

INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

IARU Senior Officers' Meeting 2020

Online

29-30 October 2020

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IARU Senior Officers' Meeting – Confirmed Program

Zoom Meeting ID, Dates and Time

Zoom Meeting ID: 949 0011 9395

Zoom Meeting Link: <https://zoom.us/j/94900119395?pwd=dU5jQ3Npd091V0RnMINydVRMMWoydz09>

Dates and Time:

Australian National University	00:00-01:30, 30 (Fri.) and 31 (Sat.) October, 2020
ETH Zürich	14:00-15:30, 29 (Thu.) and 30 (Fri.) October, 2020
National University of Singapore	21:00-22:30, 29 (Thu.) and 30 (Fri.) October, 2020
Peking University	21:00-22:30, 29 (Thu.) and 30 (Fri.) October, 2020
University of California, Berkeley	06:00-07:30, 29 (Thu.) and 30 (Fri.) October, 2020
University of Cambridge	13:00-14:30, 29 (Thu.) and 30 (Fri.) October, 2020
University of Cape Town	15:00-16:30, 29 (Thu.) and 30 (Fri.) October, 2020
University of Copenhagen	14:00-15:30, 29 (Thu.) and 30 (Fri.) October, 2020
University of Oxford	13:00-14:30, 29 (Thu.) and 30 (Fri.) October, 2020
Yale University	09:00-10:30, 29 (Thu.) and 30 (Fri.) October, 2020
The University of Tokyo	22:00-23:30, 29 (Thu.) and 30 (Fri.) October, 2020

[Note]

The meetings will be recorded to create the meeting minutes afterwards. The recordings will not be used for other purposes.

Confirmed Agenda

Day 1

Opening and Welcome (5 min.)

Session 1: Senior Officers' Regional Round-Up (strictly up to 3 min. for each university) (35 min.)

Session 2: Sharing Good Practices and Ideas (50 min.)

Section 1: Joint education pilot program (UTokyo) (20 min.)

**Section 2: Best practices for instructional resilience and the future of higher education
(NUS and Berkeley) (30 min.)**

Each section will have a short presentation followed by discussion. Those who are invited by the Senior Officers (up to 3 per each university) can attend this session.

End of Meeting Day 1

Day 2

Session 3: Global Education Initiatives and Institutional Joint Working (60 min.)

- 3.1 2020 IARU Courses (IARU Secretariat)
- 3.2 Global Internship Program (IARU Secretariat)
- 3.3 Novo Nordisk International Talent Program (UCPH)
- 3.4 Global Transformation (UC Berkeley, UCPH)
- 3.5 Sustainable Campus Initiative (Oxford)
- 3.6 Alumni Associations Network (IARU Secretariat)
- 3.7 Cybersecurity Forum (ETH Zurich)
- 3.8 Librarians' Contact Group (ANU)
- 3.9 Real Estate Working Group (Cambridge)
- 3.10 Gender Group (UCT)
- 3.11 Lifelong Learning (NUS)
- 3.12 HR Consultation Group (NUS)
- 3.13 Aging, Longevity and Health & Graduate Student Conference (ANU)
- 3.14 IARU Joint Online Courses (IARU Secretariat)
- 3.15 Virtual Museum Tour (PKU)

Session 4: Next IARU Chair (20 min.)

Session 5: Business Matters (10 min.)

- 5.1 Financial Report
- 5.2 Presidents' Meeting 2021
- 5.3 Wrap-up

End of Meeting Day 2

Participants

Australian National University

Ms. Jane O'DWYER - *Vice-President (Engagement and Global Relations)*
 Prof. Sally WHEELER - *Pro Vice-Chancellor (International Strategy) and Dean, ANU College of Law*
 Prof. Grady NENVILLE - *Deputy Vice Chancellor (Academic)*
 Dr. Amanda BARRY - *Director, China Liaison Office*
 Mr. Nic JÖNSSON - *Director, International Strategy & Partnerships*
 Mr. Jonathan DAMPNEY - *Deputy Director, International Strategy & Partnerships*

ETH Zürich

Dr. Jürg BRUNNSCHWEILER - *Chief of Staff to the President*
 Mr. Anders HAGSTRÖM - *Head International Affairs*
 Ms. Romana MAYER - *Project Manager, International Affairs*

National University of Singapore

Prof. SHIM Victor, P. W. - *Associate Vice-President for Global Relations*
 Dr. WONG Reuben - *Academic Director for Global Relations*
 Dr. LEE Adrian - *Deputy Director of Centre for Development of Teaching and Learning*
 Dr. Kiruthika RAGUPATHI - *Associate Director at the Centre for Development of Teaching and Learning*
 Dr. Alan SOONG - *Associate Director at the Centre for Development of Teaching and Learning*
 Ms. KOH Li Ling - *Senior Associate Director, Global Relations Office*
 Ms. CHUA Bi Quan - *Manager, Global Relations Office*

Peking University

Dr. XIA Hongwei - *Director of Office of International Relations*
 Dr. LI Yun - *Deputy Director of Office of International Relations*
 Ms. LU Jiao - *Program Officer, Office of International Relations*

University of California, Berkeley

Prof. Lisa ALVAREZ-COHEN - *Vice Provost for Academic Planning*
 Ms. Ashley SPINELLI - *Senior Global Engagement Specialist, Division of Academic Planning*

University of Cambridge

Dr. Karen KENNEDY - *Director of Strategic Partnerships Office*
 Ms. Renata SCHAEFFER - *Head of Public International Partnerships*
 Dr. Rob SING - *Research Analyst, Strategic Partnerships Office*

University of Cape Town

Ms. Carolyn NEWTON - *Director, Global Engagement, Research Office / Office of the Vice-Chancellor*
 Prof. Sue HARRISON - *Deputy Vice-Chancellor, Research and Internationalisation, Office of the Vice-Chancellor*
 Ms. Sukaine WALJI - *Acting Director, Centre for Innovation in Learning and Teaching (CILT)*

University of Copenhagen

Mr. Søren NEDERGAARD - *Director, Rector's Office*
 Ms. Anne BRUNN - *Director of International Education*
 Ms. Nele HØGSBRO - *Special Advisor, Rector's Office*

University of Oxford

Ms. Nina TOMLIN - *Director, International Strategy Office*

The University of Tokyo

Dr. GONOKAMI Makoto - *President (IARU Chair)*

Prof. FUJII Teruo - *Executive Vice President (President-elect)*

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

Prof. ISHII Tsuyoshi - *Professor, Graduate School of Arts and Sciences*

Dr. Alexandros GASPARATOS - *Assistant Professor, Institute for Future Initiatives*

Prof. FUKUSHI Kensuke - *Vice Director, Institute for Future Initiatives*

Dr. KIKUCHI Yasunori - *Assistant Professor, Institute for Future Initiatives*

Prof. YAGUCHI Yujin - *Director, International Education Support Office*

Dr. KURITA Kayoko - *Associate Professor (Graduate School of Education), Deputy Director (Center for Research and Development of Higher Education)*

Dr. YOSHIDA Lui - *Project Assistant Professor, Center for Research and Development of Higher Education*

Ms. YAGIHASHI Mami - *Manager, International Strategy Group*

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

Yale University

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

Mr. Eddie MANDHRY - *Director for Africa & the Middle East*

IARU Secretariat (Contact: +81-80-2192-9614)

Mr. FURUYA Hiro - *IARU Secretariat*

Mr. KATO Masaki - *IARU Secretariat*

Ms. TOYOKI Makiko - *incoming IARU Secretariat*



INTERNATIONAL ALLIANCE OF
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Opening & Welcome



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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: Sharing Good Practices and Ideas

Section 1: Joint education pilot program (UTokyo) (20 min.)
Section 2: Best practices for instructional resilience and the future of higher education (NUS and Berkeley) (30 min.)

Each section will have a short presentation followed by discussion. Those who are invited by the Senior Officers (up to 3 per each university) can attend this session.

Biographies of speakers can be found in Appendix.

UTokyo-PKU Joint Online Course “East Asia and the World under the Pandemic”

Fall 2020

Friday 11:00 am -12:00 pm (JST)

Course Objectives/Overview

As the worldwide spread of the pandemic of COVID-19 has been changing people’s ways of life, we, standing on respective positions while sharing the same situation, through this course aim to proceed on inter-disciplinary explorations into various effects in terms of human civilization, society, history, and natural environment resulted from the pandemic event. This online course is part of the joint program of East Asian Studies coordinated by the University of Tokyo (UTokyo) and Peking University (PKU) as well as a program co-hosted by the International Alliance of Research Universities (IARU). The lectures will be taught by professors from UTokyo and PKU. The students are expected to actively participate in in-class discussion moderated by the instructors and teaching assistants.

Keywords

East Asia; the Pandemic; Modern Thoughts

Instructors

Kiichi Fujiwara, Graduate School of Law and Politics, UTokyo

Hideki Hashimoto, Graduate School of Medicine, UTokyo

Masahiro Hashizume, Graduate School of Medicine, UTokyo

Shiho Maeshima, Graduate School of Arts and Sciences, UTokyo

Takashi Shimizu, Graduate School of Arts and Sciences, UTokyo

Yang Lihua, Department of Philosophy and Religious Studies, PKU

Ouyang Zhesheng, Department of History, PKU

Zhang Yongle, School of Law, PKU

Tsuyoshi Ishii, coordinator, Graduate School of Arts and Sciences, UTokyo

Wang Qin, coordinator, College of Arts and Sciences, UTokyo

In addition to lectures, students are supposed to participate in a wrap-up symposium held in the end of the semester.

Online Course Schedule

Online teaching will be given from 11:00 am to 12:00 pm (one hour, JST) on the following Fridays

25 September: Session 1 (Course Guidance)

9 October: Session 2

16 October: Session 3

23 October: Session 4

30 October: Session 5

6 November: Session 6

27 November: Session 7

4 December: Session 8

11 December: Session 9

18 December: Session 10

25 December: Session 11

8 January: Session 12

Teaching Methods

Online course AND on-demand lectures. English will be the working language. The students are required to watch beforehand course videos provided by East Asian Academy for New Liberal Arts (EAA) on Panopto (see below) and share their thoughts with others during the regular online session on Friday (which lasts from 11:00 am to 12:00 pm, JST).

Panopto Website

<https://eaa.ap.panopto.com/Panopto>

Textbook

To be announced at each lecture

Notes on Taking the Course

1. The course will be taught online and will be given in English.
2. The regular online teaching will be given from 11:00 am - 12:00 pm (JST). (URL for each session will be informed soon)
3. The enrolled students are required to watch course videos on the panopto website provided by EAA beforehand. (<https://eaa.ap.panopto.com/Panopto>)

Others

The regular online teaching will be given from 11:00 am - 12:00 pm (JST). The enrolled students are required to watch course videos on the panopto website provided by EAA beforehand.

UTokyo Proposal: Joint educational program on Sustainability

Lead	<i>The University of Tokyo</i>
Reporting	<i>Kiichi Fujiwara</i>
Executive summary	IARU Joint Online Courses
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.

University of Tokyo proposal: Joint educational program on Sustainability

The proposed series of courses will target undergraduate and postgraduate students at different levels and introduce basic, intermediate and advanced concepts related to sustainability. The courses will combine information about basic aspects of sustainability, as well as their application to different thematic sectors. Considering the different knowledge needs between students, each course will have a slightly different approach and learning objectives (see Table).

Course	Overview
Essential course	<ul style="list-style-type: none"> • Target audience: 1st grade/entry-level undergraduate students • Learning objective: Provide a basic introduction about the importance and key aspects of Sustainability, and capture the interest/imagination of students • Binding theme: Anthropocene, planetary boundaries, Sustainable Development Goals
Basic course	<ul style="list-style-type: none"> • Target audience: 3rd or 4th grade undergraduate students • Learning objective: Help students identify how sustainability relates to their field of study, and how to approach sustainability solutions • Binding theme: Societal imperative for sustainability (i.e. SDGs) and how to approach thematic sustainability challenges
Advanced course	<ul style="list-style-type: none"> • Target audience: Graduate school students (MSc and PhD level) • Learning objective: Obtain a deeper understanding of sustainability concepts and how to mobilise inter- and transdisciplinary approaches to understand sustainability challenges and explore solutions • Binding theme: Inter- and transdisciplinary approaches to sustainability

Course Structure

Essential course

The essential course will target entry-level university students. Mindful of the fact that entry-level students might not have the necessary disciplinary background, or even joined a school (depending on IARU partner procedures), the lectures will use simple language and seek to capture the imagination of the students. **Ideally this lecture series should make student aware of the huge effects that human have on the planet, and why it is imperative to solve some of these pressing challenges.**

Due to its basic nature and the differentiated requirements for entry-level students among IARU members, the structure of the course will need to be developed in coordination between the partners that will join this educational initiative. Possible approaches could be through conventional lectures or e-learning.

Option A: conventional lecture series

- Opening lecture on the Anthropocene and Sustainability
- 8-10 lectures of 60-120 min focusing on sustainability thematic areas (e.g. energy systems, food security, urbanisation systems, climate change adaptation and mitigation).
- The opening and thematic lectures will use basic language seeking to explain in easy terms different sustainability topics and case studies.

Option B: e-learning

- e-learning lectures (e.g. 20-min lecture video uploaded for on-demand delivery) followed by tests
- Subject to partner interest this e-learning course could be mandatory for all students

Basic course

This course will target university students that are in the final 1 or 2 years of their degree. As these students are expected to have a disciplinary background and prepare for future study or their next career, this course will focus on highlighting the societal relevance of sustainability and offer information about thematic sustainability challenges, and ways forward. **Ideally this lecture series should make student aware of the huge societal relevance of transitioning to sustainability, and the fact that there is a need for concerted and multi-dimensional efforts.**

The course will consist of 10-12 lectures with duration of 90-120 min each. The early lectures will seek to provide a deeper conceptual explanation of the term of sustainable development, its different dimensions and the current institutional setting (e.g. SDGs). Subsequent lectures will provide a more nuanced insight on how to approach solutions to major sustainability challenges.

- Opening Lecture 1: Sustainable Development: definitions and dimensions
- Opening Lecture 2: Institutional framework and societal relevance of Sustainable Development
- Lecture 8-10: Thematic lectures on how to approach sustainability challenges and their solutions

Advanced course

This course will target graduate students that seek to acquire more advanced knowledge on sustainable development, especially on methods. The main focus will be on the different inter- and transdisciplinary methods approaches for studying sustainability challenges and approaching sustainability solutions. **Ideally this lecture series should make students aware how inter- and transdisciplinary approaches can help in unraveling and solving major sustainability challenges.**

The course will consist of 10-12 lectures with duration of 90-120 min each. The initial lectures will seek to foster a deeper conceptual understanding of the sustainable development, and how inter- and transdisciplinary approaches can target it. Subsequent lectures will provide a more nuanced insight on how inter- and transdisciplinary approaches seek to understand major sustainability challenges, and provide solutions.

- Opening Lecture 1: Sustainable Development: definitions and dimensions
- Opening Lecture 2: Inter- and transdisciplinary approaches to Sustainable Development
- Lecture 8-10: 2-hour thematic lectures highlighting inter- and transdisciplinary approaches to sustainability challenges

IARU partners and specific engagement

Provisionally faculty members from the *University of Tokyo*, *ETH Zurich* and the *University of Cape Town* have shown interest to participate in this educational initiative.

University of Tokyo

The Institute for Future Initiatives (IFI) will coordinate the courses drawing on its extensive expertise on Sustainability Science and the Sustainable Development Goals (SDGs), and its emerging engagement on global commons through the Center for Global Commons.

Selected faculty from IFI will coordinate the design of the courses with the involved IARU members. IFI faculty will provide the Opening Lectures in each course to set the stage, and possibly undertake some thematic lectures, e.g. on industrial systems, water and/or urbanization.

ETH Zurich

Interest to participate/undertake one thematic area, namely energy systems and sustainability (2 lectures/lecturers per course)

University of Cape Town

Interest to participate/undertake one thematic area, namely urbanization and urban sustainability (2 lectures/lecturers per course)

Faculty from the University of Tokyo is scanning among other IARU members to identify 2-3 more thematic areas. Possible options include environmental change (*University of Oxford*) and food security (*University of Copenhagen*).



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Session 3: Global Education Initiatives and Institutional Joint Working

- 3.1 2020 IARU Courses
- 3.2 Global Internship Program
- 3.3 Novo Nordisk International Talent Program
- 3.4 Global Transformation
- 3.5 Sustainable Campus Initiative
- 3.6 Alumni Associations Network
- 3.7 Cybersecurity Forum
- 3.8 Librarian's Contact Group
- 3.9 Real Estate Working Group
- 3.10 Gender Group
- 3.11 Lifelong Learning
- 3.12 HR Consultation Group
- 3.13 Aging, Longevity and Health & Graduate Student Conference
- 3.14 IARU Joint Online Course
- 3.15 Virtual Museum Tour

3.1 2020 IARU Courses

Lead	n/a
Reporting	<i>IARU Secretariat</i>
Executive summary	<p>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 partner institutions and attended by a cumulative total of 65 students from 8 universities.</p> <p>The Secretariat is asking Banco Santander whether it is possible to return the unconsumed carryover funds.</p> <p>This report contains:</p> <ol style="list-style-type: none"> 1. List of 2020 IARU Courses 2. 2020 Report on the IARU-Santander Scholarships 3. IARU Courses Online Meeting, May 2020
Items for decision	n/a
Funding to date	n/a
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2019</p> <p>Masaki Kato (IARU Secretariat) reported that the 2019 IARU Courses offered 43 courses from 9 partner universities. Out of the 43 courses, 13 were previously established Global Summer Program (GSP) courses, 3 were newly added, and 27 were general summer school courses. A cumulative total of 129 IARU students participated from 9 universities. The number of students attending IARU courses was less than a half of that attending 2018 GSP courses probably due to the termination of Banco Santander funding for student scholarships.</p> <p>Several institutions had remaining Santander funds as carryovers from 2018. In February Banco Santander authorized the unconsumed funds to be used towards student travel for IARU courses. As a few universities still could not use up the carryovers in 2019, they will be used for 2020 IARU Courses. The Secretariat will submit a report to Santander twice, by the end of 2019 and 2020 respectively.</p> <p>It was the first year that IARU Courses were held as a replacement for GSP, shifted to a more decentralized system. The details of IARU courses were listed on the official website, but, as agreed, IARU was not involved in the operation of the IARU courses, such as in the application process, or with student surveys and improvement of IARU courses. Some universities decided not to appoint a specific staff to be in charge of IARU Courses from this year. Senior Officers agreed that appropriate information sharing among institutions continues to be required as a follow-up to changes in the operation system.</p> <p>Kiichi Fujiwara (UTokyo) requested partners' support to renew the MoU (Memorandum on student exchange for the global summer program within the IARU that was signed at Presidents' Meeting (PM) 2014),</p>

which UTokyo needs in order to receive students from member institutions to IARU Courses held at UTokyo. The IARU Secretariat will approach key contacts to get Presidents' signatures when the MoU is ready.

Senior Officers' Meeting, September 2018

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

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

GSP in 2019

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

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

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

Beyond 2019

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

Coordinators are requesting funding from the Senior Officers of USD

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

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

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

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

Takeaways:

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

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

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

IARU Courses

1. 2020 IARU Courses Summary

Due to the COVID-19 pandemic, most of the IARU Courses were cancelled or postponed to 2021. A total of 12 were offered online by 4 partner institutions and attended by a cumulative total of 65 students from 8 universities.

The list of 2020 IARU Courses held online is found below:

COP3 - Privacy challenged in past, present and future: a multi-disciplinary approach

PKU1 - The Rise of China and Change in World Politics

PKU2 - Applied Econometrics

PKU3 - Environmental Challenges and Sustainable Development in China

UCB - UC Berkeley Summer Sessions (five sessions)

UCB2 - Disc* (Design & Innovation for Sustainable Cities)

YAL - Yale Summer Session (two sessions)

2. 2020 Report on the IARU-Santander Scholarships

As students have not traveled to participate in online IARU Courses, no one benefitted from IARU-Santander Scholarships carryover from 2019.

Disbursement of IARU-Santander Scholarships Carryover from 2019

University	Carryover from 2019 (USD)	Awarded Scholarships 2020 (USD)	Number of Supported Students	Carryover to 2021 (USD)
Australian National University	0	/	/	0
ETH Zurich	0			0
National University of Singapore	0			0
Peking University	0			0
University of California, Berkeley	0			0
University of Cambridge	0			0
University of Copenhagen	194			194
University of Oxford	0			0
The University of Tokyo	0			0
University of Cape Town	2,362			2,362
Yale University	0			0
Total	2,556			0

As it is unclear when the pandemic is over and traditional IARU Courses reopen, from this August the Secretariat have asked Banco Santander whether it is possible to return the unconsumed funds; however, the Secretariat have not yet received their answer. The Secretariat will take occasion to remind them.

3. IARU Courses Online Meeting, May 2020

The Directors and Coordinators of IARU courses from ten member universities (ANU,CAM,COP,ETH,NUS,PKU,TOK,UCB,UCT,YAL) participated in the meeting. Each university introduced about the COVID-19 situation, policies and countermeasures on campus. Only five universities (COP,PKU,UCB,UCT,YAL) decided to continue IARU courses in virtual forms. CAM will offer 50+ free online open talks and 70+ low-cost courses for their first Virtual Summer Festival of Learning. All the participating universities mentioned that financing was the biggest concern for running the IARU summer courses, as most of the units offering these courses are self-financed units in their institutions. However, participating universities believed online courses had their merits (i.e. to help students to adapt online communication and prepare their relevant skills for future career) and expressed their enthusiasm to explore for new forms of cooperation for the future, i.e. the combination of virtual courses (in one university) + on site visits (in another university).

Minutes of the IARU Courses Online Meeting can be found from the next page.

Minutes of the IARU Courses Online Meeting
COVID-19 Challenges & Possible Solutions for IARU Courses/Summer Programs

May 18-19, 2020

Live Session ONE (for EDT, Africa and Europe Time Zones)

Opening and Welcome by Moderator Jeanne Follansbee of Yale University

Segment 1: General Situation and Decision Making

YAL: The campus was closed in mid-March. All courses were switched online after the Spring Break. The campus will remain closed in summer. The YSS Office has prepared to switch online most of the summer programs that were held previously on campus or abroad. The YSS courses are popular among the students. Yale University has decided to allocate the money that had been budgeted to sponsor overseas studies or internships to sponsor the tuition for summer courses. Therefore, most of the applicants are Yale students.

CAM: Cambridge has cancelled all face-to-face teaching plans. However, we will hold a virtual Summer Festival of Learning, which will provide free access to over 50 pre-recorded open talks, and 70+ low-cost remotely-taught courses.

UCT: South Africa has been in a state of lockdown since March 26. All courses at UCT have been switched online. Students with no access to Internet will receive disks and paper materials to study. UCT will offer the course *Sustainable Water Management* for IARU students for free. Only students who need an official transcript will be required to pay tuition.

COP: The University of Copenhagen's policy follows the policy of the Danish government and the guidelines of Universities Denmark. From March 10, all courses have been switched online. Online counselling for faculty and students is also being provided. The university offered more than 40 summer programs in the past; however, most of the programs have been cancelled. In 2020, only one of the three IARU courses remains and was switched to online format. However, the number of applicants as of now is zero.

ETH: During the Spring Semester, till the end of May, all courses were held online. From June to August, online examinations and lab courses will be held. There will be no IARU courses offered by ETH in 2020.

Segment 2: Challenges and Opportunities of the Future

1. Cooperation on Online or Hybrid Courses

YAL: The summer and fall semester will continue to be affected, the number of international students will go down, and the lack of recognition for online course credits will bring challenges. We look forward to discussing possible cooperation with IARU partners for a hybrid model, where pre-recorded teaching sessions are combined with short-term onsite visits. The model would help to lower the costs of summer programs and enhance their attractiveness to students. Yale has such a program with Waseda University and looks forward to opening more such programs from here.

COP: The University of Copenhagen is offering a “Virtual Exchange”, which allows students to take online courses offered by host universities. The problem is that such virtual exchanges lack the cultural experience. However, online teaching could help the students to enhance their skills of online communication, which is required for their future career, so such courses should be considered.

ETH: The short-term intensive course model will be difficult for science and engineering students.

UCT: We welcome joint collaboration, and welcome partner universities to recommend their faculty in the field of water management.

2. Possible Courses and Programs for High School Talents

CAM: The Office of International Summer Programs and Continuing Education is facing financial pressure and needs to look for new sources of students. I'd like to inquire: Do other IARU institutions plan to offer summer programs for high school students? Cambridge offers a Virtual Pre-University Programme for High School students in July.

YAL: The Yale Global Young Scholars Program is for high school students, and the program consists of faculty lectures, not courses. Harvard and Berkeley provide programs for high school students as well. Online courses can also be extended to pre-college and high school students. The impact of online teaching on university student admissions and the regular semester may not be as big as imagined.

3. Future IARU Courses Network

YAL: We hope that despite the GSP being changed into IARU courses due to the loss of the Santander sponsorship, networking will continue and we will keep communication with each other within the IARU framework.

Live Session TWO (for PDT, Oceania and Asia Time Zones)

Opening and Welcome by Moderator Prof. Darin Menlove of UC Berkeley

Segment 1: General Situation and Decision Making

UC-Berkeley: Based on the spring semester experience, the decision was made that that all summer courses at UC Berkeley would be delivered remotely. The Berkeley Summer Sessions have developed approximately 30 courses as online courses, and 600-700 courses that are normally taught face-to-face are planned to be offered remotely. Cancellation fees have been waived and the refund period has been extended to be flexible for students. The DISK program, offered by the College of Environmental Design, has developed virtual tools to rethink architecture and design studio pedagogy, and uses new types of software to show 3D work and communicate visually for students as a group in a remote learning session. It is going to be taught in a different but interesting way. All summer courses and the Disk Program are open to IARU students.

ANU: All the exchange programs have been cancelled for the year. Students were contacted and had to return to Australia. The university hopes to receive international students and resume exchange programs in Semester I, 2020. IARU courses and summer programs are discontinuous and will resume when it's physically possible. Regarding virtual possibilities, ANU is still analyzing what online courses could be offered to students from partner institutions. ANU is planning to open campus in Semester II in July, but there will be no large courses, so ANU will still have a remote participation environment.

NUS: NUS recalled all its overseas exchange students in four rounds in March and earlier. All academic staff had to deliver their courses online. Student mobility, including summer mobility, has been suspended till the end of 2020. To help recalled students finish their graduation on time, NUS will mount as many summer courses as possible to allow the students to collect credits and not have their graduation delayed. The downside to that, however, is that NUS will be unable to offer courses for IARU or hold other programs which it usually runs for partner universities.

PKU: PKU started the spring semester with 4000+ courses offered online. The university decided to continue offering summer courses to domestic and international students, and established the International Summer Institute (ISI), combining the Chinese Language Summer School, Summer School International, and PKU-UChicago International Policy Action Lab. Enrollment is the biggest challenge for the language program. Also, student diversity is a primary concern for PKU Summer School content courses. Despite the difficulties, joint programs with partner universities are still very attractive for students, so PKU will work with IARU colleagues on all ideas and suggestion in this regard.

TOK: In Japan, the university calendar starts in April. Most of the study-abroad students had been

recalled in March, and all classes were being offered online in April. Tokyo University is the only institution in Japan that started the semester on schedule. Faculty and students have adapted to online teaching well. Semester- and short-term exchange programs at the university-level have been cancelled till October. Programs at the school level are mostly the same. UTokyo will not be able to receive students from IARU this year and is prepared to discuss about the possibility of online courses next year. The online IARU programs offer academically ambitious UTokyo students chances to take the courses in June and July, which gives them different sorts of possible global exposure.

Segment 2: Challenges and Opportunities of Future

1. Credits and Scholarships for Online Courses

ANU: They should and will be considered, but we don't have an answer yet.

TOK: For students recalled from study abroad programs in March, credits for the semester can be transferred and many students were able to continue receiving their scholarships. The scholarship (for online courses) is something new, and we are not considering it much now. It's important for students to have the physical experience abroad and break out of their comfort zone.

NUS: The individual faculties and schools will decide for themselves regarding credit transfers. For the summer, students usually fund themselves, and for the semester abroad, there are bursaries for students from less privileged backgrounds. NUS gives out such bursaries mainly to defray travel costs so they will not be given out for programmes conducted in the remote form.

UBC: Berkeley Summer Sessions offers Berkeley's official transcripts to students, and decisions regarding credit transfers are made at the individual academic department or school of the students. As for scholarships, student financial support for taking an online study abroad experience has not yet been unexplored at UC Berkeley, and is an interesting question.

PKU: PKU students are also asking whether they can get a scholarship for summer online programs, and the issue is now under discussion at PKU.

2. Physical or Hybrid Courses for Next Semester

UCB: The UC Berkeley semester starts from September, but it is not confirmed whether the courses will be online, in person or a hybrid.

TOK: It is not confirmed. There is a desire to resume some form of immersion classes like lab-related classes.

NUS: All the courses at NUS will be online till the end of this year. Large classes are to be online.

Small classes with 20 students or so, might be allowed to be held in a physical classroom.

PKU: We are expecting to be back in session in September, but no decision has been made yet.

3. Other

Peking University Center for Teaching Excellence welcomes joint research or collaboration with IARU counterparts.

Peking University Talented Youth Initiative is seeking for opportunities for summer study abroad programs for high school talents at IARU institutions.

4. Support from IARU Chair and Secretariat

The Chair of the IARU is eager to explore possibilities of finding open space for students to have various kinds of international experiences. The IARU Secretariat will support as well.

3.2 Global Internship Program (GIP)

Lead	n/a
Reporting	<i>IARU Secretariat</i>
Executive summary	<p>This report contains:</p> <p>1. 2020 Global Internship Program Positions</p>
Items for decision	Continuation of GIP funding incentive for 2021. If each university submits a proposal, maximum funding is USD 22,000.
Funding to date	<p>22,000 USD <i>GIP (2020)</i></p> <p>---</p> <p>10,000 USD NUS, UCPH, Oxford, UTokyo, Yale (2019)</p> <p>8,000 USD UCPH, Oxford, UTokyo, Yale (2018)</p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2019</p> <p>As of 2019, five universities (NUS, Oxford, UCPH, UTokyo, and Yale) offered internship opportunities. A grant of USD 2,000 was given to each of these universities from IARU central funds. As feedback from participating universities was requested at Senior Officers' Meeting (SOM) 2018, the Secretariat collected feedbacks about the financial support from one intern and three coordinators. All of them expressed positive impression towards the program, and coordinators regarded the USD 2,000 as crucial incentive for interns to participate in GIP, even though it only covers a small portion of the travel and living costs. The intern stated that the level of GIP was quite intense and she had a great experience, but the internship would have not been financially feasible without the funding support due to high cost of living.</p> <p>Anders Hagström (ETH Zürich) reported that strict visa and work permit rules have prevented them from providing GIP for students from non-European countries.</p> <p>Senior Officers agreed to continue GIP. If each IARU university submits a proposal, the maximum funding amount allocated for GIP in 2020 would be USD 2,000 per university, for a total of USD 22,000. Proposals will be automatically approved as they are received by the IARU Secretariat and posted to the IARU website.</p> <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</p>

by participating universities was favorable.

Takeaways:

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

2020 Global Internship Program Positions

Three universities (Oxford, UTokyo, Yale) planned to offer a total of four internship programs; however, UTokyo and Yale decided to cancel them due to the COVID-19 pandemic. At the University of Oxford, they selected two interns after extending their deadline for application.

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:	1 October 2020 (originally, it was 20 April 2020)
Contact:	debbie.russell@ageing.ox.ac.uk

Funding Request Form

Project Name/Year:

2021 Global Internship Program

Total Requested Amount & Breakdowns:

Item	Amount
A grant of up to USD 2,000 per university (on a request basis)	USD 22,000
Total Requested Amount	USD 22,000

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Other Financial Resources (if applicable):

Depending on institutions, there could be other financial resources that support the internship program.

Participants List (Please specify the lead by adding “Lead” next to the name):

The Secretariat is the lead in this initiative.

University	Name of the institution	Years when programs held
ANU		
ETH Zurich		
NUS	Global Relations Office	2019
PKU		
Berkeley		
Cambridge		
UCT		
Copenhagen	UCPH Global Development, Faculty of Social Science	2018, 2019
Oxford	Institution of Population Ageing	2018, 2019, 2020
UTokyo	School of Science	2018, 2019
Yale	Office of International Affairs	2018, 2019

*The list does not need to be complete in case not all participants are confirmed yet.

Details of the Project (background, purpose, expected outcomes, schedule, project’s continuity, etc.):

Global Internship Program was proposed by the Senior Officers during the SOM2017 to provide students from IARU member universities opportunities to engage in an internship at another IARU member university. Universities that are interested in providing such internship opportunities may submit a proposal, and with the Senior Officers’ approval USD 2,000 will be allocated per university.

The feedback that the Secretariat collected from the intern and the coordinators in 2019 showed that GIP could provide unique experience to both the intern and the host institution and that the financial support was effective in promoting the program.

GIP 2020 was rather a small success because of the COVID-19. Out of the five universities that offered GIP, only one university (Oxford) was able to actually carry out the program, However, GIP

remains to be an important channel for IARU member universities to provide their students, faculty and staff opportunities to engage in a collaborative and creative effort with other IARU members. In this budget request form, the Secretariat asks the Senior Officers the following;

- the continuation of the GIP in 2021
- whether we should explore the possibility of carrying out GIP that does not require travel or in-person communication.

3.3 Novo Nordisk International Talent Program

Lead	<i>UCPH</i>
Reporting	<i>Søren Nedergaard</i>
Executive summary	The Novo Nordisk International Talent Program supports student mobility between University of Copenhagen and partners in the International Alliance of Research universities.
Items for decision	
Funding to date	<i>n/a</i>
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2019</p> <p>Søren Nedergaard (UCPH) reported that 54 students would be awarded scholarship this year. Novo Nordisk were very satisfied with the program; however, the spring semester 2020 would be the final term of the program. UCPH is now exploring an opportunity to continue the program and inform partner institutions of the results later.</p> <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>

Novo Nordisk International Talent Program

The Novo Nordisk International Talent Programme (NNITP) supports student mobility between University of Copenhagen and partners in the International Alliance of Research universities (IARU). The programme was established in 2015 by University of Copenhagen (UCPH) and the Danish company Novo Nordisk.

We are happy to announce that, following an evaluation of the programme, the programme partners have agreed to extend NNITP to the end of 2022. The talent programme will be offering scholarships for a total of 335.000 Euro annually.

NNITP will continue to encourage student mobility between UCPH and the IARU partners within the area of Science and Health Sciences by supporting talented students engaged in short term and semester mobility. The programme gives priority to projects pertaining to metabolism, insulin, haemoglobin and obesity, as well as to newly added areas: big data and digitalisation.

In the academic year 2019-2020 a total number of 53 students were awarded a NNITP scholarship. Scholarships were granted to both inbound and outbound mobility students.

Due to the COVID-19 pandemic the programme has experienced a drop in the applications for the summer and fall of 2020. Therefore we expect the number of students awarded NNITP in the academic year 2020-2021 to be lower than normally.

We encourage our partners in IARU to share this opportunity with mobility students and hope to see even more mobility between UCPH and our IARU partners in the future.

3.4 Global Transformation Summer Field Research Course

Lead	UC Berkeley and UCPH	
Reporting	<i>Dr. Khatharya Um (UC Berkeley), Dr. Helle Samuelsen (UCPH)</i>	
Executive summary	<p><u>Summary of Update</u></p> <p>Because of the global pandemic, we were unable to offer the 2020 summer course in Chiang Mai. The GT Strategic Working Group is in discussion about possible activities and initiatives that it may undertake given the likelihood of yet another postponement of the course in summer 2021.</p>	
Items for decision	<i>n/a</i>	
Funding to date	<p><i>USD 13,500 (GSP 2020)</i></p> <p><i>USD 10,000 (GSP 2018)</i></p> <p>--</p> <p>USD 4,029 (May 2018)</p> <p>USD 2,000 (GSP 2018)</p> <p>USD 10,000 (May 2017)</p> <p>USD 5,000 (May 2016)</p> <p>USD 6,255 (May 2016)</p> <p>USD 3,300 (May 2015)</p>	<p><i>GT Summer Field Course</i></p> <p><i>GT Summer Field Course</i></p> <p></p> <p>4st GT Workshop (Cambridge)</p> <p>GT-GSP course reserve</p> <p>3rd GT Workshop (PKU)</p> <p>“Going Global” Speaker fee</p> <p>2nd GT Workshop (UCT)</p> <p>1st GT Workshop (ETH Zurich)</p>
Outcomes of previous meetings	<p>Senior Officers’ Meeting, September 2019</p> <p>Patricia Heuberger (ETH Zürich), a member of the Global Transformation (GT) Group, reported the groups’ activities in 2019. Based on Senior Officers’ recommendations in SOM 2018, the GT Group decided to place a summer field course at Chiang Mai University as the center of their activities. At the second year of the summer school, either students or faculty from all the eleven IARU partners and Chiang Mai University engaged in the program. After students were exposed to various lectures for one week, they were provided with opportunities to apply the gained knowledge to field study, 14 research projects with local NGOs and villages.</p> <p>Patricia Heuberger introduced a GT student-led initiative, which was derived from the GT summer course. This summer two Berkeley students who participated in the 2018 courses developed a student-centered online platform (https://www.iarustudents.com/) to promote exchange among IARU students. Moreover, the GT Group is considering extending the summer field courses to Global South areas.</p> <p>Senior Officers unanimously appreciated the value of the GT Group activities; however, the following concerns were pointed out:</p> <ul style="list-style-type: none"> • It is unclear how the requested funding of USD 10,000 will be used in detail. 	

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

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

Takeaways:

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

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

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

***Note**

The follow-up report, the whole picture of GT group's 2020 budget, and a list of participants from member universities was circulated to Senior Officers via email in January, 2020. Senior Officers approved the funding request for 2020 activities, USD 13,500 as follows.

- USD 5000 for student stipends
- USD 5000 to cover local course related
- USD 3,500 for GT Planning Meeting at NUS

Senior Officers' Meeting, September 2018

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

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

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

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

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

Takeaways:

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

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

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

Global Transformation Summer Field Research Course

Because of the global pandemic, we had to cancel our 2020 summer course in Chiang Mai and all the associated planning meetings – including a strategic GT business meeting scheduled at NUS in May 2020.

The GT Strategic Working Group is currently in discussion about possible activities and initiatives that we may undertake given the likelihood of yet another postponement of the course in summer 2021. In light of the prevailing conditions, we have no activities planned at the moment that would require IARU funding support, though we do hope that a reserve could be set aside for when the course can be offered again, hopefully in Summer 2022.

Follow-up

After receiving the status report, the Secretariat asked the same question (below) to all initiative leads.

[Question from the Secretariat]

This year Senior Officers assumed that IARU working groups will request that their 2020 fundings for a face-to-face annual meeting are postponed to 2021, but expects working groups to explore how they can keep the momentum, in other words, how they can create new activities in the COVID-19 situation and also in post-COVID-19 era, where physical travel is restricted/less encouraged.

Could you tell us how you are going to answer to this Senior Officers' suggestion? I am casting the same question to all initiatives leads.

<Excerpt from SOM July 2020 outcomes>

All Senior Officers agreed with this proposal, and it was further suggested that funding for new initiatives in relation to COVID-19 should also be welcomed. It was also pointed out that even after the COVID-19 pandemic is over, online activities should be considered as an effective way to enhance collaboration that can also save travel time and reduce CO2 emission.

[Lead's answer]

In the update that we sent you, we have noted the following in two places of the report, namely in the Executive Summary and in the Update at the end of the report:

"Because of the global pandemic, we were unable to offer the 2020 summer course in Chiang Mai. The GT Strategic Working Group is in discussion about possible activities and initiatives that it may undertake given the likelihood of yet another postponement of the course in summer 2021."

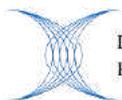
The GT executive team had discussed a few concrete activities such as the Graduate Student workshops but we are waiting for a larger group discussion and decision.

We certainly are optimistic and positive about the future and would like to convey that to the IARU leadership.

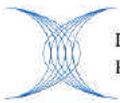
3.5 Sustainable Campus Initiative

Lead	Oxford																																
Reporting	Harriet Waters																																
Executive summary	<p>The group have just concluded a week of virtual meetings to replace their planned meeting which was to be hosted by the University of Cape Town.</p> <p>The steering group have continued to meet virtually on a monthly basis and collaborations continue to develop and flourish. Despite the cancelled staff exchange planned for the beginning of March having to be cancelled due to COVID19. However collaboration on scope 3 emission measurement, reporting and monitoring, outreach events such as the Global University Climate Programme and the publication of a website highlighting our institutional response to the Sustainable Development Goals have continued.</p> <p>Plans are being made for a student event at the Climate COP26 in Glasgow, UK November 2021. This follows on from very successful events run by the group, led by Yale at previous COPs.</p>																																
Items for decision	N/A																																
Funding request	\$ 28,000 (section 6 of this report)																																
Funding to date	<table> <tr> <td>500 USD</td> <td>Outreach materials</td> </tr> <tr> <td>10,000 USD</td> <td>Sustainability Meeting 2020 (not used – COVID impact)</td> </tr> <tr> <td>5,000 USD</td> <td>Capacity building pilot event in Cape Town (not used – COVID impact)</td> </tr> <tr> <td>3,000 USD</td> <td>Good practice and knowledge exchange on biodiversity</td> </tr> <tr> <td>---</td> <td></td> </tr> <tr> <td>10,000 USD</td> <td>Part-time fellow to manage SDG collaboration in 2020</td> </tr> <tr> <td>6,936 USD</td> <td>Sustainability Meeting 2019</td> </tr> <tr> <td>3,000 USD</td> <td>Staff exchange program in 2019</td> </tr> <tr> <td>5,000 USD</td> <td>Outward facing event in São Paulo during ISCEN in 2019</td> </tr> <tr> <td>500 USD</td> <td>Student design assistant in 2019</td> </tr> <tr> <td>2,000 USD</td> <td>Student support for communications and program development in 2019</td> </tr> <tr> <td>10,000 USD</td> <td>Part-time fellow to manage SDG collaboration in 2019</td> </tr> <tr> <td>10,000 USD</td> <td>Event on the role of academia in advancing the Sustainable Development Goals in 2018</td> </tr> <tr> <td>3,000 USD</td> <td>Design support for publications in 2018</td> </tr> <tr> <td>2,000 USD</td> <td>Student fellows to support communication and outreach in 2018</td> </tr> <tr> <td>3,000 USD</td> <td>Design and production of best practice guide (Sustainia via UCPH)</td> </tr> </table>	500 USD	Outreach materials	10,000 USD	Sustainability Meeting 2020 (not used – COVID impact)	5,000 USD	Capacity building pilot event in Cape Town (not used – COVID impact)	3,000 USD	Good practice and knowledge exchange on biodiversity	---		10,000 USD	Part-time fellow to manage SDG collaboration in 2020	6,936 USD	Sustainability Meeting 2019	3,000 USD	Staff exchange program in 2019	5,000 USD	Outward facing event in São Paulo during ISCEN in 2019	500 USD	Student design assistant in 2019	2,000 USD	Student support for communications and program development in 2019	10,000 USD	Part-time fellow to manage SDG collaboration in 2019	10,000 USD	Event on the role of academia in advancing the Sustainable Development Goals in 2018	3,000 USD	Design support for publications in 2018	2,000 USD	Student fellows to support communication and outreach in 2018	3,000 USD	Design and production of best practice guide (Sustainia via UCPH)
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	8,460 USD	Sustainability Meeting 2018 (Oxford)
	5,000 USD	Energy Management and Behavior Change intern (Oxford)
	900 USD	Global University Climate Forum intern (Yale)
	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	<p>Senior Officers’ Meeting, September 2019</p> <p>Nina Tomlin (Oxford) reported that the Sustainable Campus Initiative (SCI) continued to be very active, holding its annual meeting on 3-5 September at Yale, partly together with Real Estate Working Group (REWG). The group is now formulating a long-term strategic plan with ambitious projects including integration with sustainability and climate. SCI’s funding request of USD 18,000 consisted of USD 10,000 to set up a part-time fellow who would support Sustainability Offices’ communication strategy, USD 5,000 to support capacity building pilot event in Cape Town, and USD 3,000 to promote good practices and knowledge exchange on biodiversity.</p> <p>Senior Officers valued high productivity of the SCI group and approved the USD 18,000 funding request for their 2020 activities.</p>	



Senior Officers' Meeting, September 2018

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

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

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

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

Takeaways:

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

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

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

Sustainable Campus Initiative

The group had a very productive year culminating this week with a programme of virtual meetings to look at specific areas of potential collaboration. The highlights offered here include recent and pending publications, recent events, and key outcomes from the annual meeting.

1. Publications:

In 2019, the SCI group launched an online publication on the UN Sustainable Development Goals SDGs and *Academia Global Priorities, Educated Solutions: the role of academia in advancing the Sustainable Development Goals*. In 2020, the SCI updated that publication to include a chapter on Resilience and Response to Crisis that features fresh case studies from six of the IARU members:

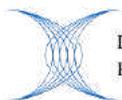
- **University of Cape Town**
Chronic Drought: Water crisis for a leading university on the tip of the African continent
Food Security Programme for Food Insecurity Resilience
- **University of Tokyo**
Addressing the Role of the University in Stewarding the Global Commons
- **Yale University**
Integrating Anti-Racism into Sustainability Planning (FORTHCOMING)
- **Australian National University**
Are we learning? Reflections on Crisis & Resilience
- **National University of Singapore**
A Net Zero Energy Building and its Research, Academic, and Operational Contributions to Climate Resilience (FORTHCOMING)
- **University of Cambridge**
Decarbonising a University using Science Based Targets

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.

The group met virtually as a replacement to the in-person meeting that was planned to be hosted at University of Cape Town. The following areas were discussed at the online meet ups:

Date	Topic	Facilitator	University Case studies
5 Oct	Moving to Net Zero	University of Cambridge (Joanna Chamberlain)	Cambridge Berkeley Cape Town
6 Oct	Scope 3	University of Cape Town (Manfred Braune)	Cape Town Cambridge Copenhagen
7 Oct	The role of Universities in disaster response	Yale University (Melissa Goodall)	Cape Town Tokyo Yale



8 Oct	SCI Governance & COP 26	University of Oxford and Yale (Harriet Waters and Melissa Goodall)	
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As originally planned, members of the group will attend the South African Green Building Council Conference but this will be held virtually in late October 2020. The panel debate 'IARU Sustainable Campus: A View into a Sustainable City' will have panelists from Cape Town, Yale, Cambridge and Oxford. Meeting virtually this year will have the impact of avoiding emissions of 35 tonnes of carbon.

[Managing the Aftermath: The Role of Universities in Responding To Crises.](#)

On 6 October Manfred Braune from University of Cape Town and Melissa Goodall from Yale presented on key themes from the *Global Challenges, Educated Solutions* publication during a [webinar](#) hosted by the University of Sao Paulo.

[Global University Climate Forum](#)

As per the SCI 2019 report, we planned to host the [Global University Climate Forum](#) in November 2020. This was intended to build on similar events in 2015 (Paris), 2012 (Rio), and Copenhagen (2009), and was structured to encourage students who were attending the 26th Conference of Parties to the Climate Convention in Glasgow to share their ideas for actionable climate-related projects that would yield measurable change over the course of a year. The pandemic opened a fresh pathway for this program. The Forum will now be online during the week of November 9, which would have been the first week of the COP. Multidisciplinary teams of students at all levels from all parts of the world are invited to submit their ideas for actionable projects in one of four tracks:

- **Inspiration and Empowerment:** Develop a creative approach to raising awareness on climate change and influencing others using tactics such as video, art, writing, or social media.
- **Ideas into Action:** Propose a student-led climate-related project on campus or in the community that will affect measurable change over the course of six months.
- **Governance and Policy Innovation:** Select a local, national, or global climate policy or governance mechanism and conduct an analysis either on how it can be improved or how your college or university can contribute to its implementation.
- **Innovation and Imagination:** For projects that do not fit into the other tracks, ideas in this category can be revolutionary, entrepreneurial, and creative. However, they must be actionable and should be designed to yield measurable results over the course of six months.

Selected teams will be invited to participate in a series of workshops during the week of November 9, 2020. After the workshops, students will execute their ideas. Successfully completed projects will be included in a publication to be issued during the [26th session of the Conference of the Parties \(COP26\)](#) to the [UN Framework Convention on Climate Change](#) (UNFCCC) in Glasgow, Scotland.

Important Dates:

- September 30th 2020 – Deadline for submission of proposals
- November 9th to 13th 2020 – Workshops take place
- December 1st 2020– Students launch their projects...monthly reporting will be required
- May 15th 2021 – Final student reports due
- November 2021 – Issue final publication during the COP

Current Status

As of October 7, we have received 135 applications from 37 countries. See Figure 1 for distribution of applications.



Figure 1 Distribution of Forum Applications

Confirmed speakers include (IARU members indicated with *):

- Carina Barnett-Loro, Deputy Director, Climate Advocacy Lab
- Paul Clements-Hunt, CEO, The Blended Capital Group
- Miraj Desai, Instructor at the Program for Recovery and Community Health, Yale University*
- Dan Kammen, Director, Center for Environmental Policy, University of California Berkeley*
- Naoko Ishii, Director, Center for Global Commons, University of Tokyo*
- Maria Ivanova, Director, Center for Governance and Sustainability, UMass Boston
- Yolanda Kakabadse, Former President, World Wildlife Fund International
- Melissa Low, Research Fellow, Energy Studies Institute, National University of Singapore*
- Wanjira Mathai, Vice President and Regional Director for Africa, World Resources Institute
- Petra Molthan-Hill, Leader, Green Academy, Nottingham Business School
- Edgar Pieterse, Faculty Member, University of Cape Town*
- David Reay, Professor of Carbon Management, University of Edinburgh
- Katherine Richardson, Leader, Sustainability Science Centre, University of Copenhagen*
- Dallase Scott, Founder, Truth

Possible list of IARU outcomes and activities

While it will not be possible to develop and execute public-facing events for each 2021 milestone, the IARU sustainability group is discussing a set of strategic activities to support the global narrative, enrich the dialogue between IARU members, and raise awareness of IARU.

3. Exchanges

A staff exchange exercise was planned for March 2020, hosted by ETH Zurich. The event would have been attended by representatives from Yale, Cambridge, Copenhagen and Oxford to look at construction approaches, life cycle analysis for lab buildings and reflecting academic needs in infrastructure planning. A short report on the event was planned to share learnings. Unfortunately, the event didn't take place due to COVID 19.

4. Annual Meeting

After the successful collaboration with the Real Estate Working Group in Yale in 2019, it is was planned to hold this year's annual meeting at the same time as well. However as the COVID pandemic didn't allow that to happen, plans are being made for a physical meeting in 2021. The Real Estate Working Group will be consulted on whether they would like to meet at the same time.

The group will discuss which university would be best placed strategically to host the 2023 annual meeting.

5. IARU SCI Governance and Administration

Melissa Goodall (Yale University) has now stepped down from the steering group after four years of service. Joanna Chamberlain (Cambridge University) remains on the steering committee as a member. Harriet Waters (University of Oxford) has now completed her term as Chair of the group but remains on the steering group. Manfred Braune (University of Cape Town) has taken on the role of Chair and an additional member of the steering group is being sought.

6. Financial Requests

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

2021	Annual Meeting	\$10,000
	Capacity building pilot event in Cape Town (not used – COVID impact)	\$5,000 (already agreed)
2021	Scope 3 Carbon Emissions Project	\$15,000
	Global Climate University Programme	\$10,000
	Biodiversity Knowledge Exchange	\$3,000
	Total	\$28,000

Funding Request (Request of carryover)

Project Name/Year:

Sustainable Campus Initiative Annual Meeting at University of Cape Town October 2021 (THIS FUNDING WAS PREVIOUSLY AGREED FOR 2020 BUT HAS NOT YET BEEN CLAIMED)

Total Requested Amount & Breakdowns:

Item	Amount
Budget covers meeting accommodation and catering	USD 10,000
<i>Capacity building pilot event in Cape Town (not used – COVID impact)</i>	USD 5,000
Total Requested Amount	USD 15,000

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Other Financial Resources (if applicable):

Participant institutions will cover the cost of travel and accommodation.

Participants List (Please specify the lead by adding “Lead” next to the name):

University	Title/Position	Name
ANU		David Wilson
ETH Zurich	Environmental Officer/Deputy Head of Unit for Security, Human Health, and Environment	Domink Brem
NUS	Director, Office of Environmental Sustainability	Amy Ho
PKU	Section Chief of Reform, Office of Policy and Legislative Affairs	Wei Chen
Berkeley	Chief Sustainability & Carbon Solutions Officer	Kira Stoll
Cambridge	Head of Energy and Environment	Joanna Chamberlain
UCT	Director of Sustainability	Manfred Braune (lead)
Copenhagen	Head of Energy and Sustainability	Tomas Refslund Poulsen
Oxford	Head of Environmental Sustainability	Harriet Waters
UTokyo	Professor, Institut for Future Initiatives	Kensuke Fukushi
Yale	Deputy Director, Yale Office of Sustainability	Melissa Goodall

*The list does not need to be complete in case not all participants are confirmed yet.

Details of the Project (background, purpose, expected outcomes, schedule, project's continuity, etc.):

The SCI participants have been meeting annually and collaborating for over 10 years. During that time, the group has coproduced a book with guidance on greening universities, a website showcasing institutions' work to deliver the Sustainable Development Goals (SDGs) and numerous events engaging and upskilling students and staff on sustainability issues.

The group have recently decided that they plan to continue to meet regularly but reduce the in person meetings to once every two years.

The October 2021 meeting have the following objectives:

- Sharing progress from working groups and developing action items on scope 3 carbon emissions,
- Feedback and outcomes from the Global University Climate Programme
- Finalising plans for the IARU / SCI presence at COP26 (scheduled for November 2021 in Glasgow, UK).

A three and a half day programme is in draft and will be discussed over the coming months

Funding Request (New request)

Project Name/Year:

IARU / SCI Scope 3 Carbon Emissions Working Group

Total Requested Amount & Breakdowns:

Item	Amount
Student fellow (4-6 months) , one in Copenhagen/Zurich and the other in Cape Town to help with data collection and analysis on scope 3 projects from IARU universities in working group	USD 6,000
Support to produce a report with recommendations on how to deal with measuring, managing and reporting scope 3 emissions	USD 7,500
Graphic design of final report to be shared online.	USD 1,500
Total Requested Amount	USD 15,000

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Other Financial Resources (if applicable):

n/a

Participants List (Please specify the lead by adding “Lead” next to the name):

University	Title/Position	Name
ANU		
ETH Zurich	Environmental Officer/Deputy Head of Unit for Security, Human Health, and Environment	Domink Brem
NUS		
PKU		
Berkeley		
Cambridge	Head of Energy and Environment	Joanna Chamberlain
UCT	Director of Sustainability	Manfred Braune (lead)
Copenhagen	Head of Energy and Sustainability	Tomas Refslund Poulsen
Oxford		
UTokyo		
Yale	Director of Yale Office of Sustainability	Virginia Chapman

*The list does not need to be complete in case not all participants are confirmed yet.

Details of the Project (background, purpose, expected outcomes, schedule, project’s continuity, etc.):

Funding Request (New request)

Project Name/Year:

Global Climate University Programme / 2020-2021

Total Requested Amount & Breakdowns:

Item	Amount
Venue and Catering Costs for Glasgow COP 26	USD 2,500
Wages for student fellow to manage the programme	USD 7,500
Total Requested Amount	USD 10,000

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Other Financial Resources (if applicable):

USD 15,000 from Yale, Oxford, Cambridge University for faculty and staff travel (already allocated)

Participants List (Please specify the lead by adding “Lead” next to the name):

University	Title/Position	Name
ANU		
ETH Zurich	Environmental Officer/Deputy Head of Unit for Security, Human Health, and Environment	Domink Brem
NUS	Director, Office of Environmental Sustainability	Amy Ho
PKU		
Berkeley	Chief Sustainability & Carbon Solutions Officer	Kira Stoll
Cambridge	Head of Energy and Environment	Joanna Chamberlain
UCT	Director of Sustainability	Manfred Braune (lead)
Copenhagen	Head of Energy and Sustainability	Tomas Refslund Poulsen
Oxford	Head of Environmental Sustainability	Harriet Waters
UTokyo	Professor, Institut for Future Initiatives	Kensuke Fukushi
Yale	Deputy Director, Yale Office of Sustainability	Melissa Goodall (lead)

*The list does not need to be complete in case not all participants are confirmed yet.

Details of the Project (background, purpose, expected outcomes, schedule, project’s continuity, etc.):

Funding Request (New request)

Project Name/Year:

IARU / SCI Biodiversity Knowledge Exchange

Total Requested Amount & Breakdowns:

Item	Amount
Collation of University approaches to Net Gain in biodiversity	USD 2,000
Wages for student fellow to manage published report	USD 1,000
Total Requested Amount	USD 3,000

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Other Financial Resources (if applicable):

USD 10,000 University of Oxford for biodiversity research application through the Oxford Conservation Hierarchy project (Oxpoch).

Participants List (Please specify the lead by adding “Lead” next to the name):

University	Title/Position	Name
ANU		
ETH Zurich	Environmental Officer/Deputy Head of Unit for Security, Human Health, and Environment	Domink Brem
NUS	Director, Office of Environmental Sustainability	Amy Ho
PKU		
Berkeley	Chief Sustainability & Carbon Solutions Officer	Kira Stoll
Cambridge	Head of Energy and Environment	Joanna Chamberlain
UCT	Director of Sustainability	Manfred Braune
Copenhagen	Head of Energy and Sustainability	Tomas Refslund Poulsen
Oxford	Head of Environmental Sustainability, Professor of Biodiversity,	Harriet Waters (lead) Prof EJ Milner-Gulland
UTokyo		
Yale	Deputy Director, Yale Office of Sustainability	Melissa Goodall

*The list does not need to be complete in case not all participants are confirmed yet.

Details of the Project (background, purpose, expected outcomes, schedule, project’s continuity, etc.):

3.6 Alumni Associations Network

Lead	<i>n/a</i>
Reporting	<i>Bernard Toh (NUS), Zeba Salman (ANU)</i>
Executive summary	<p>This report contains:</p> <ol style="list-style-type: none"> 1. The 10th IARU Alumni Directors Summit Report 2. Meeting Minutes of Zoom call in May 2020
Items for decision	<i>n/a</i>
Funding to date	<p><i>USD 7,500 Remaining balance from 1st World Alumni Forum</i></p> <p><i>--</i></p> <p><i>USD 2,500 2016 Presidents' Panel (own resources)</i></p> <p><i>USD 12,705 Alumni Association Summit, October 2010</i></p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2019</p> <p>Masaki Kato (IARU Secretariat) reported that the Alumni Associations Network held its 9th meeting at PKU on 13-15 December 2018. Alumni directors from five universities of Oxford, ETH Zürich, NUS, UTokyo, and PKU discussed their areas of focus, how to use alumni donation for the construction of alumni association itself and how to enlarge the influence of alumni work. The 10th meeting will be held on 9-10 December 2019 at NUS. As the group covers meeting fees by themselves, there was no funding request.</p> <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>

The 10th IARU Alumni Directors' Summit: 9-10 December 2019

The IARU Alumni Associations Network held its 10th meeting at the National University of Singapore on 9 – 10 December 2019. Alumni directors from six universities attended this summit. They were from Oxford University, Australian National University, ETH Zurich, Peking University, University of Cape Town and the National University of Singapore. The University of Tokyo had originally planned to attend this summit but the Alumni Director had a medical emergency and was hospitalised.

The two-day summit witnessed a rich exchange and discussion on a wide range of topics from Volunteerism to Communications to Fundraising to International Alumni. Ms Libo Msengana-bam, Head of Alumni Relations at the University of Cape Town got us off the starting blocks by sharing how “Alumni Relations and Fundraising” was conducted at the University of Cape Town. She proudly shared how their VC, Prof Mamokgethi Phakeng is actively involved in directly engaging with students and alumni of UCT. Prof Li Wensheng, Vice President and Secretary-General of the Peking University Alumni Association then shared with the meeting the strategies adopted by Peking University in terms of “Segmentation and Volunteerism”. He highlighted the importance of being present in WeChat to remain connected with their alumni. After a highly engaging morning, all the IARU Alumni Directors present were hosted to lunch by Prof Andrew Wee, the immediate past Vice President of University & Global Relations at NUS, and NUS’ IARU Senior Officer at the NUS University Club. The afternoon saw two more presentations and discussions; the first on “Communications” was led by Ms Zeba Salman, Director of Alumni Relations at the Australian National University, and the second on Impact & Metrics by Ms Christine Fairchild, Director of Alumni Relations at Oxford University. It is perhaps pertinent to highlight that “Impact & Metrics” is a relatively nascent area but of growing importance. Members of the meeting discussed how their respective universities or outfits were (or were not) measuring or assessing the value of engagement. To ensure that all meeting members were appropriately fuelled up and prepared for the next day, everyone was treated to a signature local delight - Singapore’s Chicken Rice – for dinner. It was a delightful evening of delicious food, soulful conversations and deepening of bonds between all the IARU Alumni Directors present.

Day 2 started with a discourse on the issues and challenges of engaging with “International Alumni”. This presentation and discussion was led by Mr Daniel Naff, Board Member of the ETH Zurich Alumni Association. Many around the table were able to relate to many of the issues and challenges shared by Daniel. To wrap up the summit, Mr Bernard Toh, Director of Alumni Relations at the National University of Singapore shared with the meeting how “Alumni Relations and Engagement” continued to be done at NUS. He shared that a key professional challenge that he and his team faced was how to determine and ascribe value to the many alumni engagement initiatives undertaken on an annual basis. The 10th IARU Alumni Directors’ Summit was brought to a fitting close by a specially curated visit to the NUS Lee Kong Chian Natural History Museum in the afternoon. This museum holds the largest collection of Southeast Asian fauna and flora.

For the 11th Summit, the IARU Alumni Associations Network is looking at the possibility of either UC Berkeley or University of Cape Town hosting the meeting. However, given the prevailing COVID-19 pandemic concerns, the 11th Summit may have to be conducted virtually or even possibly delayed to 2022 if an in-person summit were preferred.



Minutes

COMMITTEE	IARU Alumni
DATE / TIME	22 May 2020
VENUE	Zoom Meeting

Discussion on current activities

- Pandemic impact
- Online Engagement
 - Offers scale, greater participation and wider geographical expansion
 - We need effective web platforms to deliver the larger online events
- Shift to online and build community bonding virtually (e.g. Portal of memories/send in photos)
- Examples:
 - NUS: homecoming; day of service
 - Oxford: virtual book club
 - <https://www.alumni.cam.ac.uk/news/coronavirus>
- Global speaker series – pivot to online
- 'Alumni weekends/festivals' – move to online, and over a longer period.
- Staff/Staffing skillset – pivoting to a new format
- Teams are seeing a spike in social media
- Graduations
 - Oxford: alumni team messaging to promote security and long-term relationship, especially in these uncertain times
 - NUS: welcome pack to alumni
- Creative ideas
 - Virtual campus: <https://www.moguravr.com/toudai-sotsugyou-It>
 - Google arts n culture – can the campus be added?
 - Google street view footage – Cambridge example mentioned
 - U Melbourne – Zoom backgrounds of the campus, and wallpapers for the phone
 - Flinders – VC photo

Follow-up

After receiving the status report, the Secretariat asked the same question (below) to all initiative leads.

[Question from the Secretariat]

This year Senior Officers assumed that IARU working groups will request that their 2020 fundings for a face-to-face annual meeting are postponed to 2021, but expects working groups to explore how they can keep the momentum, in other words, how they can create new activities in the COVID-19 situation and also in post-COVID-19 era, where physical travel is restricted/less encouraged.

Could you tell us how you are going to answer to this Senior Officers' suggestion? I am casting the same question to all initiatives leads.

<Excerpt from SOM July 2020 outcomes>

All Senior Officers agreed with this proposal, and it was further suggested that funding for new initiatives in relation to COVID-19 should also be welcomed. It was also pointed out that even after the COVID-19 pandemic is over, online activities should be considered as an effective way to enhance collaboration that can also save travel time and reduce CO2 emission.

[Lead's answer]

I fully agree that we should not allow the COVID-19 pandemic to prevent us from continuing to interact and strengthen our professional bonds and ties.

I also believe that even when the COVID-19 pandemic situation abates, many of our institutions will return to international travel on a more restricted basis, i.e. only when absolutely necessary. One of the positives that COVID-19 has shown us is that it is entirely possible to interact quite well across geographies virtually.

3.7 Cybersecurity Forum

Lead	<i>ETH Zürich</i>
Reporting	<i>Dr. Rui Brandao</i>
Executive summary	<p>Due to COVID-19, the Cybersecurity Forum originally planned for June 2020 at ETH Zürich, had to be cancelled.</p> <p>ETH Zürich plans to organise an online meeting to be held the fourth quarter. The goal will be to follow-up on the focus areas defined in 2019 and to discuss various current topics related to cybersecurity, such as the impact of the pandemic on IT services and cybersecurity in higher education.</p> <p>If the situation permits, ETH Zürich will host a Cybersecurity Forum in 2021.</p> <p><u>Update as of Oct. 12, 2020:</u></p> <p>ETH Zürich opened a Doodle to find a suitable date for the VC. The search for dates closes on Thursday, Oct. 15. Currently December 2nd seems to be the favorite. However, only four universities registered so far (plus ETH Zürich).</p> <p>Preliminary agenda:</p> <ul style="list-style-type: none"> - Welcome by ETH Zürich - Cybersecurity during the pandemic: Challenges and actions taken by the participating universities - Further ongoing cybersecurity-initiatives of the participants - Update on focus areas as defined in 2019 - Decision on further video conferences
Items for decision	We request to carry over the funding for the Cybersecurity Forum 2020 to 2021 (USD 10,000) as Forum 2020 was canceled due to travelling and meeting restrictions related to COVID-19.
Funding to date	<p>USD 10,000 Workshop (2020) – not used in 2020</p> <p>--</p> <p>USD 10,000 Workshop (April 2019)</p> <p>USD 8,000 Workshop (April 2018)</p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2019</p> <p>The initiative lead transferred from NUS to ETH Zürich. Jürg Brunnschweiler (ETH Zürich) reported that the Cybersecurity Forum was one of the most productive groups that worked on urgent issues. At the second forum on 4-6 April at UCT, the group set their area of focus and principal leads for each task.</p>

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

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

Senior Officers' Meeting, September 2018

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

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

UCT has offered to host the 2019 Cybersecurity Forum.

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

	<p>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.</p> <p>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.</p>
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Follow-up

After receiving the status report, the Secretariat asked the same question (below) to all initiative leads.

[Question from the Secretariat]

This year Senior Officers assumed that IARU working groups will request that their 2020 fundings for a face-to-face annual meeting are postponed to 2021, but expects working groups to explore how they can keep the momentum, in other words, how they can create new activities in the COVID-19 situation and also in post-COVID-19 era, where physical travel is restricted/less encouraged.

Could you tell us how you are going to answer to this Senior Officers' suggestion? I am casting the same question to all initiatives leads.

<Excerpt from SOM July 2020 outcomes>

All Senior Officers agreed with this proposal, and it was further suggested that funding for new initiatives in relation to COVID-19 should also be welcomed. It was also pointed out that even after the COVID-19 pandemic is over, online activities should be considered as an effective way to enhance collaboration that can also save travel time and reduce CO2 emission.

[Lead's answer]

We are in the process of setting-up a VC in order for the members to exchange their experiences during the Covid-19 era with regards to cybersecurity:

Preliminary agenda:

- Welcome by ETH Zürich
- Cybersecurity during the pandemic:
Challenges and actions taken by the participating universities
- Further ongoing cybersecurity-initiatives of the participants
- Update on focus areas as defined in 2019
- Decision on further video conferences

We have a Doodle open to find a suitable date that closes this Thursday. Currently December 2nd seems to be the favorite. However, we only had feedback from 4 universities so far (plus ETHZ).

Funding Request Form (Request of carryover)

Project Name/Year:

IARU Cybersecurity Forum 2021

Total Requested Amount & Breakdowns:

Item	Amount
Transfer amount for Cybersecurity Forum 2020 to 2021	USD 10,000
Total Requested Amount	USD 10'000

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Total of expected costs:

Item	Amount
Accommodation	CHF 12'000
Social event incl. food & drinks	CHF 1'500
Dinner	CHF 3'500
Other expenses (e.g. breakfast, drinks for meetings, tickets, etc.)	CHF 3'000
Total Amount	CHF 20'000

Current exchange rate CHF to USD is 1.08

Participants List (Please specify the lead by adding "Lead" next to the name):

University	Title/Position	Name
ANU	Chief Information Security Officer	Suthagar Seevaratnam
ETH Zurich	CIO	Rui Brandao (Lead)
	Chief IT Security Officer	Anja Harder
NUS	Chief IT Officer	Tommy Hor
	Head (IT Security)	Leong Boon Ang
	Associate Director, Strategies and Development	Caren Chua
PKU	Vice Director	Ma Hao
	Vice Director	Yang Jia

University	Title/Position	Name
Berkeley	Associate Vice Chancellor and CIO	Larry Conrad
	Chancellor	Carol Christ
Cambridge	Director University Information Service	Ian Leslie
	Chief Information Security Officer	Vijay Samtani
UCT	Director: Enterprise Infrastructure Services	Andre Le Roux
	Senior Manager: Information and Cybersecurity Services	Roshan Harneker
	Technical Specialist: Information and Cybersecurity Services	Jamiela Dawood
	Senior Technical Specialist IT Security	Michael Michiel
	Systems Engineer	Ghamza Jacobs
Copenhagen	CISO	Poul Nielsen
	IT-security manager	Kim Otto Ursin
	CISO	Poul Halkjær
	Senior Adviser on Information Security and Datamanagement	Thomas Schlichting
Oxford	Chief Information Security Officer	Graham Ingram
	CIO	Anne Trefethen
UTokyo	Professor	Yuji Sekiya
Yale	Chief Information Security Officer	Morrow Long

*The list does not need to be complete in case not all participants are confirmed yet.

Note: Participants that confirmed their attendance for the Cybersecurity Forum 2020 by the time it was canceled due to COVID-19 are listed in green. Other participants were invited but did not confirmed yet.

Details of the Project (background, purpose, expected outcomes, schedule, project's continuity, etc.):

The IARU Cybersecurity Forum (CF) aims to facilitate the exchange on cybersecurity topics between IARU members. It was initiated in 2018 at a 2-day inaugural event at NUS. The second Forum took place at UCT in 2019 where several focus areas were identified. Each of the universities attending the CF 2019 agreed to take the lead for one focus area.

The CF 2020 was planned to take place at ETH Zurich. However, the 2020 Forum was canceled due to COVID-19 related travel and meeting restrictions. The CF is therefore being

shifted to 2021. The dates for the CF 2021 will be announced based on how the COVID-19 situation evolves. We hope that we can host the event in the second half of 2021 at ETH Zurich.

Currently, we plan to have to streams for the CF 2021:

Stream 1: Key Focus Areas

Sharing information on the key focus areas identified at the workshop in Cape Town:

1. KPI framework – principal lead: National University of Singapore (NUS).
2. Risk tolerance framework – proposed principal leads: University of Tokyo and National University of Singapore (NUS)
3. Connectivity per team – principal lead: ETH Zurich
4. Benchmarking – principal lead: University of Cape Town (UCT)
5. Policy development/ discussion – principal lead: University of Copenhagen
6. Intelligence sharing – principal lead: Australia National University (ANU)

This stream is intended for participants on CIO or CISO level.

Stream 2: Sharing amongst CERTs

We would like to extend the invitation for 2021 to leading members of your Computer Emergency Response Teams (CERT). The idea is to launch a more technical stream, where members of CERTs can share information and experiences with peers of other universities on a more technical level.

3.8 Librarians' Contact Group

Lead	<i>Australian National University</i>
Reporting	<i>Roxanne Missingham</i>
Executive summary	<p><i>This year has required changes in the operation of the group due to COVID-19, changes in travel restrictions and the need to collaborative in different ways</i></p> <p><i>The major activities have included publication of a guide for students and academics in IARU members regarding library services during the period of COVID-19 and continued sharing of information through the year.</i></p>
Items for decision	<i>Nil</i>
Funding to date	<i>USD 10,000 Staff Exchange Program (2020) – note paused due to COVID-19</i>
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2019</p> <p>Nina Tomlin (Oxford) introduced new initiatives of the Librarians' Contact Group. In its annual meeting in July 2019 the possibility of reciprocal services have been discussed, and the group agreed that a new webpage on the IARU official website that collects user guidance information of member libraries would be useful for IARU researchers and students.</p> <p>Another trial taking place is a staff exchange program. Its aim is for IARU future librarian leaders to form a global network, develop their capabilities in the digital age, and share best practices and experience. The group did not initially know that they could make a funding request, and this was their first time to do it. Senior Officers agreed to fund USD 10,000, which will be used to support participants' travel and accommodation costs.</p> <p>Karen Kennedy (Cambridge) mentioned internal coordination across museums at Cambridge and shared an idea of IARU museum staff's learning from each other. Senior Officers' responses were diverse, and there remained room for discussion on future collaboration.</p> <p><u>Takeaways:</u></p> <p>Senior Officers will ask librarian or museum staff about their interests in adding a new focus in the Librarians' Contact Group or establishing a new initiative on museum matters. This topic will be discussed again at the next SOM.</p> <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</p>

	<p>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 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>
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Librarians' Contact Group

1. **IARU Library Benchmarking.**

Thanks to great work by ETH and Copenhagen a core set of benchmarking data has been updated annually since 2016. The most up to date spreadsheet has been circulated for updating https://anu365-my.sharepoint.com/:x/g/personal/u1428539_anu_edu_au/EVFcoNHjfaRKneffnaZgs8IBzICC FopH-hBdb9kFaNLX1Q?e=4emQ8r

2. **IARU Libraries during COVID-19 – information for students and academics**

The International Association of Research University Libraries developed extensive services to support scholars through the period when universities offer limited physical access of campuses during the response to COVID-19.

The IARU Librarians' Contact Group produced information for IARU communities with cooperation with all IARU libraries. The webpage contains information about services available from us during this time of challenge. It is available [here \(http://library-admin.anu.edu.au/intranet/iaru-libraries/support-during-covid-19/\)](http://library-admin.anu.edu.au/intranet/iaru-libraries/support-during-covid-19/).

It was developed to inform IARU communities of the changes to library services and access offered at this time. It also promoted a wealth of research resources that are being made freely available including research outputs from our universities and digitized resources. The paper was announced through a release on the IARU website <http://www.iaruni.org/about/news/761-2020-lib-cov>)

3. **IARU Passport**

ANU had volunteered to coordinate the online passport and this project was interrupted by COVID-19. At present there is a plan to use the model from the COVID-19 IARU libraries report (<http://www.iaruni.org/about/news/761-2020-lib-cov>) and include additional information with consultation to occur in the last quarter of 2020.

4. **Staff development program**

The coordinator and team at Oxford University and a selection panel developed the program selecting candidates and are thanked for their work. Successful applicants could be reimbursed for up to \$2,500 US dollars to enable them to take an exchange. The initiative has been interrupted by COVID-19 and no-one has been able to fulfill their exchanges as planned. The scheme will be reviewed when COVID-19 requirements and travel restrictions change.

5. **Information sharing**

Members of the group have collaborated and shared information as time has permitted. Access to collections and services has assisted scholars continue their study and research.

Follow-up

After receiving the status report, the Secretariat asked the same question (below) to all initiative leads.

[Question from the Secretariat]

This year Senior Officers assumed that IARU working groups will request that their 2020 fundings for a face-to-face annual meeting are postponed to 2021, but expects working groups to explore how they can keep the momentum, in other words, how they can create new activities in the COVID-19 situation and also in post-COVID-19 era, where physical travel is restricted/less encouraged.

Could you tell us how you are going to answer to this Senior Officers' suggestion? I am casting the same question to all initiatives leads.

<Excerpt from SOM July 2020 outcomes>

All Senior Officers agreed with this proposal, and it was further suggested that funding for new initiatives in relation to COVID-19 should also be welcomed. It was also pointed out that even after the COVID-19 pandemic is over, online activities should be considered as an effective way to enhance collaboration that can also save travel time and reduce CO2 emission.

[Lead's answer]

I have reached out to my colleagues and at present we are working on an "IARU Passport" to help students and academics of IARU members access the wonderful collections and services of their libraries. ANU staff are developing a draft within our budget.

If we identify any other projects, I'll be in touch.

3.9 Real Estate Working Group

Lead	<i>Cambridge</i>												
Reporting	<i>Paul Milliner (Cambridge)</i>												
Executive summary	<p>The Real Estate Group's work programme for 2019/2020 was significantly disrupted by the global coronavirus pandemic:</p> <ul style="list-style-type: none"> - the programme of work identified in the 2019 report to Senior Officers had to be postponed in 2020, as staff had to prioritise emergency planning work at their respective Universities - we were unable to travel to Cape Town for the Annual Meeting, due to travel restrictions and health concerns. <p>As an alternative to the planned programme of work and the meeting in Cape Town, the Group held two video meetings on Monday 5th October, at which each University gave a presentation on estate impacts arising from the pandemic, and recovery planning.</p> <p>Our 3-year work programme has been refreshed accordingly.</p>												
Items for Decision													
Funding to date	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;"><i>10,000 USD</i></td> <td><i>Real Estate Working Group Meeting (2020)</i></td> </tr> <tr> <td>--</td> <td></td> </tr> <tr> <td>6,936 USD</td> <td>Real Estate Working Group Meeting (Sep 2019) *Jointly held with Sustainable Campus Initiative Meeting</td> </tr> <tr> <td>12,000 USD</td> <td>Benchmarking Initiative (2018)</td> </tr> <tr> <td>5,340.18 USD</td> <td>Real Estate Working Group Meeting (Sep 2018)</td> </tr> <tr> <td>5,516.20 USD</td> <td>Real Estate Working Group Meeting (Sep 2017)</td> </tr> </table>	<i>10,000 USD</i>	<i>Real Estate Working Group Meeting (2020)</i>	--		6,936 USD	Real Estate Working Group Meeting (Sep 2019) *Jointly held with Sustainable Campus Initiative Meeting	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)
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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>Senior Officers' Meeting, September 2019</p> <p>Karen Kennedy (Cambridge) presented REWG's report on the meeting on 4-5th September at Yale that was held simultaneously with CSI. Joint sessions dealt with diverse topics including space efficiency & productivity benchmarking, where both groups recognized significant added value in the cross-fertilization of ideas and in undertaking joint works. The annual meeting in 2020 will be held together with SCI again.</p> <p>There was also steady progress in other topics. The space norms project, the topic REWG works on independently, for example, collected information on policies and standards at IARU universities and commentary on practicing implementation. Identifying consistent themes will lead to a good practice guide and toolkit that will benefit the IARU partners.</p> <p>Senior Officers approved the USD 10,000 funding request for the next annual meeting.</p>												

Presidents' Meeting, January 2019

On behalf of Dr. Dominik Brem (ETH Zürich), Rexilly Uy (IARU Secretariat) reported chief points of Dr. Brem's presentation including that:

- 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.

Participants were encouraged to read through presentation slides for details and directly contact Dr. Brem if they have any questions.

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.

Annual Meeting 2019

The Annual Meeting in 2019 was held at Yale University on 4th and 5th September, after the last Senior Officers Report had been sent. The meeting took 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.

The Real Estate Group developed a three-year programme plan for 2019-2022, based around the key strategic themes of Space Use and Efficiency, the Future Learning Environment, and Resource Planning. Projects within each theme were identified. We agreed a methodology to collect and analyse data; to identify good practice case studies, and; to prepare toolkits. We agreed that outputs would be published on the IARU website and made available to the HE sector generally.

Work Programme 2019-20

Unfortunately, the programme of work identified in the 2019 report to Senior Officers was postponed in 2020, as staff engaged in priority emergency planning work at our respective Universities for a number of months, relating to the shutdown and the safe re-opening of our estates.

Annual Meeting 2020

The meeting that was scheduled to take place in Cape Town in October 2020 also had to be postponed, due to travel restrictions and health concerns.

As an alternative, the Group met online to share our experiences of estate impacts arising from the pandemic and recovery planning. We held two video meetings on Monday 5th October, attended by Cambridge, NUS, ETH Zurich, Tokyo, Copenhagen, Oxford, Cape Town and Berkeley, at which each University gave a presentation. (Two meetings to accommodate the time zone differences between the USA, Europe/Africa, and the Far East). The presentations made at the meetings have been uploaded to REG's sharing platform.

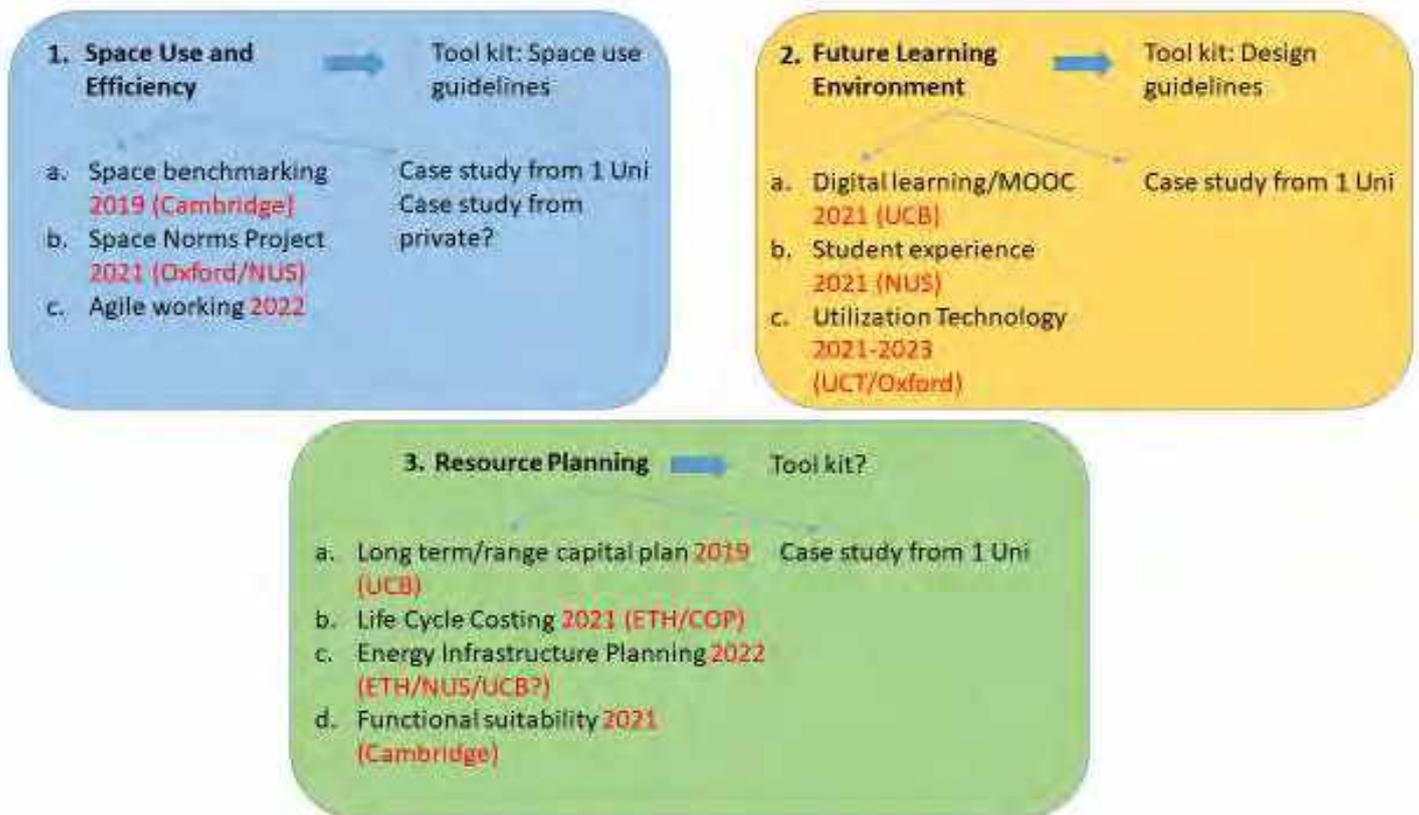
A number of common themes emerged from the presentations:

1. Lessons Learnt from Shutdown and Reopening; including
 - The creation of task force governance bodies for emergency planning purposes
 - Coordination of localized and centralized FM services

- The continuation of critical services for which access was required during shutdown, including life safety systems, security, essential IT infrastructure, and business-critical research
 - Re-opening processes including assurances that built assets were safe to use and assurances that activities could be carried out safely
2. Managing operations in re-opened estate in the short term, while the pandemic continues, including
- Infection control measures
 - Marking out and laying out buildings and external spaces for social distancing
 - Enhanced cleaning regimes
 - Test & trace
 - Managing the use of reduced capacity spaces
3. Adapting our estates to support new ways of delivering teaching, learning, examinations, research and professional services in the medium to long-term; and
4. Reshaping our estates to support financial recovery

Future Work Programme

Our original 3-year work programme themes relating to Resource Planning and The Future Learning Environment are highly relevant as we start the recovery process. The third theme, relating to Space Use and Efficiency, has been adapted to Efficient, Agile & Healthy Workplaces, in anticipation of a permanent shift towards agile working and in recognition of the strong focus on the health and wellbeing of our people. The programme has been delayed by one year, but the Group remains committed to it:



Carry-Over Funding

We still intend to meet in-person in 2021, if possible, and the carried over funding would be used to support that meeting. In addition, we may wish to use funding to support the design and publication of toolkits and guidelines arising from our work programme.

There is no request for funding additional to that being carried over.

Group Leadership & Management

Paul Milliner (Cambridge) is standing down as Chair of the Real Estate Group at the end of October 2020 and will be replaced by Mughtar Parker (Cape Town) for the next 12 months.

The Group will hold online programme and project meetings during 2020/21 in order to maintain momentum with its programme of work during the ongoing pandemic.

Follow-up

After receiving the status report, the Secretariat asked the same question (below) to all initiative leads.

[Question from the Secretariat]

This year Senior Officers assumed that IARU working groups will request that their 2020 fundings for a face-to-face annual meeting are postponed to 2021, but expects working groups to explore how they can keep the momentum, in other words, how they can create new activities in the COVID-19 situation and also in post-COVID-19 era, where physical travel is restricted/less encouraged.

Could you tell us how you are going to answer to this Senior Officers' suggestion? I am casting the same question to all initiatives leads.

<Excerpt from SOM July 2020 outcomes>

All Senior Officers agreed with this proposal, and it was further suggested that funding for new initiatives in relation to COVID-19 should also be welcomed. It was also pointed out that even after the COVID-19 pandemic is over, online activities should be considered as an effective way to enhance collaboration that can also save travel time and reduce CO2 emission.

[Lead's answer]

The section of the Senior Officers report titled 'Future Work Programme' addresses the question relative to the Real Estate Group's work programme:

- The Group's original 3-year work programme themes relating to Resource Planning and The Future Learning Environment are highly relevant as we start the pandemic recovery process.
- The third theme, relating to Space Use and Efficiency, has been adapted to Efficient, Agile & Healthy Workplaces, in anticipation of a permanent shift towards agile working and in recognition of the strong focus on the health and wellbeing of our people.

In addition, I've added the following text to the section titled 'Group Leadership and Management': The Group will hold online programme and project meetings during 2020/21 in order to maintain momentum with its programme of work during the ongoing pandemic.

3.10 Gender Group

Lead	University of Cape Town, Copenhagen University
Reporting	<i>Professor Loretta Feris (Cape Town)</i>
Executive summary	<p>This report contains:</p> <ol style="list-style-type: none"> 1. Overview on funding for 2020 2. Report on 2020 meeting of the IARU Gender Group, Senior Officers' Meeting 3. Funding carry-over from 2020 to 2021
Items for decision	Funding carry-over from 2020 to 2021 to host the meeting scheduled for 2020 in Copenhagen in 2021.
Funding to date	<p>USD 8,000 <i>Workshop (2020)</i></p> <p>--</p> <p>USD 6,500 Workshop (September 2019)</p> <p>USD 6,575 Workshop (September 2018)</p> <p>USD 4,000 IARU Intern for data collection and analysis of gender differences in educational achievements (ETH)</p> <p>USD 4,000 IARU Intern to assess role of incentives (ANU)</p> <p>USD 8,000 Workshop (March 2017)</p> <p>USD 4,000 IARU Intern to assess the role of implicit bias training (Yale)</p> <p>USD 3,011 Workshop (July 2016)</p> <p>USD 5,200 Workshop (June 2015)</p> <p>USD 3,638 Workshop (2013)</p> <p>USD 6,512 Workshop (March 2012)</p> <p>USD 8,500 For project development (PM2006)</p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2019</p> <p>Jürg Brunnschweiler (ETH Zürich) pointed out that critical issues of Gender Group including the group's name and focus remained unresolved. Equally, as discussed in SOM 2018, Senior Officers considered the agenda of the group's annual meeting scheduled to be held on 25-27 September to be too broad and casted doubt on the meaning of broadening the scope of activities from 'Gender' to 'Equity, Diversity, Inclusion (EDI)'.</p> <p><i>[Excerpt from SOM 2018 outcomes]</i></p> <p><i>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</i></p>

and how these are addressed on university campuses, family policies, and intersectionality within gender issues.

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

Takeaways:

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

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

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

***Note**

The outcomes of the 2019 annual group meeting submitted by the Group leads were circulated to Senior Officers via email in November 2019, and USD 8,000 was approved for 2020 annual meeting at Copenhagen.

Senior Officers' Meeting, September 2018

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

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

support for all other IARU initiatives, well outside the capacity of the current Secretariat at UC Berkeley.

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

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

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

Takeaways:

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

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

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

Gender Group

In view of Covid 19 the scheduled meeting of the group, due to take place at Copenhagen University in June 2020 was postponed to 2021. A zoom meeting took place on 10 June 2020.

The following was in attendance:

- Berkeley (Angelica Stacy)
- University of Cape Town (Loretta Feris)
- University of Copenhagen (Maria Mortensen, Ingrid Skovsmose)
- ETH (Renate Schubert)
- University of Oxford (Rebecca Surender)
- University of Tokyo (Shimizo Akiko)
- Yale University (Karen Anderson)

The following Universities were not able to attend: University of Peking, University of Singapore.

Agenda

13.55		Reception – preparing for the Meeting
14.00		Welcome to ZOOM meeting in Copenhagen. Hello to everybody <i>University of Copenhagen welcomes everyone: Maria Mortensen and Ingrid Skovsmose</i> Welcome and setting the meeting <i>Professor Loretta Feris (UCT) and Professor Renate Schubert (ETH)</i>
14.10		Updates and current problems at the institutions <i>Each member prepared one or two slides to be shared online or beforehand by sending the slides to isj@adm.ku.dk</i>
15.30		Thoughts on the next meeting – Copenhagen June 2021
15.50		Next steps
16.00		Goodbye and see you soon

The Meeting touched on the following Topics:

Covid-19 and the impact on each University and particularly on conditions for Women in Research (lockdown, working from home, childcare, gender-based violence, research being postponed etc).

The next Meeting:

The group decided to apply for renewed funding in 2021 with the same agenda and host, ie University of Copenhagen. Hoping that it will be possible to meet in Copenhagen in 2021.

Follow-up

After receiving the status report, the Secretariat asked the same question (below) to all initiative leads.

[Question from the Secretariat]

This year Senior Officers assumed that IARU working groups will request that their 2020 fundings for a face-to-face annual meeting are postponed to 2021, but expects working groups to explore how they can keep the momentum, in other words, how they can create new activities in the COVID-19 situation and also in post-COVID-19 era, where physical travel is restricted/less encouraged.

Could you tell us how you are going to answer to this Senior Officers' suggestion? I am casting the same question to all initiatives leads.

<Excerpt from SOM July 2020 outcomes>

All Senior Officers agreed with this proposal, and it was further suggested that funding for new initiatives in relation to COVID-19 should also be welcomed. It was also pointed out that even after the COVID-19 pandemic is over, online activities should be considered as an effective way to enhance collaboration that can also save travel time and reduce CO2 emission.

[Lead's answer]

We are mindful that virtual meetings are a challenge when one is working across several timelines. A full day meeting is not for, example possible. We are also mindful that face to face meetings are important for individuals to network and forge closer links amongst the institutions. This is not possible in a virtual environment.

We therefore propose the following:

1. Having face to face meetings every second year – this would mean that a face to face meeting will need to happen in 2021, if at all possible.
2. That virtual meetings will need to take place over a longer period, i.e. that we may have a week of 2 to 3 hour meetings to complete the business.

Funding Request (Request of carryover)

Project Name/Year:

The annual meeting of the IARU Gender Group at the University of Copenhagen in 2021

Total Requested Amount & Breakdowns:

Item	Amount
Annual meeting to be held in Copenhagen, Denmark in 2021	USD 8,000
Total Requested Amount	USD 8,000

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Other Financial Resources

Each IARU member university will cover the cost of travel and accommodation of their delegate who will attend the annual meeting – see table below for list of participants

Participants List

University	Title/Position	Name
ANU	Convenor, Gender Institute	Margaret Jolly
	Convenor, Gender Institute	Fiona Jenkins
	Postdoctoral Fellow	Joyce Wu
ETH Zurich	Associate Vice President Equal Opportunities	Renate Schubert
NUS	Associate Professor, Department of Sociology	Eric Thompson
PKU		
Berkeley	Professor of Chemistry	Angelica Stacy
Cambridge		
UCT	Deputy Vice-Chancellor: Transformation	Loretta Feris (lead)
Copenhagen	Health and Safety Manager	Ingrid Skovsmose
Oxford	University Advocate and Pro Vice-Chancellor (Equality & Diversity)	Rebecca Surender
UTokyo	Professor, Graduate School of Arts and Sciences	Akiko Shimizu
Yale	Associate Dean for Graduate Student Development and Diversity	Michelle Nearon

3.11 Lifelong Learning

Lead	<i>National University of Singapore</i>
Reporting	<i>Assoc. Prof TAN Woei Wan, Vice Dean, School of Continuing and Lifelong Education</i>
Executive summary	<p>Microsoft Teams Group for the Lifelong Learning Working Group was created in January 2020. Representatives from ANU, NUS, Cambridge, Copenhagen and Oxford joined the platform, while ETH Zurich representative missed the invitation e-mail. While most members of the Working Group joined, there is little activity. Factors for the inactivity may be</p> <ul style="list-style-type: none"> • Suitability of Teams as a Working Group collaboration platform • Unique global situation due to COVID-19. <p>A poll was conducted in September 2020. All members, with the exception of Oxford University, indicated that the representatives are still keen to share experiences. A virtual meeting will be scheduled in October 2020 to map out the plans moving forward. In 2021, virtual meetings will be scheduled to establish a more systematic collaboration format.</p>
Items for decision	<i>NIL.</i>
Funding to date	-- USD 10,000 Inaugural meeting at NUS (November 2019)
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2019</p> <p>The Lifelong Learning initiative was first discussed in SOM 2018 and developed at PM 2019, and Andrew Wee (NUS) updated the information on the related meeting (L3 Workshop) held on 8-9 November 2019 at NUS. The workshop consists of open sessions on general topics for a wider audience and closed sessions on specific topics for IARU participants only. NUS recruited some panelists from partner institutions, but were still calling for additional speakers from IARU.</p> <p>Funding for the workshop (USD 10,000) was already approved in SOM 2018. Interested members would need to make a registration as soon as possible.</p> <p>Presidents' Meeting, January 2019</p> <p>Andrew Wee (NUS) introduced their Lifelong Learners Program (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 is a list of skill-based, industry-relevant courses in 10 key disciplines that aim to reskill NUS alumni. Graduates who completed their degree at NSU and those whose enrolment is within 20 years from</p>

the point of first admission are eligible for the program. Because the Singapore government worries that the skills of university graduates easily 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.

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 program. There was also an option to hold the meeting collaboratively with the Institute for the Future (IFTF), 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.

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.

Follow-up

After receiving the status report, the Secretariat asked the same question (below) to all initiative leads.

[Question from the Secretariat]

This year Senior Officers assumed that IARU working groups will request that their 2020 fundings for a face-to-face annual meeting are postponed to 2021, but expects working groups to explore how they can keep the momentum, in other words, how they can create new activities in the COVID-19 situation and also in post-COVID-19 era, where physical travel is restricted/less encouraged.

Could you tell us how you are going to answer to this Senior Officers' suggestion? I am casting the same question to all initiatives leads.

<Excerpt from SOM July 2020 outcomes>

All Senior Officers agreed with this proposal, and it was further suggested that funding for new initiatives in relation to COVID-19 should also be welcomed. It was also pointed out that even after the COVID-19 pandemic is over, online activities should be considered as an effective way to enhance collaboration that can also save travel time and reduce CO2 emission.

[Lead's answer]

The Lifelong Learning Group's plan, since its inception, is to exchange ideas and strategies virtually. Since physical meetings that requires travel was not planned, there is no urgent need to adapt to the challenges posed by COVID-19.

3.12 HR Consultation Group

Lead	<i>National University of Singapore</i>
Reporting	<i>Kevin Chua (NUS)</i>
Executive summary	<i>The IARU HR Consultation Group has had 2 virtual meetings and an in-person meeting in 2019 to confirm common areas of interest, share common HR practices and conduct a pulse survey. However, due to COVID-19 and a leadership transition at NUS, the group was in hiatus from Jan 2020 until the end of Sep 2020. Following the appointment of a new Chief People Officer in Oct 2020 at NUS, the group will resume its work. The hosts, topics and planning of two virtual meetings for 2021 is currently in the works.</i>
Items for Decision	NA
Funding to date	--
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2019</p> <p>Andrew Wee (NUS) updated attendees about the HR Consultation Group which was proposed in PM 2019. The first online meeting in April established the group's fundamental framework. As the group handle confidential data, member universities must submit the "Data Sharing Agreement", which seven out of eleven partners already signed. The group started a first survey for benchmarking studies, which five institutions completed as of SOM 2019. Items for the survey include general information such as student-faculty ratio and country-dependent information such as average monthly payroll.</p> <p>The first real meeting will be jointly held with the L3 Workshop held on 8-9 November 2019 at NUS. There was no funding request from the group.</p> <p>Presidents' Meeting, January 2019</p> <p>Andrew Wee (NUS) presented a proposal focusing on HR consultation. This proposal is motivated by VP in HR at NUS, aiming to prepare 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>

HR Consulting Group

Report for the IARU-HR Consultation Group

Since the beginning of the IARU-HR Consultation Group, there were three meetings:

- 4 April 2019 (virtual meeting) – confirmed the common areas of interest across the universities and explores the sharing of HR practices. Following this meeting, a survey kit was sent to the group.
- 6 September 2019 (virtual meeting) – presentation and sharing of compiled responses following the survey
- 8-9 November 2019 (in person meeting in Singapore) – held in conjunction with IARU Lifelong Learning Group; sharing of strategies, practices and challenges in different leading universities, and discussions on how they may be addressed

There has not been any meeting since November 2019 due to COVID-19 and leadership transition of the NUS Head of HR

We intend to convene a meeting by February 2021 to re-confirm the following:

- Continued participation of Universities in the IARU-HR Consultation Group
- Frequency of virtual meeting
- Hosts and topics for the next two virtual meetings in 2021

3.13 Aging, Longevity and Health & Graduate Student Conference

Lead	ANU (Theme) CPU (Meeting)														
Reporting	<i>Professor Sarah Harper (Oxford)</i>														
Executive summary	As well as the Student activities and annual conference, the emphasis of the theme now includes more bi-lateral collaborations and the production of working papers, academic papers and policy briefs. In addition several smaller research themes have developed within the broad AHL theme. Outcomes: Successful series of bi-meetings, UCPH's IARU summer school, Conference arranged at Cape Town, October 2020, conference planned at Cambridge 2021														
Items for decision	ALH Graduate Student Conference at Cambridge request 2021														
Funding to date	<p><i>Request: USD 15,000 ALH Graduate Student Conference Cambridge 2021</i></p> <table> <tr> <td>USD 15,000</td> <td>ALH Graduate Student Conference, (2020)</td> </tr> <tr> <td>USD 11,505.73 (2019)</td> <td>ALH Graduate Student Conference, ANU</td> </tr> <tr> <td>USD 15,000 (2018)</td> <td>ALH Graduate Student Conference, NUS</td> </tr> <tr> <td>USD 13,003.20 (2017)</td> <td>ALH Graduate Student Conference, Oxford</td> </tr> <tr> <td>USD 14,600 (2016)</td> <td>ALH Graduate Student Conference, UTokyo</td> </tr> <tr> <td>USD 15,000 (2014)</td> <td>ALH Graduate Student Conference, Copenhagen</td> </tr> <tr> <td>USD 38,000 (2009)</td> <td>for project management salary, Oxford</td> </tr> </table>	USD 15,000	ALH Graduate Student Conference, (2020)	USD 11,505.73 (2019)	ALH Graduate Student Conference, ANU	USD 15,000 (2018)	ALH Graduate Student Conference, NUS	USD 13,003.20 (2017)	ALH Graduate Student Conference, Oxford	USD 14,600 (2016)	ALH Graduate Student Conference, UTokyo	USD 15,000 (2014)	ALH Graduate Student Conference, Copenhagen	USD 38,000 (2009)	for project management salary, Oxford
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USD 15,000 (2014)	ALH Graduate Student Conference, Copenhagen														
USD 38,000 (2009)	for project management salary, Oxford														
Outcomes of previous meetings	<p>Senior Officers' Meeting, September 2019</p> <p>Nina Tomlin (Oxford) reported that there was a great progress in ageing research collaborations. The Aging, Longevity and Health & Graduate Student Conference (ALH & GSC) is the only research focused group. Senior Officers believed that more progress could be expected by continuous funding support and agreed to fund USD 15,000 for the group's annual meeting and GSC in 2020.</p> <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</p>														

	<p>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> <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.</p>
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Aging, Longevity and Health

2019/2020 saw several successful bi-meetings in Copenhagen, Singapore, Oxford and Canberra (ANU) resulting in several papers in progress, and a publication involving all team leaders is now under review by Journal of Gerontology.

A very successful on-line conference was hosted by Cape Town (see separate Conference Report).

Emphasis has also been on website development for individual Universities to highlight the work of the AHL Theme and cross university visits – Cambridge- Copenhagen, Oxford-Copenhagen, ANU-Cambridge.

Oxford and Copenhagen successfully obtained funding for a IARU project from the Lundbeck Foundation supporting a Visiting Professorship and post-doc for one year. Two papers are now under submission.

Copenhagen continues it successful IARU Summer School

Oxford continues to take IARU interns.

Report from Virtual graduate student conference 30 September – 2 October 2020

IARU ANNUAL GRADUATE STUDENT CONFERENCE ON HEALTHY AGEING: RESEARCH, STRATEGIES AND ACTIONS

In line with the Ageing, Longevity and Health working group's aim, this year's conference themes have been designed within an interdisciplinary framework. As such, the conference aimed to showcase and present innovative research with a focus on the African continent, specifically southern Africa. The following chosen themes demonstrated this angle:

- new technologies and ageing with a focus on health;
- long-term care systems, social and health care; and
- dementia, HIV and ageing.

In addition to the above, a panel discussion comprising researchers from Australia, Singapore, UK, South Africa and Denmark explored current and emerging research in relation to COVID-19 and ageing across their respective country settings. A further twenty-one postgraduate students presented papers at the event. This brought the total number of presenters to 38.

In order to provide an intellectual networking opportunity for students, a workshop was designed around technology and mental health in the ageing. Based on design-thinking, two student working groups grappled with the following problem statement: *potential impact of technology on mental health among the elderly*. They presented their solutions at the end of the conference with one being selected as the winner by a three-member panel.

Two hundred people registered for the conference coming from 25 countries across the globe and from diverse cultural settings. It was an ideal space for networking between novice and advanced researchers.

For the full programme, see www.alhconference2020.co.za

Funding Request (New request)

Project Name/Year:

Ageing, Longevity and Health Theme - Annual Graduate and Research Conference Cambridge 2021

Total Requested Amount & Breakdowns:

Item	Amount
Item 1 Conference Support	USD 15,000
Item 2	USD
Item 3	USD
Total Requested Amount	USD

*Please note that it is required to report how the approved funding is actually used and the outcomes later in the annual status report.

Other Financial Resources (if applicable):

Participants List (Please specify the lead by adding “Lead” next to the name):

University	Title/Position	Name
ANU	Professor (Chair of Theme)	Nic Cherbin
ETH Zurich		
NUS	Professor	Angelique Chan
PKU	Professor	Xiaoying Zheng
Berkeley		
Cambridge	Dr (Lead, Conference 2021)	Loiuse La Fontaine
UCT	Dr	Sebestiana
Copenhagen	Professor	Lene Juel Rasmussen
Oxford	Professor	Sarah Harper
UTokyo	Professor	Hiroko Akiyama
Yale		

*The list does not need to be complete in case not all participants are confirmed yet.

Details of the Project (background, purpose, expected outcomes, schedule, project’s continuity, etc.):

\$15,000 is requested for the 2021 Graduate and Research Conference. This will be held in Cambridge, following on from the productive meetings in Tokyo (2016) Oxford (2017) Singapore (2018) ANU (2019) Cape Town (2020). This will enable the successful continuation of the graduate and early career training and development, and the collaborative research strands within the ALH theme.

3.14 IARU Joint Online Course

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

As a response to the key takeaways from the Presidents Hotline, the possibility of new online joint education programs was discussed at the Senior Officers' Meetings July 2020. Some universities have shown interest and have started to design such programs. The following is the list of these programs, which includes one program that has already been carried out by PKU and UTokyo.

- East Asia and the World under the Pandemic (PKU-UTokyo, classes are taking place as part of the 2020 fall semester*)
*The syllabus can be found on the next page.
- Gerontology studies (Copenhagen-UTokyo, under consideration)
- Sustainability (ETH Zurich-UTokyo, under consideration)
- Environmental Issues and Policies in China (PKU, under consideration)

In order to encourage member universities to consider carrying out such online joint education programs, the Secretariat proposes that Senior Officers share the following understanding:

- Categorize these programs as “IARU Online Joint Courses”
- In principle, these programs should be made available to students from all IARU universities
- Policies regarding assessment and/or offering of credits should be determined by the host university(ies).
- Policies regarding the acceptance of transferred credits should, if necessary, be determined by the home university of the student.
- A certificate of participation may be awarded to students.

The Secretariat welcomes proposals of Online Joint Courses from member universities.

UTokyo-PKU Joint Online Course “East Asia and the World under the Pandemic”

Fall 2020

Friday 11:00 am -12:00 pm (JST)

Course Objectives/Overview

As the worldwide spread of the pandemic of COVID-19 has been changing people’s ways of life, we, standing on respective positions while sharing the same situation, through this course aim to proceed on inter-disciplinary explorations into various effects in terms of human civilization, society, history, and natural environment resulted from the pandemic event. This online course is part of the joint program of East Asian Studies coordinated by the University of Tokyo (UTokyo) and Peking University (PKU) as well as a program co-hosted by the International Alliance of Research Universities (IARU). The lectures will be taught by professors from UTokyo and PKU. The students are expected to actively participate in in-class discussion moderated by the instructors and teaching assistants.

Keywords

East Asia; the Pandemic; Modern Thoughts

Instructors

Kiichi Fujiwara, Graduate School of Law and Politics, UTokyo

Hideki Hashimoto, Graduate School of Medicine, UTokyo

Masahiro Hashizume, Graduate School of Medicine, UTokyo

Shiho Maeshima, Graduate School of Arts and Sciences, UTokyo

Takashi Shimizu, Graduate School of Arts and Sciences, UTokyo

Yang Lihua, Department of Philosophy and Religious Studies, PKU

Ouyang Zhesheng, Department of History, PKU

Zhang Yongle, School of Law, PKU

Tsuyoshi Ishii, coordinator, Graduate School of Arts and Sciences, UTokyo

Wang Qin, coordinator, College of Arts and Sciences, UTokyo

In addition to lectures, students are supposed to participate in a wrap-up symposium held in the end of the semester.

Online Course Schedule

Online teaching will be given from 11:00 am to 12:00 pm (one hour, JST) on the following Fridays

25 September: Session 1 (Course Guidance)

9 October: Session 2

16 October: Session 3

23 October: Session 4

30 October: Session 5

6 November: Session 6

27 November: Session 7

4 December: Session 8

11 December: Session 9

18 December: Session 10

25 December: Session 11

8 January: Session 12

Teaching Methods

Online course AND on-demand lectures. English will be the working language. The students are required to watch beforehand course videos provided by East Asian Academy for New Liberal Arts (EAA) on Panopto (see below) and share their thoughts with others during the regular online session on Friday (which lasts from 11:00 am to 12:00 pm, JST).

Panopto Website

<https://eaa.ap.panopto.com/Panopto>

Textbook

To be announced at each lecture

Notes on Taking the Course

1. The course will be taught online and will be given in English.
2. The regular online teaching will be given from 11:00 am - 12:00 pm (JST). (URL for each session will be informed soon)
3. The enrolled students are required to watch course videos on the panopto website provided by EAA beforehand. (<https://eaa.ap.panopto.com/Panopto>)

Others

The regular online teaching will be given from 11:00 am - 12:00 pm (JST). The enrolled students are required to watch course videos on the panopto website provided by EAA beforehand.

UTokyo Proposal: Joint educational program on Sustainability

Lead	<i>The University of Tokyo</i>
Reporting	<i>Kiichi Fujiwara</i>
Executive summary	IARU Joint Online Courses
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.

University of Tokyo proposal: Joint educational program on Sustainability

The proposed series of courses will target undergraduate and postgraduate students at different levels and introduce basic, intermediate and advanced concepts related to sustainability. The courses will combine information about basic aspects of sustainability, as well as their application to different thematic sectors. Considering the different knowledge needs between students, each course will have a slightly different approach and learning objectives (see Table).

Course	Overview
Essential course	<ul style="list-style-type: none"> • Target audience: 1st grade/entry-level undergraduate students • Learning objective: Provide a basic introduction about the importance and key aspects of Sustainability, and capture the interest/imagination of students • Binding theme: Anthropocene, planetary boundaries, Sustainable Development Goals
Basic course	<ul style="list-style-type: none"> • Target audience: 3rd or 4th grade undergraduate students • Learning objective: Help students identify how sustainability relates to their field of study, and how to approach sustainability solutions • Binding theme: Societal imperative for sustainability (i.e. SDGs) and how to approach thematic sustainability challenges
Advanced course	<ul style="list-style-type: none"> • Target audience: Graduate school students (MSc and PhD level) • Learning objective: Obtain a deeper understanding of sustainability concepts and how to mobilise inter- and transdisciplinary approaches to understand sustainability challenges and explore solutions • Binding theme: Inter- and transdisciplinary approaches to sustainability

Course Structure

Essential course

The essential course will target entry-level university students. Mindful of the fact that entry-level students might not have the necessary disciplinary background, or even joined a school (depending on IARU partner procedures), the lectures will use simple language and seek to capture the imagination of the students. **Ideally this lecture series should make student aware of the huge effects that human have on the planet, and why it is imperative to solve some of these pressing challenges.**

Due to its basic nature and the differentiated requirements for entry-level students among IARU members, the structure of the course will need to be developed in coordination between the partners that will join this educational initiative. Possible approaches could be through conventional lectures or e-learning.

Option A: conventional lecture series

- Opening lecture on the Anthropocene and Sustainability
- 8-10 lectures of 60-120 min focusing on sustainability thematic areas (e.g. energy systems, food security, urbanisation systems, climate change adaptation and mitigation).
- The opening and thematic lectures will use basic language seeking to explain in easy terms different sustainability topics and case studies.

Option B: e-learning

- e-learning lectures (e.g. 20-min lecture video uploaded for on-demand delivery) followed by tests
- Subject to partner interest this e-learning course could be mandatory for all students

Basic course

This course will target university students that are in the final 1 or 2 years of their degree. As these students are expected to have a disciplinary background and prepare for future study or their next career, this course will focus on highlighting the societal relevance of sustainability and offer information about thematic sustainability challenges, and ways forward. **Ideally this lecture series should make student aware of the huge societal relevance of transitioning to sustainability, and the fact that there is a need for concerted and multi-dimensional efforts.**

The course will consist of 10-12 lectures with duration of 90-120 min each. The early lectures will seek to provide a deeper conceptual explanation of the term of sustainable development, its different dimensions and the current institutional setting (e.g. SDGs). Subsequent lectures will provide a more nuanced insight on how to approach solutions to major sustainability challenges.

- Opening Lecture 1: Sustainable Development: definitions and dimensions
- Opening Lecture 2: Institutional framework and societal relevance of Sustainable Development
- Lecture 8-10: Thematic lectures on how to approach sustainability challenges and their solutions

Advanced course

This course will target graduate students that seek to acquire more advanced knowledge on sustainable development, especially on methods. The main focus will be on the different inter- and transdisciplinary methods approaches for studying sustainability challenges and approaching sustainability solutions. **Ideally this lecture series should make students aware how inter- and transdisciplinary approaches can help in unraveling and solving major sustainability challenges.**

The course will consist of 10-12 lectures with duration of 90-120 min each. The initial lectures will seek to foster a deeper conceptual understanding of the sustainable development, and how inter- and transdisciplinary approaches can target it. Subsequent lectures will provide a more nuanced insight on how inter- and transdisciplinary approaches seek to understand major sustainability challenges, and provide solutions.

- Opening Lecture 1: Sustainable Development: definitions and dimensions
- Opening Lecture 2: Inter- and transdisciplinary approaches to Sustainable Development
- Lecture 8-10: 2-hour thematic lectures highlighting inter- and transdisciplinary approaches to sustainability challenges

IARU partners and specific engagement

Provisionally faculty members from the *University of Tokyo*, *ETH Zurich* and the *University of Cape Town* have shown interest to participate in this educational initiative.

University of Tokyo

The Institute for Future Initiatives (IFI) will coordinate the courses drawing on its extensive expertise on Sustainability Science and the Sustainable Development Goals (SDGs), and its emerging engagement on global commons through the Center for Global Commons.

Selected faculty from IFI will coordinate the design of the courses with the involved IARU members. IFI faculty will provide the Opening Lectures in each course to set the stage, and possibly undertake some thematic lectures, e.g. on industrial systems, water and/or urbanization.

ETH Zurich

Interest to participate/undertake one thematic area, namely energy systems and sustainability (2 lectures/lecturers per course)

University of Cape Town

Interest to participate/undertake one thematic area, namely urbanization and urban sustainability (2 lectures/lecturers per course)

Faculty from the University of Tokyo is scanning among other IARU members to identify 2-3 more thematic areas. Possible options include environmental change (*University of Oxford*) and food security (*University of Copenhagen*).



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

CERTIFICATE OF PARTICIPATION

awarded to

Full Name

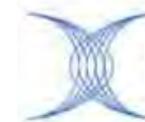
On successful completion of the
International Alliance of Research Universities
Joint Online Course

Program Title

UNIVERSITY

Duration

Signature



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

AUSTRALIAN NATIONAL UNIVERSITY ETH ZÜRICH

NATIONAL UNIVERSITY OF SINGAPORE PEKING UNIVERSITY

UNIVERSITY OF CALIFORNIA, BERKELEY UNIVERSITY OF CAMBRIDGE

UNIVERSITY OF CAPE TOWN UNIVERSITY OF COPENHAGEN

UNIVERSITY OF OXFORD THE UNIVERSITY OF TOKYO YALE UNIVERSITY

IARU University Museums Virtual Tour & Lecture Series

A proposal on 2020/10/16



Table of Content

- Background Introduction
- Program Description
- Appendix (List of IARU University Museums)

INTRODUCTION (I)

- The International Alliance of Research Universities ([IARU](#)), established in 2006, is a network of eleven international research-intensive universities from nine countries across the globe.
- The eleven members share similar values, a global vision and a commitment to educating future world leaders. Central to these values is the importance of academic diversity and international collaboration as reflected in IARU's principles.
- The IARU Members are the Australian National University, ETH Zurich, National University of Singapore, Peking University, University of California, Berkeley, University of Cambridge, University of Cape Town, University of Copenhagen, University of Oxford, the University of Tokyo and Yale University.

INTRODUCTION (II)

■ IARU Activities:

Annual Meetings	For Students	For Scholars	For University Staff	Themed Activities
<ul style="list-style-type: none">• University Presidents Meeting• Senior Officers Meeting• IARU Courses Working Meeting	<ul style="list-style-type: none">• IARU Courses (Global Summer Program)• Joint Online Courses• Global Transformation• Global Internship Program• Novo Nordisk International Talent Program• Graduate Student Conference	<ul style="list-style-type: none">• Aging Longevity and Health• PKU Medical City• Sustainable Cities Research Project• Regional Perspectives on Global Security• Culture and Citizenship: Towards a Civic Pluralism	<ul style="list-style-type: none">• Alumni Associations Network• Librarians' Contact Group• Real Estate Working Group• Research Administrators• Staff Development and Exchange• Technology Transfer Network• Gender Group	<ul style="list-style-type: none">• Campus Sustainability• Green Guide for Universities• Sustainability Fellowships• Student Exchanges• Global University Climate Forum

INTRODUCTION (III)

- To response to the calls and discussions by **IARU Presidents Meeting** and **Senior Officers Meeting** held in June and July 2020, the **IARU Virtual Museum Tours** was proposed as part of the **IARU Virtual Campus Initiative** and received warm feedback among the member universities.
- University museums serve the important roles of educational, cultural and social service on campus, and provide the faculty and student with unique opportunities to understand and enjoy special topics of wide interests. The collections and exhibitions of a university museum represent its unique history and feature, and can be an excellent channel for communication among the universities as well as to the public.
- At this special time of COVID-19 pandemic/post pandemic era, the virtual museum tours and lectures will constitute a multi-cultural and multi-disciplinary platform, for faculty and students across the continents to visit the university museums online, to see their distinct collections, and to learn about background knowledge the beyond the exhibits.

PROGRAM DESCRIPTION (I)

-RESOURCE & EXPERIENCE

- The eleven member universities of IARU have more than 50 various museums (see Appendix) in total, covering topics such as art, archaeology, anthropology, agriculture, aquarium, biology, botany, zoology, history, natural science, earth and planetary science, health and medicine, music and musical instrument, etc.
- Museums, such as Ashmolean Museum of Oxford University, Fitzwilliam Museum at Cambridge University, Arthur M. Sackler Museum of Archaeological and Art at Peking University, have successfully held online exhibitions and have a good foundation for carrying out activities.

PROGRAM DESCRIPTION (II)

-FORMATS OF VIRTUAL EXHIBITIONS

- Format: Virtual Exhibitions and Lecture Series
- Due to the various conditions and unique resources of each institution, museums may choose their own format of exhibition. Following are the possible formats for consideration

Format One: Campus collection of cultural heritage based on the history and characteristics of the university

(i.e. Virtual Exhibition of Yan Yuan Relics, hosted by Peking University <http://relics.pku.edu.cn>)

Format Two: Existing resources of virtual exhibitions

(i.e. the Delacroix Prints Exhibition, hosted by Peking University https://vr.gumao.com/#!/tour?id=b81dc92798b43dc2&did=100448&album_id=570)

Format Three: Converting Onsite exhibition resources to online exhibition

Format Four: Joint virtual exhibition of several university museums based on a common theme, such as *Athens & Rome Classics*, *Ancient Egypt Relics*, and *Bronzeware Relics*, etc.

PROGRAM DESCRIPTION (III)

-BEYOND THE EXHIBITION

- Based on the exhibition, the university Museums of IARU may also explore opportunities of collaboration in the following:

Lecture Series/ Courses: Lectures by the Curator or the archaeologist, or experts of related topics; or

Courses on Cultural Heritage, World Archaeology, Geology, etc.

Related Publications: Compilation of periodical/non-periodical publications, to introduce the university museums, collections, exhibitions and related research to the public

Problem Based Symposiums: Symposiums for the university museum curators based on problem solving and experience sharing

Joint Research: Joint Research on specific theme of common interest

Exchange of Visits (after the pandemic): Mobility of professionals as well as the faculty and students to exchange visits to the university museums on site after the pandemic

PROGRAM DESCRIPTION (IV)

-SUPPORT & PARTNERSHIP

- IARU Secretariat will lead the official webpage of the program
- Participation from IARU member institutions and outside partners are also welcome. For example, Peking University will contribute to the program promotion in the Mainland China Region through the following forms:

PKU Office of Overseas Communication: Provide the branding and promotion for the program through its global new media channels (facebook, twitter, Instagram, youtube, linked-in and wechat) of one million subscribers, and contact for local partners for the distribution of the exhibition information

PKU International Cultural Festival: Provide the designing of posters for each exhibition and lecture, and promote through its channels

PKU Yan Yuan Live Broadcast: Provide the online platform for play-back of lectures

Class-In: Provide the platform for online events, teaching and learning

PROGRAM DESCRIPTION (V) -FUNDING

- The program will apply for the IARU funding of USD 2000 for each participating university, to cover the expenditures including but not limited to: a) costs for online exhibition; b) onorium for invited lectures; c) other expenditure, i.e. publication, translations, etc.
- The proposal for funding will be submitted to the IARU Senior Officers' Meeting in October 2020 and then to the Presidents' Meeting in 2021 for discussion and possible approval.

APPENDIX_IARU UNIVERSITY MUSEUMS

- The Appendix lists the major museums of eleven IARU member universities outlined on the university website or from Microsoft Bing search.
- Should there be any particular information missing or mistaken, please contact Ms. Lu Jiao, lujiao@pku.edu.cn for the feedback and correction.
- Thank you in advance for your kind understanding and support.

APPENDIX_IARU UNIVERSITY MUSEUMS AUSTRALIAN NATIONAL UNIVERSITY

Collection Highlights



Attic Black-Figure Amphora (type B) - 1984.02



Bronze figurine of Aphrodite - 2005.02



Denarius of Julius Caesar - 1974.06



Five Roman Nails - 2012.14



Fragment of a Cameo Glass Cup or Kantharos - 2001.02



Grave Stele - 1978.01



Marble Portrait Head of a Man - 1987.05



Model of Rome - 1976.17



Two Fragments of Roman Wall-Painting - 1978.05

Classics Museum School of Literature, Languages and Linguistics

The Classics Museum, established in 1962, houses a representative collection of Greek and Roman antiquities, ranging across time from about 1500 BC to AD 500. It includes items from well-known centres such as Athens and Rome, along with material from many other parts of the Greco-Roman world. That world once encompassed the whole of the Mediterranean and beyond. Today its cultural impact remains as strong as ever.

- <https://slll.cass.anu.edu.au/classics-museum>

APPENDIX_I ARU UNIVERSITY MUSEUMS ETH ZURICH

focus Terra, the Earth Science Research and Information Centre of ETH Zurich, has the following aims: to promote the understanding, discovery, and enjoyment of Earth and Planetary Sciences to share our knowledge of the origin, history, and dynamics of planets.

- <https://focusterra.ethz.ch/en/museum.html>



APPENDIX_IARU UNIVERSITY MUSEUMS NATIONAL UNIVERSITY OF SINGAPORE



[The South and Southeast Asian Collection](#)

[The Lee Kong Chian Collection](#)

[The Ng Eng Teng collection](#)

[The Straits Chinese Collection](#)

[Collections Online](#)

- <https://museum.nus.edu.sg>

APPENDIX_IARU UNIVERSITY MUSEUMS

PEKING UNIVERSITY

- Arthur M. Sackler Museum of Art and Archaeology at Peking University
- <https://amsm.pku.edu.cn>



- Museum of Biology at Peking University
- <http://biomus.pku.edu.cn>



- Peking University History Museum
- <https://www.xsg.pku.edu.cn>



- Geological Museum of Peking University
- <http://geomuseum.pku.edu.cn>

APPENDIX_IARU UNIVERSITY MUSEUMS UNIVERSITY OF CALIFORNIA, BERKELEY



▶ Lawrence Hall of Science

Experience the many ways that science and engineering shape our world. Enjoy interactive family activities, 3D movies, Planetarium shows, and much more!



▶ The Magnes Collection of Jewish Art and Life

Connect to the history of exchanges between the Jewish diaspora and global cultures, in one of the world's preeminent Jewish collections in a university setting.



▶ Phoebe A. Hearst Museum of Anthropology

Gain a deeper understanding of humanity's fundamental questions, challenges, and opportunities through time and across cultures.



▶ UC Berkeley Art Museum and Pacific Film Archive

Inspire your imagination with internationally recognized art and film at BAMPFA, UC Berkeley's renowned visual arts center.



▶ UC Botanical Garden at Berkeley

Explore one of the largest and most diverse collections of plants in the United States. The specimens are drawn from nearly every continent and include many endangered ones that you'll rarely see anywhere else.

■ <https://museums.berkeley.edu>

APPENDIX_IARU UNIVERSITY MUSEUMS UNIVERSITY OF CAMBRIDGE



Museum of Archaeology and Anthropology



Cambridge University Botanic Garden



Museum of Classical Archaeology



The Fitzwilliam Museum



Kettle's Yard



The Polar Museum



Sedgwick Museum of Earth Sciences



Whipple Museum of the History of Science



Museum of Zoology

- <https://www.museums.cam.ac.uk>

APPENDIX _ IARU UNIVERSITY MUSEUMS UNIVERSITY OF CAPE TOWN

Irma Stern Museum

Internationally acclaimed South African artist Irma Stern's home was transformed into the Irma Stern Museum in 1971. It now houses a comprehensive collection of the artist's work as well as her private collection of antique furniture and African art. The permanent collection on display shows Stern's development as an artist. The museum's commercial gallery hosts a monthly exhibition programme of South African artists.

Details are available on the [Irma Stern Museum website](#).

The Kirby Collection

Housed in the South African College of Music, the renowned Kirby collection is South Africa's largest and most valuable collection of Southern African Indigenous Instruments. It includes a wide range of instruments from other African countries, China, India and Western Europe. Acquired by UCT in 1981, this unique collection is the work of acclaimed historian and musicologist Professor Percival Robson Kirby (1887-1970), who is regarded as a pioneer in South African musicology.

Visit the [UCT Libraries Digital Collections](#) for more information.



APPENDIX_IARU UNIVERSITY MUSEUMS UNIVERSITY OF COPENHAGEN

University museums in Copenhagen

Geological Museum

Explore and learn about the solar system and the Earth, and the fantastic natural forces that have shaped our own planet and life on it.

Medical Museum

Visitors of all ages can explore the animal and plant material which pharmacists, doctors and botanists have collected from among nature people all over the world.



Museum of Herbal Medicine

Visitors of all ages can explore the animal and plant material which pharmacists, doctors and botanists have collected from among nature people all over the world.



Veterinary Historical Museum

(only in Danish)
The museum is based on different horse and ox fittings, which the founder of the Veterinary School, P. Chr. Abildgaard, had collected for use in his teaching.



Zoological Museum

Where do we come from and what do we know about the world's prehistoric and living species? Follow in Darwin's footsteps, explore the Discovery Room and much more.



And more...

University museums outside Copenhagen

The Arboretum

The Arboretum in Hørsholm was established in 1936 as an extension to the Botanical Garden, and with its approximately 2,000 species, it is the largest collection of trees and bushes in Denmark.



The Pomatum ("the Apple Museum")

The Pomatum is a collection of varieties of fruit trees and bushes. Several of the apple varieties are of cultural-historical interest, many dating back more than 100 years.



The Øresund Aquarium

A unique experience into the magnificent, and to most people unknown, world that unfolds at the bottom of Danish seas and fiords. From shrimps to sharks.



- <https://about.ku.dk/visit/museums/>

APPENDIX_IARU UNIVERSITY MUSEUMS UNIVERSITY OF OXFORD

Ashmolean Museum

Established in 1685, the Ashmolean Museum is the oldest museum in the UK and one of the oldest in the world. It houses the University's extensive collections of art and antiquities, ranging back over four millennia. The image above shows the main entrance to the Ashmolean.

- **Location:** Beaumont Street
- **Tel:** 01865 278000
- **Open:** 10.00 - 17.00 daily
- **Charge:** Admission is free; special exhibitions are ticketed and a charge may apply
- **Note:** For group bookings tel 01865 278015
- **Website:** Ashmolean Museum

Pitt Rivers Museum

The Pitt Rivers Museum holds one of the world's finest collections of anthropology and archaeology, with objects from every continent and from throughout human history.

- **Location:** Parks Road (near via the Oxford University Museum of Natural History)
- **Tel:** 01865 270927
- **Open:** Tue-Sun and Bank Holiday Mondays: 10.00-16.30; Mon 12.00-16.30. Check Museum website for Christmas and Easter opening times
- **Charge:** Admission is free
- **Note:** Groups must book in advance
- **Website:** Pitt Rivers Museum

Oxford University Museum of Natural History

The University Museum of Natural History houses the University's collections of zoological, entomological, palaeontological and mineral specimens. With 4.5 million specimens it is the largest collection of its type outside of the national collections.

- **Location:** Parks Road
- **Tel:** 01865 272750
- **Open:** 10.00 - 17.00 daily
- **Charge:** Admission is free
- **Note:** Groups must book in advance
- **Website:** Oxford University Museum of Natural History

Bate Collection of Musical Instruments

The Bate Collection of Musical Instruments celebrates the history and development of the musical instruments of the Western Classical tradition, from the medieval period to present day.

- **Location:** Faculty of Music, St Aldegate
- **Tel:** 01865 276189
- **Open:** Mon-Fri 15.00-17.00, Sat (term time only) 10.00-12.00
- **Charge:** Admission is free
- **Website:** Bate Collection



History of Science Museum

The History of Science Museum is housed in the world's oldest surviving purpose-built museum building. It contains the world's finest collection of historic scientific instruments.

- **Location:** Broad Street
- **Tel:** 01865 277293
- **Open:** Tue-Sun 12.00-17.00
- **Charge:** Admission is free
- **Note:** Booking required for groups of 15 or more
- **Website:** History of Science Museum

Christ Church Picture Gallery

Christ Church Picture Gallery houses an important collection of 500 Old Master paintings and almost 2,000 drawings in a purpose-built gallery of considerable architectural interest.

- **Location:** Oriel Square
- **Tel:** 01865 276112
- **Open:** October - June (closed Tuesdays; Mon, Wed - Sat 11.30 - 15.00 & 18.00 - 17.00; Fri 15.00 - 17.00; July - September (open every day); Mon-Sat 10.30 - 17.00; Sun 14.00 - 17.00



And more...

APPENDIX_IARU UNIVERSITY MUSEUMS THE UNIVERSITY OF TOKYO

Museums

The University of Tokyo has eight museums covering various fields such as medicine, agriculture and art. Click the names of the museums below to read brief introductions about their histories and exhibits.

- ▼ The University Museum
- ▼ The University Museum, Koishikawa Annex
- ▼ INTERMEDIATHEQUE
- ▼ Komaba Museum
- ▼ Museum of Health and Medicine
- ▼ Agricultural Museum
- ▼ Farm Museum
- ▼ Medical Science Museum

The University Museum

Collapse



Having accumulated over three million academic materials for its collection since the University of Tokyo was founded in 1877, the University Museum is the largest museum of its kind in Japan. From the time of its reorganization into an independent entity in May 1996, the Museum has held planned exhibitions over 60 times. The Museum has also been developing an external "mobile museum" as part of its collaboration with industry since 2006, and continues to widely announce and publicize research outcomes both within and outside of the University.

The University Museum, Koishikawa Annex

Collapse

The Koishikawa Annex of the University Museum is housed in the oldest building in the University of Tokyo system, the Main Building of the University's predecessor, Tokyo Medical School. Located within the Koishikawa Botanic Garden, the Annex is open to the public and has a permanent exhibition available for viewing. Items on display include architectural models of famous structures from around the world and photographs that document the construction of various University buildings.



APPENDIX_IARU UNIVERSITY MUSEUMS YALE UNIVERSITY



YALE UNIVERSITY ART GALLERY

The oldest U.S. college art museum, the gallery houses more than 200,000 objects, both ancient and modern. ▶



YALE CENTER FOR BRITISH ART

This Louis Kahn-designed building contains the largest collection of British art outside the United Kingdom. ▶



PEABODY MUSEUM OF NATURAL HISTORY

The museum boasts renowned collections of dinosaur fossils, minerals, cultural artifacts, and more. ▶

- <https://www.yale.edu/research-collections/museums-galleries>

And more...



THANK YOU





INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Session 4: Next IARU Chair

Session 4 Next IARU Chair

Previous Chairs

2006-2009: Ian Chubb (ANU)

2009-2012: Tan Chorh Chuan (NUS)

2013-2014: Ralph Eichler (ETH Zurich)

2015-2016: Ralf Hemmingsen (UCPH)

2017: Nicholas B. Dirks (UC Berkeley)

2017-2018: Carol T. Christ (UC Berkeley)

2019-2020: Makoto Gonokami (UTokyo)



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Session 5: Business Matters

- 5.1 Financial Report**
- 5.2 Presidents' Meeting 2021**
- 5.3 Wrap-up (*no paper*)**



5.1 Financial Report

IARU Income & Expenditure Statement

1 January 2020 - 31 October 2020

	max. amount	Total (USD)
Carried forward from 31 December 2019		255,545
INCOME		200,000
Members' contribution	200,000	
Total available funds		455,545
EXPENDITURE		
Meetings	up to	0
Presidents' Meeting 2020	0	
Senior Officers' Meeting 2020 (Oct 2020)	0	
Running Initiatives	up to	10,000
Sustainable Campus Projects	10,000	
<i>Part-time fellow support to manage ongoing SDGs collaboration (Global University Climate Forum, Nov. 2020)</i>	10,000	
Secretariat costs		80,000
Contribution to Secretariat costs at UTokyo	80,000	
Total Expenditure		90,000
BALANCE		365,545
Total available funds	455,545	
Total expenditure	90,000	

Projected Commitments 2020

Projected until 31 December 2020

	max. amount	Total (USD)
Carried forward from 31 October 2020		365,545
EXPENDITURE		
Meetings		0
Running Initiatives	up to	17,000
Ageing, Longevity and Health Virtual Conference 2020 (30 Sep.-2 Oct. 2020, UCT)	15,000	
Global Internship Program 2020	2,000	
<i>Oxford</i>	<i>2,000</i>	
Total Expenditure		17,000
BALANCE		
Total available funds	365,545	
Total expenditure	17,000	

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		
Total available funds	10,000.00	
Total expenditure	2,500.00	

Overview 2021

	max. amount	Total (USD)
Projected carry forward from 31 December 2020		348,545
INCOME		200,000
Members' contribution	200,000	
Total available funds		548,545
EXPENDITURE		
Meetings	up to	15,000
Presidents' Meeting 2021	0	
Senior Officers' Meeting 2021	15,000	
Running Initiatives-Pending Decisin at SOM 2020	up to	121,500
Campus Sustainability Officers' Workshop (2021)	10,000	
Sustainable Campus Projects	36,500	
<i>Outreach materials (posters, printed reports, etc.)</i>	500	
<i>Support for capacity building pilot event in Cape Town</i>	5,000	
<i>Good practice and knowledge exchange on biodiversity</i>	3,000	
<i>Scope 3 Carbon Emissions Project</i>	15,000	
<i>Global Climate University Programme</i>	10,000	
<i>Biodiversity Knowledge Exchange</i>	3,000	
Cybersecurity Forum (2021)	10,000	
Librarians' Contact Group Pilot Exchange Program	10,000	
Real Estate Working Group Meeting (2021)	10,000	
Gender Group Meeting (2021)	8,000	
ALH GSC Conference 2021	15,000	
Global Internship Program	22,000	
Secretariat costs		80,000
Contribution to Secretariat costs	80,000	
Total Expenditure		216,500
BALANCE		332,045
Total available funds	548,545	
Total expenditure	216,500	

5.2 Presidents' Meeting 2021

2021

The next Presidents' Hotline will be hosted virtually in January or February 2021 (TBD). Traditionally, IARU has greatly valued the presence of as much Presidents as possible in one meeting place. However, in the case of online meeting, the time difference makes it very difficult to arrange the meeting in a decent time slot for everyone. The Secretariat is tentatively arranging the date and time on the assumption that Presidents' Hotline would be held on a regional basis.

Tentative Groups

GROUP A (time tentatively confirmed)

Australian National University	12:00-13:30, 10 (Wed.) February, 2021
Peking University	09:00-10:30, 10 (Wed.) February, 2021
University of California, Berkeley	17:00-18:30, 9 (Tue.) February, 2021
Yale University	20:00-21:30, 9 (Tue.) February, 2021
The University of Tokyo	10:00-11:30, 10 (Wed.) February, 2021

GROUP B / GROUP C

ETH Zurich
National University of Singapore
University of Cambridge
University of Cape Town
University of Copenhagen
University of Oxford
The University of Tokyo

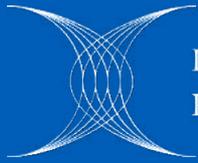
If Presidents' Hotline is held at once, possible time frames are as below.

	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"

Previous Presidents' Meetings

- 2020 @ Online (first week of June)
- 2019 @ ETH Zurich (21 January)
- 2018 @ Peking University (5-6 May)
- 2017 @ Australia National University (27-28 March)
- 2016 @ University of Oxford (25-26 April)
- 2015 @ The University of Tokyo (2-3 March)
- 2014 @ ETH Zurich (24-25 April)
- 2013 @ National University of Singapore (8-9 April)
- 2012 @ University of Copenhagen (26-27 April)
- 2011 @ Yale University (6-7 April)
- 2010 @ Peking University (28-29 April)
- 2009 @ University of Cambridge (28-29 April)
- 2008 @ Yale University (22-23 April)
- 2007 @ Australian National University (28-29 March)
- 2006 @ National University of Singapore (13-14 January)



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Appendix

IARU calendar
Participants' Biographies

IARU Calendar

Events 2020

Date	Event	Host
June	Presidents' Hotline	Online
June-August	IARU Courses 2020	all
30 Sep.-2 Oct.	Ageing, Longevity and Health Virtual Conference 2020	UCT
October	IARU Global Internship Programs 2020	Oxford
29-30 October	Senior Officers' Meeting	Online
9-13 November	2020 Global University Climate Forum (Sustainability)	Online

Events 2021

Date	Event	Host
January or February	Presidents' Hotline	Online
November	Student event at the Climate COP 26 (Sustainability)	Glasgow, UK
	Cybersecurity Forum	ETH Zurich
	Librarians' Contact Group Pilot Exchange Program	
	Real Estate Working Group Meeting	
	Gender Group Meeting	Copenhagen
	ALH Graduate Student Conference	Cambridge
	Global Internship Program	

Participants' Biographies

Australian National University



Ms. Jane O'DWYER (Senior Officer)
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.



Professor Sally WHEELER
Pro Vice-Chancellor (International Strategy) and Dean, ANU College of Law

As Pro Vice-Chancellor for International Strategy (PVCIS), Professor Wheeler is responsible for the development and implementation of the academically-led international strategy for the Australian National University (ANU). Sally chairs the ANU International Group and is a member of the University's Executive. The PVCIS represents the University on international committees and formal engagements.

Working closely with the International Strategy & Partnerships office, the ANU International Liaison Offices, the University's Marketing and Student Recruitment Division and colleagues

across the University, the PVCIS provides leadership to the University's strategic engagement with global partners and on international student recruitment.

Professor Wheeler joined the University as the Dean of the ANU College of Law in early 2018, a role she continues to hold. Sally divides her time between the ANU College of Law and her role as Pro Vice-Chancellor (International Strategy).

Prior to taking up these positions at ANU, Sally was a Professor and Pro-Vice Chancellor for Research and Enterprise at Queen's University Belfast. She was elected to the Academy of Social Sciences and the Royal Irish Academy in 2011 and 2013, respectively. She became a Fellow of the Australian Academy of Law in 2018 and in the 2017 New Years' Honours list, Sally was awarded an OBE for services to higher education in Northern Ireland.



Mr Nic JÖNSSON (Key Contact)
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.



Mr. Jonathan DAMPNEY (Key Contact)
Deputy Director, International Strategy & Partnerships

Jonathan was appointed Deputy Director, International Strategy & Partnerships at the Australian National University in July 2019, following 18 months as Acting Director. Jonathan was previously appointed Manager, Strategic Partnerships in July 2016. Jonathan provides strategic advice and briefings on international engagement to the university executive. He also manages key university partnerships, including membership of the International Alliance of Research Universities (IARU) and Association of Pacific Rim Universities (APRU). This appointment follows seven years working in the ANU Joint Colleges of Science as Executive Officer (International Development) and Manager of Student Recruitment. Jonathan holds a Bachelor of Advanced Science (Honours) from the University of Sydney and a Graduate Diploma in Science Communication from the ANU. He has 10 years' experience in science communication and has worked in the higher education sector for ten years.

ETH Zürich



Dr. Jürg BRUNNSCHWEILER (Senior Officer)
Chief of Staff to the President

Jürg Brunnschweiler is the Chief of Staff to the President of ETH Zurich and heads the Office of the President. The Office of the President provides strategic and operational services to advance ETH Zurich and the President's vision and priorities. It is comprised of teams that are responsible for coordinating and promoting activities in the areas of Foresight and Strategic Affairs, Sustainability, International Affairs, and Global Visibility.

Jürg Brunnschweiler joined ETH Zurich in 2002. Before becoming Chief of Staff to the President on 1 January 2020, 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. In 2012, Jürg Brunnschweiler took the helm of ETH Global, the former staff unit for international relations at ETH Zurich. He is a member of the Global Advisory Board and the Board of Directors of the ETH Alumni Association.

Jürg Brunnschweiler holds a PhD in Biology from the University of Zurich.



Mr. Anders HAGSTRÖM (Senior Officer)
Head International Affairs

Anders Hagström is Head of International Affairs in the Office of the President at ETH Zurich. Before taking up his present position in 2008 he was project manager of ETH World, an ICT development program for education, research and services. Career stations before joining ETH Zurich in 1999 include various positions in the field of continuing professional development and lifelong learning for engineers at Helsinki University of Technology, the University of Cambridge and the European Federation of National Engineering Associations (FEANI).



Ms. Romana Mayer (Key Contact)
Project Manager, International Affairs

Romana Mayer is a project manager in the Office of the President at ETH Zurich. She is responsible for various projects and events with an international scope, such as organizing events abroad, creating and promoting international student opportunities, overseeing institutional collaboration with strategic alliances and managing the International Knowledge Base. Romana Mayer holds a Master's degree in business administration, economics and business education from the University of St. Gallen.

National University of Singapore



Professor SHIM Victor, P. W. (Senior Officer)
Associate Vice President for Global Relations

Victor Shim is Associate Vice-President for Global Relations, and a Professor of Mechanical Engineering at the National University of Singapore (NUS). He works with the President on the University's aspiration to be recognised globally as characterised by internationalisation in its perspectives and programmes, through strategic interactions and collaborations with partner institutions overseas.

He pursued his Bachelor's degree at Auckland University, New Zealand, via a Colombo Plan Scholarship, then returned to Singapore for three years of military service as an artillery officer. Thereafter, he took on a Senior Tutor appointment at NUS, and concurrently obtained his Master's degree. Subsequently, he proceeded to Cambridge University for his PhD, supported by an NUS Scholarship.

His research is primarily in Dynamic Material Behaviour and Impact Mechanics, and he is an Associate Editor of the *International Journal of Impact Engineering* and an Editorial Board Member of *Defence Technology*. Prof Shim has been a Visiting Scientist at the Tokyo Institute of Technology and a Visiting Scholar at the University of California, San Diego. He has received awards for Teaching Excellence and Innovative Teaching, Outstanding Service, and has also been conferred a National Day Public Administration Medal (Silver). He has served in University, Faculty and Department management roles, such as the founding Director of the University's Office of Corporate Relations (now University Communications Office), a Vice-Dean (External Relations & Outreach) at the Faculty of Engineering, and a Deputy Head of the Mechanical Engineering Department. He is also an Independent, Non-executive Director of a publicly-listed company that provides technical inspection and testing services.



Associate Professor WONG Reuben
Academic Director for Global Relations

Reuben Wong is Academic Director in the National University of Singapore's Global Relations Office. The founding Director of Studies (2012-19) at the College of Alice and Peter Tan (CAPT), he is now a CAPT Resident Fellow. Reuben held the first Jean Monnet Chair in Singapore (2013-16) and is affiliated to the Political Science Department. Reuben was First Secretary in the Singapore Embassy in Paris (1995 - 1998). He earned an M.Phil in European Politics at Oxford, and a PhD in International Relations at the LSE. His publications include *The Europeanization of French Foreign Policy* (Palgrave Macmillan, 2006), *National and European Foreign Policies* (Routledge, 2011), and journal articles on EU foreign policy, ASEAN and disability. He has held visiting positions at Cambridge University (2005), the LSE (European Institute, 2008), the Stimson Center (Wash, DC, 2009), the East Asian Institute (Singapore, 2011), and Humboldt University (Berlin, 2014). A Fulbright scholar, he is an Associate Fellow at the EU Centre Singapore, and Senior Research Affiliate (EU-China programme) at the College of Europe in Bruges. He researches and does consulting and media interviews on EU foreign relations, disability inclusion, and Singapore/SE Asian politics. Reuben raises four children to help arrest Singapore's declining population.



Associate Professor LEE Adrian
Deputy Director of Centre for Development of Teaching and Learning

Dr. Adrian Lee is currently the Deputy Director of the Centre for Development of Teaching and Learning (CDTL) at the National University of Singapore (NUS). His primary responsibility is overseeing professional development programmes. Adrian's background is in the Sciences—he holds a PhD in Chemistry. He came to Singapore in 2002 on a Singapore Millennium Foundation Scholarship and subsequently joined NUS in 2005. His interests in education are wide-ranging and include technology-enhanced learning, especially blended learning, interdisciplinary education, and student living-learning experiences. In academic development, Adrian looks to build programmes within a collegial culture and further a conversation that is both evidence-based and research-informed that becomes part of an academic's scholarly reflective teaching practice.



Dr. Kiruthika RAGUPATHI
Associate Director at the Centre for Development of Teaching and Learning

Kiruthika Ragupathi is an Associate Director of the Centre for Development of Teaching and Learning (CDTL) at the National University of Singapore (NUS) and has been with the Centre since 1997. In her current role, she co-leads the continuing professional development programs and oversees the centralized teaching quality instruments at NUS—student feedback and peer review. Her research work, past and present, focuses on academic development, educational technology, student learning experiences, assessment, and evaluation. Kiruthika was awarded the Commendation Medal at the Singapore's National Day Awards in 2014.



Dr. Alan SOONG
Associate Director at the Centre for Development of Teaching and Learning

Alan Soong is Associate Director at the Centre for Development of Teaching & Learning, National University of Singapore. He teaches courses on blended learning, education grant writing and other topics such as authentic learning environments and module design. His research focuses on academic development, online teaching & learning in higher education and living-learning communities. Alan served on the executive committee of the Australasian Society for Computers in Learning in Tertiary Education (ASCILITE) from 2012 till 2019. He is currently serving as a facilitator and institutional coordinator for the fully online Open Networked Learning course.



Ms. KOH Li Ling (Key Contact)
Senior Associate Director, Global Relations Office

Li Ling Koh is a Senior Associate Director at the National University of Singapore's Global Relations Office (GRO). She leads the Americas and Western Europe teams. The teams are involved in the strategic planning and development of programmes in the regions as well as management of the university-wide student exchange programme, summer programmes and international research attachment programmes. The teams also administer student support services for about 4,000 outbound NUS students and about 2,400 inbound exchange students. Previously, she held positions at the NUS Faculty of Science and was a teacher at the NUS High School of Math and Science.



Ms. CHUA Bi Quan (Key Contact)
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.

Peking University



Dr. XIA Hongwei
Director of Office of International Relations

Dr. Xia Hongwei is Director of the Office of International Relations of Peking University and Deputy Director of the Peking University Center for International Higher Education. He received his Bachelor degree in Political Science from the University of International Relations in 1989, and went on to further his postgraduate studies at Peking University and was awarded the Master and Ph.D in International & Intercultural Studies in 1994 and 2009 respectively.

From 1995 to 1997, Dr Xia was invited as an exchange scholar in the Department of Communication Studies, University of Nebraska-Lincoln, United States, engaging in the study of cross-cultural communication. In June 2005, he was again invited as a visiting scholar sponsored by DAAD to conduct research on the China-Germany Educational Exchange in the late 19th century at the Free University of Berlin. In the summer of 2007, Dr Xia visited the Fairbank Center for Chinese Studies at Harvard University as a visiting fellow focusing on the research of cultural interactions between China and US in early 20th century.

Dr. Xia has published several theses in academic journals about Sino-Foreign Higher Education Exchange, and edited books on the Internationalization of Universities, and conducted some research projects on Student Mobility of China's National Association of Research on Study Abroad. His main research areas include: Sino-Western Cultural Exchange in late Qing Dynasty,

Cross-cultural Conflict and Communication, Internationalization of Higher Education and International Communication and Management between Universities.



Dr. LI Yun

Deputy Director of Office of International Relations

Dr. Li Yun is Deputy Director of International Relations of Peking University (PKU). She received the BA and MA from the School of International Studies, PKU and then Ph.D. in Management of Higher Education from the Graduate School of Education, PKU.

Dr. Li has been working at the Office of International Relations since 2006, responsible for the exchange programs with European partners and the coordinator for IARU affairs at Peking University. From April, 2018, she also acts as the Chief for Office of General Affairs of Institute of Area Studies, Peking University.



Ms. LU Jiao

Program Officer, Office of International Relations

Ms. Lu received her Bachelor in Public Administration from East China Normal University, and Master in Education from Peking University. Since 2007, she has worked at Office of International Relations, Peking University, responsible for exchanges and collaboration with Asia and African partners.

University of California, Berkeley



Professor Lisa ALVAREZ-COHEN (Senior Officer)
Vice Provost for Academic Planning

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 in 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



Ms. Ashley Prather SPINELLI (Key Contact)

Senior Global Engagement Specialist, Division of Academic Planning

Ashley Spinelli has over a decade of experience developing and managing strategic international partnerships and social impact initiatives in higher education and non-profit settings. Currently, Ashley Spinelli is the Senior Global Engagement Specialist at UC Berkeley where she oversees the Global Engagement Office (GEO). GEO facilitates and coordinates global engagement at UC Berkeley by serving as a central hub for global activity and clearinghouse for international resources. GEO is part of the Division of Academic Planning and supports the Vice Provost for Academic Planning & Senior International Officer. She began serving in this role in 2018.

Prior to joining UC Berkeley, she managed Fulbright research exchanges with the Institute of International Education (IIE), and oversaw academic program development and institutional relations for a study abroad organization that manages systemwide University of California study abroad programs. She holds an M.A. in International Educational Development from Columbia University and a B.A. in Global Studies and Italian Studies from the University of Minnesota. Ashley has supported international partnerships and programs globally, studied abroad in Ghana and Italy, and lived in Peru, Colombia, and New Zealand. She enjoys working with faculty, staff, and senior administration to strengthen Berkeley's international ecosystem.

University of Cambridge



Dr. Karen KENNEDY (Senior Officer)

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.



Ms. Renata SCHAEFFER (Senior Officer)
Head of Public International Partnerships

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

In her previous role Renata was the Assistant Director for International & EU Matters in the Research Office at the University of Cambridge where she lead the EU & International, Global Challenge Research Funds & ODA activity and the Due Diligence teams within the Research Office, overseeing Cambridge's international research grant portfolio, both operationally and at policy and strategic level.

Renata is an active member of the League of European Research Universities (LERU), which has played a key role in Horizon 2020 and Horizon Europe negotiations, a member of the UKRO focus group for Horizon 2020 and has acted as an advisory member of the European Commission at various user groups. More recently Renata has also been involved in developing the University's research funding strategy post referendum. Renata is a member of the ARMA International Working Group and and the African Academy of Sciences Mentorship Scheme.

Previously, between 1995 and 2001, Renata worked in finance at Daimler-Chrysler in Istanbul.



Dr. Rob SING (Key Contact)
Research Analyst, Strategic Partnership Office

Rob Sing is the Research Analyst for the Public International Partnerships team within the Strategic Partnerships Office at the University of Cambridge. He produces in-depth analysis of research networks within the University and the research relationships between Cambridge and other universities around the world. Rob previously worked in the History Department at Cambridge and in the UK Civil Service, serving in both the Cabinet Office and the Department of Transport as a Policy Advisor. Prior to this, he completed a PhD in Classics at Cambridge in 2017.

University of Cape Town



Ms. Carolyn NEWTON

Director, Global Engagement, Research Office / Office of the Vice-Chancellor

Carolyn Newton's role as director of global engagement is focused on raising the international profile of the University of Cape Town, advising and supporting the UCT Vice-Chancellor and the Executive on a range of issues related to global strategy and visibility, and leading a team dedicated to increasing the university's global profile through the selection and brokering of strategic international partnerships, communication and marketing of the university's research and internationalisation efforts, and the use of research data to inform executive decisions.

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, writer and editor in a range of media and academic publishing houses in South Africa and the UK, and in sixth-form education in Oxford before returning to Cape Town and her alma mater, UCT, in 2013. In her time at UCT she has held a series of new roles, starting with bringing a strategic research focus to the way in which UCT communicates its research, particularly to international audiences, a portfolio that expanded to include working in internationalisation, including overseeing international partnerships across the Research Office and the International Academic Programmes Office.



Professor Sue HARRISON

Deputy Vice-Chancellor, Research and Internationalisation, Office of the Vice-Chancellor

Professor Sue Harrison's portfolio includes advancing the research quality, quantity and impact across the university, enhancing UCT's African agenda, internationalization and research partnerships, growing and transforming the postgraduate sector and oversight of interdisciplinary university research institutes.

She has a long, varied track record in management and leadership, starting with her headship of Chemical Engineering some 20 years back, through serving as Deputy Dean: Postgraduate and Research for 6 years. Her research and teaching career extend over some 30 years. She has led research groupings and championed interdisciplinary research capacity at UCT, as well as the role of soft-funded researchers. Her contribution to UCT's research management is shown through her ongoing involvement with research and postgraduate committees and working groups at UCT. Her contribution to research nationally has been demonstrated through her leadership role in the nurturing of innovation and in the implementation plans for the bioeconomy strategy.



Ms. Sukaine WALJI

Acting Director, Centre for Innovation in Learning and Teaching (CILT)

Sukaina oversees strategic direction and operational functions for online and blended learning and provides advice for University Executive Leadership for digitally enhanced learning. She is the Acting Coordinator of the Curriculum and Course Design Team where she manages the Learning Design Team and Digital Media units working with the team leads to provide direction for curriculum, learning design and production to support teaching across the continuum of in-person, blended and online learning. She sits on the Online Education subcommittee, the Assessment Framework Working Group, the Web Governance Working Group and the Teaching Online Task Team. Her research interests include higher education business models, marketization of higher education, learning design, massive open online courses and open education.

University of Copenhagen



Mr. Søren NEDERGAARD (Senior Officer)

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.



Ms. Anne BRUUN

Director of International Education

Anne Bruun is Director of International Education at the University of Copenhagen (UCPH). IE holds 22 staff members working with student mobility, international student recruitment and retention, the international education partner portfolio including alliances and strategic projects in relation to international education at UCPH. Anne has worked within the field of international education for more than 15 years. Through her career, Anne has attained extensive knowledge of trends and processes within international education and works closely with colleagues within UCPH and with her large network of international partners. Anne serves as UCPH Institutional Coordinator for the Erasmus+ program.

Ms. Nele HØGSBRO (Key Contact)
Special Advisor, Rector's Office

After acting as Secretary to the Board of University of Copenhagen for several years, Ms. Hoegsbro joined the international unit at Rector's Office in August 2020, where she is the key contact for IARU at The University of Copenhagen. Before working at the University Ms. Hoegsbro served as Academic Officer at the Danish Agency for Research and Innovation. She holds a Master's degree in History from UCPH.

University of Oxford



Ms. Nina Tomlin (Senior Officer, Key Contact)
Director, International Strategy Office

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. Nina recently completed a one year secondment to the Mathematical Institute of the University of Oxford as Head of Academic Administration.

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. GONOKAMI Makoto (IARU Chair)
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 FUJII Teruo

Executive Vice President, Director General, Division for External Relations

Prof. Teruo Fujii received his Ph.D. degree in Engineering from the University of Tokyo (UTokyo) in 1993. After serving as Associate Professor (TOYOTA endowed chair) at the Institute of Industrial Science (IIS), UTokyo, he joined the RIKEN Institute in 1995. In 1999, he was appointed as Associate Professor at IIS, UTokyo, and promoted to Full Professor in 2007. After serving as the Director General of IIS from 2015 to 2018, he is currently Executive Vice President in charge of Finance and External Relations. He also served as an Advisor to MEXT (2005-2007), and Co-director of LIMMS CNRS/IIS (2007-2014), a joint research lab between CNRS, France and IIS. He organized MicroTAS2012 in Okinawa and was the President of Chemical and Biological Microsystems Society (CBMS), which is the governing body of the MicroTAS conferences, the most influential scientific meeting in the field of Microfluidics.



Professor FUJIWARA Kiichi (Senior Officer)

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).



Professor ISHII Tsuyoshi

Professor, Graduate School of Arts and Sciences

Tsuyoshi Ishii is Professor of Chinese modern philosophy and intellectual history at Graduate School of Arts and Sciences, the University of Tokyo. He is currently Deputy Director of East Asian Academy for New Liberal Arts, UTokyo, a joint research and education program with Peking University. His publications include *Qiwu de zhexue: Zhang Taiyan yu Zhongguo xiandai sixiang de Dongya jingyan* (The Philosophy of Equalizing All Things: Zhang Taiyan and the Encounter between Chinese

Modern Thoughts and East Asia, Shanghai: Huadong shifandaxue chubanshe, 2016), *Tai Shin to Chugoku Kindai Tetsugaku: Kangaku kara Tetsugaku e* (Dai Zhen and Chinese Modern Philosophy: From Philology to Philosophy, Tokyo: Chisenshokan, 2014), *Kotoba o tsumugu tame no tetsugaku* (Philosophy to Weave Words, co-edited with Takahiro Nakajima, Tokyo: Hakusuisha, 2019), and so forth. His works in English include “The Revival of Traditional Culture and Religious Experience in Modern Urban Life : The Example of the Changchun Confucius Temple” in *The Varieties of Confucian Experience: Documenting a Grassroots Revival of Tradition*, edited by Sébastien Billioud (Leiden: Brill, 2018), “Zhang Taiyan and the Revolutionary Politics of Literary Restoration” in *A New Literary History of Modern China*, edited by David Der-wei Wang (Cambridge: Harvard University Press, 2017), “Li Zehou’s Aesthetics and Confucian ‘body’ of Chinese cultural Sedimentation: An Inquiry into Alternative Interpretations of Confucianism” in *Li Zehou and Confucian Philosophy*, edited by Roger T. Ames and Jinhua Jia (Honolulu: University of Hawai’i Press, 2018), etc.



Dr. Alexandros GASPARATOS

Assistant Professor, Institute for Future Initiatives

Alexandros Gasparatos is Associate Professor at the Institute for Future Initiatives (IFI), University of Tokyo and Adjunct Associate Professor at the United Nations University Institute for the Advanced Study of Sustainability (UNU-IAS). Before joining the University of Tokyo he conducted research at the University of Oxford (2011-2013), UNU-IAS (2008-2011) and the University of Dundee (2006-2008). As an ecological economist he is interested in the development, refinement and application of sustainability assessment and ecosystem services valuation tools. He has applied such tools in different topics such as biofuels, food/energy security, energy policy, green economy, natural disasters and urban metabolism, in geographical contexts as diverse as Brazil, Ghana, Indonesia, Japan, Kenya, Malawi, Mozambique, Philippines, Swaziland and the UK.



Professor FUKUSHI Kensuke

Vice Director, Institute for Future Initiatives

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



Dr. KIKUCHI Yasunori
Associate Professor, Institute for Future Initiatives

Dr. Yasunori KIKUCHI is an Associate Professor in the Institute for Future Initiatives in the University of Tokyo. He is also the Director of the Presidential Endowed Chair for "Platinum Society" situated under the Organization for Interdisciplinary Research Project at the University of Tokyo. Also, he is an Associate Professor at Department of Chemical System Engineering, the University of Tokyo.

Dr. Kikuchi received his Ph.D. degree in Process Systems Engineering from the Department of Chemical System Engineering at the University of Tokyo in 2009. His research interests are in systems design and assessments in sustainability science where technology assessments are conducted on technoeconomic, socioeconomic, and sociotechnical aspects with municipalities and regional industries. Through various adjunct positions such as the Academic Guest at ETH Zurich (2011), Visiting Scholar at International Institute for Carbon Neutral Energy Research in Kyushu University (2013-2016), Visiting Associate Professor at Center for Environment, Health and Field Sciences in Chiba University (2013-2017), and Adjunct Researcher at National Institute for Materials Science (2016-2018), he received the Award for Outstanding Young Researcher from the Society of Chemical Engineers, Japan and a similar award from the Institute of Life Cycle Assessment, Japan. Also, he received the Special Recognitions from the World Cultural Council (2019).



Professor YAGUCHI Yujin
Director, International Education Support Office

Yujin Yaguchi is Director of International Education Support Office, Division for Global Campus Initiatives, and Professor of Graduate School of Interdisciplinary Information Studies of the University of Tokyo. The office he directs provides a range of services, including opportunities for students to gain global academic experiences through various study abroad programs and on-campus activities that promote intercultural exchanges. He received his Ph.D. in American Studies and has been at teaching at the

University of Tokyo since 1998. He also served as a Fulbright visiting scholar to U.C. Santa Cruz and the East-West Center (Honolulu). He has published and presented widely in Japanese and English on the intercultural dynamics of Japan-Pacific-US relations. His most recent publication in English is "Tolerance, Reconciliation, and Alliance of Hope: Pearl Harbor Narratives in Japan," in *Beyond Pearl Harbor: A Pacific History* (University Press of Kansas, 2019). From 2015 to 2018, he served as an Associate Editor of *American Quarterly*, the flagship journal of the American Studies Association.



Dr. KURITA Kayoko
*Associate Professor (Graduate School of Education),
Deputy Director (Center for Research and Development of Higher Education)*

Dr. Kayoko Kurita is an Associate Professor at Center of Research and Development in Higher Education, The University of Tokyo (UTokyo). She is a member of Japan Association of Educational Development (JAED). She has devoted much of her professional career to research at

the quality assurance of higher education and to engage in developing and implementing a variety of programs for Educational Development and Graduate Students for Professional Development (GSPD), one of which is creating Teaching Portfolios. She has been in charge of "UTokyo Future Faculty Program" for graduate students and faculty; which has earned good reputation as a GSPD program in Japan. She has been contributing to institutional-wide supporting online-teaching since early March as one of core members.



Dr. YOSHIDA Lui

Project Assistant Professor, Center for Research and Development of Higher Education

Dr. Lui Yoshida is charged with professional development and MOOCs (Massive Open Online Courses) projects in the Center for Research and Development of Higher Education at the University of Tokyo. Since March 2020, he has been contributing to institutional-wide support for online-courses as one of core members. For example, he and Dr. Kayoko Kurita gave online workshops about how to use ICT tools in online classroom, organized online luncheon sessions for sharing knowledge between faculty members, and built a web portal about online courses and web conferencing.



Ms. YAGIHASHI Mami

Manager, International Strategy Group

Ms. Mami Yagihashi is the Manager of the International Strategy Group of the University of Tokyo since April 2020. Before transferring to her current position, she held various positions such as public relations, general affairs, and international affairs at UTokyo. She was in charge of IARU matters in 2008 and feels happy to be back again working with IARU members.



Mr. ONOZATO Taku

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 (Senior Officer, Key Contact)
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.



Mr. Eddie MANDHRY
Director for Africa & the Middle East, Yale University

Working out of the Office of International Affairs, Eddie is responsible for spearheading Yale President, Peter Salovey's, Africa Initiative by working with faculty across the university to develop strategic partnerships between Yale and African centers of academic excellence, as well as the private and public sectors. He's also responsible for supporting Yale's strategic engagement in the Middle East. Prior to joining Yale, Eddie was the Associate Director of NYU Africa House, an interdisciplinary institute focused on economic development research around the impact of Market Information System technology in improving livelihoods of small holder farmers in Eastern and Western Africa. Before that he was Washington D.C. Director of Global Kids Inc., a global citizenship and civic leadership organization that educates, activates and inspires youth from underserved communities to take action on critical issues facing our world. He is a Carnegie New Leader and has served on the Board of Trustees of the Carnegie Council for Ethics in International Affairs. He holds a BA in Political Science/African Studies from Hampshire College, and a MSc. in international relations from the London School of Economics. He is a member of the Council on Foreign Relations.

IARU Secretariat



Mr. FURUYA Hiro

Assistant Manager, International Strategy Group, Management Planning Department

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.



Ms. TOYOKI Makiko

Senior staff, International Strategy Group, Management Planning Department

Ms. Makiko Toyoki joined International Strategy Group, Management Planning Department of the University of Tokyo in April 2020. She will be taking over the responsibilities of IARU Secretariat issues for the rest of 2020.

Prior to her current position, she has worked as an academic affairs staff at the University's Graduate School of Humanities and Sociology, advising students on degrees and studying abroad, in addition to experiences working outside the University.

She has also previously worked on IARU matters in 2012 during her first stint in the international department of the universities administration bureau.



Mr. KATO Masaki

Administrative staff, International Strategy Group, Management Planning Department

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

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

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