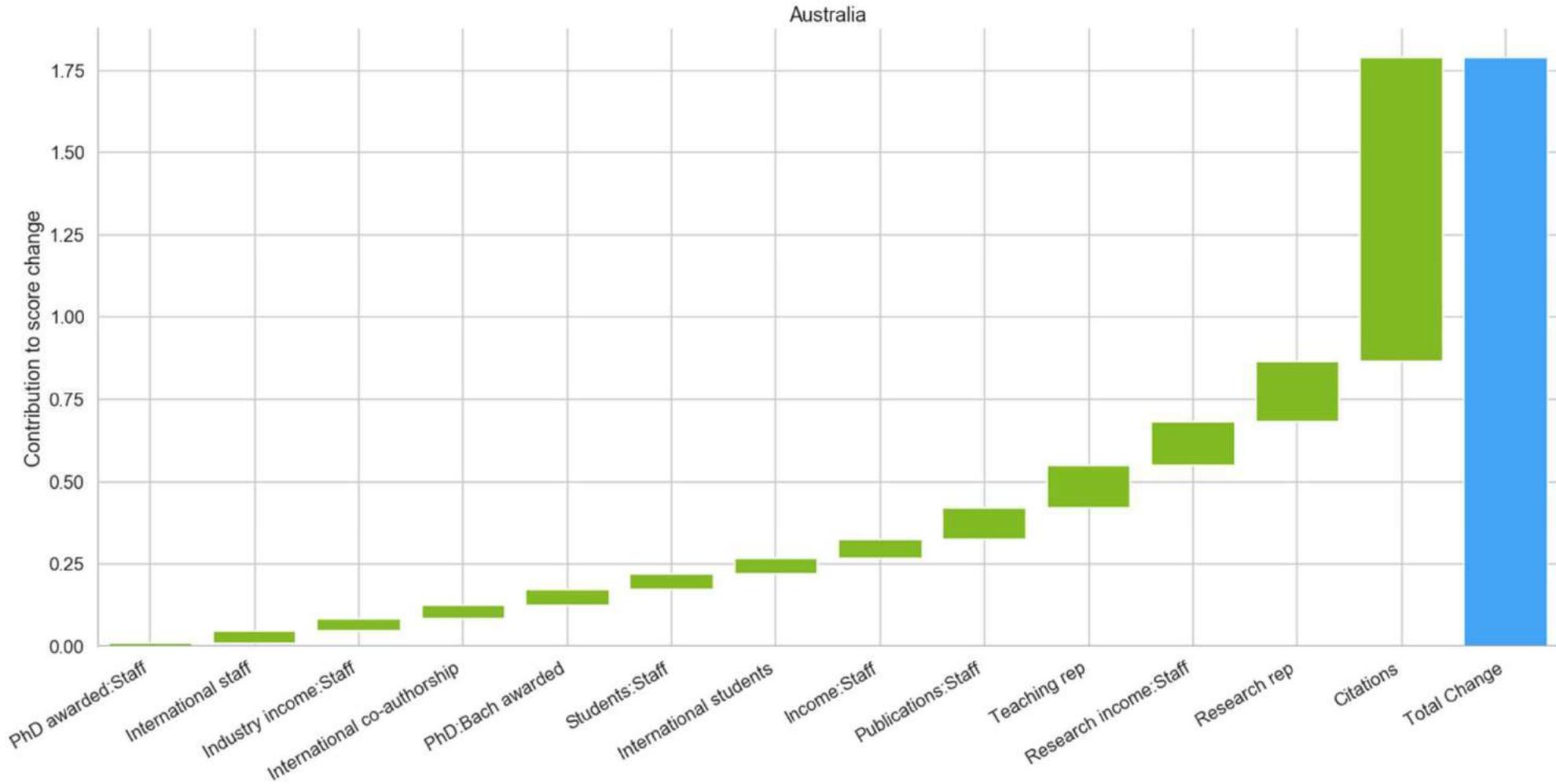




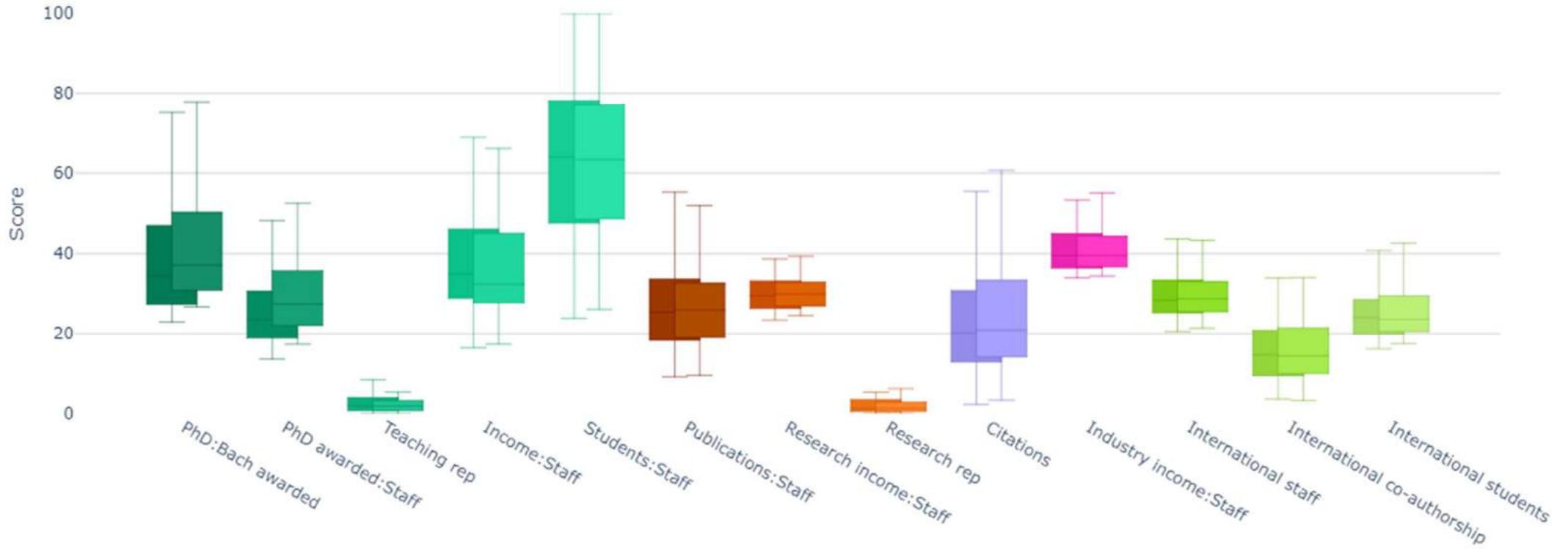


Australia - WUR2019 vs WUR2020

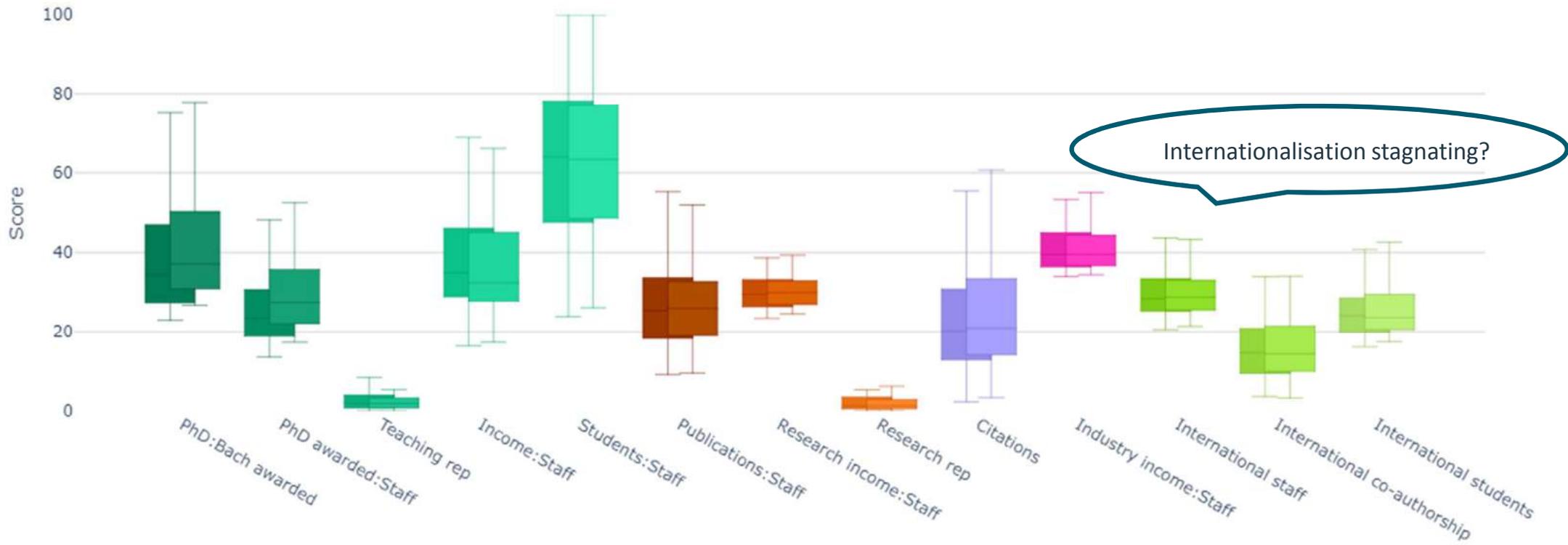


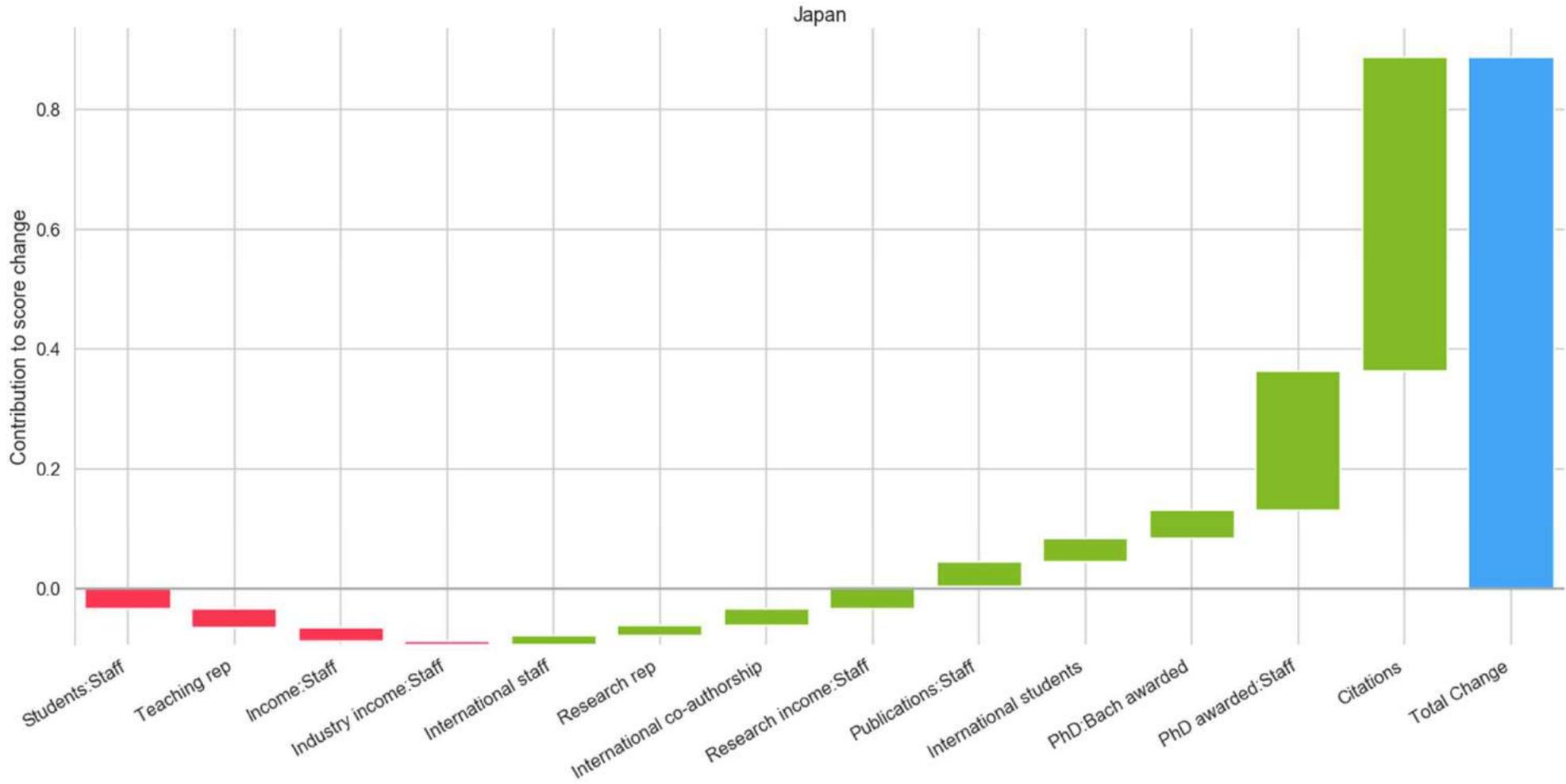


Japan - WUR2019 vs WUR2020

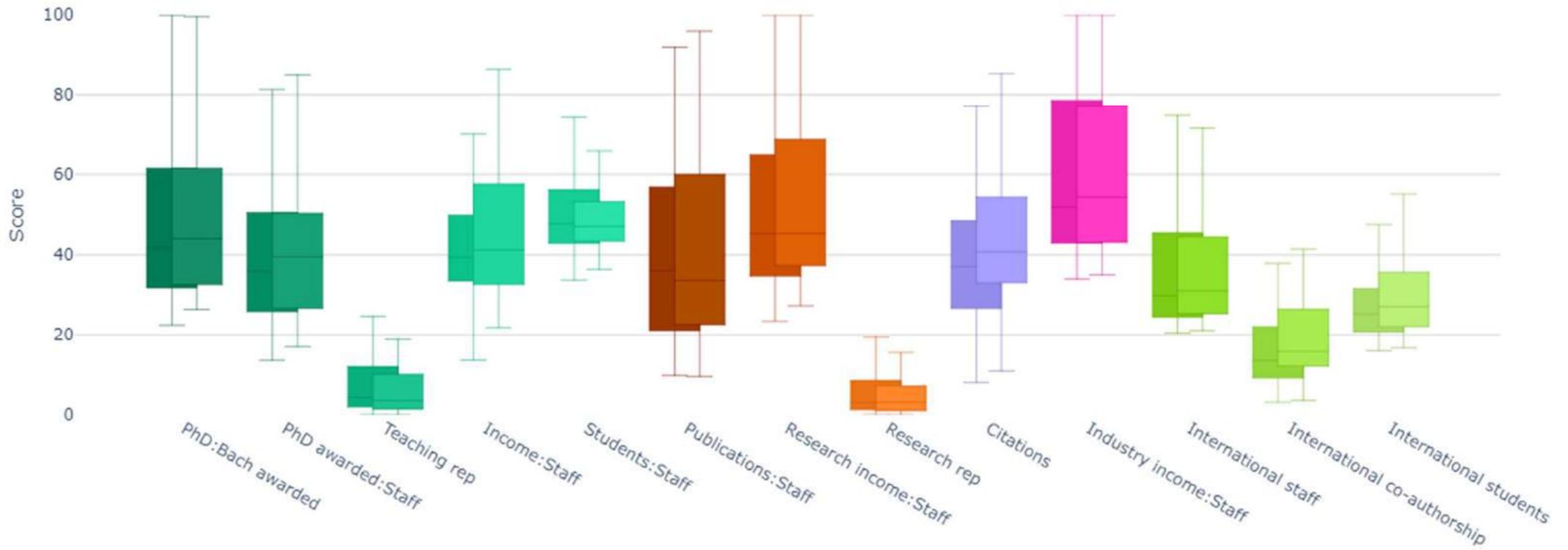


Japan - WUR2019 vs WUR2020

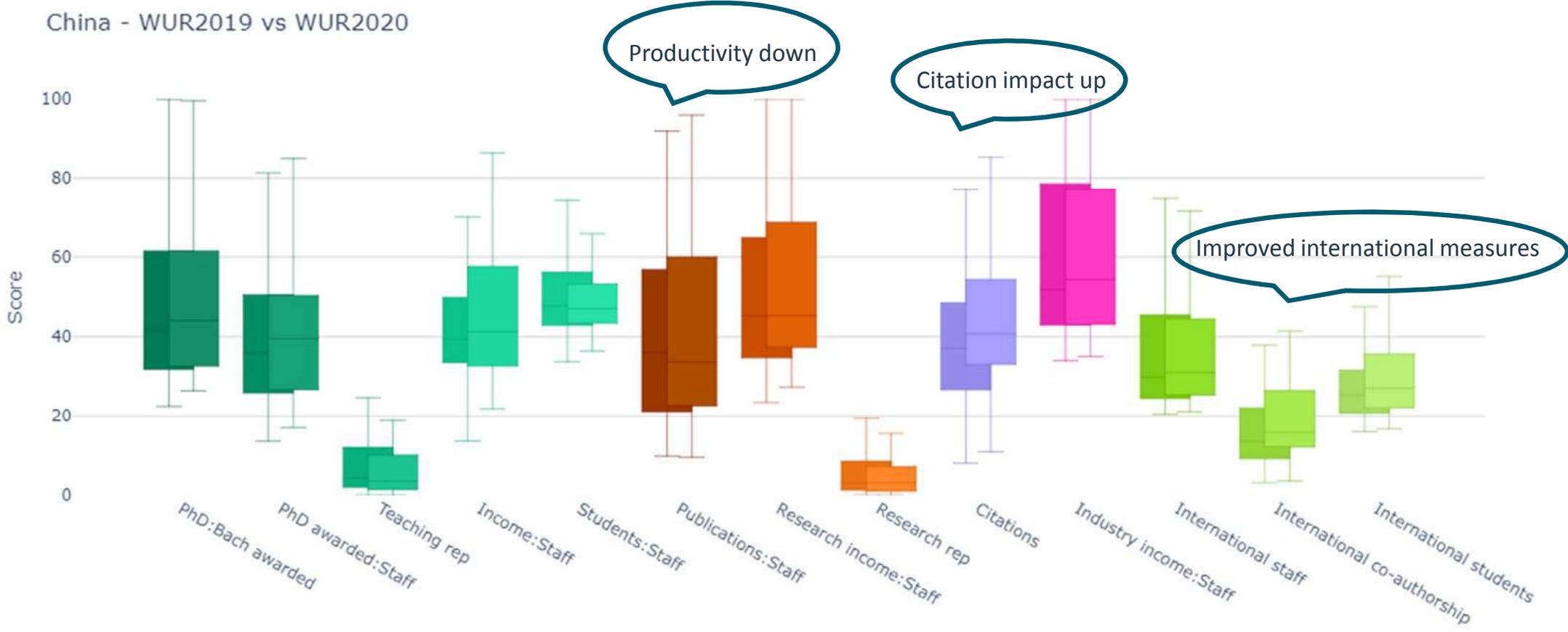


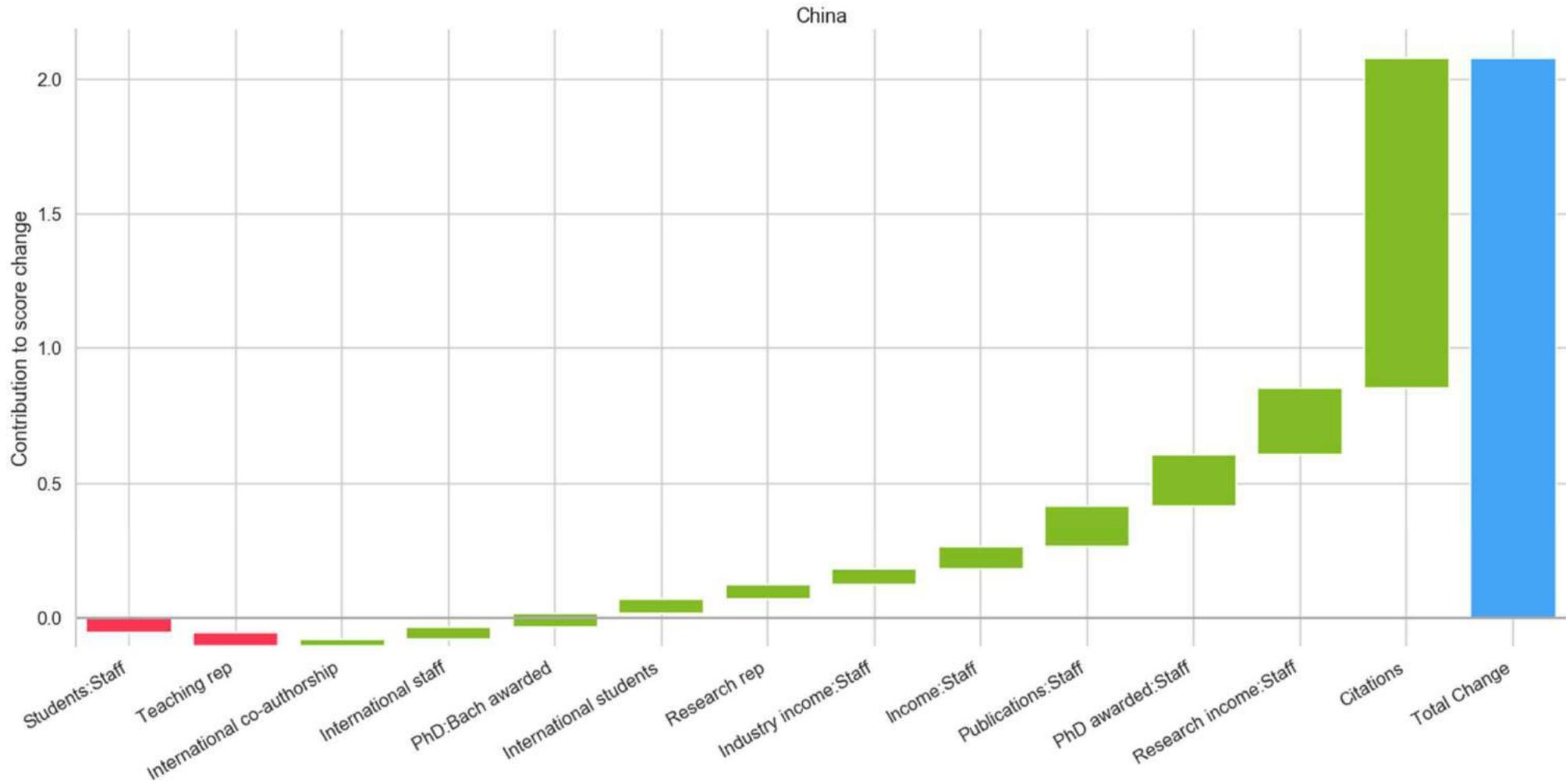


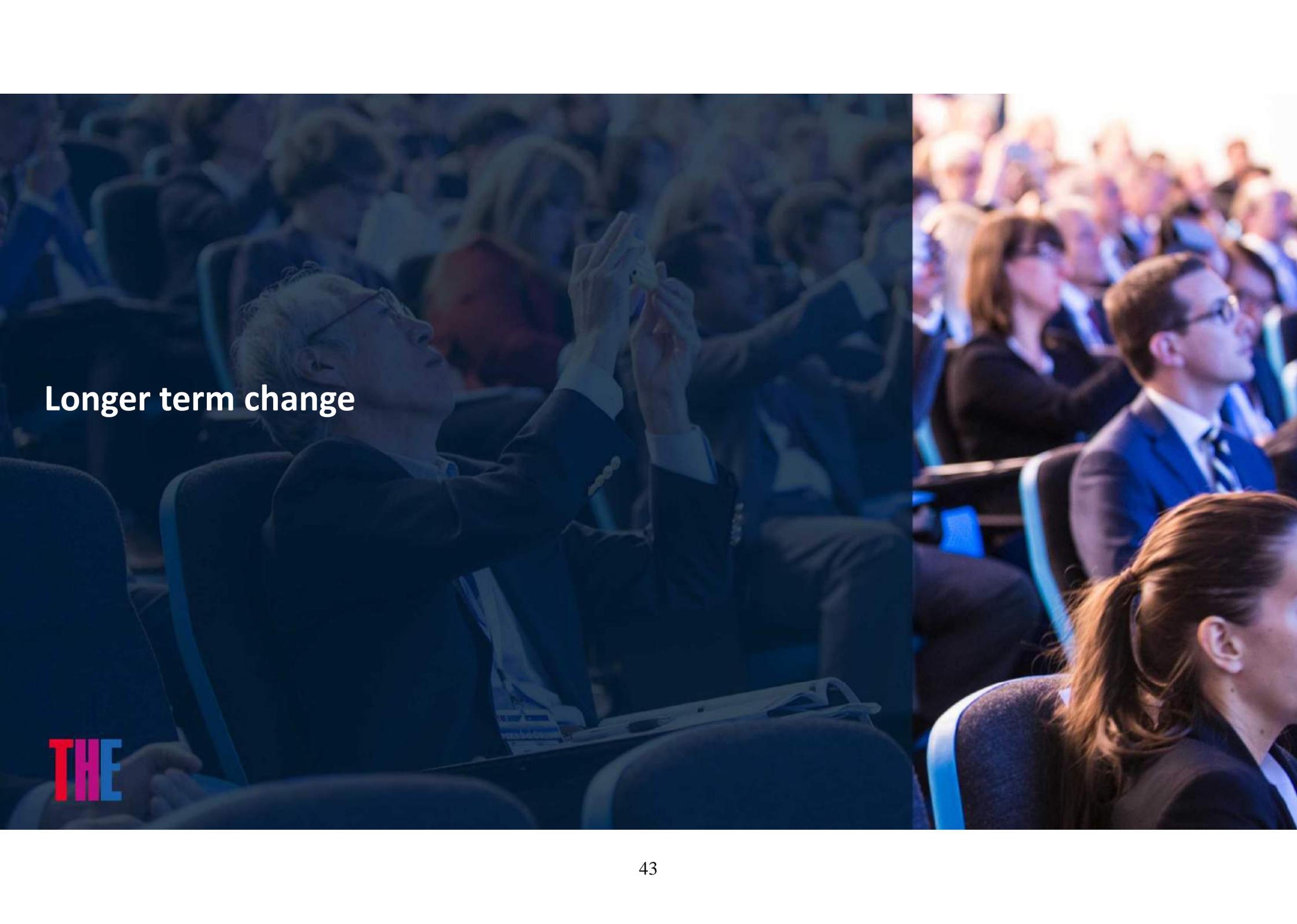
China - WUR2019 vs WUR2020



China - WUR2019 vs WUR2020



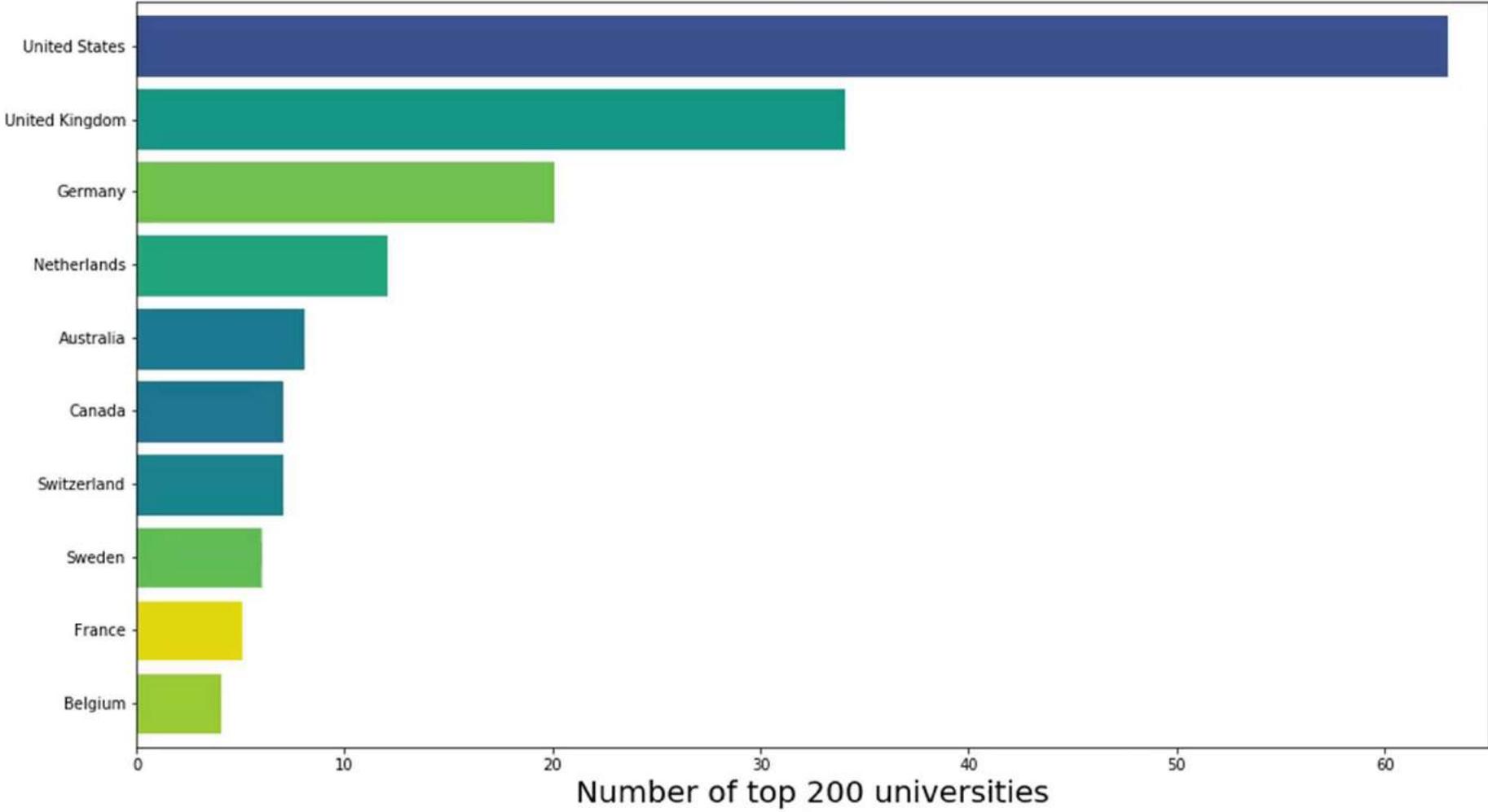




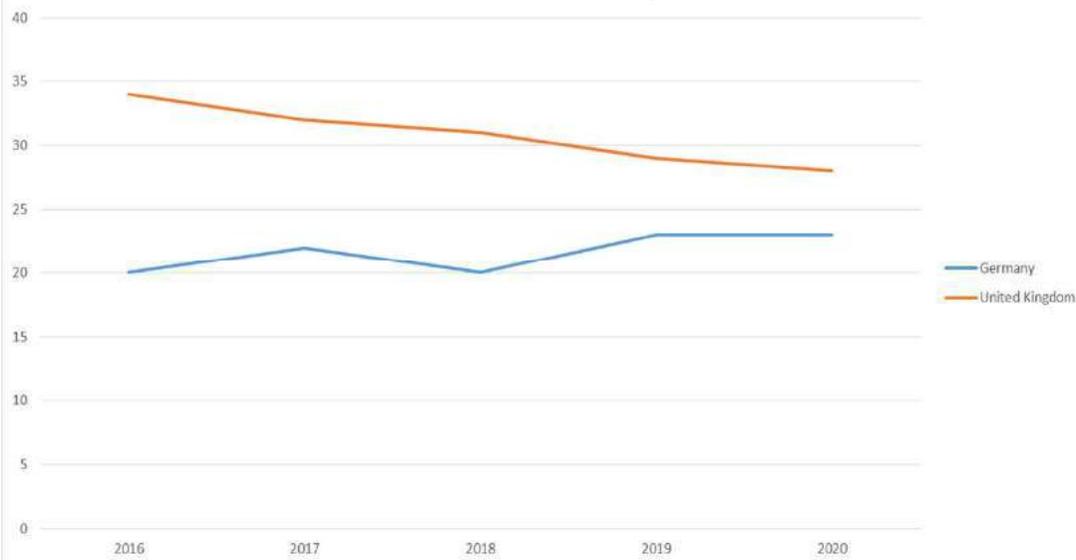
Longer term change

THE

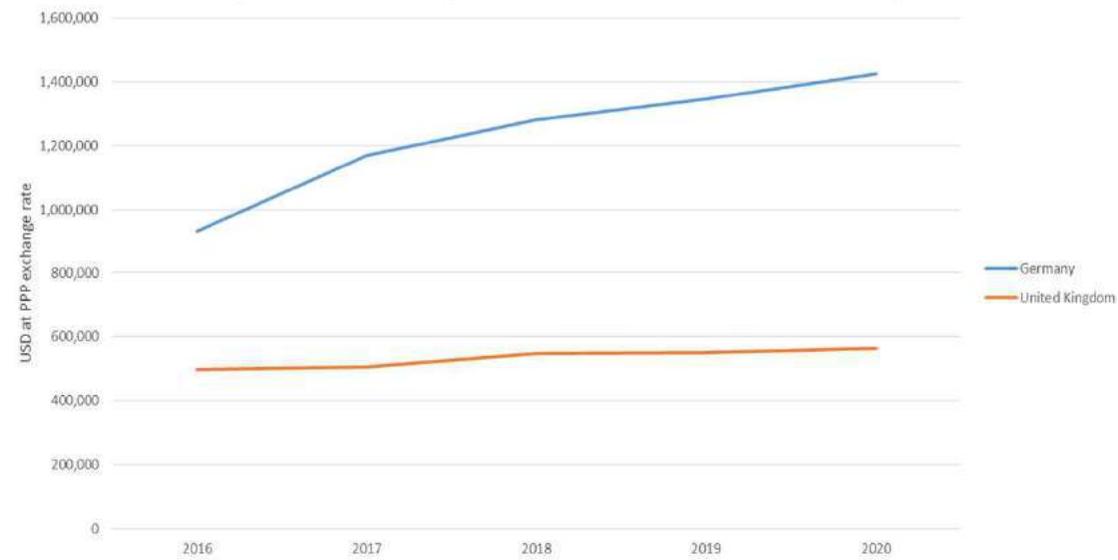
WUR 2016

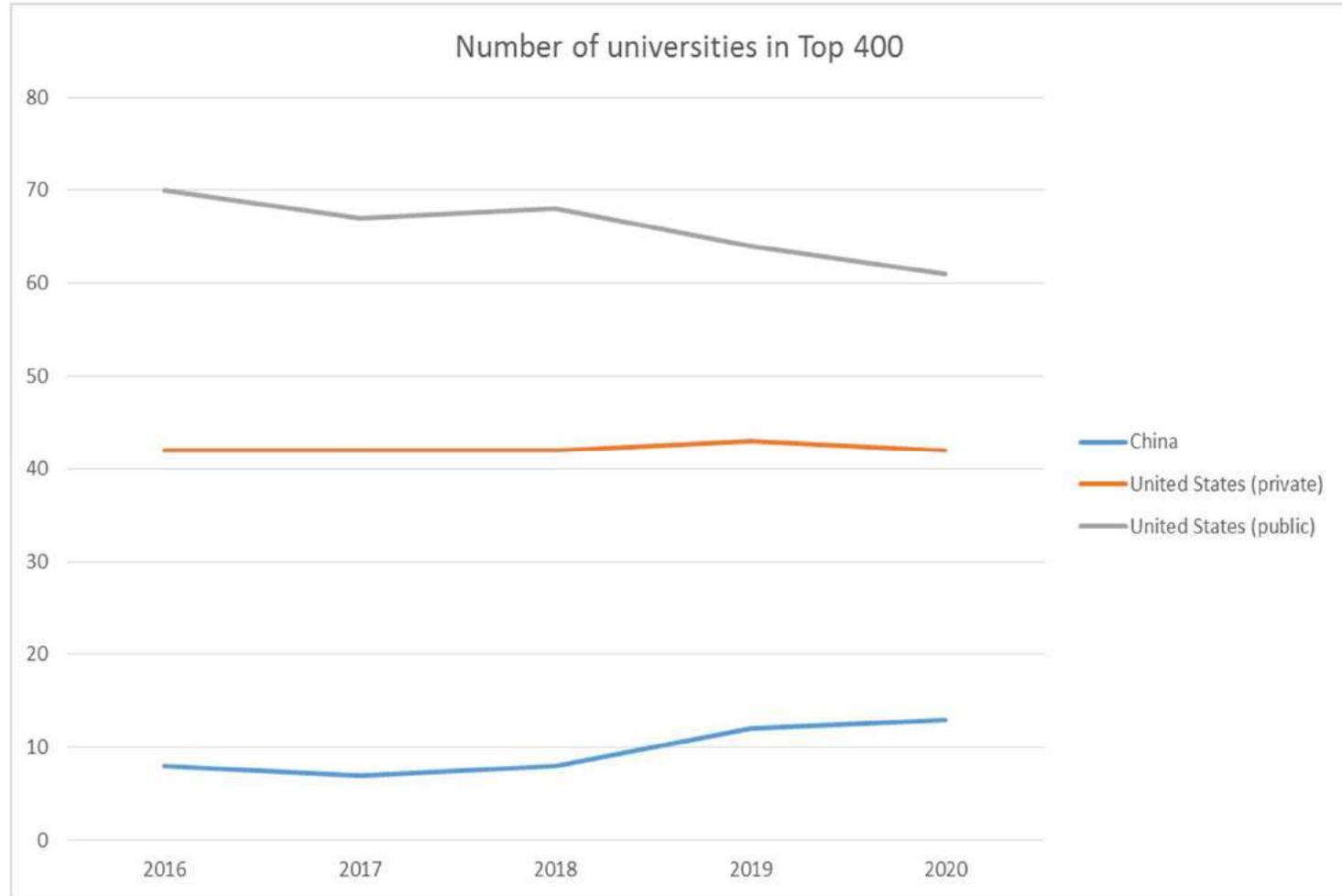


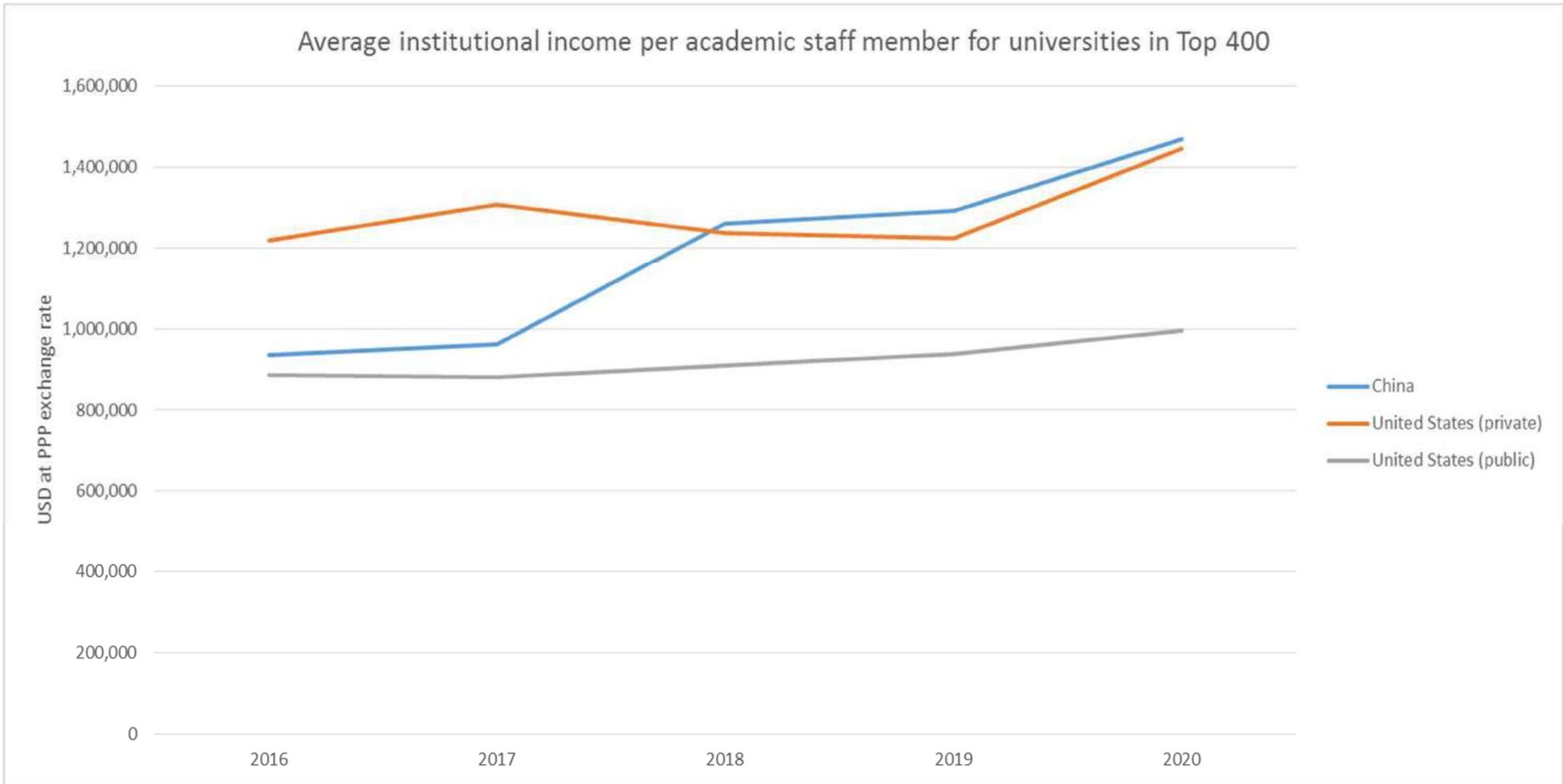
Number of universities in Top 200



Average institutional income per academic staff member for universities in Top 200

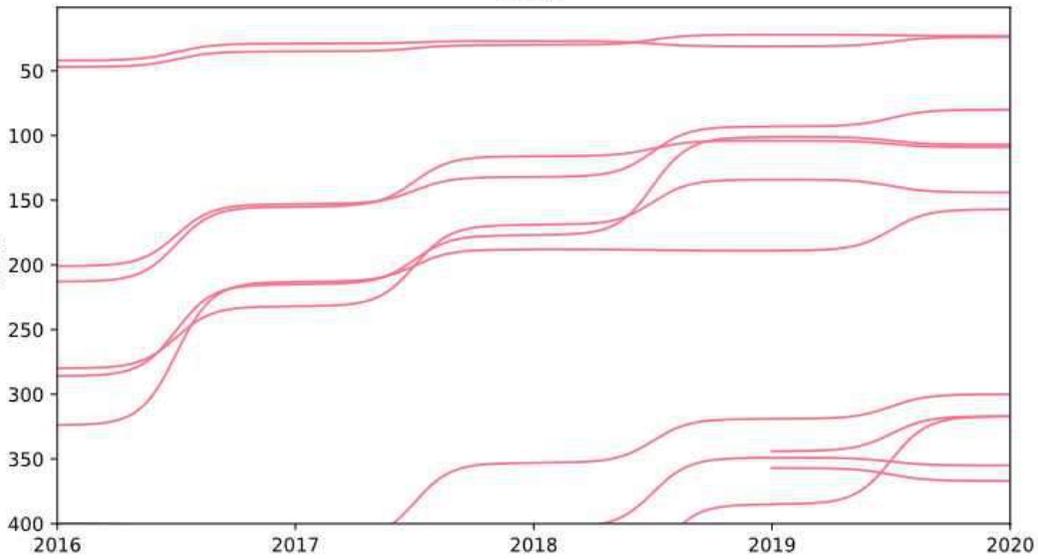




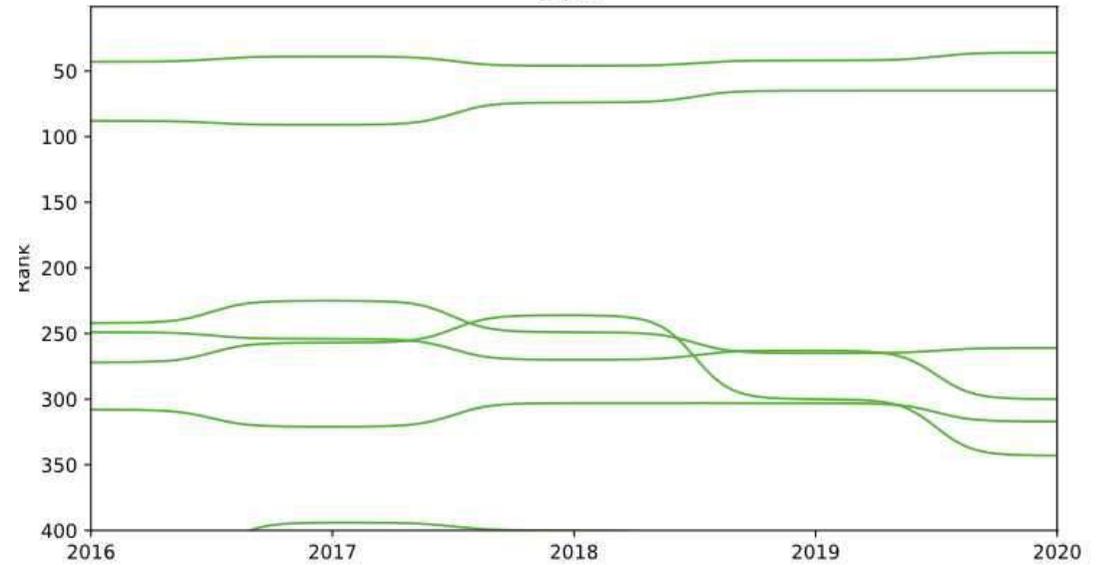


Japan vs China: top 400 over five years

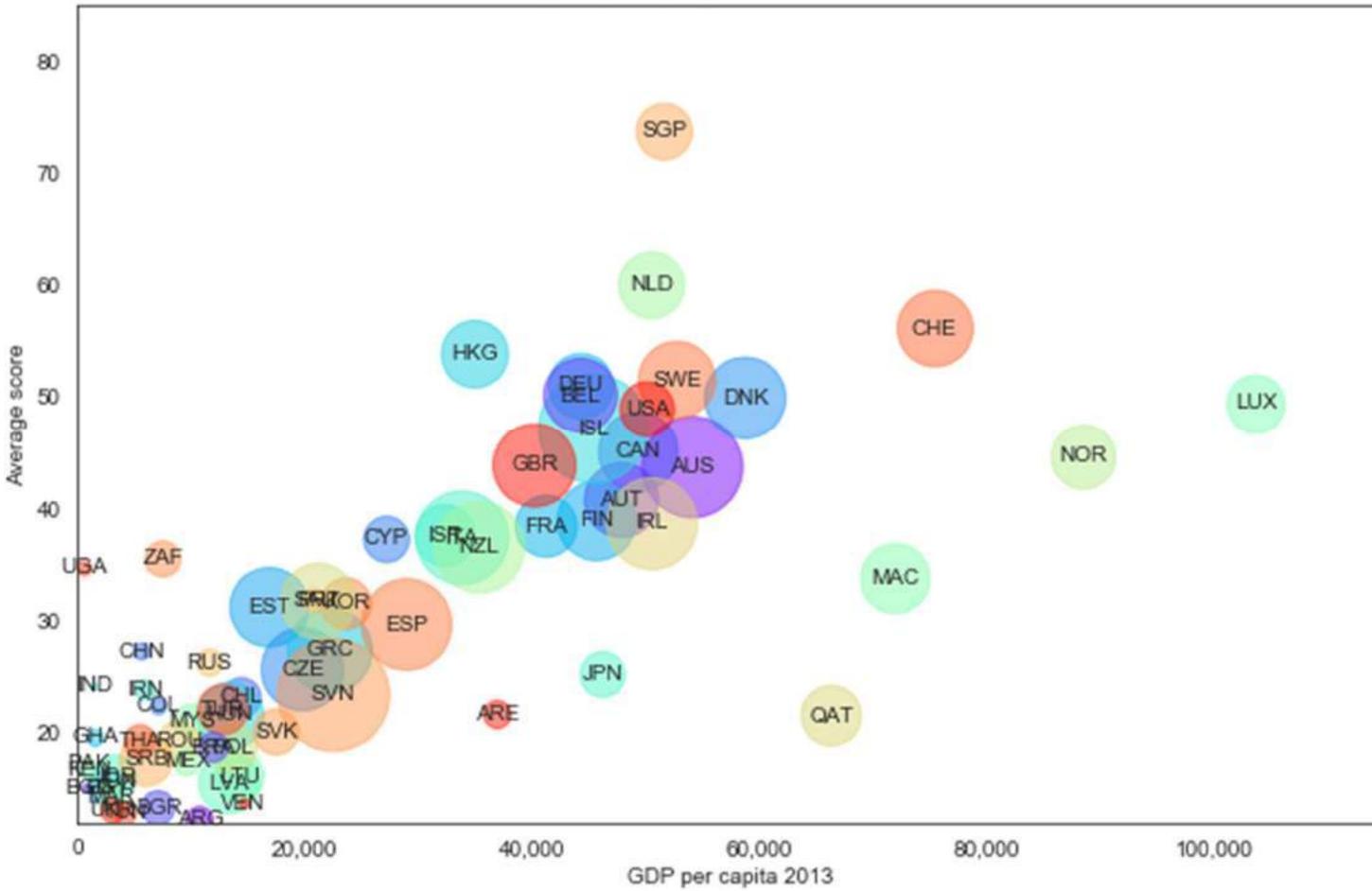
China



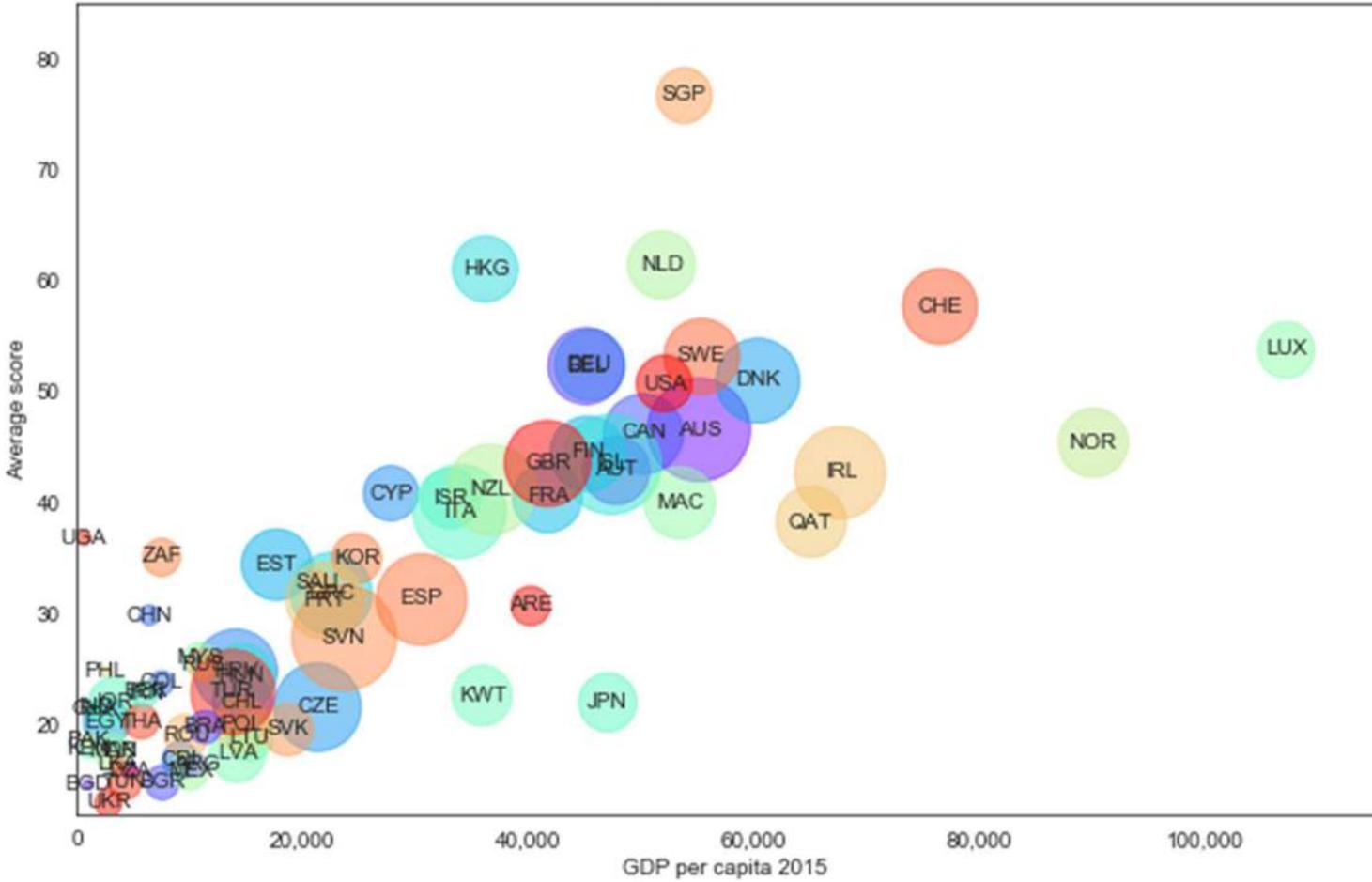
Japan



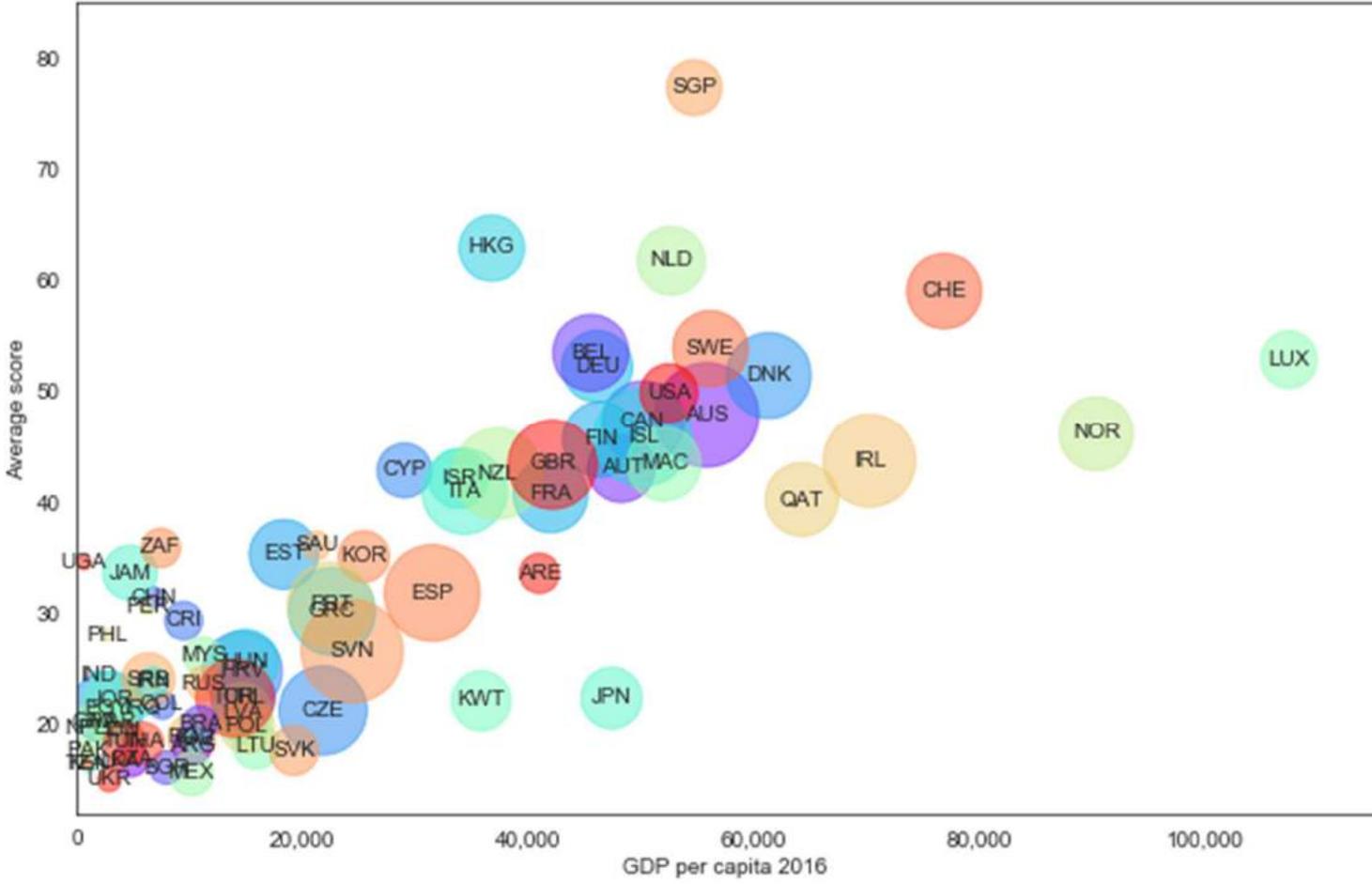
Availability of quality higher education - WUR 2016



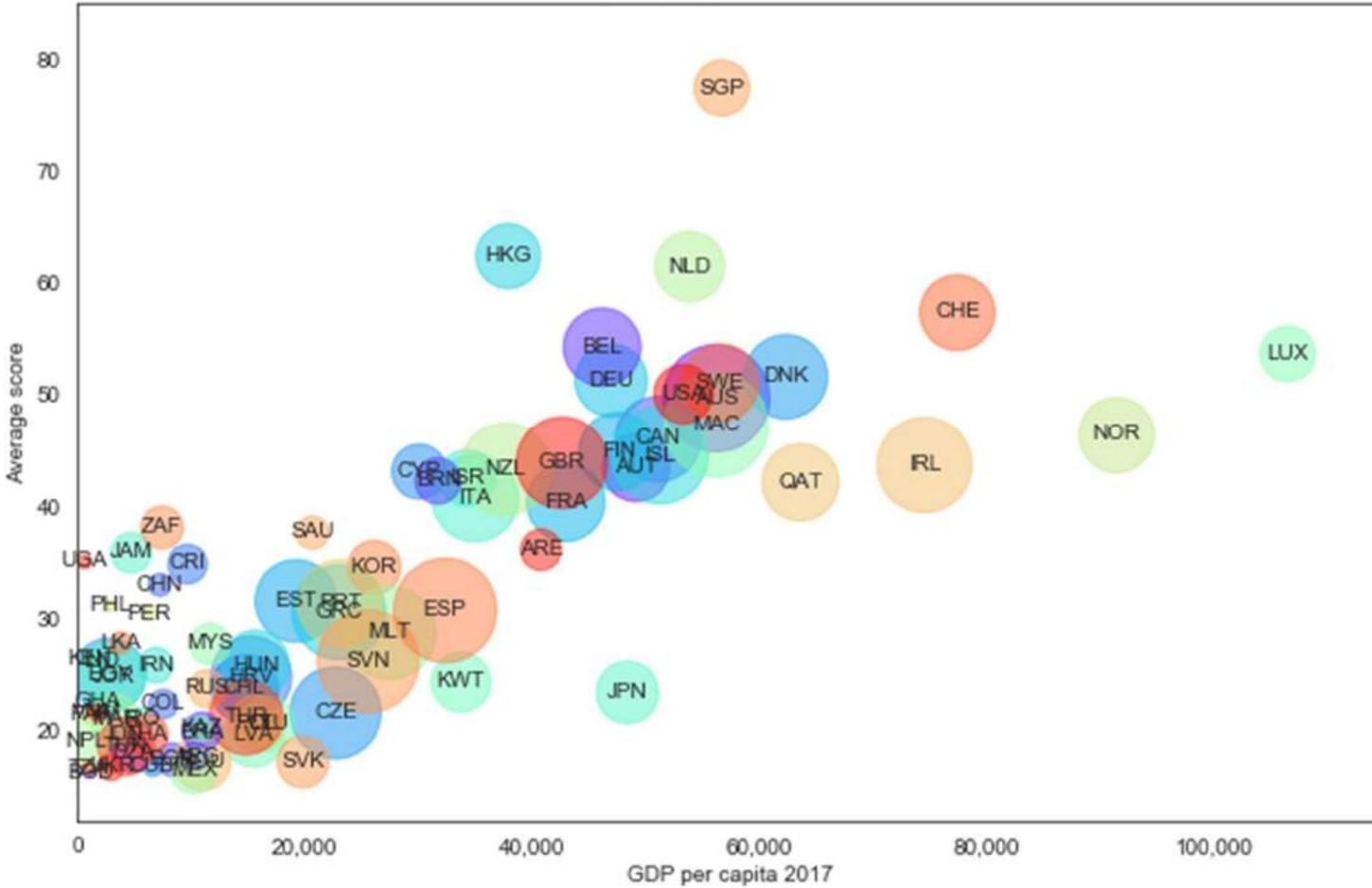
Availability of quality higher education - WUR 2018

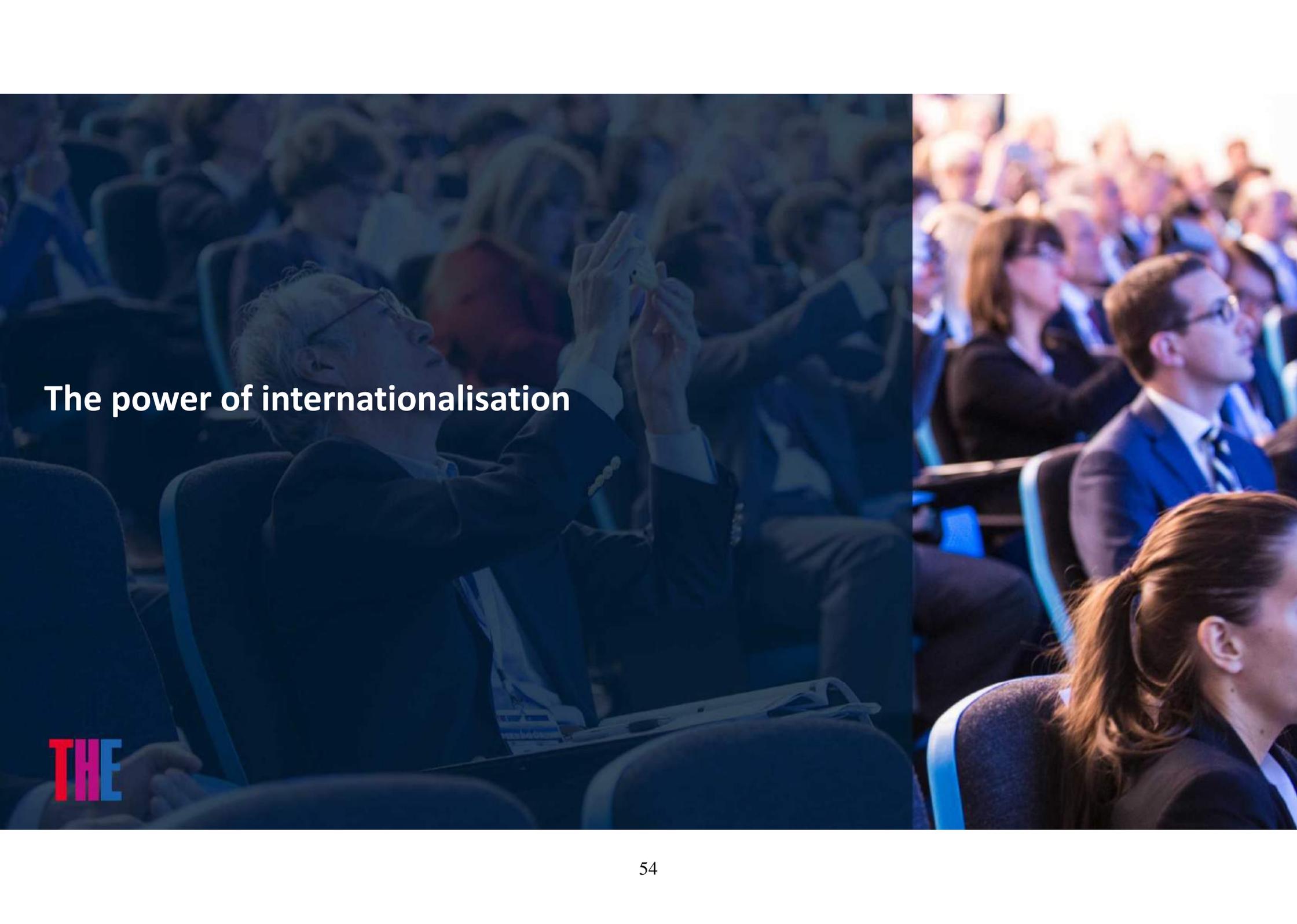


Availability of quality higher education - WUR 2019



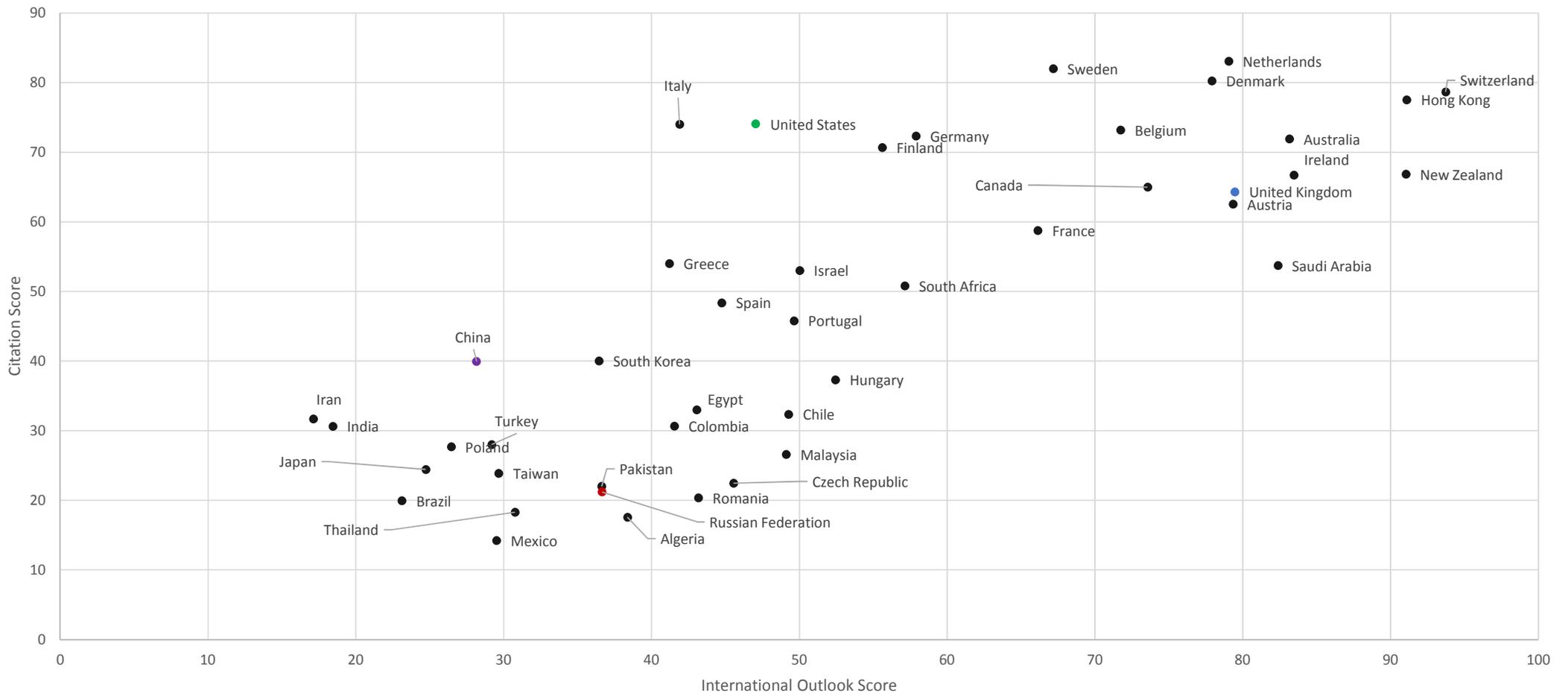
Availability of quality higher education - WUR 2020

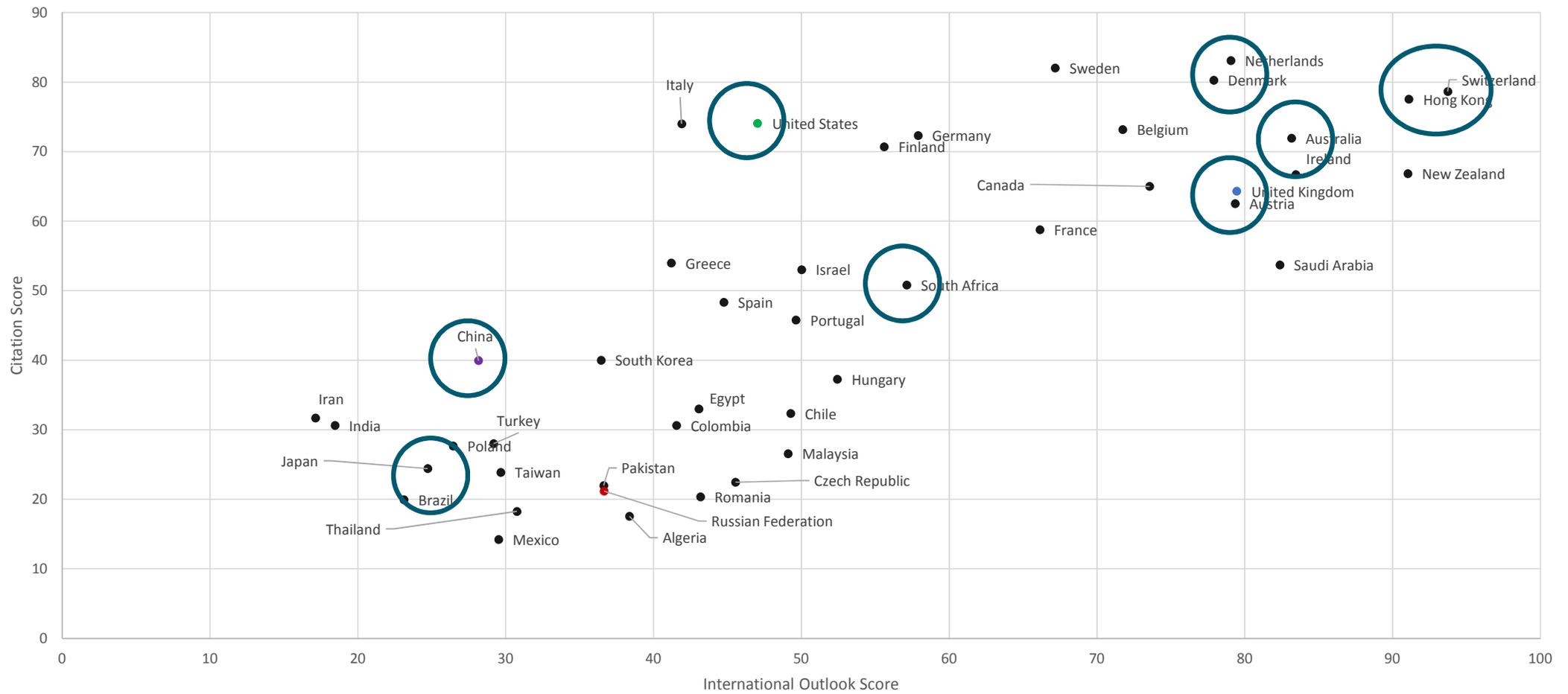




The power of internationalisation

THE





“Hybrid vigour”



“As you build a team, you bring together diverse people to provide the most effective views. Individuals brought up in different educational systems and with exposure to different societies and markets approach problems differently: thus, international teams broaden and augment individual thinking.”

Alice Gast, President, Imperial College London

‘I know of no top university that does not have a substantial percentage of its faculty, students and workforce that are international. It is simply not possible to achieve high levels of excellence without being open to the world’

**Lino Guzzella, president of ETH Zurich –
Swiss Federal Institute of Technology Zurich**



**The world's most international universities
#InternationalAndProud**



WORLD UNIVERSITY RANKINGS 2020



Thank You.

Data live at www.thewur.com from 19.00 BST 11 Sep

Twitter: @THEWorldUniRank @Phil_Baty



Appendix 2

IARU Lifelong Learning (L3) Workshop

8 – 9 Nov 2019

National University of Singapore

Registration now open!

<https://tinyurl.com/IARUL32019>

When?	8 – 9 November 2019
Where?	National University of Singapore
Who should attend?	Administrators and faculty members from IARU member universities who are involved in the area of Continuing Education & Lifelong Learning
Topics	<ul style="list-style-type: none">• Future of Work and Role of Higher Education• The University as Bastion for Lifelong Learning• Alternative Perspectives to Learning• Lifelong Learning Digital Thought Leadership• Formation of the IARU L3 Working group

Speakers/ Panelists include:

- Dr Adrian Kuah, Director, Futures Office, NUS
- Aziza Sheerin, Regional Director, General Assembly
- Ben Sowter, SVP, Quacquarelli Symonds
- Prof Bernard Tan, SVP, Undergraduate Studies NUS
- Calvin Soh, Executive Director Growth, APAC, R/GA
- Gog Soon Joo, Chief Futurist, SSG
- Lyn Jeffrey, Research Director & Distinguished Fellow, Institute for the Future
- Lynette Pang, Dy Chief Executive, Singapore Tourism Board
- Mark Wee, Executive Director, Design Council SG
- Rajiv Chandna, Head of Growth, Business Development and Strategy, Grab
- Shree Mogan, Head of Coporate Recruitment, GoJek
- Tan Yee Deng, VP, HR, NUS
- Dr Tom Monie, Assistant Director, Institute of Continuing Education, University of Cambridge
- Prof Wei Kwok Kee, Dean, SCALE, NUS

**Calling for IARU
speakers to join us!**

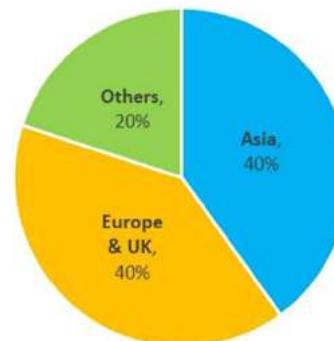
2019 Survey Initial Observations

IARU HR Consultation Group



Overview

- The IARU HR Consultation Group convened in April 2019.
- Objectives include:
 - Developing a network group and platform among leading Universities to facilitate discussion and collaboration of human capital policies, practices and frameworks;
 - Share existing HR knowledge and practices unique to different Universities and/or jurisdictions for benchmarking and to support HR strategic planning for the mid-long term; and
 - Create greater awareness of the HR trends, challenges and governance among the different leading IHLs.
- At the inaugural meeting, a pulse survey on compensation benchmarking and practices among the Universities was launched.
- Consenting universities signed a Data Sharing Agreement to ensure data privacy, sharing and confidentiality. Participants will receive data analysis insights.
- To date, 7 out of 11 universities have signed the Agreement. The survey saw 71% response rate representing:

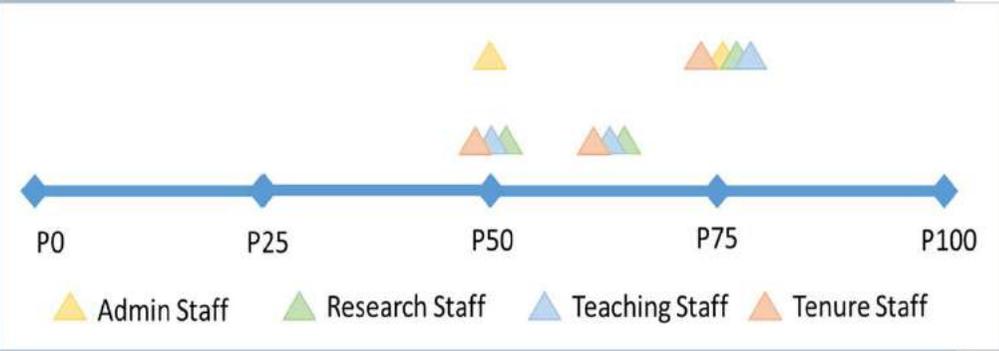


Note: Due to limited sample size, no statistical validity of these responses may be drawn. Information included herewith are noted as observations and trends amongst the participating universities.

Structural Observations (1/2)

STRUCTURE	<ul style="list-style-type: none"> Student-to-faculty teaching staff ratio are significantly below the average¹ of 16.5 students per staff. 	Ratio	Range
		Student-to-Faculty Staff	8.8 – 14.2
		Student-to-Uni Staff	1.5 – 3.7
		Faculty-to-Admin Staff	1.0 – 2.6

PAY REVIEW	<ul style="list-style-type: none"> Salary reviews are typically done in January each year for all staff - Management, Faculty and Administration. In one case, there was no formal policy for salary review. 	

BENCHMARK	<ul style="list-style-type: none"> Against local market within the country and amongst universities within the country. Benchmark distribution: 	
		<p> ▲ Admin Staff ▲ Research Staff ▲ Teaching Staff ▲ Tenure Staff </p>

¹ Average based on universities in the World University Ranking 2016 by [Times Higher Education](https://www.timeshighereducation.com)

Structural Observations (2/2)

OTHER PAY PRACTICES

- Salaries may also be guided by:
 - Collective Agreements or Union Negotiations for categories of represented staff.
 - Pay scales determined by specific public funding guidelines.



PENSION

- Retirement funds are generally provided:
 - As a private fund by the university or
 - Leveraging on existing national pension funds



GLOBAL MOBILITY

- No formal policy for mobility; packages are negotiated case-by-case basis.
- No common trends on cost responsibility and assignment package being borne by home or host country.



Compensation Data Analysis

RELATIVE MONTHLY PAY

Average monthly pay of IARU University staff, relative to respective country's national wages:

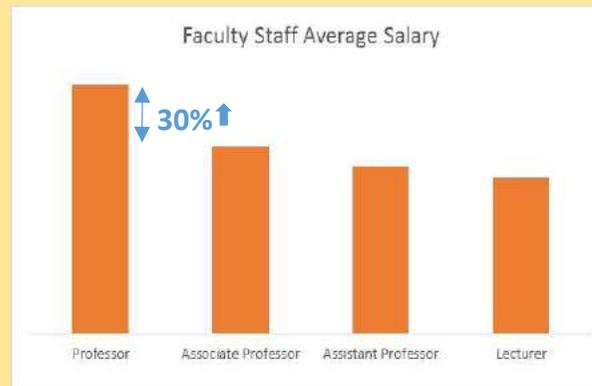
- Significantly above, ranging from 1.6x to 7.7x
- Variance correlated to economic growth.

ANNUAL TOTAL CASH

- Only Asia-based universities practice annual bonus payment.
- Monthly base pay of Asia-based universities are lower.
- However, Total Cash are relatively competitive globally (inclusive of allowances and bonuses).

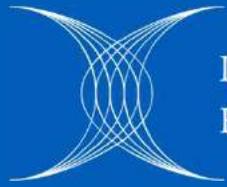
PAY GAPS

Avg pay gaps between senior to mid-level roles in both Faculty and Research are significant (30%-50%).



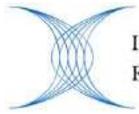
Next Steps

- Sharing of survey responses with participating universities
- Collaboration with participating universities to:
 - Validate information received
 - Refine the definitions of levels and jobs within IHL
 - Expand levels and areas surveyed to increase inclusivity and flexibility of data
 - To possibly include other information and dimensions for greater context and control of information, such as local law and practices (e.g. allowances, pension, tax, etc.)
- Explore other cuts and benefits, such as by gender, specific positions, pension plans (if applicable), spot awards (monetary or non-monetary), consultation practice, etc.
- Sharing of general observations at IARU Senior Officers' Meeting



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

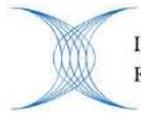
Future of IARU



At PM2019 the Former Chair Carol Christ evaluated past IARU achievements. Presidents agreed that:

- *(Is the PM valuable?)* frank and honest relationships among members is a key value of PMs,
- *(Do the admin meetings offer added value to each institution?)* the initiatives provide different value to participating universities that would not otherwise arise,
- *(Do the student activities benefit enough students to satisfy our institutional investments?)* student programs are flagship activities of IARU, and we need to develop a new student joint education program, and
- *(Are the institutional reps and their meetings essential for IARU?)* senior officers' commitments are indispensable to drive IARU.

→ Based on PM2019 discussions, what actions should IARU take?



Points to discuss:

- PM: format, timing, venue
- SOM: format, timing, venue
- Proposal: annual PM/SOM (together)
- Composition (membership freeze through the end of 2020)
- Update IARU vision and principles
- “Institutional joint collaboration and exchange” (to replace “institutional joint working” (“research”) and “students” (“education”))