



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

IARU Senior Officers' Meeting 2019

ETH Zürich

9-10 September 2019

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IARU Senior Officers' Meeting – Final Agenda ETH Zurich, 9-10 September 2019

Meeting Room: HG E 42 (ETH Main Building)

Sunday, 8 September

18:30 *Meet in Hotel Plattenhof lobby, transfer to Welcome Dinner*

19:00 **Welcome Dinner**
Restaurant Kantorei, Neumarkt 2, 8001 Zurich

Monday, 9 September

08:30 *Meet in Hotel Plattenhof lobby for walk to ETH Main Building*

09:00 **Opening & Welcome**
Prof. Gisbert Schneider, Associate Vice-President ETH Global, ETH Zurich
Chair Makoto Gonokami

09:10 **Session 1: Regional Round-Up**

10:30 **Session 2: Discussion of Key Issues from Regional Round-up**
Time for open discussion on issues raised by Senior Officers during regional round-up.

11:15 *Refreshment break*

11:30 **Session 3: Topical Session: THE University Rankings 2020**
Mr. Phil Baty, Chief Knowledge Officer, Times Higher Education
Mr. Phil Baty will give an exclusive preview of the World University Rankings results for 2020, ahead of the official launch on Wednesday night. This gives the Senior Officers privileged access to the early insights – but under a very strict embargo.

13:00 *Lunch*

14:15 *Photo Session*

14:30 **Session 4: Global Education Initiatives**
4.1 2019 IARU Courses (IARU Secretariat)
4.2 Global Internship Program (IARU Secretariat)
4.3 Novo Nordisk International Talent Program (UCPH)
4.4 Global Transformation (UC Berkeley, UCPH)
4.5 European Studies Council Graduate Fellows Network (Yale)

15:30 *Refreshment break*

15:45 **Session 5: Presentation from NUS on Lifelong Learning (NUS)**

- 16:00 **Session 6: New Proposal**
6.1 IARU Educational Initiatives (UTokyo)
- 17:00 *End of meeting day 1, walk back to hotel*
- 18:30 *Meet in Hotel Plattenhof lobby for transport to dinner*
- 19:00 **Formal Dinner**
Restaurant Clouds, Maagpl. 5, 8005 Zurich

Tuesday, 10 September

- 08:30 *Meet in Hotel Plattenhof lobby for walk to ETH Main Building*
- 09:00 **Session 7: Institutional Joint Working**
7.1 Sustainable Campus Initiative (Oxford)
7.2 Alumni Associations Network (PKU)
7.3 Cybersecurity Forum (ETH Zurich)
7.4 Librarians' Contact Group (Oxford)
7.5 Real Estate Working Group (Cambridge)
7.6 Gender in Globalizing Universities (Oxford, ETH Zurich)
7.7 HR consultation Group (NUS)
7.8 Aging, Longevity and Health & Graduate Student Conference (Oxford)
- 10:15 *Refreshment break*
- 10:30 **Session 8: Future of IARU**
- 11:30 **Session 9: Draft Agenda for the 2020 Presidents' Meeting** (IARU Secretariat)
- 11:45 **Session 10: Business Matters** (IARU Secretariat)
10.1 Financial Report
10.2 Host and Dates for 2020 SOM (Oxford) and 2021 SOM (tbd)
10.3 Wrap-up
- 12:00 *End of meeting, lunch*

Wifi Information

Login: IARU_SOM2019

Password: WelcomeIARU19

Participants

Australian National University

Ms. Jane O'DWYER – *Vice-President (Engagement and Global Relations)*

Mr. Nic JÖNSSON – *Director, International Strategy & Partnerships*

ETH Zurich

Dr. Jürg BRUNNSCHWEILER – *Director, ETH Global*

Mr. Anders HAGSTRÖM – *Director Global Education*

Ms. Romana MAYER – *Project Manager*

National University of Singapore

Prof. WEE Andrew – *Vice President, University and Global Relations*

Ms. CHUA Bi Quan – *Manager, Global Relations Office*

University of California, Berkeley

Prof. Lisa ALVAREZ-COHEN – *Vice Provost for Academic Planning*

University of Cambridge

Dr. Karen KENNEDY – *Director of Strategic Partnerships Office*

Mr. Stephen DAVISON – *Head of Public International Partnerships, Strategic Partnerships Office*

University of Cape Town

Dr. Marilet SIENAERT – *Executive Director, Research*

Ms. Carolyn NEWTON – *Specialist, Global Strategy & Visibility and Aide to the Vice-Chancellor*

University of Copenhagen

Mr. Søren NEDERGAARD – *Director, Rector's Office*

University of Oxford

Ms. Nina TOMLIN – *Director, International Strategy*

The University of Tokyo

Dr. Makoto GONOKAMI – *President*

Prof. Kiichi FUJIWARA – *Special Assistant to the President, Professor, Graduate Schools of Law and Politics, Director, Institute for Future Initiatives*

Mr. Taku ONOZATO – *Assistant Manager, Assistant to the President, Office of the President*

Yale University

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

IARU Secretariat

Mr. Hiro FURUYA – *IARU Secretariat*

Mr. Masaki KATO – *IARU Secretariat*



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Opening & Welcome

Opening & Welcome



Prof. Gisbert SCHNEIDER
Associate Vice President, ETH Global

Gisbert Schneider received a doctorate in biochemistry from the Freie Universität Berlin in 1994, where he also studied medicine and computer science. He then worked as a postdoctoral researcher at the Benjamin Franklin University Clinic, Berlin, the Massachusetts Institute of Technology, the University of Stockholm, and the Max-Planck-Institute of Biophysics in Frankfurt am Main.

From 1997 to 2002 he worked as a scientific specialist in the Pharmaceuticals Division at F. Hoffmann-La Roche Ltd, Basel, Switzerland. From 2002 to 2009 he was a full professor at the Goethe University Frankfurt am Main (Beilstein Endowed Chair for Chem- and Bioinformatics).

Since 2010, Gisbert Schneider has been full professor of Computer-Assisted Drug Design at the Institute of Pharmaceutical Sciences, Department of Chemistry and Applied Biosciences at ETH Zurich. He has authored more than 400 scientific publications and holds nine patents. In 2018, he was appointed Associate Vice President ETH Global.



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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)



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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
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**Session 3:
Topical Session - THE University
Rankings 2020**

**Mr. Phil Baty, Chief Knowledge Officer, Times Higher
Education**

3 Topical Session on THE University Rankings 2020

Mr. Phil Baty, Chief Knowledge Officer at Times Higher Education, will give an exclusive preview of the World University Rankings results for 2020, ahead of the official launch on Wednesday night. This gives the Senior Officers privileged access to the early insights – but under a very strict embargo.



Mr. Phil Baty

Chief Knowledge Officer, Times Higher Education

Phil Baty is a leading international authority on university performance and strategy, with more than 22 years of experience in global higher education, including a decade as editor of the prestigious *Times Higher Education* World University Rankings and its derivative analyses. He is an award-winning journalist, a sought-after speaker and commentator, and the creator of the THE World Academic Summits.



INTERNATIONAL ALLIANCE OF
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Session 4: Global Education Initiatives

- 4.1 2019 IARU Courses**
- 4.2 Global Internship Program**
- 4.3 Novo Nordisk International Talent Program**
- 4.4 Global Transformation**
- 4.5 European Studies Council Graduate Fellows Network**

4.1 IARU Courses

Lead	n/a
Reporting	<i>IARU Secretariat</i>
Executive summary	<p>Most of the 2019 IARU Courses concluded by the end of August 2019, except for one course which is offered in December 2019. By the end of 2019, a total of 43 courses would be offered by 9 partner institutions and attended by a cumulative total of 129 students from 9 universities.</p> <p>Banco Santander authorized the remaining IARU-Santander Scholarships of 2018 to be used towards student scholarships for 2019 IARU courses. However, this year some institutions could not use up the carryovers from 2018. With Banco Santander's permission, they decided to use the remaining balance for IARU Courses 2020. The Secretariat will submit a report to Santander twice, by the end of 2019 and 2020 respectively.</p> <p>This report contains:</p> <ol style="list-style-type: none"> 1. List of 2019 IARU Courses 2. 2019 Report on the IARU-Santander Scholarships
Items for decision	n/a
Funding to date	n/a
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2018</p> <p>Rexille Uy (IARU Secretariat) reported that the 2018 Global Summer Program offered 23 courses from ten partner universities. 299 IARU students participated from all eleven universities. Banco Santander contributed one final year of funding in the amount of USD 200,000 to the 2018 GSP. 135 students were awarded Banco Santander scholarships. At the end of the 2018 GSP, a combined carryforward of USD 14,000 remained of Banco Santander funds. This carryforward is mostly due to enrolled students dropping out of the program too late for their awards to be given to other GSP students. The IARU Secretariat is currently checking with Banco Santander to see if the carryforward funds can be used for future IARU student mobility opportunities.</p> <p>The 2018 GSP Working Committee Meeting took place on 16-17 September at ETH Zürich, immediately before SOM2018. The following outcomes, as agreed on by the GSP Coordinators, were reported verbally by the IARU Secretariat:</p> <p><u>GSP in 2019</u></p> <p>The majority of GSP Coordinators remain enthusiastic and determined to offer summer courses to allow for IARU student mobility and exchange.</p>

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

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

Beyond 2019

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

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

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

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

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

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

Takeaways:

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

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

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

Presidents' Meeting, May 2018

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.

GSP2018 will offer 23 courses from all universities except ETH Zurich. Participation from students from all eleven IARU campuses is anticipated.

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.

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.

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.

Senior Officers will devote an entire session at SOM2018 to reviewing 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.

Rexille Uy (IARU Secretariat) reported that the GT-GSP Collaborative Course would be led by the new Global Transformation chair, Prof. Khatharya Um at UC Berkeley, and Prof. Andreas Egelund Christensen at UCPH. Titled *Borderland: Critical Approaches to Field Research in the Global South*, this course is a response to the urging from IARU leadership to offer more research-intensive courses and merge multiple IARU programs. This course is unique in that it combines classroom learning at Chiang Mai University in northern Thailand with student internships at local NGOs. At the end of the summer, students are expected to produce a 7-10 page research project proposal. This course is only open to graduate students and upper-division undergraduates who have proven they can research at the level expected for this course.

IARU Courses

1. 2019 IARU Courses Summary

The first year of the IARU Courses has mostly finished by the end of August 2019, except for one course that is offered at NUS in December 2019. By the end of 2019, a total of 43 courses would be offered by 9 partner institutions and attended by a cumulative total of 129 students from 9 universities. 13 courses were previously established GSP courses, 3 courses were newly added in 2019, and 27 courses were general summer courses.

The number of IARU students attending 2019 IARU courses was about a third of that attending 2018 GSP courses probably due to the termination of Banco Santander funding.

The list of 2019 IARU Courses is found below:

- CAM - University of Cambridge International Summer Programmes (13 courses)
- COP1 - Cultural Rights: A Promising Global Discourse?
- COP2 - Interdisciplinary Aspects of Healthy Aging
- COP3 - Privacy challenged in past, present and future: a multi-disciplinary approach
- COP4 - Field Course - Borderland: Critical approaches to field research in the Global South
- NUS1 - FASStrack Asia: The Summer School
- NUS2 - Global Science Summer Programme
- NUS3 - NUS (Suzhou) Research Institute China Immersion Programme 2019
- OXF1 - Oxford University English Literature Summer School
- OXF2 - Oxford University History, Politics & Society Summer School
- OXF3 - Oxford University Creative Writing Summer School
- OXF4 - Oxford University International Politics Summer School
- PKU1 - The Rise of China and Change in World Politics
- PKU2 - China's Original International Strategy: the Belt and Road Initiatives
- PKU3 - The Global Images of China
- PKU4 - Introduction to Chinese Economy
- UCB - UC Berkeley Summer Sessions (five sessions)
- UCB1 - Beahrs Environmental Leadership Program
- UCB2 - Disc* (Design & Innovation for Sustainable Cities)
- UCT1 - Sustainable Water Management in Africa
- UCT2 - Afropolitanism, Social Justice and Entrepreneurship

UTokyo - Internationalization of Higher Education in Asia (IHEA)

UTokyo - Japan in Today's World (JTW)

UTokyo - Nanoscience (NANO)

UTokyo - Sustainable Urban Management (SUM)

YAL - Yale Summer Session (two sessions)

2. 2019 Report on the IARU-Santander Scholarships

Although all the data is not yet completed, so far 24 participating students benefitted from IARU-Santander Scholarships carryover from 2018.

Disbursement of IARU-Santander Scholarships Carryover from 2018

According to a written acknowledgement from Banco Santander, it was authorized in February 2019 that the remaining funds of 2018 would be used towards student scholarships for 2019 IARU courses.

The following table summarizes the amount of Santander scholarships that have been disbursed in 2019.

University	Carryover from 2018 (USD)	Awarded Scholarships 2019 (USD)	Number of Supported Students	Carryover to 2020 (USD)
Australian National University	362	362	2	0
ETH Zurich	1,822	1,822	2	0
National University of Singapore	5,062	5,062	2	0
Peking University	0			
University of California, Berkeley	0			
University of Cambridge	252	252	7	0
University of Copenhagen	2,414	2,220	6	194
University of Oxford	283	Waiting data	Waiting data	?
The University of Tokyo	2,299	2,299	5	0
University of Cape Town	2,362	0	0	2,362
Yale University	0			
Total	14,856	11,341	24	

Some universities could not use up the carryovers from 2018. Banco Santander gave us two options regarding the unconsumed funds; (1) another university using them up on behalf (2) or carrying them over to 2020. As UCT and UCPH decided to choose the option (2), the secretariat will submit a 2019 report to Banco Santander by the end of 2019, and a final 2020 report by the end of 2020.

4.2 Global Internship Program (GIP)

Lead	n/a
Reporting	<i>IARU Secretariat</i>
Executive summary	<p>Based on Senior Officers' approval at SOM 2017, USD 2,000 can be distributed to each IARU university that provides internship opportunities for students. Each university had the option to submit one internship proposal for the 2018 and 2019 calendar year.</p> <p>For 2019, five universities (NUS, Oxford, UCPH, UTokyo, Yale) offered internships and received/will receive USD 2,000 for a total of USD 10,000. The Secretariat could receive positive feedbacks about the financial support from one intern and three coordinators.</p> <p>This report contains:</p> <ol style="list-style-type: none"> 1. 2019 Global Internship Program Positions 2. Feedbacks from GIP Interns and Coordinators
Items for decision	Continuation of GIP funding incentive for 2020. If each university submits a proposal, maximum funding is USD 22,000.
Funding to date	<p>2,000 USD <i>NUS (2019)</i></p> <p>---</p> <p>2,000 USD Oxford (2019)</p> <p>2,000 USD UCPH (2019)</p> <p>2,000 USD UTokyo (2019)</p> <p>2,000 USD Yale (2019)</p> <p><u>Total Offered (2018): USD 8,000</u></p> <p>2,000 USD Oxford (2018)</p> <p>2,000 USD UCPH (2018)</p> <p>2,000 USD UTokyo (2018)</p> <p>2,000 USD Yale (2018)</p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2018</p> <p>At SOM2017, Senior Officers decided to promote the Global Internship Program by offering monetary incentives to campuses that provided internship opportunities for students in 2018. Each IARU university had the option of submitting an internship proposal for the 2018 calendar year to be approved by Senior Officers.</p> <p>For 2018, five universities (NUS, Oxford, UCPH, UTokyo, and Yale) submitted internship proposals that were approved by Senior Officers. Four internships (Oxford, UCPH, UTokyo, and Yale) were hosted for a total cost of USD 8,000. Although NUS offered two internships for 2018, no candidates were found for these positions. Feedback received by participating universities was favorable.</p> <p><u>Takeaways:</u></p>

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

Presidents' Meeting, May 2018

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.

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.

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.

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. 2019 Global Internship Program Positions

National University of Singapore:

Host Faculty/Department:	Global Relations Office
Job Scope:	<p>The intern will be able to experience and be a part of the internationalisation efforts at NUS and exposed to the management, administration and research/study of the following (depending on the actual attachment dates):</p> <ul style="list-style-type: none"> (i) study abroad programmes (ii) global, network, alliances and thought-leadership international programmes (iii) partnerships and interactions with overseas institutions (iv) events related to international relations <p>The specific job duties include:</p> <ul style="list-style-type: none"> • research/study of internationalisation of higher education and overseas student mobility; • administration of university alliances and networks, as well as student and staff programmes/initiatives involved; • management and coordination of university initiatives and events related to international student mobility and partnership engagements with overseas institutions.
Learning Objectives:	<ol style="list-style-type: none"> 1. Gain an understanding of internationalisation in higher education 2. Develop project development and management skills 3. Develop research and analytical skills 4. Develop networking skills with university and industry partners
Benefits:	On-campus housing will be provided for the duration of the internship.
Duration of Internship:	<ul style="list-style-type: none"> • Summer Internship: Mid-May to August 2019 - OR - • Semester Internship: August to early-December 2019
Application Deadline:	<ul style="list-style-type: none"> • Summer Internship: 1 February 2019 • Semester Internship: 1 May 2019 <p>Please apply early, as suitable candidates may be interviewed and offered the position before the application deadline.</p>
Application and Enquiries:	Student queries should be sent via email to: grorbm@nus.edu.sg

The 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 (UTRIP)
Internship Description:	<p>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.</p> <p>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.</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:	<p>Free off-campus accommodation provided.</p> <p>One-time Allowance will be provided to cover both the round trip airfare to Japan and daily expenses in Japan according to the university location:</p> <ul style="list-style-type: none"> • Asia / Eastern Russia / Oceania & Pacific Regions 140,000JPY • Europe / Western Russia / North America 160,000JPY • Latin America & the Caribbean / Africa / Middle East 170,000JPY
Duration of Internship:	<p>Two program periods, six weeks each:</p> <ul style="list-style-type: none"> • [1st Crew] June 13 - July 24, 2019 • [2nd Crew] June 27 - August 7, 2019
Application Deadline:	10 January 2019
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>
Additional Information:	Only undergraduate students who fulfill the eligibility criteria and requirements stated on the UTRIP website may apply.

University of Copenhagen:

Host Faculty/Department:	UCPH Global Development, Faculty of Social Science
Internship Title:	University of Copenhagen IARU Internship Program
Internship Description:	<p>The cross-faculty unit, UCPH Global Development, at University of Copenhagen calls for an IARU intern for academic assistance to the following main activities related to IARU engagement:</p> <ul style="list-style-type: none"> • Assist in organizing next business meeting for the IARU Global Transformation Initiative to be held in May 2019. • Assist in preparing and organizing the IARU Field Course, Borderland: critical approaches to field research in the Global South, to be held in Thailand June-July 2019. • Possibility to join as intern assistant the IARU Field Course in Thailand in June – July 2019. • To conduct and finish an independent film project about the IARU Field Course in Chiang Mai, Thailand. • Provide documentation on global development initiatives at UCPH as well as within IARU partner institutions – e.g. mapping exercises, research collaborations etc. • Web master: maintaining website for UCPH Global Development. • Communication and social media: communication on diverse social media platforms of global development initiatives. • Planning and organizing workshops, seminars and public events for the UCPH Global Development office. • Ad hoc office work tasks supervised by the office coordinator.
Supervisor/Mentor:	<p>Andreas Egelund Christensen, International Network Coordinator, PhD UCPH Global Development, University of Copenhagen</p>
Funding:	IARU stipend 2019: 2,000 USD
Duration of Internship:	3 Months: 1 April – 1 July, 2019
Application deadline:	20 January 2019
Contact for more information:	<p>Andreas Egelund Christensen, International Network Coordinator, PhD UCPH Global Development, University of Copenhagen Email: aec@samf.ku.dk</p>
Additional information:	<p>Preferable students with following qualifications:</p> <ul style="list-style-type: none"> • Interests in global development issues – specifically in relation to the Global South. • Good communication skills – e.g. Knowledge of basic film making and/or use of social media • Good English skills – oral and written.

University of Oxford:

Host Faculty/Department:	Oxford Institute of Population Ageing 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.
Scope of work:	Multi-disciplinary research on different aspects of population ageing. Graduate students' level.
Accommodation and other facilities:	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.
Funding:	Stipend
Duration of Internship:	From one week to three months.
Application deadline:	29 March 2019
Contact:	katia.padvalkava@ageing.ox.ac.uk

Yale University:

Host Faculty/Department:	Office of International Affairs
Internship Title:	Partnership Analysis Internship
Internship Description:	The intern will update and expand an analysis of Yale University's partnerships with universities and other institutions around the world. This analysis includes an examination of formal documents and agreements, websites, and other sources and builds on the work of a 2019 IARU intern. The goals for this year focus on drafting and editing descriptions and results of partnerships in a variety of Yale schools, programs, departments, and areas.

Supervisor:	Supervision would be provided by a staff member in the Yale Office of International Affairs.
Funding	Stipend. Intern must secure own accommodation; options will be provided for on-campus and off-campus.
Duration of Internship	6 weeks Preferred period: 1 July – 9 August 2019 (negotiable)
Application deadline	1 April 2019
Contact for more information	Donald L. Filer Executive Director, Office of International Affairs Donald.filer@yale.edu

2. Feedbacks from GIP Interns and Coordinators

The Secretariat could collect feedbacks about the USD 2,000 support from one intern and three coordinators. All of their answers were positive, and coordinators think the USD 2,000 is crucial for interns to engage in GIP, even though it only covers a small share of the total costs. The intern actually told us that the level of work for the internship was quite intense and she had a great experience, but the internship would have been financially unfeasible without the funding support due to high cost of living.

4.3 Novo Nordisk International Talent Program

Lead	<i>UCPH</i>
Reporting	<i>Søren Nedergaard</i>
Executive summary	<i>The Novo Nordisk International Talent Program supports student mobility between University of Copenhagen and partners in the International Alliance of Research universities.</i>
Items for decision	
Funding request	<i>n/a</i>
Funding to date	<i>n/a</i>
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2018</p> <p>Tina Bergløv Kjær (UCPH) reported that the Novo Nordisk International Talent Program was established in 2015 and has funded 219 students. Each year, Novo Nordisk donates approximately USD 400,000 to support either student travel to UCPH or UCPH students going to NNITP partner schools to conduct studies in science. This program includes all eleven IARU partners, as well as Harvard University and the newly added University of Sydney. Participating students are given scholarships totaling approximately USD 6,000.</p> <p>Senior Officers' Meeting, October 2017</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>

Novo Nordisk International Talent Program

The Novo Nordisk International Talent Program (NNITP) supports student mobility between University of Copenhagen and partners in the International Alliance of Research universities (IARU). The University of Cape Town was added to the programme following the inclusion in the IARU. In addition, Harvard University and the University of Sydney is included in the NNITP.

The NNITP has a special focus on the areas of metabolism, insulin, hemoglobin and obesity research and include programmes dealing with these areas. At the end of 2018 the Advisory Board decided to include the areas of big data and digitisation to the focus areas.

The NNITP offers scholarship for students within the following programmes: Biochemistry, Bioinformatics, Biology, Biology-Biotechnology, Computer Science, Food Innovation and Health, Global Health, Health Informatics, Chemistry, Human Biology, Human Physiology, Human Nutrition, Immunology and Inflammation, Medicinal Chemistry, Medicine and Technology, Medicine, Molecular Biomedicine, Nanoscience, Pharmacy, Pharmaceutical Sciences and Public Health.

The talent programme priorities projects pertaining to metabolism, insulin, haemoglobin, obesity, big data and digitalisation.

An estimated total of 54 students will be awarded a NNITP scholarship in 2019.

The NNITP is running until the end of 2019 with the last application deadline 25th of October 2019 for studying abroad in the spring semester 2020. The University of Copenhagen is currently looking into the possibility of extending the programme beyond this date. The partners in the International Alliance of Research universities (IARU) will be informed of the outcome.

Table 1. Number of students awarded a NNITP scholarship 2015-2019

Number of students awarded a NNITP scholarship 2015-2019	
Outgoing UCPH students studying at a NNITP institution	
Partner institution	Number of students
Australian National University	5
ETH Zurich	17
Harvard University	11
National University of Singapore	67
The University of Tokyo	7
University of California, Berkeley	8
University of Cambridge	7
University of Oxford	2
University of Sydney	18
Yale University	2

Peking University	0
University of Cape Town	0
Incoming students from a NNITP insitution studying at UCPH	
Partner institution	Number of students
Australian National University	14
ETH Zurich	8
National University of Singapore	47
Peking University	28
The University of Tokyo	8
University of California, Berkeley	9
University of Cape Town	1
University of Oxford	5
Yale University	1
Harvard University	0
University of Cambridge	0
University of Sydney	0

4.4 Global Transformation and Borderland Field Research Course in Chiang Mai, Thailand

Lead	UC Berkeley and UCPH
Reporting	<i>Dr. Khatharya Um (UC Berkeley), Dr. Helle Samuelsen (UCPH)</i>
Executive summary	<p>Executive summary</p> <p>Following its successful conduct last summer in Chiang Mai, Thailand, the Borderland Field Research Course, now in its second year, is off to a promising start, with 38 students enrolled (including 5 from Chiang Mai university), representing 13 different nationalities, and 23 different majors/disciplines. Through student and faculty involvement combined, this year's program reflects the full participation of all 11 IARU member institutions.</p> <p>This year, Global Transformation (GT) has also successfully implemented its post-return initiative that engages students from last year's summer course in the development of an online platform for student exchange and research collaboration (see https://www.iarustudents.com). The aim is to provide students with an opportunity to remain engaged with the issues after the completion of the course, and to continue to hone their research skills and interests in different contexts. By making it not just a student-centered but also a student-led initiative, the project intentionally promotes student leadership. The platform was launched in June 2019 and will incorporate the second Borderland cohort into its core virtual "community."</p> <p>In addition, GT has also deepened its collaboration with the IARU Sustainability Initiative through a related initiative on the Berkeley campus that involves faculty mentored undergraduate student research on the Sustainable Development Goals (SDGs). Based on expressed student interests, two research strands, namely migration and environmental justice, will be piloted in Fall 2019.</p> <p>At the Global Transformation Meeting in May 2019 in Chiang Mai, Thailand, the group formally endorsed the GT statement that was developed at Cambridge in 2018, and that informs the formulation of our Activity Plan. Along with strategies discussed and developed for sustaining the Borderland Field Research Course in Chiang Mai, Thailand, the GT working group affirmed a continued commitment to offer the course over the next three years. Including the two courses offered in 2018 and 2019, this constitutes a commitment of five years.</p> <p>The group also collectively mapped out a set of activities for the short, medium, and long terms that include</p> <ol style="list-style-type: none"> 1) The creation of educational opportunities for graduate students through the development of <ol style="list-style-type: none"> a) a teaching assistantship program to be incorporated into the Borderland course in Summer 2020 (see attached proposal) b) a series of graduate student workshops (details below)

	<p>2) The establishment of a longer term (summer or semester long) Global Transformation Internship Program that builds on the relationships with Thailand-based NGOs that we have developed through the field course.</p> <p>All the proposed activities build on the experiences of the Borderland Field Research Course, are interrelated, and aligned with the educational mission of Global Transformation. Combined, they constitute a reinforcing and synergistic educational initiative that will deepen collaboration within and beyond the Alliance, and expand opportunities for our students, both graduate and undergraduate. Members of the GT working group have affirmed their commitment to this Activity Plan, as underscored by their willingness to take the lead on respective initiatives.</p>														
Items for decision	Approval of funding request of USD 30,000														
Funding Request	USD 30,000 (for the next 3 Borderland courses in 2020-2022 and related activities, USD 10,000 for each year)														
Funding to date	<table border="0"> <tr> <td>USD 10,000 (June 2019)</td> <td>GT Borderland Field Course</td> </tr> <tr> <td>USD 4,029 (May 2018)</td> <td>4th GT Workshop (Cambridge)</td> </tr> <tr> <td>USD 2,000 (GSP 2018)</td> <td>GT-GSP course reserve</td> </tr> <tr> <td>USD 10,000 (May 2017)</td> <td>3rd GT Workshop (PKU)</td> </tr> <tr> <td>USD 5,000 (May 2016)</td> <td>“Going Global” Speaker fee</td> </tr> <tr> <td>USD 6,255 (May 2016)</td> <td>2nd GT Workshop (UCT)</td> </tr> <tr> <td>USD 3,300 (May 2015)</td> <td>1st GT Workshop (ETH Zurich)</td> </tr> </table>	USD 10,000 (June 2019)	GT Borderland Field Course	USD 4,029 (May 2018)	4 th GT Workshop (Cambridge)	USD 2,000 (GSP 2018)	GT-GSP course reserve	USD 10,000 (May 2017)	3 rd GT Workshop (PKU)	USD 5,000 (May 2016)	“Going Global” Speaker fee	USD 6,255 (May 2016)	2 nd GT Workshop (UCT)	USD 3,300 (May 2015)	1 st GT Workshop (ETH Zurich)
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USD 6,255 (May 2016)	2 nd GT Workshop (UCT)														
USD 3,300 (May 2015)	1 st GT Workshop (ETH Zurich)														
Outcomes of previous meetings	<p>Senior Officers’ Meeting, September 2018</p> <p>Rexille Uy (IARU Secretariat) reported that last year the Global Transformation lead transferred from ETH Zürich to UC Berkeley. GT is now led by Professor Khatharya Um. In the past year, GT dedicated its activities to address the principal concerns about the group that came out of the 2017 SOM. The group drafted a vision and mission statement, and in response to the Senior Officers’ request for a clear understanding of its program activities, GT developed an action plan with accompanying rationale.</p> <p>Since the 2017 feedback from the Senior Officers, GT developed a coherent and tangible plan of activities for 2018-19 and completed the GT-GSP Summer Field Research Course in Chiang Mai, Thailand. In 2018, GT collaborated with the IARU Sustainability Group on various activities, including a panel at the International Sustainable Campus Network conference in Stockholm, a teach-in at UC Berkeley on issues related to the SDGs, and an IARU-wide, student-led virtual forum on SDGs which is currently being built. This forum will build on the constituencies and concerns from the Stockholm conference and the summer course in Chiang Mai.</p> <p>A video about the GT-GSP Summer Course in Chiang Mai was shown to the Senior Officers. Rexille Uy (IARU Secretariat) reported that the first run of the course went very well. GT submitted a funding request for Senior Officer approval of USD 2,000 to run a second year of the</p>														

course, as well as an additional USD 8,000 for other programmatic activities in 2019.

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

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

Takeaways:

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

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

Senior Officers approved the USD 10,000 funding request for GT, *with the stipulation that the entire amount be used only towards running a successful field course in Chiang Mai for 2019*. The USD 10,000 should be used towards instructor travel to set up NGO and field meetings, student fellowships, and any meetings specific to a discussion of the course.

Senior Officers' Meeting, October 2017

Kiichi Fujiwara (UTokyo) reported that at the 2017 Presidents' Meeting at ANU, IARU Presidents and Senior Officers directed Global Transformation to develop a clear vision, core activity, and attainable objectives in order for IARU funding to continue.

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

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

	<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>
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Global Transformation and Borderland Field Research Course in Chiang Mai, Thailand

On 8-10 May 2019 in Chiang Mai, Thailand, the Global Transformation (GT) Working Group came together to strategize about the summer course, including planned rotation for lead faculty and institutions. The group also discussed other potential spin-off initiatives and mapped out a set of interrelated activities for the short, medium, and longer terms. The proposed activities all build on the experiences of the Borderland Field Research Course, are aligned with the educational mission of GT and, when combined, constitute a reinforcing and synergistic educational initiative that will deepen collaboration within and beyond the Alliance, and expand opportunities for our students, both graduate and undergraduate.

The working group will continue to discuss and reflect on the plan that it has collectively developed at the 2020 meeting that NUS has generously agreed to host.

A. **Commitment to Educating Future Leaders, Development of global citizenship and critical thinking**

As per recommendations from the SOM meeting in 2018, the IARU Global Transformation (GT) Working Group has focused primarily on the further development of the IARU Borderland Field Research Course, and leveraging the gains that have been achieved thus far through the initiative.

At the writing of this report, the summer 2019 Borderland course is off to a great start with the participation of 38 students from 6 IARU institutions, 13 different nationalities, and 23 different majors/disciplines. In keeping with our GT vision, we also recruited 5 students from Chiang Mai University. Collaboration among IARU institutions was strengthened through engagement of faculty from 8 IARU universities as guest lecturers in the course. Through student and faculty involvement combined, this year's program reflects the full participation of all 11 IARU member institutions.

Collaboration beyond IARU members continues to be robust this year, with students being assigned to a total of 14 research projects, 11 of which are with NGOs and 3 based in border villages. In addition to IARU faculty, guest speakers also include faculty from Chiang Mai University, and staff from the UN, a regional research center, and local NGOs.

In view of the momentum and success achieved thus far, the GT Working Group has decided to continue the Borderland course for a total of five years. This will provide continuity for IARU students and make it possible for them to include this field course in their program of study at their respective universities. That said, the group is fully cognizant of the challenge in sustaining the course, which is heavily reliant on the commitment of the 2 lead faculty. This concern informed the discussion at the 2019 IARU GT Working Group meeting in Chiang Mai (June 8-10), where the group developed a roadmap for increasing engagement of other IARU partners as a way of sustaining the course. While the course is currently co-developed and co-taught by two faculty from Berkeley and UCPH, the plan is to include (or rotate in) other IARU

partners as co-leaders of the course, beginning in summer 2020. Berkeley and Copenhagen will continue to participate in supporting roles.

The group also discussed the longer-term goal of co-developing similar field courses in other regions of the Global South, as well as other ways of building on the momentum achieved through the course, as detailed in the sections below.

B. IARU GT student-led initiative

Building on the intellectual energy and sense of community engendered through the Borderland course last summer, Professor Khatharya Um (Berkeley), one of the course co-conveners, worked with 2 Berkeley students who participated in the 2018 course to develop a student-centered online platform. Conceived as a virtual IARU student research community, the idea of this online initiative is to create a dynamic and interactive platform for the exchange of ideas and resources (including faculty resources, student working papers, and research informed projects), and for promoting collaboration among IARU students. The platform was launched at the start of this summer Borderland course, and shared with the current student cohort. It can be accessed by all students from IARU partner institutions as well as non-IARU students enrolled in the Borderland course. For more information about this IARU student virtual community, please visit <https://www.iarustudents.com>.

In partnership with IARU Sustainability, GT is also working through the two Berkeley student leaders to create an IARU-GT student organization on the Berkeley campus to mobilize student interests and research on the UN Sustainable Development Goals (SDGs), and involvement in related IARU activities. This student organization, in turn, will be mobilized to support a new faculty-mentored, undergraduate research initiative, centering on UN SDGS, that will be launched at Berkeley this coming Fall 2019. The research themes in this inaugural year will be migration and environmental justice. All the student projects generated through these initiatives will feed into the IARU-GT virtual community platform.

C. Strengthening excellence and engagement with the Global South

In addition to the student-led initiatives, GT will also be developing other “spin-off” initiatives from the Borderland course. They fall into the following 2 categories:

1. Expanded educational opportunities for IARU students

With NUS taking the lead, GT is developing a graduate student Teaching Assistantship program that will be integrated into the Borderland course (see attached proposal). The program is aimed at providing research and teaching mentorship to graduate students from IARU institutions who are working on related issues by integrating them into the summer course. This will be an opportunity for them not only to hone their teaching skills but also to engage their research topics while in the field. We hope to be able to introduce this program beginning in summer 2020.

GT is also exploring the possibility of developing a longer-term internship program (summer or semester long) by building on our relationship with the NGOs in Chiang Mai, as well as with partner organizations of other IARU institutions. The aim is to provide talented and engaged IARU students with additional opportunities to work with SDG related topics, both practically and theoretically.

Development of curricular materials

At the 2018 Cambridge meeting, GT members endorsed the idea of producing the GT handbook on ethics and principles for global engagement. As the lead institution on the project, ETH Zurich will continue with the drafting of this important document, which will be used as curricular materials for critical methods in the GT field course(s).

In this vein, as a medium to longer term project, the co-conveners of the Borderland course are also exploring the possibility of compiling contributions by guest lecturers of the Borderland course (and other invited contributors) into an edited volume or special series in a relevant peer-reviewed journal. The volume, like the handbook, will be part of the readings for the summer course. This idea was shared with, and endorsed by, the GT working group.

Other Educational Initiatives

As a medium-term plan, GT will also be developing a series of graduate student workshops (see attached proposal) covering different themes and topics (e.g. 'entering the field', dissertation research, research ethics). The site as well as the responsibility for leading the workshop will rotate among IARU institutions. The lead institution(s) will determine target audience, topic, and format.

Enhancing partner collaboration

To enhance the visibility of GT initiatives and promote greater collaboration among partners, GT will also be working on updating its webpage.

IARU GLOBAL TRANSFORMATION INITIATIVE- AUGMENTING THE BORDERLAND FIELD COURSE WITH A TEACHING ASSISTANTSHIP SCHEME

1. Background

1.1 The Global Transformation (GT) Working Group met in Chiang Mai from 7 to 9 May 2019. The working group discussed the future of GT and explored opportunities to expand and build on the successful *Field Course – Borderland: Critical Approaches to Field Research in the Global South*, a flagship programme of the GT initiative.

1.2 The Borderland Field Course was first conducted in 2018 and was highly successful. There were 44 participants from 17 nationalities, 24 disciplines and 9 universities. This course was jointly taught by Prof Khatharya Um from UC Berkeley and Dr Andreas Egelund Christensen from the University of Copenhagen with contributions from faculty members from the Regional Center for Social Science and Sustainable Development (RCSD) from Chiang Mai University. The target audience for this course was Master level students and advanced Bachelor (undergraduate) students.

2. Proposal

2.1 The working group felt that we could leverage on the success of the first Borderland Field Course to train students at the PhD level. PhD students from the respective IARU member universities who are doing research or dissertation on Borderland issues could be recruited as Teaching Assistants (TAs) for the course.

2.2 The merits of a Teaching Assistant-ship for the Borderland course are manifold. The PhD students stand to gain in the following ways:

- Opportunity to understudy faculty members in teaching topics pertaining to their own discipline of study;
- Gain first-hand experience in teaching a field course, leading a class and mentoring students;
- Obtain fresh material/data to augment their own research;
- Fulfill teaching commitments imposed by the respective universities for their PhD candidature;
- Develop their own teaching philosophies, build a teaching portfolio and boost the resume to pave the way for a career in academia.

2.3 The GT initiative and Borderland course can greatly benefit from having the PhD students on board as there will be a ready pool of TAs who can assist in the teaching of the course and mentoring of the students. The outstanding TAs who become faculty members in the future could then become the next generation of faculty champions for the GT initiative and the course leaders for the Borderland course. They can then go on to train the next generation of TAs. In this way, the continuity of the initiative and the course can be ensured.

3. Administration

Recruitment

3.1 Each year, a maximum of five TAs can be recruited from IARU member universities. A panel comprising the lead instructors for the course will shortlist and select the TAs based on the following criteria:

- Current PhD student enrolled in a IARU member university;
- Prior teaching experience and experience in copy-editing/assessing undergraduate essays, managing undergraduate small-group activities (in English) will be essential;
- Able to motivate student engagement and respond to student' learning needs
- Currently involvement in a research topic relatable to Borderland Studies will be desirable
- Demonstrate knowledge and enthusiasm in the subject area
- Able to travel to and spend a month at the site of the field course
- Good communication and interpersonal skills
- A good team player

Funding

3.2 The selected candidates will be funded by the respective IARU member universities for their air travel and living allowances. As such, this would be cost neutral to IARU.

Recognition

3.3 Recognition of the teaching hours towards the TAs' PhD candidature will be at the discretion of the home universities.

3.4 A certificate of participation could be issued to the TAs after the completion of the course to recognise their contribution. Course instructors may also consider penning a recommendation letter for TAs with stellar performance.

4. Recommendations

4.1 In view that the Teaching Assistant-ship scheme will yield many benefits and can ensure the sustainability of the Borderland course, the GT working group recommends that the proposal be approved.

Drafted by: Ms Koh Li Ling, Global Relations Office, National University of Singapore

A/Prof Maitrii Aung-Thwin, Department of History, National University of Singapore

Date: 16 May 2019

Enhancing student capabilities of studying globally

The recent decades witness a surging trend in educational, scientific, and cultural exchanges between advanced economies and the global south. Students from the global South increasingly pursue oversea studies with advanced degrees and seek to apply the acquired ideas and knowledge in their home countries. Meanwhile, more and more students from developed countries nowadays choose developing countries as an object of study and travel there for field research. For both sides, inadequate linguistic, cultural, and intellectual backgrounds often become an obstacle to fruitful studies. Despite an expanding demand for a mutual understanding across different cultures, however, there have been little joint efforts from research universities globally to address this problem. The knowledge gap between what students should know when they plan to study and do research abroad and what they actually know has become a severe constraint on the education and research globally.

In view of the demand for fill in this gap, we propose a joint workshop by GT member institutes to teach students how to cope with cultural, linguistic, and ideological differences when studying/doing research globally. The workshop is supposed to be held annually, rotated among GT member institutes. The theme, substantive questions, and areas of focus of each workshop will be determined by the hosting institute in counsel with other member institutes. The specific topics of the student workshop will include but not limited to the following areas.

1. How to find the academic programs that best suits my research interests and apply for these programs?

This workshop aims to provide an orientation for students in the global South who are motivated by practical issues and are interested in pursuing advanced studies in the developed countries and applying what they learned to solve the social and economic development issues in their home countries. The workshop consists of lectures introducing the policy relevance and development application of different disciplines and research fields, the general procedures of applying for oversea studies, and student presentations on their research ideas that fit into a specific field.

2. How to apply for global research grants and student workshops?

This workshop will invite senior scholars from research universities and global think-tanks to give lectures on how to write research proposals and apply for external research funds. Participating students will work on a funding proposal within 24 hours and present their proposal in the workshop.

3. Legal and ethical issues in field researches.

This workshop will bring together scholars and students to discuss cultural, legal, and ethical issues related to field research. Students will participate in tutoring sessions of topics such as “entering the field”, “how to approach subjects”, “dealing with cultural differences”, and “ethical issues in field research.”

4.5 European Studies Council Graduate Fellows Network

Lead	<i>Yale University</i>
Reporting	<i>Don Filer (Yale)</i>
Executive summary	<p>The European Studies Council at Yale invites graduate students enrolled at IARU member institutions to participate in a European Studies Graduate Fellows network. University of Copenhagen has already joined, others are welcome.</p> <p>The Council has organized its inaugural Graduate Fellows Conference, “Europe in Flux,” to take place on December 6th and 7th, 2019 at Yale University.</p> <p>This conference will bring together graduate students from across disciplines - political science, cultural studies, history, environmental studies, economics - to discuss the most pressing challenges facing Europe today. Panels will be held on “Growing European Economic Challenges,” “Environmental Transitions in Europe and Russia: Public Discourse, Social Movements, and Policies,” “Fault Lines in European and Eurasian Security,” “Defining Culture in Eastern Europe: Production and Destruction in Putin’s Russia,” and “Shifting Lines: Migration in Europe Today.”</p> <p>Further information may be found at: https://europeanstudies.macmillan.yale.edu/people/european-studies-graduate-fellows/2019-conference-europe-flux</p>
Items for Decision	Do senior officers support funding for the inaugural conference?
Funding request	Up to \$10,000 to support on site expenses for the inaugural Graduate Fellows Conference, “Europe in Flux,” to take place on December 6th and 7th, 2019 at Yale University.
Funding to date	--
Outcomes of previous meetings	<p>Senior Officers’ Meeting, September 2018</p> <p>Don Filer (Yale) introduced this proposal as an idea from the European Studies Council at Yale. The European Studies Council is in the process of creating a network for students at Yale conducting research related to Europe studies. Creation of this network stems from the realization that the majority of Ph.D. students studying Europe at Yale are not affiliated with the European Studies Council. If this network is expanded to include all IARU universities, it will allow for greater student networking and interaction. IARU partners can choose whether or not to invite their students to join this network. Individual students decide to opt into the network and their degree of participation based on their own interests.</p> <p>If a network such as this proves to be successful, it could be replicated for other world regions or expanded to other institutions.</p> <p><u>Takeaways:</u></p>

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

Session 5: Presentation from NUS on Lifelong Learning

5 Presentation from NUS on Lifelong Learning

Lead	<i>National University of Singapore</i>
Reporting	<i>Ms. Wu Ye-Her, Executive Director, SCALE-Global School of Continuing and Lifelong Education</i>
Executive summary	<p>Taking in the comments from Presidents' Meeting in Jan 2019, NUS has refined the programme for the workshop on 8-9 Nov 2019. The objectives for the workshop remains largely the same. The participants will get to hear the perspectives from diverse stakeholders, before coming together to discuss the mission and vision of the L3 group and the co-creation a digital thought leadership hub to advocate lifelong learning.</p> <p>This inaugural workshop will give lifelong learning experts at IARU universities a chance to hear from different perspectives, and discuss the direction for L3, including action plans for the coming year.</p>
Items for decision	For SOM concur with programme and recommend the relevant personnel from their universities for attendance.
Funding request	<i>n/a</i>
Funding to date	<i>10,000 USD Inaugural meeting at NUS (2019)</i>
Outcomes of previous meetings	<p>Presidents' Meeting, January 2019</p> <p>Andrew Wee (NUS) introduced their Lifelong Learners Programme (NUS L3) and proposed a two-day L3 meeting. USD 10,000 for NUS to host the meeting was already approved at the 2018 Senior Officers' Meeting.</p> <p>NUS L3 offers a list of skill-based, industry-relevant courses in 10 key disciplines that aims to reskill NUS alumni. Graduates who completed their degree at NUS and those whose enrolment is within 20 years from the point of first admission are eligible for the programme. Because the Singapore government is concerned that the skills of university graduates may become out-of-date in the rapidly changing society today, generous funding supports are offered to Singapore citizens attending NUS L3 for them to stay competent in the digital age. One key to the success is a close relationship with big companies like Microsoft and IBM, which gives the course a high credibility.</p> <p>The goal of the L3 meeting is: 1) to introduce the new approach to continuous learning or lifelong education; 2) to discuss how the future of work might evolve and the role of universities; 3) and to explore the possibility of launching a new joint certificate course among IARU members. The core wide topics that NUS L3 covers could lead this proposal to a new student programme. There was also an option to hold the meeting collaboratively with the Institute for the Future (ITF), a US-based non-profit think tank that was established in 1968. NUS will seriously consider the option and check if the logistics work out.</p>

All presidents especially PKU, UTokyo, UCPH, and UCT, showed their interests in the proposed program, but found it still premature to make some decisions to go forward. NUS will proceed with the project cautiously and table a more refined proposal at the 2019 Senior Officers' Meeting.

Senior Officers' Meeting, September 2018

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

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

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

Takeaways:

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

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

1. Proposal for IARU Lifelong Learning and Continuing Education Meeting in 2019

Proposed meeting objectives

The objectives of the proposed 2-day meeting in Singapore is as follows:

- i. Showcase Singapore's approach to continuous learning or lifelong education, for the purposes of employability and industry development
- ii. Explore how the future of work might evolve, and its impact on the role of higher education
- iii. Discuss the possibility of launching a joint online or blended learning programme co-created by several IARU members

Proposed programme

I. Proposed Workshop Format

We anticipate a minimum of 25-30 participants from the IARU Member Network to engage in discussions over the 2-day workshop. We propose a layout which will enable a core group of discussants led by a facilitator to engage in conversation on the different topics, situated in the heart of the workshop room, surrounded by an audience, which could potentially be scaled up to include the wider NUS community and other Higher Education stakeholders. We believe each conversation should be inclusive and include voices and perspectives from diverse stakeholders: learners, educators, sponsors, et al. Included below is a visual reference of the proposed format.



Source: https://www.domusweb.it/en/architecture/2016/07/22/shaping_cities_urban_age_2016.html

II. Proposed Workshop Programme

Day 1: Friday, November 8, 2019

Time	Activity	Remarks
0900-930	Welcome by Vice Provost (proposed)	Likely open up morning session (09:00-13:00) to whole of NUS and other ecosystem stakeholders
0930-1100	<p>“Future of Work and the Role of Higher Education”</p> <p><i>As we enter the third decade of 21st century, we face two major challenges: Will automation destroy jobs? And, even if not, will workers be paid enough to sustain the global economic system? The troika of economic stagnation, global competition and digital technology has led to panic about the future work in society at large. Humans are losing “the race against the machine,” or reaching “the end of labor”. However, there are two diverging stories about the future of work, one dystopian, one utopian, as Flipchart Rick has observed. On the one hand: it “will revolutionise the workplace ... and enable us to have more fulfilled working lives.” And on the other: a future “of factories without people, of vanishing jobs, of a hollowed out labour market and ... vast profits with few employees.” What is the role of universities, and higher education in general, in shaping this narrative?^{1,2}</i></p> <p><u>Facilitator:</u> Dr Adrian Kuah, Director, Futures Office, NUS (confirmed)</p> <p><u>Proposed Lead Discussants:</u></p> <ul style="list-style-type: none"> • Prof Bernard Tan, Senior Vice-Provost (Undergraduate Education) • Ms Gog Soon Joo, Chief Futurist, SSG • Ms Shree Mogan, Head of Corporate Recruitment, GO-JEK (confirmed) • 1-2 Speakers from IARU universities 	Likely open up morning session (09:00-13:00) to whole of NUS and other ecosystem stakeholders
1100-1130	Coffee / Tea break	

1130-1300	<p>“The University as Bastion for Lifelong Learning”</p> <p><i>In The State of Higher Education in 2019, professional services giant Grant Thornton predicts that brick-and-mortar, single-location colleges will become "artifacts of the past, on the road to consolidation, and a very different future." The report envisions traditional campuses going "the way of the corner drugstore," replaced by national chains employing economies of scale and consistent standards.⁴</i></p> <p><i>According to the Grant Thornton report, a set of factors - demographic changes, cost increases, declining state appropriations, greater competition and shifting consumer demand - will inevitably force the demise of traditional campuses along with the rise of a new business model: national universities that access students across the country by combining on-line learning with multiple, limited physical locations where face-to-face interactions with faculty and other students would take place.⁴</i></p> <p><i>While these predictions might be exaggerated, they merit deeper consideration. How will universities transform themselves and become beacons of lifelong learning?</i></p> <p>Facilitator: Prof Susanna Leong, Vice-Provost, SCALE (confirmed)</p> <p>Proposed Lead Discussants:</p> <ul style="list-style-type: none"> • Prof Wei Kwok Kee, Dean, SCALE • Ms Tan Yee Deng, Vice-President, HR, NUS • Mark Wee, Executive Director, Design Council SG • 1 – 2 Speakers from IARU universities 	
1300-1400	Lunch	
1400-1730	<p>Presentations on “Future of Work/ Education/ Skills”</p> <ul style="list-style-type: none"> • Lyn Jeffrey, Research Director & Distinguished Fellow, Institute for the Future (confirmed) • Dr. Tim Jones, Founder & Director, Future Agenda (proposed) • Presentation from IARU Member (proposed) <p>Followed by interactive discussion on Future of Work/ Education/ Skills, facilitated by Dr Adrian Kuah, Director, Futures Office, NUS (confirmed)</p>	Facilitated discussion, comprising IARU participants only

1730-1800	Travel to Dinner Venue	
1815-1930	<p>“Two Roads Diverged: Alternative Perspectives”</p> <p><i>Lifelong learning is eventually about learners, and how they manage their motivation, desires, ambitions and life journeys. As Universities, we must embrace alternative perspectives, learn from, and even seek inspiration from the stories of those who have chosen to explore the conventional and forged meaningful paths.</i></p> <p><u>Proposed Facilitator:</u> Ms. Aziza Sheerin, Regional Director, General Assembly</p> <p><u>Proposed Lead Discussants:</u></p> <ul style="list-style-type: none"> • Calvin Soh, Father, Lifelong Learner • Rajiv Chandna, Former President, AIESEC International, Head of Growth, Business Development & Strategy, Grab (confirmed) • Lynette Pang, NUS Alumni, Dy Chief Executive, STB • Ben Sowter, Senior VP, QS Quacquarelli Symonds (confirmed) 	IARU Participants with select external guests from L3 Ecosystem
1930 onwards	Dinner hosted by GRO & NUS-SCALE	

Day 2: Saturday, Nov 9

1000-1100	<p>Discussion on co-creating an IARU-sponsored, curated “Lifelong Learning Digital Thought Leadership Hub”</p> <p><i>Opportunity for IARU members to discuss how to co-create a digital thought leadership hub to advocate for lifelong learning that serves as a vehicle to promote and position lifelong learning insights and initiatives being undertaken by IARU members and other stakeholders in the ecosystem.</i></p> <p><u>Facilitator:</u> NUS-SCALE</p>	Facilitated discussion, comprising IARU participants only
1100-1130	Coffee / Tea break	
1130-1300	<p>Discussion on “L3 Working Group”</p> <p><i>Charting of the mission and vision of the L3 working group, the targets for the next 3 years and planning for the next working group meeting.</i></p> <p><u>Facilitator:</u> NUS-SCALE</p>	IARU participants only.
1300 - 1400	Closing Lunch hosted by GRO & NUS-SCALE	

Research & Information Sources:

1. Future Agenda – Future of Education: <https://www.futureagenda.org/news/future-of-education>
2. Future Agenda – Future of Work: https://www.futureagenda.org/view/initial_perspective/the-future-of-work
3. Civil Service College: <https://www.csc.gov.sg/articles/lifelong-learning-and-ageing-evidence-from-singapore>
4. Forbes: <https://www.forbes.com/sites/michaelnietzel/2019/04/01/are-national-universities-the-future-of-higher-education-five-reasons-to-be-skeptical/#1e08ff9c7878>



INTERNATIONAL ALLIANCE OF
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Session 6: New Proposal

6.1 IARU Educational Initiatives

6.1 IARU Educational Initiatives

Lead	<i>The University of Tokyo</i>
Reporting	<i>Kiichi Fujiwara</i>
Executive summary	UTokyo proposes a new joint educational program for IARU members.
Funding Request	

Background

As confirmed during the 2019 IARU Presidents' Meeting, educational programs have been flagship activities of the International Alliance of Research Universities (IARU). The first approach, Global Summer Program (GSP), was a successful initiative that provided over 2,500 students from across the Alliance with valuable opportunities at any of the IARU institutions. However, due to the termination of Banco Santander funding in 2018, it was agreed that GSP will be reorganized as IARU Courses which will take place on a voluntary basis based on the decision of member universities. At the same time, there was a consensus among the Senior Officers at SOM 2018 that IARU will seek opportunities for a new form of joint educational programs that operates independent from the former GSP network. Senior Officers have discussed the need of coming up with other ways to increase student opportunities between IARU universities and concluded that a new committee should be formed to develop these ideas further. In PM 2019, President Gonokami proposed to develop a new student joint education program that is at once financially sustainable and can bring benefits to more students, which was supported by the attending presidents.

UTokyo proposal – Joint educational programs for global learning on SDGs

In PM 2019, President Gonokami stated that IARU member universities need to serve as a space for ideas where students from all different backgrounds can embrace their differences and work together to come up with new innovative ideas as global leaders. To address these challenges and create a more sustainable future for humanity, it is important that we develop global leaders who can tackle social issues with multi-disciplinary and multi-stakeholder approaches. Therefore, it is essential that universities provide opportunities for young students to learn and work together with those who come from different regional backgrounds and have different value systems. We, sharing the similar vision and mission to contribute to the global public, can effectively provide their students with such invaluable experiences.

In this light, UTokyo proposes joint educational programs that focuses on global issues that require cross-border activities, possibly taking the 17 objectives proposed in the Sustainable Development Goals by the United Nations, as missions to be achieved on a global scale. Challenges that our world face today are becoming increasingly borderless. IARU has already conducted IARU Joint Online Program on state fragility and conflict prevention, with UC Berkeley, NUS, Cambridge and UTokyo as participating members for a period of three years. The global transformation (GT) program has, with suggestion and support from the senior

officers, developed a joint educational program taking place in Cheng Mai, Thailand, offered by UC Berkeley and the University of Copenhagen. Based on these two experiences, UTokyo proposes a new educational initiative that includes online teaching and joint education taking place across multiple campuses, under which later-year undergraduate and Masters students could learn current activities and invent new approaches to address sustainability at an IARU institution. This program will allow participating students to work together, cross campus and internationally, on global issues that require international cooperation.

The proposed educational initiative will be composed of academic courses embedded in the curriculum of each participating universities, but will involve collaboration in the preparation of each courses as well as mutual interaction between students from different campuses. The programs may be a short term intensive program, as in the case of GT, or cross-campus joint teaching making use of internet connection, as in IARU Online Courses. In particular, the basic format of the program will be as follows.

1. Each program will be listed as courses that allow credit given by participating universities.
2. The length of the program can either cover an academic semester (as in IARU Online Courses) or be a short intensive program of ten days or so (as in GT Courses).
3. Instructors for the program will be faculty members of IARU universities.
4. Instructors will develop not only syllabus but also joint teaching materials, including video presentations.
5. The number of students from one campus to another (or to a workshop site) should be kept to a minimum so that the program can be financially sustainable.
6. Each program will aim for maximum student engagement across campuses, such as cross-campus student groups that respond to course assignments, making use of internet connections. .
7. The organization of each courses can be arranged in manners that agrees with the hosting universities.
8. Due to the differences in academic calendars, there could be a period of joint teaching, where classes are held at each university simultaneously, and periods when only one or two institutions are having classes.
9. Student evaluation will be based on the same criteria as agreed by the instructors, but will also follow the rules of the hosting institutions.

We wish to have at least three educational programs, of which at least two will be organized with the initiative coming from UTokyo. The agenda for each program should be organized in a manner that correspond to one or other of the 17 objectives of the Sustainable Development Goals.

In order to fulfil this objective, we propose a steering committee that oversee each Educational Initiative programs, composed of at least one member from IARU Joint Online program, another member from Global Transformation program, and key instructors for each of the educational programs.

Each program should have the participation of multiple members of IARU institutions, although not all. We have yet to decide the programs, but there has been interest on one course teaching sustainability, with UTokyo, and another based on the global transformation program. We would like to solicit proposals from each participating institution.

Funding

To be decided, but will possibly include the following.

Steering committee expenses.

Course development meeting expenses.

Web platforms and other miscellaneous expenses.

Discussion questions for IARU Senior Officers

- Who will participate in the steering committee?
- Which IARU member would wish to propose a course (or courses) on IARU Educational Initiatives?
- Which faculty member will be taking initiative for each course?
- What funding would be available for the program within each member institution?
- Will the proposed program involve physical movement of students, such as summer courses? If so, how many?
- How can we offer transferable credits to students?



INTERNATIONAL ALLIANCE OF
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Session 7: Institutional Joint Working

- 7.1 Sustainable Campus Initiative**
- 7.2 Alumni Associations Network**
- 7.3 Cybersecurity Forum**
- 7.4 Librarians' Contact Group**
- 7.5 Real Estate Working Group**
- 7.6 Gender Group**
- 7.7 HR consultation Group**
- 7.8 Aging, Longevity and Health & Graduate Student
Conference**

7.1 Sustainable Campus Initiative

Lead	<i>University of Oxford</i>	
Reporting	<i>Harriet Waters</i>	
Executive summary	<i>The group have worked together to produce a website showcasing university contribution to the SDGs, documenting good practice and planning for the next annual meeting. For the first time this annual meeting will be held in conjunction with the Real Estate Working Group and hosted in Yale.</i>	
Items for decision	<i>Funding requests as detailed below.</i>	
Funding request	Part-time fellow support to manage on-going collaboration related to the Sustainable Development Goals, to increase visibility of the work and document more good practice to be shared via the website.	\$10,000
	Support for capacity building pilot event in Cape Town	\$5,000
	Good practice and knowledge exchange on biodiversity	\$3,000
	Total	\$18,000
Funding to date	<p><i>3,000 USD Staff exchange program in 2018</i></p> <p><i>5,000 USD Outward facing event in São Paulo during ISCN</i></p> <p><i>500 USD Outreach materials</i></p> <p><i>5,000 USD Student support for communications and development program</i></p> <p><i>500 USD Student design assistant</i></p> <p><i>10,000 USD Part-time fellow to manage SDG collaboration</i></p> <p><i>10,000 USD Sustainability Meeting 2019</i></p> <p><i>10,000 USD Sustainability Meeting 2020</i></p> <p><i>---</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>3,000 USD Design support for publications in 2018</i></p> <p><i>2,000 USD Student fellows to support communication and outreach in 2018</i></p> <p><i>3,000 USD Design and production of best practice guide (Sustainia via UCPH)</i></p> <p><i>8,460 USD Sustainability Meeting 2018 (Oxford)</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>	

	1,500 USD	Green Guide Case Studies intern (Yale)
	1,503 USD	“Campus as a Living Lab” intern (Yale)
	4133.68 USD	Sustainability Meeting 2017 (UC Berkeley)
	2,709 USD	Travel for one member of the IARU SCI Steering
		Committee to present at 2017PM (ANU)
	668.00 USD	Contribution to 10 th anniversary video (ANU)
	2,275 EUR	Sustainability Meeting 2016
	5,000 USD	10th anniversary videos (1,000 each partner: NUS, ETH, UCPH, UTokyo, Berkeley)
	2,000 USD	IARU 10 th 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
Outcomes of previous meetings	Senior Officers’ Meeting, September 2018	
	<p>Don Filer (Yale) reported that the Sustainable Campus Initiative (SCI) continues to be very active. The SCI chair transferred from Yale to Oxford in June 2018 after the most recent SCI meeting.</p> <p>SCI’s reported activities for 2019 include the creation of more materials to build on the success of the <i>Green Guide</i> and tying these efforts to the UN Sustainable Development Goals (SDGs). The group plans to hold an “outward-looking” pilot event in Cape Town in 2019.</p> <p>SCI’s funding request of USD 21,000 prompted a conversation about the value and results of the group from the Senior Officers. Don Filer (Yale) stated that the group is ambitious and has helped the Sustainability Office at Yale to expand its view on sustainability. Senior Officers agreed that SCI has played a role in increasing opportunities for improving sustainability at each IARU campus.</p>	

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

Takeaways:

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

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

While Senior Officers approved of SCI developing a book-length publication, Senior Officers suggest this publication focus on the implementation of SDGs at university campuses, *not* a more research-oriented book about the SDGs themselves. Senior Officers also suggest biodiversity as a possible topic for SCI to examine in the future.

Presidents' Meeting, May 2018

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 *Green Guide*. 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.

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:

After the success of the IARU Green Guide, it was decided to develop more guidance for universities working on sustainability using the theme of the UN Sustainable Development Goals (SDGs). In order to keep the content as up to date as possible, enable a variety of formats to be used and reduce the overall environmental impact of the project the decision was taken to produce a website showcasing IARU institutions approach to the SDGs. This website is now live and linked to from the IARU sustainability pages.

The Green Guide has also now been translated into Spanish and this will also be added to the IARU website along with the Mandarin version, the guide will then be available in 5 languages.

Additional publications made available through the IARU website this year include:

- A Best Practice Guide for Behaviour Change Interventions for Reduced Energy Use
- Global Priorities, Educated Solutions: The Role of Academia in Advancing the Sustainable Development Goals

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. This year that has meant that there have been several key events with the annual meeting due to take place in September. In order to keep in touch throughout the year, there have been two keeping in touch virtual meet ups between all members of the SCI group organized over two sessions each time. This has enabled the good practice and planning for future work dialogue to continue and brought new members of the group up to speed with our work.

Additionally, members of the group also held a workshop as part of the International Sustainable Campus Network (ISCN) conference at the University of Sao Paulo in June 2019 on Assessing SDGs Implementation in Universities.

3. Exchanges

The funding for staff exchanges has been earmarked for new members of the SCI group to enable them to extend their stay at Yale to understand their operations better or to visit other campuses to investigate specific environmental issues such as biodiversity or sustainable building approach.

4. Annual Meeting

After their meeting in Oxford in June 2018, the group planned to hold their next meeting at the University of Cape Town and to look into holding a joint meeting with the Real Estate Working Group (REWG). After discussion with the REWG, it was agreed to co-locate their next meeting. However it was not deemed possible to hold the meeting in Cape Town since UCT was about to recruit a Director

of Sustainability. The venue was then switched to Yale with the SCI group planning to meet in Cape Town in 2020 and at Peking University in 2021.

Planning is in full swing for the next annual meeting which will be held in conjunction with the Real Estate Working Group at Yale in early September. A draft program is included in the annex of this report. This is a trial approach and during the meeting feedback will be requested on how useful co-locating the two meetings is. For members who have interests in both meetings this is an opportunity to maximize collaboration and minimize impact through air travel.

5. 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)

6. IARU SCI Governance and Administration

As University of Cape Town now has a Director of Sustainability, Manfred Braune has been welcomed into the group and there are new members from Peking University (Wei Chen) and University of Tokyo (Dr Kensuke Fukushi)

The Steering group will be welcoming Manfred Braune onto the group from September 2019 in order to enable planning for a 2020 Cape Town meeting.

The 2020 meeting will take place at Cape Town. The timing is TBD, but is likely to be April or May, timed to coincide with the presidents meeting and possible focus on the SDGs.

7. Financial Requests

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

Part-time fellow support to manage on-going collaboration related to the Sustainable Development Goals, to increase visibility of the work and document more good practice to be shared via the website.	\$10,000
Support for capacity building pilot event in Cape Town	\$5,000
Good practice and knowledge exchange on biodiversity	\$3,000
Total	\$18,000

7.2 Alumni Associations Network

Lead	<i>Peking University</i>
Reporting	<i>Xiao Zhang</i>
Executive summary	This report contains: 1. The 9 th IARU Alumni Directors Summit Report
Items for decision	N/A
Funding request	N/A
Funding to date	<p>USD 7,500 <i>Remaining balance from 1st World Alumni Forum</i></p> <p>--</p> <p>USD 2,500 2016 Presidents' Panel (own resources)</p> <p>USD 12,705 Alumni Association Summit, October 2010</p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2018</p> <p>Rexille Uy (IARU Secretariat) reported that the Alumni Directors expressed interest in hosting a meeting and alumni event in May in conjunction with the 2018 Presidents' Meeting in Beijing, but the alumni office at PKU was overstretched at the time due to the PKU anniversary celebrations. Because of recent staff changes, PKU could not circulate potential dates for a 2018 meeting to the Alumni Directors until mid-September 2018. A 2018 Alumni Directors meeting is currently scheduled at PKU for 13-15 December.</p> <p>The IARU Secretariat facilitated discussion between the Alumni Directors and ETH Zürich for an alumni event hosted by ETH in Davos immediately after PM2019, but several universities responded that their Presidents and other representatives were already committed to alumni events for their universities during the World Economic Forum and could not commit to attending multiple alumni events.</p> <p>The Directors are still in communication with each other but have not met in person in an IARU context for several years. The chair rotates each year depending on the host, so the current chair for 2018 is PKU.</p> <p>Presidents' Meeting, March 2017</p> <p>Loren Griffith (Oxford) reported that the Alumni Associations Network met at Oxford in 2016 and is planning its next meeting to align with the 2018 Presidents' Meeting at PKU. Brian Schmidt (ANU) suggested trying to find four or five places in the world where IARU alumni can accumulate a critical mass. Most campuses host alumni activities around the world. The suggestion was for the Network to combine these gatherings under the IARU umbrella. Max Price (UCT) proposed hosting the first event in this proposed series.</p>

1. The 9th IARU Alumni Directors Summit Report

On December 14, 2018, the 9th IARU Alumni Directors Summit was held in Linhexuan, Peking University, hosted by the Office of Alumni Affairs of Peking University and the Department of International Cooperation.

The event was attended by the heads of alumni work from the University of Oxford, ETH Zurich, the National University of Singapore, the University of Tokyo and Peking University. The meeting was presided over by Li Wensheng, who is the vice-president and secretary-general of Peking University Alumni Association.

Christine Fairchild, the Director of Alumni Relations at the University of Oxford, discussed the current areas of focus for alumni work at Oxford, in particular, the work to establish 'the alumni journey'. The Alumni Office is working with a consultant to undertake interviews with alumni which will be the foundation for establishing alumni archetypes or profiles. The goal is to better understand the alumni perspective so as to design more effective activities, communications and resources that will be relevant across a lifetime. In addition, online resources are being developed to better optimize and personalize the user experience.

Hisaya (Charlie) Shimada, the General Manager of the Office of Alumni Affairs at the University of Tokyo, introduced the UTokyo Alumni Association's activities to support their alma mater and students. He suggested that it is the core value of alumni associations and key for success is how to expand it with involvement of alumni in larger scale.

Daniel Naeff, member of the Board of Directors of the ETH Zurich's Alumni Association. Daniel shared insights about ETH Alumni's online platform "MyAlumni", the currently (ever faster) changing industry and technology landscape and its implications on alumni organizations. He also pointed out the importance of understanding an alumni organization's members in sense of a "customer value. Bernard Toh, the Director of Office of Alumni Relations from the National University of Singapore (NUS), gave a presentation on how he and his team engage and develop mutually beneficial relationships with NUS alumni, which now numbered 300,000. He shared that in the next three to five years, more alumni circles/chapters will be established in South-east Asia, adding to the current ones in Kuching, Malaysia and Jakarta, Indonesia, aligned with NUS' strategic focus of strengthening its presence in South-east Asia.

Li Wensheng, the vice-president and secretary-general of Peking University Alumni Association, gave a speech on the topic of "New Era, New Beginning, New Journey", which focused on the work of Peking University Alumni. From the recent Global Alumni Conference to the construction and development of Yanyuan online platform, the new achievements and goals of Peking University alumni work under the new era background are introduced in detail. He points out that alumni are important supporters, spreaders and critics of the university. The core idea of Peking University alumni work is to serve alumni and build their spiritual homeland forever.

In the afternoon session, the participants discussed in depth how to use alumni donation for the construction of alumni association itself and how to enlarge the influence of alumni work. It is agreed that providing accurate and high-quality service to alumni is crucial to alumni affairs, in order to arouse alumnus' concern and support. At the same time, all participating members expressed their expectation to further deepen the interaction and exchange of alumni work among the League's schools and to jointly promote and develop the overall alumni work of the International Alliance of Research Universities.

Meanwhile, in the discussion part, five directors suggested that the next meeting may be held at the University of California, Berkeley. They advised if the next President Meeting will be held at the University of California, Berkeley in 2020, the 10th Alumni Directors' Summit could be held along with it. On the other hand, if the next President Meeting will be held at the University of Cape Town, the 10th Alumni Directors' Summit could be held in a proper time in 2019 at the University of California, Berkeley.

7.3 Cybersecurity Forum

Lead	University of Cape Town
Reporting	Andre le Roux, University of Cape Town Jamiela Dawood, University of Cape Town Rui Brandao, ETH Zurich
Executive summary	<p>The IARU Cybersecurity Forum continues to provide a valuable learning and knowledge sharing opportunity.</p> <p>The second Cybersecurity Forum was held on 4-6 April 2019 at University of Cape Town. 6 out of 11 partner universities participated. The group identified common opportunities and risks in the area of information technology and cybersecurity. Each participating university took on the lead of a specific key topic that needs further investigation.</p> <p>Oxford has already announced interest to participate at the next meeting. However, attempts to find potential participants (Chief Information Security Officers) from Cambridge, Yale and Berkley so far were not successful.</p> <p>The aim and the topics to be discussed are outlined in this report. The next meeting will take place in June 2020 at ETH Zurich.</p>
Items for decision	Funding request of USD 10,000 for the next workshop in 2020 at ETH Zurich
Funding request	USD 10,000
Funding to date	<p><i>USD 10,000 Workshop (2019)</i></p> <p>--</p> <p>USD 8,000 Workshop (April 2018)</p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2018</p> <p>Andrew Wee (NUS) reported that the Cybersecurity Forum held its first meeting in April 2018. The motivation for this forum was to create a mechanism for sharing knowledge, experience, and methodologies about cybersecurity in higher education, prompted after several universities were subjected to cyber-attacks. There is much enthusiasm about this topic. Seven universities were represented at the first Cybersecurity meeting, and a representative from the Singapore Cybersecurity Agency attended the meeting.</p> <p>The Forum determined four areas of collaboration for future focus: develop a standard set of KPIs, form sub-groups and virtual conferences to discuss specific areas, establish a shared online platform, and share contact points.</p> <p>UCT has offered to host the 2019 Cybersecurity Forum.</p>

Presidents' Meeting, May 2018

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.

NUS reported that the Forum's objectives are threefold: provide a platform for cybersecurity leaders and university professionals to share ideas and 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

	<p>speakers, sharing of campus cybersecurity landscape by IARU members, sharing of intelligence for prevention and detection, and cybersecurity KPIs and measurements.</p> <p>Senior Officers suggest that the forum be held in March or April, prior to the 2018 Presidents' Meeting. This way, a report can be delivered to the Presidents at the 2018PM with further discussion on cybersecurity built into the agenda.</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>
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Cybersecurity Workshop, 4-6 April 2019, University of Cape Town

The second International Alliance of Research Universities (IARU) Cybersecurity Forum was hosted by the University of Cape Town. This year saw the following participating universities in attendance:

- National University of Singapore (NUS)
- University of Copenhagen
- University of Tokyo
- ETH Zurich
- Australian National University (ANU)
- University of Cape Town (UCT)

Delegates spanned a broad spectrum of interests, ranging from academics, CIO's and cybersecurity analysts. The event was opened by Dr Reno Morar, UCT's Chief Operating Officer, followed by a welcome address delivered by Mr Richard van Huyssteen, Executive Director for Information Communication Technology Services (ICTS). The forum was held at the UCT Graduate School of Business and spanned three days (4th – 6th of April 2019).

Event theme and presentation

As Cybersecurity is a shared responsibility, there is a requirement for collective reflection (pause and think) and response (strategizing and connect) to organisational security considerations. Universities are positioned as leaders in contributing to the socio-economic landscape of a country and globally. Universities present unique challenges and opportunities, specifically in the realm of Cybersecurity.

There is a requirement for universities to foremostly identify internal and external factors which influence their environment and to be clear on their criterion for success. Some of these challenges and criteria may be unique to their environment, however many are shared by universities alike. Therefore, through this coalition, we aspired to carry the torch from the inaugural event and continue to foster an environment of learning, growth and sharing of ideas, initiatives and resources.

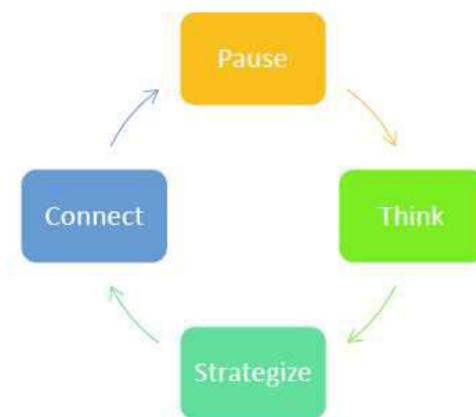
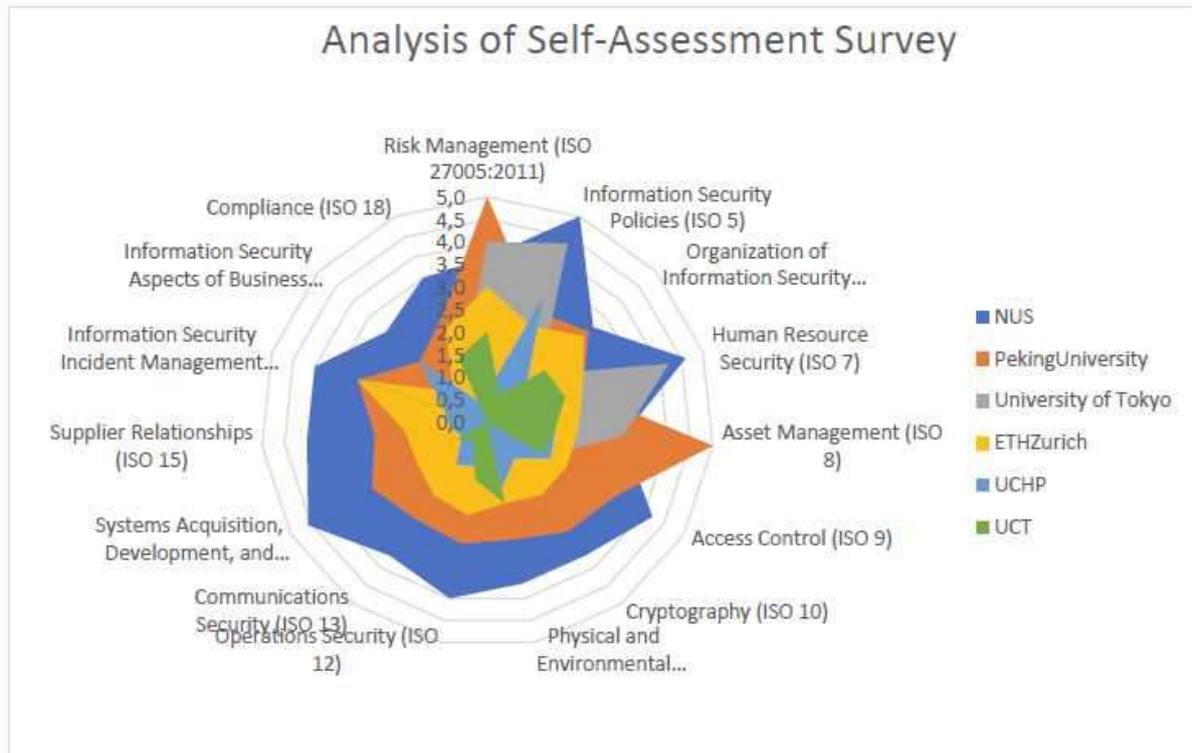


Figure 1: Adapted from the STOP.THINK.CONNECT campaign (STOP. THINK. CONNECT. TM | Homeland Security, 2017)

The format comprised a series of presentations and round table discussions to unpack common areas of interest, challenges and innovations undertaken at respective institutions. An online version of the Information Security Program Assessment Tool, created by Educause, was circulated to participating institutions. This self-assessment tool was created to evaluate the maturity of higher education information security programs. It is based on the International Organization for Standardization (ISO)

27002:2013 "Information Technology Security Techniques. Code of Practice for Information Security Management" framework.

The chart below graphically depicts the maturity of higher education information security programs for each institutions and highlights areas that require attention.



The results of the survey indicate that the areas most deficient and which require attention were:

- Communications Security (ISO 13)
- Compliance (ISO 18)
- Cryptography (ISO 10)
- Information Security Aspects of Business Continuity Management (ISO 17)
- Operations Security (ISO 12)
- Physical and Environmental Security (ISO 11)
- Supplier Relationships (ISO 15)
- Systems Acquisition, Development, and Maintenance (ISO 14)

Participating institutions were requested to create a presentation in line with one or more of the development areas listed above while keeping in mind the overarching theme.

The final day of the forum was reserved for an in-depth group brainstorming session. This session was aimed at unpacking key areas identified during the forum and proposing a way forward or actionable work for the group to build on.

Observations and key learnings

Based on the results of the survey and each institutions' presentation the following common observations and key learning areas emerged. Based on the strengths of each university it was proposed and adopted by the forum that the universities as identified below lead the key focus areas identified:

- KPI framework – Principal lead: National University of Singapore (NUS).
 - Cyber security metrics and measures help institutions verify that their security controls are following a policy, process, or procedure; identify their security strengths and weaknesses; and identify security trends, both within and outside the institutions control.
 - It is envisaged that through collaborative efforts a KPI framework based on best practices and procedures could be developed to determine what to measure and how to measure it.
 - This framework would be a general, high-level framework with specific focus on higher education.

- Risk tolerance framework – Proposed principal leads: University of Tokyo and National University of Singapore (NUS)
 - Higher education institutions possess massive amounts of data, including personal information about students, faculty, staff, and donors, making them tempting targets for hackers and other digital criminals. The cyberattack risk increases with the emphasis on openness and collegiality that universities cultivate, challenging them to develop and enforce methods to protect vital data.
 - Risk tolerance encompasses the broadest expression of risk an institution is willing to assume in executing its strategy.
 - The forum indicated a need to develop a risk tolerance framework.
 - In order to develop the framework a shared understanding of what was deemed as key risks, how it is being managed at an individual level and through collaboration develop a general understanding in order to articulate the amount of risk institutions are willing to take to achieve strategic and tactical objectives of their institutions.

- Connectivity per team – Principal lead: ETH Zurich
 - ETH Zurich identified that from an operational knowledge sharing standpoint it may be beneficial to launch a secondary stream to connect the operational teams at each institution.
 - The aim being for these teams to collaborate, share knowledge and provide concrete measures and assistance to each other.
 - Further discussions on the format of such engagements would be needed but participants agreed on the benefit of such initiatives.

- Benchmarking – Principal lead: University of Cape Town (UCT)
 - It was agreed to continue utilising the Educause Information Security Program Assessment Tool for benchmarking and to measure progress over time.
 - It was highlighted that there needed to be collective consensus on the understanding and interpretation of the survey and potentially redoing the survey once this understanding has been reached.
 - The aim is to achieve an objective benchmark in order to identify institutions who could lead in areas they excel at and share insights/ knowledge.

- It was agreed that institutions would work towards achieving a level two (2) for each measure and the stretch target would be a three (3).
- Policy development/ discussion – Principal lead: University of Copenhagen
 - A cyber security policy outlines the assets to protect, the threats to those assets and the rules and controls for protecting them. The policy is critical in inform the constituencies of their responsibilities in relation to areas like:
 - the type of business information that can be shared and where
 - acceptable use of devices and online materials
 - handling and storage of sensitive material etc.
 - The University of Copenhagen volunteered to lead this discussion
 - Through collaboration and further discussion, a shared understanding and best practice can be developed going forward.
- Intelligence sharing – Principal lead: Australia National University (ANU)
 - ANU identified the need for intelligence sharing among institutions
 - Through modelling and profiling threats institutions will be better positioned to deal with the complex, changing threat landscape.
 - By circulating and sharing common threats, institutions will be better armed at defending against them.
- Co-opt other universities
 - It was agreed that for the next forum greater effort will be made to engage other institutions currently not in attendance.
 - The focus will be on outlining current undertakings, future endeavours and the role/contributions and benefits from their participation in this forum.
 - NUS volunteered to take this matter to the Presidents and obtaining support at this level.
 - ANU advised they would assist in initiating discussion/engagement with Berkley and Yale
 - ETH Zurich advised they would leverage off existing engagements to initiate discussion/engagement with Oxford
 - UCT and the University of Copenhagen would assist in initiating discussion/engagement with Cambridge.

3rd Cybersecurity Workshop, June 2020, ETH Zurich

ETH Zurich offered to host the next Cybersecurity Workshop in June 2020 in Zurich. In addition to this year's participants, it is planned to extend the invite also to the other IARU universities that so far have not participated in the Cybersecurity Forum. The University of Oxford has already announced interest to participate and a contact to its Chief Information Security Officer was established. However, attempts

to find potential participants from Cambridge, Yale and Berkley through the IARU network so far were not successful.

The event is planned to focus on the following main objectives and outcomes:

- *Sharing information on the key focus areas identified at the workshop in Cape Town:* Each of the universities participating at the Cybersecurity Workshop at UCT have taken the lead of one focus area as described above. The participants will present their views, methods and tools related to the focus area they have taken the lead of to the other participants. The group will then decide on common approaches and tools for each of the focus areas where this is feasible. The results will be made available to all participants. This part of the event is intended for participants on CIO or CISO level.
- *Experience and information sharing amongst CERTs:* The invitation for the workshop to be held at ETH Zurich will be extended to (selected) members of the Computer Emergency Response Teams (CERT) of each participating university. The idea is to provide a forum where members of CERTs can share information and experiences with peers of other universities on a more hands-on technical level. Approaches and tools shared at the workshop will be made available to all participating universities if possible. This part of the event will be more technology focused and is intended for participants leading the CERT or a similar team at their university.

Funding Request

The group requests up to USD 10,000 to hold the next Cybersecurity Forum 2020 at ETH Zurich.

Conclusion

The IARU Cybersecurity Forum continues to provide a valuable learning and knowledge sharing opportunity. Through collaborative efforts common areas of concern and opportunity in Information and Cybersecurity can be examined and strategic/tactical plans developed to address challenges or benefit from opportunities. The forum agreed to continue utilise the Microsoft Teams site created by NUS for further discussion and engagement on the key areas identified above. It was agreed to conduct quarterly check-in via this platform and ETH Zurich offered to host the next forum in June 2020.

We strongly recommend continued engagement through participation in the forum.

7.4 Librarians' Contact Group

Lead	<i>Australian National University</i>
Reporting	<i>Roxanne Missingham</i>
Executive summary	<p><i>The IARU Librarians Group remains active having met in Canberra at the Australian National University in July 2019 to share information, discuss current issues and initiate a number of projects.</i></p> <p><i>The current major project is a benchmarking study which has been undertaken annually since 2015.</i></p> <p><i>We agreed to initiate:</i></p> <ul style="list-style-type: none"> • Finalising guidance for IARU academics and students visiting other institutions regarding library access for submission for inclusion on the IARU website • Pilot an exchange program between 3-4 libraries in 2019/20 • Implement a lightweight mentoring scheme for staff from member university libraries to take part in mentoring between the libraries
Items for decision	
Funding request	Request for funding for pilot of IARU Librarians Group of \$USD10,000. Application attached
Funding to date	none
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2018</p> <p>Nina Tomlin (Oxford) reported that the Librarians' Contact Group held its last meeting in Oxford in July 2018. The group remains very enthusiastic. The new group leads were unaware that the Librarians could submit requests for funding from the Senior Officers and will likely apply for funding in the future for either meeting support or staff development.</p> <p>It was reported that the Librarians' Contact Group is relatively informal and still settling into a regular program of annual meetings. The group aims to hold a meeting at ANU in June or July 2019. Though staff exchange programs for 2018 did not take place due to the leadership transition at UCT, upcoming staff exchange is part of the group's action plan, alongside five other work strands.</p> <p>Nina Tomlin (Oxford) also stated that the group values the bilateral relationships between member institutions which IARU can support and sees value in meeting face-to-face, even when some IARU universities may not be represented. Stephen Davison (Cambridge) echoed that the Cambridge librarian had very positive feedback about the group as a forum to share information and best practices.</p> <p><u>Takeaways:</u></p> <p>The Secretariat will inform the Librarian leads on how to solicit future funding from IARU. The IARU Secretariat will also explain to the Librarian leads the policies regarding IARU membership and the fact that</p>

	<p>IARU's membership is currently frozen until the beginning of 2021 in response to the Group's desire for South American representation at their meeting.</p> <p>Senior Officers approved the Action Plan and direction of the Librarians' Contact Group.</p> <p>Senior Officers' Meeting, October 2017</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>
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Librarians' Contact Group

July 2019 meeting

Presentations at ANU included activities and collections within the Scholarly Information Services Division including the Press, Archives, Libraries and overall Division.

The visit to the Australian Institute of Aboriginal and Torres Strait Islander Studies included presentations in the role of the institution, collection, [Austlang project](#) and [Return of Cultural Heritage Project](#)

IARU Librarians Group meeting report

Current initiatives:

1. IARU benchmarking study.

The University of Copenhagen conducted the 2018 Benchmarking exercise. The benchmarking statistics have been collected since 2015 and were reviewed in detail at the 2018 meeting.

The 2018 report findings indicated interesting trends across the libraries. Based on the data the following topics were suggested for discussion:

Collection use:

Development in electronic resources

Still overall continuous drop in usage of print resources.

2016-2018 comparison shows overall continuous (if flattening compared to previous years) rise in acquisition and usage of electronic usage.

Many libraries have seemingly not yet reached the expected saturation

Staffing trends

Development in FTE library Staff

Overall drop in FTE library staff.

- Do we have the right number of staff for the tasks at hand?

- Does our workforce have the right skills for current and future tasks?

The University of Copenhagen will undertake the 2019 benchmarking survey and prepare the report.

2. IARU reciprocity procedures.

Susan Gibbons was thanked for her work compiling information from member libraries on this issue. The purpose was to collect information that could be made available to IARU academics and students visiting other member universities as to how to access library services. Some additional data was provided by the University of Cape Town.

The group agreed that it would be useful to prepare a webpage for the IARU website on welcoming libraries and academics to member libraries with data collected against the following headings:

- Central library webpage
- Borrowing information
- Registration for print loans
- Access to electronic resources (contact)
- Links to open access resources (repository of webpage).

ANU (Roxanne Missingham) to collate data provided and collect additional data and to liaise with IARU website manager about publishing the information when collected and approved by the librarians group.

3. IARU librarians exchange scheme.

Oxford University (Linda Pope) was thanked for their work in preparing a paper on this issue. The purpose was to develop a lightweight staff development exchange proposal allowing bilateral and multilateral exchanges between member libraries and to share learnings from these visits.

The group agreed that it would be useful for a small number of libraries to facilitate exchanges in the coming 18 months, noting that not all libraries could support such a scheme at present.

**ANU (Roxanne Missingham) to obtain views from those unable to attend the meeting
Oxford (Richard Ovenden) to have the paper updated.
Those libraries interested to be asked to write a short host profile as recommended in the paper.**

4. IARU librarians mentoring scheme.

Oxford University (Linda Pope) was thanked for their work in preparing a paper on this issue. The purpose was to develop a lightweight mentoring scheme for staff from member university libraries to take part in mentoring between the libraries.

The group agreed that it was an excellent proposal that could contribute to knowledge development without significant resource requirements. The proposed pilot would be timely and allow a high level of cooperation and building a strong mentoring culture, as well as supporting the IARU librarians network to become stronger.

**ANU (Roxanne Missingham) to obtain views from those unable to attend the meeting
Those libraries interested to provide the name of their nominated contact to Oxford (Richard Ovenden) by the end of August.**

5. Engagement with publishers and vendors over costs of research publications.

Jeff Mackie-Mason (University of California Berkeley) provided a copy of his latest paper on the University of California Berkeley decision regarding their Elsevier agreement.

6. Support of libraries in curriculum change e.g. decolonisation/first nations

Ujala Satgoor, University of Cape Town reported on their activities to have a more inclusive curriculum. She noted the background of protests in recent years, the challenges in making material, particularly non-colonial material from their collection available. The issue of affordable access to resources in the global south is significant, with a need for further digitisation and creative solutions to enable academics to add freely available relevant material to their curriculum. She noted the importance of the IIF standard.

7. Reports

All members present reported on key issues over the past year.

Initiatives for 2020

1. Digital preservation. The University of Cambridge to lead discussion at the next.
2. What makes an IARU library distinctive? A topic for the next meeting including the future research library and the special nature of collections and services from IARU members.
3. Transformative deals and Plan S/Coalition S

The next meeting to be held at the University of Cape Town in September 2020.

Request for funding for IARU Librarians Group 2020 Pilot Exchange Scheme

Aim:	To fund a pilot to support 3-4 people to participate in the IARU Librarians Group Exchange project in 2020. The funding would be allocated (up to \$USD2500 per participant) to go towards travel and accommodation costs for each participant.
Amount:	\$10,000 USD
Detail:	<p>The purpose of the activity is to develop the knowledge and capabilities of IARU member library staff and to build a strong network of future leaders. The IARU libraries agree that developing capabilities for the future is a high priority and the perspective of needs in leading research university libraries is not well represented in market offerings.</p> <p>The program is intended to fill a gap and develop the capabilities of future research library leaders.</p> <p>The group seeks funding to run a pilot in 2020 with a small number of libraries in order to develop a sustainable, effectively program that will strengthen IARU libraries.</p> <p>Note the exchanges are for a 2 day-to 2 week period, depending upon the development area identified and do not require reciprocal participation.</p> <p>The Pilot will be managed and organised by the Bodleian Libraries and will follow the schedule below:</p> <ul style="list-style-type: none"> • October - December 2019: staff apply to take part in the pilot • December 2019: Participants are selected by a panel of IARU representatives. • January - June 2020: exchanges take place • July-September 2020: Evaluation of the pilot exchange program based on a number of criteria (feedback from participants and participating universities): <ul style="list-style-type: none"> ○ Usefulness and benefits of the exchange ○ Success in meeting objectives for the exchange ○ Learning gained from the exchange ○ Overall experience of the exchange ○ Success or advantages of the pilot ○ Areas for improvement ○ Recommendations • September 2020: Provide report to IARU Librarians Group meeting in Cape Town

7.5 Real Estate Working Group

Lead	<i>Cambridge</i>	
Reporting	<i>Paul Milliner (Cambridge)</i>	
Executive summary	<p>Projects for 2019 relate to the space norms; space efficiency and productivity benchmarking; teaching facilities and space utilisation tools; life cycle costing; strategy planning with or without the academic plan; and facilities management as a leadership discipline.</p> <p>The space efficiency and benchmarking project report is being nearing completion. A substantial data set has been prepared that can be used on a shared basis by all contributing Universities. The report will use the following metrics:</p> <ol style="list-style-type: none"> 1. Total non-residential space : type of space 2. Total non-residential space : total non-residential population 3. Total student population : total non-residential staff 4. Total research & teaching (R&T) space : total R&T staff + total student population 5. Total R&T (office) space : total R&T staff 6. Total R&T (not office) space : total R&T staff + total student population 7. Total research (not office) space : total R&T staff + total research student population 8. Total teaching (not office) space : total taught student population 9. Total non-residential space excluding total teaching (not office) space : total population excluding total taught student population 10. Total R&T space : total R&T income 11. Total support space : total support staff 12. Total support offices : total support office staff 13. Space by subject grouping <p>The annual meeting will take place at Yale University on 4th and 5th September, simultaneously with the Sustainability Group annual meeting, and with some shared meetings.</p>	
Items for Decision	Funding request below	
Funding request	10,000 USD	Real Estate Working Group Meeting (2020)
Funding to date	<i>10,000 USD</i>	<i>Real Estate Working Group Meeting (2019)</i>
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	12,000 USD	Benchmarking Initiative (2018)

	5,340.18 USD	Real Estate Working Group Meeting (Sep 2018)
	5,516.20 USD	Real Estate Working Group Meeting (Sep 2017)
Outcomes of previous meetings	<p>Presidents' Meeting, January 2019</p> <p>On behalf of Dr. Dominik Brem (ETH Zürich), Rexilly Uy (IARU Secretariat) reported chief points of Dr. Brem's presentation including that:</p> <ul style="list-style-type: none"> - the group had a workshop in Oxford in autumn 2018 where they defined five fields of activities for 2019; - and Paul Milliner (Cambridge) will lead the group from 2019. <p>Participants were encouraged to read through presentation slides for details and directly contact Dr. Brem if they have any questions.</p> <p>Senior Officers' Meeting, September 2018</p> <p>Jürg Brunnschweiler (ETH Zurich) reported that all activities for 2018 had gone well for the Real Estate Working Group. The 2018 Group meeting took place on 30 September-2 October at Oxford. The Group lead, Dominik Brem, is also the ETH representative for SCI, so the two groups work together closely. The Group requested to present at the 2019 Presidents' Meeting.</p> <p><u>Takeaways:</u></p> <p>Senior Officers approved the request for the Real Estate Working Group to give a brief presentation at the PM2019 in Zürich.</p>	

Real Estate Working Group

Mission

The Mission of the IARU Real Estate Working Group is to 'create 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 utilisation, fiscal constraints, and other associated administrative policies and practices that may emerge as the group's work progresses.

Current Projects

To achieve the Mission, our work in 2019 is focused on the following topics:

<i>Project Topic</i>	<i>Leading University</i>	<i>Co-Leads</i>
Set-up of a collaboration platform	ETH Zurich	
Collection of space norms	Oxford	<i>NUS Singapore</i>
Glossary on structure, governance and ownership	ETH Zurich	
Benchmark report completed	Cambridge	<i>ETH Zurich</i>
Teaching facilities and Space utilization tools	Cape Town	<i>Oxford & Berkeley</i>
Life cycle costing	ETH Zurich	<i>Oxford</i>
Strategy planning with or without the academic plan	Berkeley	<i>Cambridge</i>
Facilities Management	Copenhagen	<i>ETH Zurich</i>

Space Efficiency & Benchmarking Study

The Space Efficiency & Productivity Benchmarking project is nearing completion and a report will be published in advance of the Annual Meeting in September.

We are using data definitions that are used in the UK by higher education institutions to complete an annual estates data return to the Higher Education Statistics Agency (HESA). The Estates Management Record (EMR) collects information on over 400 data items under five key categories: Finance, Student

and Staff numbers, Space Measurement, Buildings and Functionality, and Environment, Energy, Emissions and Waste. Based on the data collected HESA calculate a large number (~160) of ratios and metrics.

To ensure data consistency in institutions' returns, HESA developed detailed guidance for each data field in the EMR. The EMR record helps managers understand current performance, enables benchmarking data analysis (via an online Tableau system) and sharing of best practice between peer institutions via collaborative working groups.

For the IARU questionnaire survey, we used HESA's definitions to try to facilitate consistency in the data collected from IARU institutions, to enable benchmarking analysis. The survey focused on operational spaces that are used for teaching, research and administration purposes. These spaces are classified by HESA as "Non-residential", which excludes student residences, commercial spaces occupied by third parties and investment properties. We also asked IARU institutions to provide their space areas based on HESA's recommended method of measurement, which is "Net Usable Area" or "Room Area Basis", and excludes balance and circulation areas (e.g. corridors).

A questionnaire survey was distributed in 2017/18. The data fields were split by level of detail (e.g. starting at Level 1 for total university area, down to Level 4 for a specific type of space). We asked institutions to confirm to which level they were able to provide data. For each data field we provided hyperlinks to HESA's guidance on their website. To collect information on spaces used for different academic subject fields, we grouped the academic subjects into 3 main groupings.

A second survey was carried out run after the annual meeting at Oxford in 2018, where it was recognised that some institutions had different methods for calculating some data fields. The survey sought confirmation from each institution on whether their data conforms to HESA's definitions and if not, to provide some comments on how their data is calculated.

For the first survey we received responses from 8 IARU institutions (out of 10). The table on the next page provides an overview of the data fields each institution were able to complete.

For the second survey we received responses from 7 of the 8 institutions. After the Oxford workshop we also received some more data from Tokyo and some revised income figures from Berkeley.

Benchmarking Study – Summary of Data Returns

UNIVERSITY			Cambridge	Oxford	ETH Zurich	NUS Singapore	UCT Cape Town	UTokyo	UCPH Copenhagen	UC Berkeley
Non-Residential Space Data	LEVEL 1	Total NUA	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	LEVEL 2	T, R, S, V, O split	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	LEVEL 3	T, R, S offices/not offices	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
	LEVEL 4	By type of space	Yes	Yes	Yes	Yes	Yes	No	Yes	No
Staff Data	LEVEL 1	Total FTE	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Headcount
	LEVEL 2	T+R, S, O split	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Headcount
	LEVEL 3	T, R, S offices/not offices	Yes	Not T/R	Not T/R	Yes	Not T/R	No	Yes	No
Student Data	LEVEL 1	Total FTE	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	LEVEL 2	T & R split	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Finance Data	LEVEL 1	Total Income	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	LEVEL 2	T & R income split	Yes	Yes	No	Yes	No	No	Yes	Yes
SUBJECT GROUP										
Non-Residential Space Data	LEVEL 1	Total NUA	Yes	Yes	Yes	Yes	Yes	Yes*	Yes	Yes
	LEVEL 2	Teaching, Research	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
	LEVEL 3	T, R offices/not offices	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
	LEVEL 4	By type of space	No	Yes	Yes	Yes	Yes	No	Yes	No
Staff Data	LEVEL 1	Total FTE	Yes	Yes	Yes	Yes	Yes	Yes*	No	No
	LEVEL 2	Total T+R	Yes	Yes	Yes	Yes	Yes	No	No	No
	LEVEL 3	Teaching, Research	Yes	No	No	Yes	No	No	No	No
Student Data	LEVEL 1	Total FTE	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	LEVEL 2	Teaching, Research	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No

(No response from Australian National University and Peking University)

*provided after Oxford workshop

The data collected is a shared resource and can be used by any of the REWG Universities for their own purposes. For the purpose of the report, a number of metrics have been developed to help compare space efficiency at different levels in the space hierarchy:

14. Total non-residential space : type of space
15. Total non-residential space : total non-residential population
16. Total student population : total non-residential staff
17. Total research & teaching (R&T) space : total R&T staff + total student population
18. Total R&T (office) space : total R&T staff
19. Total R&T (not office) space : total R&T staff + total student population
20. Total research (not office) space : total R&T staff + total research student population
21. Total teaching (not office) space : total taught student population
22. Total non-residential space excluding total teaching (not office) space : total population excluding total taught student population
23. Total R&T space : total R&T income
24. Total support space : total support staff
25. Total support offices : total support office staff
26. Space by subject grouping

When finalised, the draft Report will be circulated to members of the working group early in August, for information. Institutions will be asked to provide case studies for metrics where they perform particularly well.

Annual Meeting 2019

The Annual Meeting will be held at Yale University on 4th and 5th September. The meeting will take place simultaneously with the Sustainability Working Group, partly because there are topics of common interest, partly to explore the development of further areas of joint interest, and partly to reduce carbon impacts from air travel for those that attend both meetings. A draft meeting agenda is attached.

7.6 Gender in Globalizing Universities

Lead	Oxford University ETH Zurich
Reporting	<i>Professor Rebecca Surender (Oxford)</i> <i>Professor Renate Schubert (ETH Zurich)</i>
Executive summary	This report contains: <ol style="list-style-type: none"> 1. Overview on funding during the last decade & funding request for 2020 2. Reports on 2018 Meeting of the IARU Gender Group, Senior Officers' Meeting, & Presidents' Meeting 3. Proposed Draft Mission Statement 4. Plan for 2019 Meeting of the IARU Gender Group
Items for decision	n/a
Funding request	For 2020: USD 7,000 for the 2020 Meeting of the IARU Gender Group (venue to be defined in September 2019)
Funding to date	<p>USD 6,500 Workshop (September 2019, Cape Town)</p> <p>USD 6,575 Workshop (September 2018, Yale)</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, ANU)</p> <p>USD 4,000 IARU Intern to assess the role of implicit bias training (Yale)</p> <p>USD 3,011 Workshop (July 2016, Beijing)</p> <p>USD 5,200 Workshop (June 2015, Oxford)</p> <p>USD 3,638 Workshop (June 2013, Zurich)</p> <p>USD 6,512 Workshop (March 2012, Tokyo)</p> <p>USD 8,500 For project development (PM2006)</p>
Outcomes of previous meetings	<p>Gender Group meeting September 2018, Yale University</p> <p>Attendees: Yale; ANU; UCT; ETH; Tokyo; Copenhagen; Oxford; UC Berkeley; NUS.</p> <p><i>Substantive discussions included:</i></p> <p>the organizational arrangements/structures of our own administrative appointments;</p> <p>current challenges to faculty gender equity and strategies to combat them, in particular recruitment of female faculty;</p> <p>presentation of findings and recommendations from the two completed projects on implicit bias and student attainment gaps;</p>

	<p>Athena Swan accreditation framework and its utility for driving institutional change.</p> <p><i>Priorities of Gender Group going forward:</i></p> <ul style="list-style-type: none"> sexual harassment procedures and policies (including sexual misconduct and grievance procedures); how to ensure intersectional analysis (equalities of other underrepresented groups) is undertaken wherever possible; to have a virtual/ skype meeting at the 6-month point between annual meetings to continue discussion and update each other; to use our website more effectively; to make it more informative and accurate and to share each institution's policies and initiatives; to better understand the priorities of the presidents group, so we can align our priorities with them; <p>Agreed next meeting to be in UCT in September 2019.</p> <p>Senior Officers' Meeting, September 2018</p> <p>Rexille Uy (IARU Secretariat) reported that the Gender Group met at Yale the week prior to SOM2018. One topic of discussion at this Gender Group meeting was widening the group's name and focus. Several suggested names included Equality and Inclusivity Group, Equity Group, or Gender and Inclusion. For the time being, the group is named "IARU Gender Group" (working title); the title will be discussed and finalized at the Gender Group's meeting in September 2019.</p> <p>A second discussion topic at the Gender Group meeting was the role of the IARU Secretariat in providing meeting planning assistance, generating invitations, and keeping an up-to-date contact list for the Group. Currently, the administrative load of organizing an annual Gender Group meeting falls heavily on the co-chairs, who would like more administrative support from the Secretariat. Rexille Uy (IARU Secretariat) stated that providing a high level of meeting support for one initiative from the Secretariat would mean providing the same level of support for all other IARU initiatives, well outside the capacity of the current Secretariat at UC Berkeley.</p> <p>Don Filer (Yale) stated that based on his conversation with the Gender Group representatives at Yale who hosted the recent meeting, early circulation of a list of representatives from each university and more information about IARU meeting organization would have helped with the planning process. The IARU Secretariat agreed to begin keeping a record of each initiative's members in collaboration with initiative leads and to circulate a meeting planning document for each initiative lead prior to the handover in 2019.</p> <p>In addition to requesting meeting funding for 2019, the Gender Group requested either USD 2,000 or IARU Secretariat support to create and maintain a Gender Group website.</p> <p>Senior Officers agreed that the initial purpose of the Gender Group was to gather snapshots on the status of men and women at the different IARU campuses and how to address policy gaps between men and women. The</p>
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	<p>Gender Group was charged with collecting this data and generated reports on its findings. Don Filer (Yale) stated that the group has done good work on this front, and it must now determine its next intellectual step.</p> <p><u>Takeaways:</u></p> <p>Senior Officers supported changing the name and focus of this initiative from “Women and Men” to “Gender,” but would not like other marginalized groups included in the scope of this initiative. Senior Officers agreed that terms like “inclusion” and “equity” are broad and may carry different weights at each IARU university, so Senior Officers suggest this initiative maintain its focus on gender specifically. This can include—but is not limited to—sexual violence and harassment and how these are addressed on university campuses, family policies, and intersectionality within gender issues.</p> <p>Senior Officers clarified that the 2019 Presidents’ Meeting will be held on 21 January 2019. As a one-day meeting, there will be no time for a report from the Gender Group.</p> <p>Senior Officers approved the funding request of USD 6,500 for a 2019 meeting. Instead of providing the Gender Group with an additional USD 2,000 for website support, Senior Officers prefer that this work be delegated to the IARU Secretariat.</p> <p>Presidents’ Meeting, May 2018</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> <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.</p>
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3. Proposed IARU Gender Group Mission Statement: (to be agreed at Sept 2019 meeting)

The IARU Gender Group creates a forum for collaboration and information-sharing on challenges and actions relating to the status of women (and other underrepresented minorities) at the different IARU institutions. Issues include the recruitment, retention and progression of female staff at all levels and across all fields, sexual harassment and discrimination, the integration of gender in research and teaching, the recruitment, attainment and progression of female students.

The Group maintains an oversight of and coordinates activity on gender equality across the IARU institutions and create stronger two-way linkages between them. It seeks to ensure that IARU’s gender equality work continues to develop in a joined up manner and is able to respond effectively to the changing needs of each institution.

- Members will actively participate to share knowledge and experiences with different measures to reduce the gender gap in IARU Universities, especially in STEM fields
- Annual meetings, interim skype meetings, and the website will enable members to share best practices at individual institutions and develop a common understanding of priorities and strategies to be rolled-out at the different institutions.

4. Skype Meeting to Discuss institutional updates and prepare the 2019 Meeting:

On the 4th of April 2019, representatives from the IARU Gender Group held its first skype meeting in which we updated each other on activities, news and challenges at our respective institutions. Key issues included: news that 13 faculty members of the 'Ethnicity, Race & Migration' programme at Yale had just resigned in protest of a lack of proper institutional commitment; issues of bullying & harassment by academics at Oxford, ETH and Denmark; and tensions between academic freedom of speech and rights of certain minority groups at Oxford and Denmark and Cape Town.

Most of the discussion focused on agenda ideas for the next meeting in Cape Town in September. The following topics were identified as relevant:

1. Policies concerning **sexual harassment**, grievance procedures and complaints: comparison of how these vary/converge in our respective institutions and sharing best practice (basic guidelines and do's/don'ts)
2. How to **broaden the remit of this group from 'Gender' to 'EDI'** more broadly i.e. to include other underrepresented groups. What would this mean at a practical level? How should we begin? What data would need to be compiled/shared?
3. **Recruitment** of underrepresented faculty (and other staff positions). What strategies are being used? Could we work towards guidelines/action plans for specific departments? Copenhagen is exploring an innovative use of algorithms to compile shortlists (to avoid human error/bias), and would be happy to make a presentation about this.
4. **Academic excellence versus need to diversify**: How to counter narratives in our academically 'elite' institutions that there is a negative trade-off between the two, and how to come up with convincing arguments that there is a positive spillover?
5. **Academic freedom**: Is there a right/ even an obligation to investigate/teach things that may be offensive to certain groups (e.g. transgender rights versus academic discourses on sex/gender).

The final agenda for the meeting will be set by UCT. It will include the topics above, agreement on a mission statement, materials and text to be placed on the Gender Group's website, and a discussion on the preliminary findings of the ANU Report.

The meeting will last two days and include Delegates from 9 IARU institutions as well as a number of relevant academic and professional colleagues from Cape Town University involved in gender quality work.

A memorandum containing a summary of the discussion, key messages and next steps, will be available following the September meeting.

7.7 HR Consultation Group

Lead	<i>National University of Singapore</i>
Reporting	<i>Yee Deng Tan (NUS)</i>
Executive summary	<p>The HR Consultation Group prepares a platform for Heads of HR to discuss, share, and collaborate on key HR topics and practices that are trending and / or may be unique to institutions of higher learning.</p> <p>Following the proposal at the President's Meeting in January, HR leaders from NUS, Peking University, University of Copenhagen, University of Cambridge, University of Oxford and University of Cape Town participated in the first virtual meeting in April 2019. The meeting outlined the group's objectives and guidelines as well as identification of key topics of interest. The group also discussed the sharing of HR knowledge and practices across universities and countries.</p> <p>To kick-off the sharing of HR knowledge and practices, a Data Sharing Agreement and the first sharing survey was distributed to all members. To date, 7 universities have signed the Agreement and 5 universities have submitted their responses to the survey. Findings of the survey will be discussed in the next meeting.</p> <p>The next virtual meeting is scheduled to take place in August 2019, and a face-to-face meeting for all members is planned for November 2019 on the back of NUS hosting the Life Long Learning conference for IARU members.</p>
Items for Decision	--
Funding request	--
Funding to date	--
Outcomes of previous meetings	<p>Presidents' Meeting, January 2019</p> <p>Andrew Wee (NUS) presented a proposal focusing on HR consultation. This proposal aimed at providing a platform for HR VPs or directors to share practices that are unique to each country and university. This platform will be initially virtual and does not need any budget to run. Interested members will send the names and contact information to the Secretariat.</p>

7.7 HR Consultation Group

1. Setup of the HR Consultation Group

The growing globalisation of higher education is impacting how academics are funded and hired, affecting the talent management strategies to attract, engage, retain and develop.

The IARU HR Consultation Group (“HRCG”) aims to:

- Develop a network group among leading Universities as a platform to facilitate discussion and collaboration of HR policies, practices and frameworks.
- Share existing HR knowledge and practices unique to different Universities and/or jurisdictions for benchmarking purposes to support HR strategic planning for the mid-long term.
- Create greater awareness of the different HR trends, challenges and governance among the different leading IHLs

Members of the HRCG are all Heads of Human Resources unit in Universities of the IARU network. Participation in meeting is open to all, and may be in the form of face-to-face or virtual/teleconference meetings. Meetings are proposed to take place on a quarterly basis.

2. Inaugural Meeting Outcomes

On 4 April 2019, the HRCG held its inaugural meeting via Skype conference call hosted by VP HR of NUS. It was attended by HR representatives from Peking University, University of Copenhagen, University of Cambridge, University of Oxford, and University of Cape Town.

a) Key areas of interests

Members shared some of their key areas of interests, namely:

- Recruitment and retention strategies of different mix of staff categories.
- Compensation framework, structure and benchmarking practices for both Academic and Administrative functions.
- Learning and career development at all levels.
- Global mobility practices and the management of overseas assignees.
- Employee engagement and experience design and implementation.

Other human capital areas of interests highlighted were performance evaluation, staff recognition awards, wellbeing, the operationalisation of HR matters, and gender, diversity & inclusion. Some of these topics (e.g. gender, diversity & inclusion) may potentially overlap with existing groups in IARU, and the HRCG to reach out to and collaborate with the break out groups if action is required.

HRCG aims to focus discussions on core HR functions, prioritising the key areas of interests identified.

b) Compensation practices and benchmarking

Currently, there are no IHL-specific HR practices and compensation benchmarking data outside of the US. A survey template was shared with members to get a quick pulse of the current HR practices and compensation information.

To ensure data privacy, sharing and confidentiality, consenting universities participating in the survey is required to sign a Data Sharing Agreement, a legal document covering the following:

- Future sharing of information
- Voluntary participation - Universities can choose to not participate in a survey, and signing of the DSA does not oblige them to share data. Universities may also opt out should they no longer wish to participate nor received shared data / reports.
- Limited data use - utilisation of data is only as reference of HR or HR-related purposes within the IARU group

To date, 7 universities have signed the Data Sharing Agreement:

- National University of Singapore
- University of Cape Town
- University of Copenhagen
- University of Cambridge
- University of Oxford
- Peking University
- Yale University

5 universities have submitted information of their HR practices and key compensation data:

- National University of Singapore
- University of Cape Town
- University of Copenhagen
- University of Oxford
- Peking University

HRCG will compile a report of the findings of the data collected in the following meeting, potentially presenting a report to the Management.

c) Next virtual meeting in August

The next virtual meeting will take place in August (date to be confirmed), will be hosted by the University of Copenhagen. Members will be discussing:

- Findings of the collated data,
- Programme for the physical meeting in November, and
- Follow up on the HRCG's potential collaboration with the Gender Group.

d) Physical meeting in November

NUS will be hosting IARU members at a Lifelong Learning and Continuing Education event on November 8-9, 2019. HRCG members are invited to participate at the event to discuss the impact of L3 (Lifelong Learning) on the workforce and the HR agenda for 2020.

7.8 Aging, Longevity and Health & Graduate Student Conference

Lead	Oxford University
Reporting	<i>Professor Sarah Harper</i>
Executive summary	As agreed at Singapore (2018) ALH Steering Group meeting, as well as the Student activities and annual conference, the emphasis of the theme will include more bi-lateral collaborations and the production of working papers, academic papers and policy briefs. In addition several smaller research themes will be developed within the broad AHL theme. Outcomes: Successful series of bi-meetings, UCPH's IARU summer school, Conference arranged at ANU, October 2019, conference planned at Cape Town 2020
Items for decision	ALH Graduate Student Conference at Cape Town request 2020
Funding request	ALH Graduate Student Conference (2020) \$15,000
Funding to date	<p><i>USD 15,000</i> <i>ALH Graduate Student Conference, (2019)</i></p> <p>--</p> <p>USD 15,000 (2018) ALH Graduate Student Conference, NUS</p> <p>USD 13,003.20 (2017) ALH Graduate Student Conference, Oxford</p> <p>USD 14,600 (2016) ALH Graduate Student Conference, UTokyo</p> <p>USD 15,000 (2014) ALH Graduate Student Conference, Copenhagen</p> <p>USD 38,000 (2009) for project management salary, Oxford</p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2018</p> <p>Nina Tomlin (Oxford) reported that in addition to the report in the Tome, ALH Chair Sarah Harper (Oxford) shared a draft paper containing the group's strategy and description of the various group members' roles. ALH is currently formalizing its structure of having a rotating chairperson appointed every two years. The Chair's institution would ideally provide administrative support for ALH unless it is outside the capacity for that campus, in which case UCPH has offered to provide administrative support. The roles and responsibilities of the Chair and the Steering Committee have now been laid out. There are currently eight members in the ALH Steering Committee.</p> <p>The ALH calendar of events for 2019 includes a Graduate Student Conference, with a Steering Committee Meeting and a research focused meeting to take place alongside the GSC. Due to the amount of administrative time it takes to organize the annual GSC, ALH may begin hosting a graduate student conference only every other year, and focus more on research activities during the years a GSC is not organized. The 2019 GSC will undoubtedly occur, although no host has emerged.</p>

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

Takeaways:

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

Presidents' Meeting, May 2018

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 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 has volunteered to host a 2019 meeting, and UC Berkeley is exploring the possibility of hosting a 2020 meeting.

Aging, Longevity and Health

Report from AHL Chair Professor Sarah Harper (Oxford) (2017-2019)

As agreed at Singapore (2018) ALH Steering Group meeting, as well as the Student activities and annual conference, the emphasis of the theme will include more bi-lateral collaborations and the production of working papers, academic papers and policy briefs.

In addition several smaller research themes will be developed within the broad AHL theme.

January 2019 - Oxford-Copenhagen IARU initiative launched with visiting position for Harper at UCPH plus post-doc visitor from Oxford – successful funding from Lundbeck Foundation to support this and research project now in progress (June-August) on late life well-being

February 2019 – virtual meeting of all AHL Steering Group from Oxford, Tokyo, Copenhagen, Singapore, Cape Town and Peking – to discuss forthcoming conference in ANU (October 2019) and research collaborations. Agreed a series of bi-meetings plus plans for a series of research/policy papers.

February 2019 – Chen (Peking) visiting Oxford to establish Oxford-Peking (IARU) initiative. Harper (Oxford) to visit Peking November 2019.

February 2019 – Cherbuin (ANU) and Chan (Singapore) met in Hong Kong to discuss research collaborations

July 2019 Joint meeting Rasmussen (Copenhagen), Harper (Oxford), Cherbuin (ANU) to produce first research/policy paper.

July 2019 (Lafontaine) Cambridge and (Rasmussen) Copenhagen meet to discuss second research/policy paper

July 2019 UCPH's IARU summer school Interdisciplinary Aspects of Healthy Aging, primarily for master students. The summer school brought together students from all over the world and offers cross-cultural learning and global networking. Two IARU ALH Professors Cherbuin (ANU) and Lafortune (Cambridge) joined to teach in the Summer School.

October 2019 Oxford-Cape Town meeting to discuss forthcoming conference and 3rd research/policy paper

October 31st-November 2nd – Annual Conference and ALH Steering Group meeting, ANU

Agreed 2020 Cape Town will host Annual Conference and ALH Steering Group meeting

2021 Cambridge Annual Conference and ALH Steering Group meeting

November 2019 – Professor Nicolas Cherbuin (ANU) to take over ALH Chair (2019-2021)

Funding Request: \$15,000 for ALH Graduate and Research Conference University of Cape Town
Autumn 2020



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Session 8: Future of IARU

Time for open discussion on the Future of IARU based on the discussion at PM 2019.



INTERNATIONAL ALLIANCE OF
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**Session 9:
Draft Agenda for the 2020
Presidents' Meeting**

9 Draft Agenda for Presidents' Meeting 2020

University of Cape Town, 23-24 April 2020

Program at a Glance (tentative)

Monday, 20 April - - Wednesday, 22 April		#UCTSDG_2020 Achieving the SDG's in Africa: A Decade to Make a Difference – Detailed schedule to be determined
Wednesday, 22 April	18:00	Pick-up at hotel, transfer to Welcome Dinner
	18:30	Welcome Dinner
Thursday, 23 April	08:30 – 17:00	IARU Presidents' Meeting – Day 1 – Presidents' Regional Updates – Topical Session (Achieving SDGs in Africa) – Updates from IARU Initiatives – New Proposals (if any) – IARU Business Matters - 2019 Financial Report and 2020 Outlook - 2021 Presidents' Meeting host and dates
	19:00	Formal Dinner
Friday, 24 April	08:30 – 12:00	IARU Presidents' Meeting – Day 2
	12:00	Lunch Optional tour



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Session 10: Business Matters

10.1 Financial Report

10.2 2020 SOM (Oxford) and 2021 SOM (tbd)

10.3 Wrap-up (*no paper*)



10.1 Financial Report

IARU Income & Expenditure Statement

1 January 2019 - 31 August 2019

	amount	Total (USD)
Projected carry forward from 31 December 2018		243,677
INCOME		200,000
Members' contribution	200,000	
Total available funds		443,677
EXPENDITURE		
<u>Meetings</u>		17,608
Presidents' Meeting 2019	17,608	
<u>Running Initiatives</u>		8,000
Global Internship Program 2019	8,000	
<i>UCPH</i>	2,000	
<i>Oxford</i>	2,000	
<i>Yale</i>	2,000	
<i>Tokyo</i>	2,000	
<u>Secretariat costs</u>		80,000
Contribution to Secretariat costs at UTokyo	80,000	
Total Expenditure		105,608
BALANCE		338,069
Total available funds	443,677	
Total expenditure	105,608	

Projected Commitments 2019

Projected until 31 December 2019

	max. amount	Total (USD)
Carried forward from 31 August 2019		338,069
EXPENDITURE		
Meetings		15,000
Senior Officers' Meeting 2019	15,000	
Running Initiatives	up to	89,100
Real Estate Working Group Meeting 2019	10,000	
Campus Sustainability Officers' Workshop 2019	10,000	
Sustainable Campus Projects	24,000	
<i>Support for outward facing event in São Paulo during ISCN</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	
<i>Staff exchange program</i>	3,000	
Gender Group Meeting (Sep 2019)	6,500	
Global Transformation Collaborative Course 2019	10,000	
Cybersecurity Forum 2019	10,000	
Joint-Online Post-Course Workshop 2019	1,600	
ALH GSC Conference 2019	15,000	
Global Internship Program 2019	2,000	
NUS	2,000	
New Initiatives	up to	32,000
IARU Future Research Scholars Program (ANU)	22,000	
Meeting on Lifelong Learning (NUS)	10,000	
New Initiatives-Pending Decision at SOM 2019	up to	10,000
European Studies Council, inaugural Graduate Fellows Conference (Yale)	10,000	
Total Expenditure		146,100
BALANCE		191,969
Total available funds	338,069	
Total expenditure	146,100	

Alumni Associations Network

(own funds resulting

from a positive balance from the World Alumni Forum held at UTokyo in 2015)

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

Overview 2020

	max. amount	Total (USD)
Projected carry forward from 31 December 2019		191,969
INCOME		200,000
Members' contribution	200,000	
Total available funds		391,969
EXPENDITURE		
Meetings	up to	45,000
Presidents' Meeting 2020	30,000	
Senior Officers' Meeting 2020	15,000	
Running Initiatives	up to	10,000
Campus Sustainability Officers' Workshop 2020	10,000	
Running Initiatives-Pending Decision at SOM 2019	up to	
Sustainable Campus Initiative	18,000	102,000
<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	
Global Transformation, Borderland courses and related activities	10,000	
Gender Group Meeting (2020)	7,000	
Librarians' Contact Group 2020 Pilot Exchange Scheme	10,000	
Real Estate Working Group Meeting (2020)	10,000	
Cybersecurity Forum (2020)	10,000	
ALH GSC Conference (2020)	15,000	
Global Internship Program (2020)	22,000	
New Initiatives		6,000
Meeting on Urban Sustainable Development Certificate Program (UC Berkeley)	6,000	
Secretariat costs		80,000
Contribution to Secretariat costs at UTokyo	80,000	
Total Expenditure		243,000
BALANCE		148,969
Total available funds	391,969	
Total expenditure	243,000	

10.2 Senior Officers' Meeting 2020 & 2021

2020

The next Senior Officers' Meeting will be hosted by University of Oxford on 29-30 October 2020 with Welcome Dinner on 28 October 2020.

2021

No offer has been received to host the 2021 annual Senior Officers' Meeting.

Previous Senior Officers' Meetings

- 2019 @ ETH Zurich (9–10 September)
- 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



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Appendix

**IARU calendar
Participants' Biographies**

IARU Calendar

Events 2019

Date	Event	Host
21 January	Presidents' Meeting	ETH Zurich
4 April	HR Consultation Group inaugural Meeting	Skype
April-December	IARU Global Internship Programs 2020	NUS, UTokyo, UCPH, Oxford, Yale
3-5 May	Cybersecurity Forum	UCT
8-9 May	Global Transformation Meeting	Chiang Mai U
June-December	IARU Courses 2020	all
10-12 July	Librarians' Meeting	ANU
3-5 September	Sustainable Campus Initiative Meeting	Yale
4-5 September	Real Estate Working Group Meeting	Yale
9-10 September	Senior Officers' Meeting	ETH Zurich
25-27 September	Gender Group Meeting	UCT
October	ALH Steering Committee Meeting	ANU
8-9 November	Lifelong Learning Workshop	NUS
8-9 November	HR Consultation Group Meeting	NUS
6-7 December	European Students Council, inaugural Graduate Fellows Conference	Yale
9-10 December	Alumni Associations Summit	NUS

Events 2020

Date	Event	Host
23-24 April	Presidents' Meeting	UCT
April or May?	Sustainable Campus Initiative Meeting	UCT
Spring	Cybersecurity Forum	ETH Zurich
April-December	Global Internship Program (GIP)	all
18-19, May	Global Transformation Meeting	NUS
June-December	IARU Courses 2020	all
Summer	Global Transformation, Borderland Field Course	Chiang Mai U
September	Librarians' Meeting	UCT
September	Gender Group Meeting	tbc
29-30 October	Senior Officers' Meeting	Oxford
Autumn	ALH Graduate Student Conference	UCT
tbd	Sustainable Campus Initiative Meeting	UCT

Participants' Biographies

Australian National University



Ms. Jane O'DWYER
Vice-President (Engagement and Global Relations)

Jane is charged with leading innovative, strategic engagement activity that enhances the unique position and nature of ANU in Australia and overseas. The Vice-President directly oversees Strategic Communications & Public Affairs (SCAPA), International Strategy & Partnerships (ISP), Marketing & Recruitment Division, and the ANU liaison offices in China, Singapore and North America, as well as ANU and the Public Policy and Societal Impact Hub.

Jane has 25 years of Australian and international experience stretching across politics, media, peak bodies and corporate affairs. She was the foundation Director of ANU Strategic Communications and Public Affairs, and foundation Director of the ANU North America Liaison Office. In Washington DC (2010 - 2012), she oversaw the implementation of the ANU North America Strategy, introduced programs to foster access to US funding, worked on building the US alumni community and helped establish the ANU (US) Foundation.

Prior to joining ANU in 2004, she spent four years in Tokyo working in journalism and public diplomacy. She has previously worked in corporate affairs at the Australian Local Government Association and Sports Medicine Australia, and as a political advisor covering Trade, Regional Development and Resources and Energy portfolios. Jane holds a Master of Management (ANU), a Master of Journalism (Wollongong), and a Bachelor of Arts (Curtin), and is a Graduate of the Australian Institute of Company Directors.

She has been actively involved in the establishment of the Canberra Writers Festival, and is the Deputy Chair of the Board. She also sits on the Canberra Convention Bureau Board and the ANU National Security College Board.



Mr Nic JÖNSSON
Director, International Strategy & Partnerships

Mr Niclas Jönsson commenced as Director - International Strategy and Partnerships at the ANU in July 2019. Prior to joining the University, Nic worked for more than a decade in the International Division of the Australian Government Department of Education. This included a diplomatic posting to Brazil (2014-2017), where Nic opened the Australian Government's first Education & Science Office in Latin America, and a series of management roles across the department looking after issues such as international strategy development, stakeholder relations and communications, and multilateral and bilateral engagement. Nic is a graduate of the ANU (Master of International Affairs), but also holds an Honours Degree in International Relations from Flinders University, Australia and a Bachelor of Science in Business Administration from Linköping University, Sweden.

ETH Zürich**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 in 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.

**Mr. Anders HAGSTRÖM*****Director Global Education***

Anders Hagström is the Director of Global Educational Affairs at ETH Zürich. His previous appointments included project manager of ETH Zürich's ICT development program, "ETH World", and various positions in the field of lifelong learning for engineers at Helsinki University of Technology, the University of Cambridge and the European Federation of National Engineering Associations, FEANI.

He is currently a member of the Board of Directors of CESAER, the Conference of European Schools of Advanced Engineering Education and Research.

**Ms. Romana MAYER*****Project Manager***

Ms. Romana Mayer joined ETH Zurich in 2012. At ETH Global, she is responsible for various international projects of ETH Zurich – amongst others the maintenance and further development of the International Knowledge Base (IKB) of ETH Zurich, support of international student organizations at ETH Zurich and the organization of ETH events abroad. From 2013-2015, she run the Secretariat of the International Alliance of Research Universities (IARU).

Romana Mayer holds a Master's degree in business administration, economics and business education from the University of St. Gallen (HSG).

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.

Prof 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, the Outstanding Scientist Award 2015 by NUS Science, and the Class of '62 Professorship in 2019. A Fellow of the Institute of Physics, UK, the SNAS, as well as the Institute of Physics, Singapore, he has published more than 600 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 CHUA Bi Quan

Manager, Global Relations Office

Chua Bi Quan joined the National University of Singapore (NUS) in 2016. In her current position, she maintains and develops NUS' partnerships and student mobility in Canada and Latin America, and oversees IARU activities within NUS.

Prior to this, she worked in the public sector, focusing mainly on employee engagement and organisation development.

University of California, Berkeley



Prof. Lisa ALVAREZ-COHEN

Vice Provost for Academic Planning, UC Berkeley

Lisa Alvarez-Cohen is the Vice Provost for Academic Planning at UC Berkeley, as well as the campus Senior International Officer. She began serving in this role on July 1, 2018.

She is the Fred and Claire Sauer Professor, past-Chair of the Department of Civil and Environmental Engineering and past Chair of the Faculty Senate at UC Berkeley. She received her Bachelor's Degree in Engineering and Applied Science from Harvard University and her M.S. and Ph.D. in Environmental Engineering and Science from Stanford University. Her research areas include biotransformation and fate of environmental water contaminants, environmental microbiology and ecology, bioremediation, biological wastewater nutrient removal, and application of molecular and isotopic techniques for studying environmental microbial communities. She teaches both undergraduate and graduate courses in environmental microbiology, environmental engineering, and biological process engineering, and has co-authored the textbook *Environmental Engineering Science*. She is a fellow of the American Academy of Microbiology and a member of the National Academy of Engineering. She has won a number of awards including the China 1,000 Talents National Award, the ASCE Simon W. Freese Environmental Engineering Award, the W. M. Keck Foundation Award for Engineering Teaching Excellence, and the National Science Foundation Young Investigator Award.

PhD - Environmental Engineering and Science, Stanford University

MS - Environmental Engineering and Science, Stanford University

BA - Engineering and Applied Science, Harvard University

University of Cambridge



Dr. Karen KENNEDY

Director of Strategic Partnerships Office

Karen is Director of the University of Cambridge's Strategic Partnerships Office. The Strategic Partnerships Office provides expertise and support to the University's key partnerships and relationships, across disciplines and across the public and private sectors.

The focus is on partnerships that further the University's academic activity and align with university priorities. These partnerships could be with a wide variety of entities, including public sector and private sector, other universities, research bodies, governments, companies, businesses, trusts and foundations.

Karen joined the University in July 2018 from the National Cancer Research Institute, where she had been Director since 2013. She has previously worked in strategic relations and programme management for research funders and scientific institutions, including Genome Canada and the Wellcome Trust. She holds a PhD in medicinal chemistry, and conducted post-doctoral research in France and at the Babraham Institute in 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



Dr Marilet SIENAERT

Executive Director, Research

Dr Marilet Sienaert is responsible for grants management; benchmarking and reporting; evaluation and monitoring of units, centres and institutes; research internationalization; brokering of partnerships; and delivering a comprehensive framework of support for the research development of current and future academic staff. Her management remit for executing this portfolio spans the Research Office, the Office of Research Integrity, the Director of Postgraduate Studies & Researcher Development, and the Postgraduate Centre & Funding Office. At the strategic level, she works closely with the cluster of research committees and supports the Deputy Vice Chancellor for research, to meet challenges and seize opportunities in the evolving research and policy environments at national and global level.

Sienaert holds a PhD in Literary Studies from the University of Natal, and prior to moving into her research management career was a professor in the Department of Modern Languages at Durban-Westville University.



Ms. Carolyn NEWTON

Specialist, Global Strategy & Visibility and Aide to the Vice-Chancellor

Carolyn Newton heads the Global Strategy and Visibility team in the Research Office at the University of Cape Town and is an aide to the UCT Vice-Chancellor on international engagements and special projects. Her remit is to advise and support the Vice-Chancellor and other members of the executive on a range of issues related to global strategy and visibility, and to work across departments and faculties to raise the international profile of the university through strategic research-driven partnerships, stakeholder engagement and communication and marketing.

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 in a range of media in South Africa, as an editor in academic publishing in the UK, and in sixth-form education in Oxford before returning to Cape Town and her alma mater, UCT, in 2014.

University of Copenhagen



Mr. Søren 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, working to create ties between universities in the Bay Area and Denmark. 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 including international collaboration in Europe and worldwide. Mr. Nedergaard's academic background includes a Bachelor's and Master's degree in 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



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.



Professor Kiichi FUJIWARA

Special Assistant to the President, Professor, Graduate Schools of Law and Politics, Director, Institute for Future Initiatives

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).



Mr. Taku ONOZATO

Assistant Manager, Assistant to the President, Office of the President

Mr. Taku ONOZATO has been serving as an assistant to the President since April 2018.

Prior to his current position, he has experienced various positions within UTokyo, such as research support in the Faculty of Letters, international affairs, university planning, assistant to an Executive Vice President, as well as information technology. He has also worked at the Ministry of Education of Japan, Montana State University, and Colorado State University as a LEAP (Long-term Educational Administrators Program) intern from April 2010 to March 2012.

He received his Bachelor of Laws in Political Science from the University of Tokyo in 2006 and a Master of Education in Higher Education from the Pennsylvania State University in 2016.

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



Mr. Hiro FURUYA
IARU Secretariat

Mr. Hiroyuki Furuya is an Assistant Manager of the International Strategy Group, Management Planning Department of the University of Tokyo since 2019. He will be responsible for IARU Secretariat issues from 2019 through 2020.

Currently, he is the assistant to the President Makoto Gonokami since the president took his office in April 2015.

Since joining the University, he has worked for Kavli IPMU (Institute of Physics and Mathematics of the Universe) providing linguistic support to international researchers. He has also worked for Management Planning Group and was involved in various university-wide initiatives including undergraduate education reform.



Mr. Masaki KATO
IARU Secretariat

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.