

## Draft Outcomes of the IARU Senior Officers' Meeting October 2020

29-30 October 2020

### Opening and Welcome

IARU Chair, President Makoto Gonokami from the University of Tokyo, opened the 17<sup>th</sup> IARU Senior Officers' Meeting, expressing his condolences to Cambridge community towards the passing of Professor Chris Abell, Pro-Vice Chancellor for Research at Cambridge.

Chair Gonokami thanked all Senior Officers for participating in the meeting and emphasized the importance of Senior Officers' Meeting as a driving force of IARU community.

Professor Teruo Fujii, Executive Vice President at UTokyo was introduced as the President-elect of UTokyo who is expected to assume the office from April 1<sup>st</sup>, 2021.

### Session 1: Regional Roundup

Senior Officers gave a short summary of the recent challenges each campus faced, including the COVID-19, socio-economic and political climates of their countries, and the strategies regarding educational and research. The SOM regional roundup is, in principle, kept confidential. Therefore, there are no publishable outcomes.

### Session 2: Sharing Good Practices and Ideas

#### *Section 1: Joint education pilot program (UTokyo)*

Professor Tsuyoshi Ishii introduced a UTokyo-PKU Joint Online Course "East Asia and the World Under the Pandemic", which is currently taught as one of the courses offered at the East Asian Academy for New Liberal Arts (EAA). EAA is a joint research and education program between UTokyo and PKU which aims to develop a pedagogy for transnational academic collaboration.

The course is designed by the faculty member of UTokyo and PKU as a regular course that offers credit to students from their respective universities. It also invites student from IARU Universities and Seoul National University (a partner university of EAA) to audit the course, and the total number of students is 30. To accommodate the time difference, the course uses flipped classroom as instructional strategy: the students watch a video uploaded on Panopto, then the classroom meets once a week to discuss the week's topic for an hour. Using flipped classroom, faculty members found students are more actively participating in the discussions.

There are two major challenges. Currently, there is no single online platform that is accessible to every country, which makes deliverance of online lectures sometimes complicated. Incentivizing student participation is another challenge. Whereas UTokyo and PKU students can earn credits, students from other universities who audits the course cannot. Providing credit or completion certificate may be considered in the future.

#### *Section 2: Best practices for instructional resilience and the future of higher education (NUS and UC Berkeley)*

Prof. Adrian Lee from Centre for Development of Teaching and Learning (CDTL) of NUS, gave a short presentation on "Remote Teaching and Learning Practices at NUS". NUS has made a decision to switch all courses online in early February 2020. Following the decision, CDTL published "Toolkit

for e-learning,” which enabled faculty members to register for webinars to learn about remote teaching and other skills needed to remote teaching. CDTL also published wiki with extensive information on the topic, however, faculty members found it verbose and intimidating, so they also developed a series of infographics as well. Links to wiki pages are embedded in infographics so that the faculty members can reach more information if they wish to do so.

At NUS, real challenges of moving to online teaching were not technical, but rather understanding the importance of social presence in an online environment. It was about building a community with and between students and finding ways to motivate and engage students and faculty members, need to understand the affordances offered by educational technologies both those that support synchronous as well as asynchronous learning opportunities. Some faculty members were worried about examination integrity and are unwilling to consider less traditional assessments such as take-home examinations, as design of assessment remains an area that needs more support in the future. Internet bandwidth was also an issue for some students, especially international students who had returned to their home countries.

The most dramatic change to teaching at NUS that has been accelerated by the recognition of the challenges posed by the COVID-19 pandemic will be the transition to providing an interdisciplinary educational experience. The challenge of the pandemic has been inherently interdisciplinary and if NUS is going to prepare students to be able to solve such problems, they will need an education that allows integration of knowledge from different disciplines.

Professor Lisa Alvarez-Cohen(UCB) shared the context of the publication of UC Berkeley’s Instructional Resilience Report, which has been shared among IARU universities prior to the meeting. In the last couple of years, UC Berkeley has experienced multitude of problems caused by wildfire in northern California, such as air pollution and electric company turning off the power to the campus under such short notice. With that context, Chancellor and the Provost of the university decided to put together a joint committee to discuss instructional resilience in 2019, which includes strategy to pivot to remote instruction if required. This was before the outbreak of COVID-19. The committee was consisted of members from academic senate, graduate assembly, undergraduate assembly, and administration.

Prof. Alvarez-Cohen also pointed out the importance of providing support towards select communities. In remote instruction, the university must serve the entire community. For example, the university must consider how they can accommodate the needs of students with disabilities or to bring technology to communities with low bandwidth and/or low technology.

Slides from this session can be found in **Appendix 2**.

### **Session 3: Global Education Initiatives and Institutional Joint Working**

In this session, the reports of each initiative were made by Masaki Kato (IARU Secretariat) unless otherwise noted.

#### **3.1 2020 IARU Courses (IARU Secretariat)**

Most of the 2020 IARU Courses were cancelled or postponed to 2021 due to the COVID-19 pandemic, while a total of 12 courses were offered online by 4 universities and attended by a cumulative total of 65 students from 8 universities.

IARU Courses had carried over funds from 2019, but as students could not travel, no one used the funds. It remains unclear when IARU Courses would be able to resume its activities that involves student travel and in-person interaction. The Secretariat have asked Banco Santander whether it is possible to return the unconsumed funds this August; however, the Secretariat have not yet received their answer. The Secretariat will continue to remind them.

An online meeting was held by PKU in May 2019, and IARU Courses Coordinators from ten member universities participated. All of them were concerned about finance, as most of the units offering courses are self-financed units in their institutions. However, they believed online courses had merits and expressed their enthusiasm to explore for new forms of cooperation for the future.

There was no funding request.

### 3.2 Global Internship Program (IARU Secretariat)

Three universities, Oxford, UTokyo and Yale, planned to offer a total of four internship programs this year; however, UTokyo and Yale decided to cancel them due to the COVID-19 pandemic. Oxford selected two interns after extending their deadline for applications, and started conducting their program this October.

GIP submitted funding request, aiming to provide USD 2,000 to each university that plans to offer GIP in 2021. As a supplemental information, it was mentioned that a total of five universities have contributed in this initiative up until now and according to the survey carried out by the Secretariat last year, both the intern and coordinators felt that the USD 2,000 was effective in promoting the program.

Nina Tomlin(Oxford) stated that the funding provides an important incentive to the Oxford Institute of Population Ageing to hire an intern from one of IARU member universities every year.

Carolyn Newton(UCT) commented that for many students at UCT, participating in internship programs at other IARU universities has been a challenge because they could not afford to pay the cost even with the support of USD 2,000. However, if internship program can be provided virtually, it could give chances to students at UCT to participate.

Kiichi Fujiwara pointed out that new budget request guideline allows each university, if necessary, to request more than the standard amount.

#### **Takeaways:**

The Senior Officers agreed to continue GIP.

The Secretariat will gather information on programs from member universities, while encouraging them to explore the possibilities of enabling interns to participate via online.

### 3.3 Novo Nordisk International Talent Program (UCPH)

Søren Nedergaard (UCPH) reported that due to COVID-19 pandemic, the program experienced drop in application for summer and fall. While the initial message from Novo Nordisk mentioned in the tome remained positive, Novo Nordisk informed UCPH that the final decision on the continuation of the program is put on hold, and they are considering a different format. UCPH will update partner institutions on Novo Nordisk's final decision.

### 3.4 Global Transformation (UC Berkeley, UCPH)

Due to the global pandemic, GT group was unable to offer the 2020 summer course in Chiang Mai. The group is exploring the possibility of canceling GT course in summer 2021 as well, in addition to discussing possible future activities and initiatives. The GT executive team had discussed a few concrete activities such as the Graduate Student workshops.

Kiichi Fujiwara (UTokyo) pointed out that it would be useful to encourage GT group, as well as other groups, to further consider carrying out collaborative actions on online basis and allow them to request additional budget if necessary.

There was no funding request.

### 3.5 Sustainable Campus Initiative (Oxford)

The Sustainable Campus Initiative (SCI) had a very productive year in spite of the COVID-19 turbulence. The group added a chapter on Resilience and Response to Crisis, which features fresh case studies from six of the IARU members, to the publication on SDGs and Academia, originally launched online in 2019

In November, SCI will host the Global University Climate Forum, aiming to encourage students who will attend the 26th UN Climate Change Conference (COP26) in Glasgow, to share their ideas on feasible climate-related projects. The Forum received applications from 160 student groups from 121 universities of 40 countries, a total of 553 students.

Staff exchange and an annual face-to-face meeting were cancelled due to the pandemic, however, the group held a virtual meeting for four days in October instead. The lead will be transferred from Oxford to Cape Town. SCI requested carryover of a total of USD 15,000, and another USD 28,000 consisting of USD 15,000 for Scope 3 Carbon Emissions Project, USD 10,000 for Global Climate University Programme, USD 3,000 for Biodiversity Knowledge Exchange.

Senior Officers approved the requests submitted by the initiative: carry over of USD 15,000, and funding request of USD 28,000 for their 2021 activities.

### 3.6 Alumni Associations Network (IARU Secretariat)

The IARU Alumni Directors met for the 10th time at NUS on 9-10 December 2019. Alumni directors from six universities of Oxford, ANU, ETH Zurich, Peking, Cape Town and NUS discussed a wide range of topics from volunteerism to communications, fundraising, international alumni, and how their respective universities or outfits were measuring or assessing the value of engagement. They planned to hold the 11th Summit at Berkeley or Cape Town, however COVID-19 forced them to hold a virtual meeting in May instead. It was also mentioned that the temporary absence of the Lead is causing some difficulties in the communication among the Directors. There was no funding request.

Jürg Brunnschweiler (ETH Zürich) stated that by the middle of next year, new lead of alumni association will be determined and that he anticipates more contribution from ETH Zurich.

Carolyn Newton (UCT) pointed out that IARU should encourage and guide working groups and initiatives to engage more between meetings. Considering how much SCI achieved under current COVID-19 situation, more could be done to leverage each initiative.

### Takeaways

The Secretariat will follow up and encourage all working groups and initiatives to engage more with activities between meetings.

### 3.7 Cybersecurity Forum (ETH Zurich)

Cybersecurity Forum's plan to hold an annual meeting at ETH Zurich in June was cancelled, and they are arranging the dates for an online meeting. Although their concrete plan of activities for 2020 and 2021 remains unclear, they plan to share the information on new workstyles of faculty and administrative staff under the COVID-19 pandemic, discuss the effect of remote teaching/learning on cybersecurity, and update on focus areas as defined last year, in a virtual meeting. The group submitted a request of carryover of 2020 funding to 2021, which is USD 10,000. Senior Officers approved the request of carryover.

### 3.8 Librarians' Contact Group (ANU)

Some of the group's activities this year, including annual update on benchmarking data, the creation of a webpage that contains the information about services available from IARU libraries during COVID-19, and update on "IARU Passport" that will help students and academics of IARU members access the collections and services of IARU libraries. Their pilot program of staff exchange was cancelled due to the travel restriction. There was no funding request.

Jane O'Dwyer (ANU) added that the Librarians' Contact Group showed a good example of institutions working together to enhance the opportunities for our staff and students even under the difficult situation of COVID-19.

### 3.9 Real Estate Working Group (Cambridge)

COVID-19 turbulence prevented the group from tackling their original projects planned last year and from holding their annual face-to-face meeting in Cape Town. Instead they held two virtual meetings separately on a regional basis. The group shared information on impacts arising from the pandemic and recovery planning, and updated their future work program until 2022. Lead of the group will be transferred from Cambridge to Cape Town. Senior Officers approved the carryover request of USD 10,000.

Karen Kennedy (Cambridge) added that the meetings provided good opportunities to share best practices on how each institutions adopted to the COVID-19 and ideas on the future planning of estates management.

Jane O'Dwyer (ANU) added that ANU would like to join the initiative.

### 3.10 Gender Group (UCT)

The Gender Group held an online meeting attended by seven IARU universities. In the meeting, they shared each institution's initiatives on diversity, discussed impacts of COVID-19 on conditions for women in research, and reported how they have been handling protest movements related to "Black Lives Matter". Karen Kennedy (Cambridge) added that while the group has been trying to set a common goal, they have not been able to do so and she expects the group to set goals in the coming meetings.

Senior Officers approved the request of carryover.

### 3.11 Lifelong Learning (NUS)

The group planned to hold an online meeting to share experiences this October, but it was postponed. Li Ling Koh (NUS) gave an update and stated that the meeting will be held in November instead.

There was no funding request as all of their activities are done virtually.

Kiichi Fujiwara (UTokyo) pointed out that arranging online meeting itself is good, but, IARU community must think of the ways to actually move the initiative forward by using online resources and in order to do so, we should ask each group to come up with ideas.

#### **Takeaways**

The Secretariat will follow up on the group's activities and ask for their ideas on what they would do when they cannot meet for a short period of time, or a prolonged time.

### 3.12 HR Consultation Group (NUS)

HR consultation Group had three meetings last year. New Chief People Officer at NUS has arrived and took over the role of lead for the group this October. The group will hold a virtual meeting before February 2021, aiming to reactivate the group activities. Li Ling Koh stated that she would like to update the contact list of the initiative and hopes each institution to inform NUS about HR personnel who is interested in joining the initiative.

#### **Takeaways**

NUS will share agenda with IARU member universities so that each university can recommend suitable HR personnel to the group.

### 3.13 Aging, Longevity and Health & Graduate Student Conference (ANU)

ALH group held regular annual graduate student conference in Cape Town in September 2020 online. Other activities include publications that are now under review or submission, creation of the flyer aiming to increase the visibility of the initiative and recruit new researchers, and acquisition of funding from the Lundbeck Foundation. The group lead was recently transferred from Oxford to

ANU. Senior Officers approved their new funding request of USD 15,000, for their annual graduate conference in 2021.

### 3.14 IARU Joint Online Courses (IARU Secretariat)

Kiichi Fujiwara (UTokyo) reported that UTokyo-PKU Joint Online Course, currently taught under this umbrella, has been quite successful, and stated that courses shown below are currently under discussion to be taught:

- Sustainability (UTokyo and ETH Zurich)
- Gerontology Studies (UCPH and UTokyo)
- Environmental Issues and Policies in China (PKU)

He also encouraged IARU member universities' active participation in this program.

Carolyn Newton(UCT) suggested that, to get more institution to participate in this program, it would be better to arrange courses so that it does not necessarily require credits. . For example, students who are taking similar courses in different institutions can get together in groups to discuss comparisons of their different contexts.

Masaki Kato (IARU Secretariat) shared a format of certificate for this program, which would be given to students upon request and successful completion. The certificate format was made based on certificate used for IARU Courses. Senior Officers approved the format.

Format shown in this session can be found in **Page 97 of Tome**.

#### **Takeaways:**

The Secretariat will share the latest participant list of each working group and initiative.

### 3.15 Virtual Museum Tour (PKU)

Xia Hongwei (PKU) introduced Virtual Museum Tour, which was proposed in SOM in July. PKU have conducted survey among IARU universities to find out that there are more than 50 museums among 11 IARU universities which covers various academic disciplines. They would like to establish multi-disciplinary/multicultural learning platform, utilizing these museums. In addition to PKU, ETH Zurich, Copenhagen, NUS are currently confirmed to participate in this initiative. They requested a funding of USD 2,000 for each participating university. With this fund, they wish to cover the cost of following items:

- Costs for Online Exhibition
- Honorarium for Invited Lectures
- Publication
- Translation

Nina Tomlin (Oxford), Jane O'Dwyer (ANU), Karen Kennedy (Cambridge), and Carolyn Newton (UCT) raised a concern about paying honorarium to faculty members participating in this initiative, as IARU working groups has not paid honorarium to faculty members before.

Søren Nedergaard (UCPH) also agreed with not paying honorarium from IARU fund. He also stated that arrangement of online exhibition is expected to be costly and USD 2,000 will not cover the entire cost, but it is worth exploring.

#### **Takeaways**

Senior Officers unanimously supported this initiative, however, requested that the Virtual Museum Tour refine the proposal and re-submit it to Senior Officers.

## Session 4: Next IARU Chair

Kiichi Fujiwara (UTokyo) lead the discussion. Traditionally, the transition of IARU Chairmanship had been officially discussed and finalized during the Presidents' Meeting. However, Senior Officers have played key role in forming a consensus among member universities and occasionally recommending the candidates to the Presidents' Meeting, often taking into consideration the following factors;

- Candidate university should desirably be chosen from universities who have never experienced IARU Chair before
  - Candidate university should desirably be chosen from different region from the current chair
- Since it was apparent that this SOM would not provide sufficient time for thorough discussion, Kiichi Fujiwara had already discussed this matter to some extent with each Senior Officer.

Karen Kennedy (Cambridge) commented that the idea was received very well at Cambridge, and they are very keen to help and lead IARU community, should the Presidents decide Cambridge to become the next Chair university.

The Senior Officers unanimously agreed to recommend Vice Chancellor Stephen Toope (Cambridge) to become next IARU Chair at Presidents' Meeting 2021.

## Session 5: Business Matters

### 5.1 Financial Report

Masaki Kato (IARU Secretariat) delivered the financial report. IARU had about USD 455,000 as an initial budget in 2020, and is projected to end 2020 with a carry forward of about USD 348,000. This year's expected carryover is about USD 100,000 higher than the amount of carryover from the end of last year, as there have been little activities that required IARU central funding.

The available funds for 2021 will be about USD 548,000, and if all the brand projects are held in 2021, the projected carry forward as end of 2021 is expected to be about 332,000. The Secretariat plans on transferring IARU fund to the next Secretariat in March 2021.

### 5.2 Presidents' Meeting 2021

Kiichi Fujiwara (UTokyo) asked attendees about each IARU universities' preference on whether the meeting should be held so that all Presidents attend one meeting, or split the meeting into a few groups using the time table below.

	CAM	OXF	COP	ETH	UCT	PKU	NUS	TOK	ANU	UCB	YAL
A-1	13:00	13:00	14:00	14:00	15:00	21:00	21:00	22:00	24:00	5:00	8:00
A-2	14:00	14:00	15:00	15:00	16:00	22:00	22:00	23:00	1:00	6:00	9:00
B	24:00	24:00	1:00	1:00	2:00	8:00	8:00	9:00	11:00	16:00	19:00

※Gray cells show "outside working hours"

He stressed how IARU has valued the presence of all university presidents in a meeting in one place, however, it is not easy to set a date where all Presidents can meet each other considering time differences and Presidents' busy schedules. With an assumption that IARU might explore the option of holding separate meetings, the Secretariat took the liberty to contact four universities (ANU, PKU, UC Berkeley and Yale) prior to the Senior Officers' Meeting and they confirmed their Presidents' attendance tentatively.

	ANU	PKU	UCB	YAL	TOK
Group 1	10 (Wed) Feb. 12:00-13:30	10 (Wed) Feb. 9:00-10:30	9 (Tue) Feb. 17:00-18:30	9 (Tue) Feb. 20:00-21:30	10 (Wed) Feb. 10:00-11:30

Karen Kennedy (Cambridge) suggested asking each President's their preferences, especially because it involves scheduling at very late at night or early in the morning.

Jane O'Dwyer (ANU) agreed with the suggestion to ask the Presidents. She also pointed out that in case there will be one meeting, it might be better to hold it on Friday, so that Presidents can minimize the effect of working late at night.

Senior Officers agreed to ask Presidents for their preference on scheduling of next Presidents' Meeting.

**Takeaways**

The Secretariat will ask Presidents' preference at IARU members universities.