



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

# **IARU Senior Officers' Meeting 2021**

**Online**

**19 & 20 October**

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## Meeting Times and Zoom Details

### Group 1 (Tuesday, 19 October 2021)

**Zoom Meeting ID:** 931 8387 5510

**Passcode:** 912380

**Join Zoom Meeting:**

<https://zoom.us/j/93183875510?pwd=WHFlWkNkMHphc0JobU9FemU5cjYvQT09>

University of Cambridge	08:00-10:15
ETH Zürich	09:00-11:15
National University of Singapore	15:00-17:15
Peking University	15:00-17:15
University of Tokyo	16:00-18:15
Australian National University	18:00-20:15

### Group 2 (Wednesday, 20 October 2021)

**Zoom Meeting ID:** 917 6589 9078

**Passcode:** 803022

**Join Zoom Meeting:**

<https://zoom.us/j/91765899078?pwd=b3U0TDR2K2srT2JldWRWQnRuVk5sQT09>

University of Cambridge	17:30-19:45
University of Oxford	17:30-19:45
University of Copenhagen	18:30-20:45
University of Cape Town	18:30-20:45
University of California Berkeley	09:30-11:45
Yale University	12:30-14:45

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

## Agenda

**Welcome from the IARU Chair** **5 mins**  
*Vice-Chancellor Prof. Stephen Toope*

**Welcome from the Cambridge Senior Officer and Cambridge's Update** **5 mins**  
*Dr Karen Kennedy*

**Session 1: Senior Officers' Updates** **20 mins**  
(Strictly up to 4 mins for each university)

**Session 2: Discussion** **60 mins**  
*Chaired by Karen Kennedy*

- 2.1 Reflecting on Re-opening
- 2.2 Secretariat Proposals

**Session 3: Global Education Initiatives and Institutional Joint Working** **25 mins**

Secretariat Reports

- 3.1 IARU Courses 2021
- 3.2 Global Internship Program

Group & Initiative Reports

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

**Session 4: Business Matters** **15 mins**

- 4.1 Financial Report 2021
- 4.2 Senior Officers' Meeting 2022
- 4.3 Presidents' Meeting 2022
- 4.4 IARU Chair

**Wrap-Up** **5 mins**  
*Karen Kennedy*

## Participants

(For full biographical details, see Appendix 3).

### Australian National University

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

Mr. Jonathan DAMPNEY - *Deputy Director, International Strategy & Partnerships*

### ETH Zürich

Dr. Jürg BRUNNSCHWEILER - *Chief of Staff to the President*

Mr. Anders HAGSTRÖM - *Head of International Affairs, IARU Senior Officer*

### National University of Singapore

Associate Professor WONG Reuben – *Associate Vice-President (Global Relations), IARU Senior Officer*

Associate Professor LUM Sau Kim – *Academic Director for Global Relations*

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, IARU Senior Officer*

Ms. LU Jiao - *Program Officer, Office of International Relations*

### University of California, Berkeley

Professor Lisa ALVAREZ-COHEN - *Vice Provost for Academic Planning, IARU Senior Officer*

Ms. Ashley SPINELLI - *Senior Global Engagement Specialist, Division of Academic Planning*

Ms. Alice Chia-Hua TSAI – *Global Engagement Specialist*

### University of Cambridge

Professor Stephen J. TOOPE – *Vice-Chancellor, IARU Chair*

Dr. Karen KENNEDY - *Director of Strategic Partnerships Office, IARU Senior Officer*

Ms. Renata SCHAEFFER - *Head of Public International Partnerships*

Dr. Rob SING – *IARU Coordinator and Research Analyst, Strategic Partnerships Office*

### University of Cape Town

Ms. Carolyn NEWTON - *Director, Global Engagement, Research Office / Office of the Vice-Chancellor, IARU Senior Officer*

Ms Wilna VENTER - *Research Collaboration Specialist, Research Office, IARU Key Contact*

### University of Copenhagen

Mrs. Vibeke RAASCHOU-NIELSEN – *Acting Deputy Director, Rector's Office. IARU Senior Officer.*

Ms. Anne BRUNN - *Director of International Education*

Ms. Hedvig GYDE THOMSEN - *Head of International Strategic Partnerships & Alliances, Rector's Office*

Ms. Nele HØGSBRO - *Special Advisor, Rector's Office*

### University of Oxford

Mr Ed NASH – *Senior International Officer, Vice-Chancellor's Office, IARU Senior Officer*



### **University of Tokyo**

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

Professor HAYASHI Kaori - *Executive Vice President, Director, B'AI Global Forum at the Institute for AI and Beyond*

Professor KITAMURA Yuto - *Professor, Graduate School of Education*

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

Mr. FURUYA Hiro - *Assistant Manager, International Strategy Group, Management Planning Department*

Ms. TOYOKI Makiko – *Senior staff, International Strategy Group, Management Planning Department*

### **Yale University**

Mr. Don FILER - *Associate Vice President for Global Strategy, IARU Senior Officer*

Mr. Nathan CAMP - *Associate Director for Partnership Development*



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# Opening & Welcome

IARU Chair

Cambridge Senior Officer



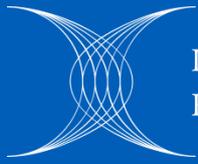
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## **Session 1: Senior Officers' Updates**

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 the key initiatives, developments, and challenges of their universities.

*(no paper)*



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## **Session 2: Discussion**

Section 1: Reflecting on Re-opening (30 mins – *no paper*)

*What are the most valuable lessons your university has learnt so far about re-opening?*

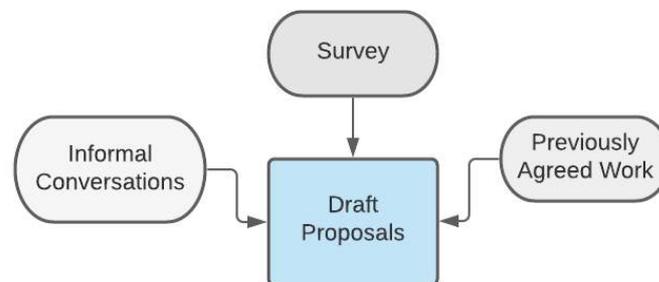
*Just how different do you think the long-term 'new normal' will be?*

Section 2: Secretariat's Proposals (30 mins)

## 2.2 Secretariat Proposals

### 1. Introduction

Under the able leadership of the University of Tokyo, IARU members have continued to work together in response to, and despite, the immense difficulties of the last 18 months. At the start of Cambridge's time as Chair, and as many of us start to give more thought to the post-pandemic future, the Secretariat reached out to IARU members for ideas and feedback. Input came from several sources: informal conversations with IARU members, a review of previously agreed work in Senior Officers' Meetings (SOMs) and Presidents' Meetings (PMs), the results of the Secretariat's survey, and, most recently, informal feedback from Senior Officers and Key Contacts. The survey responses were particularly helpful in allowing individuals, at every level, to directly share institutional memory about how IARU and its groups have evolved over time, and to make suggestions. Key messages that emerged from the survey are referenced throughout this document.



The most important insights acquired relate to IARU's aims and distinctive character as an organisation.

### 2. IARU's Aims and Key Characteristics

The proposals are underpinned, first, by the founding vision of the Alliance, namely:

- To work together to address the most pressing challenges of our time
- To add value by providing new opportunities for staff and students, helping the later become future global leaders
- To promote institutional joint working

Over time, more IARU activity has become concentrated in the area of institutional joint working. A tremendous amount of valuable work is being done by IARU groups in this area, and further work needs to be undertaken to support them in their endeavours. At the same time, IARU activities could be more balanced across all three elements of our vision. **Strengthening the links that IARU members have in research collaboration and educational opportunities will increase the value of IARU to members and its global impact.**

In addition, drawing on IARU's 2009 [Statement of Principles](#), the 12-year retrospective at PM 2019, recent feedback and our own experience, we attempted to summarise the value, ethos and circumstances of the Alliance as it operates today. All of these characteristics should inform our work:

**The Unique Value of IARU.** IARU is one of several university networks to which member universities belong. However, the survey demonstrated that members are clear about what makes IARU special: its very small membership, its global reach, and the fact that all its members are research-intensive, truly world-leading universities. These factors mean that working relationships in IARU can be exceptionally productive because members start with common interests and experiences, benefit from a range of global perspectives, and are able to cultivate strong relationships based on trust. **Work that builds on these strengths stands the best chance of delivering maximum value for members.**

**The Way We Work.** From its inception, IARU as an organisation has been characterised by bottom-up initiative, autonomy, flexibility and collegiality. Individuals differ in the amount of time and energy they can devote to IARU, groups differ in their nature and goals, and each member institution has a different profile in terms of where and how it engages. This organising ethos also contributes to the distinctive character of IARU. It would therefore be counter-productive for Secretariats and Senior Officers to regularly insist on particular work or to micromanage. **Work that is consultative and responsive has the best chance of addressing members' needs.**

**Finite Resources.** All IARU institutions, Senior Officers and members have limited time and resources to devote to IARU. The same is true of every university that hosts the Secretariat. Resources have been, and continued to be, stretched due to the impact of the pandemic. As such, new, ongoing work must be as sustainable as possible, and impose as small a burden as possible on groups and future Secretariats. **Work can therefore help to maximise the value members receive from IARU by reducing the costs of participating.**

### 3. The Proposals

Most of the work being proposed here will be undertaken by the Secretariat in addition to our normal administrative responsibilities. The four broad areas we have initially chosen to look at are those where we believe members stand to gain the most value:

- enhancing communication
- creating guidance for groups
- increasing coordination of education initiatives
- fostering new research collaborations

Each proposal includes a specific question or questions for decision, but all comments and suggestions are most welcome.

#### Proposal 1: Enhance Communication with an Online Newsletter

Responsibility	Secretariat
Timeline	First newsletter could be circulated after this SOM
<b><u>For decision by Senior Officers</u></b>	<b>Would this be a sustainable, worthwhile use of the Secretariat's time?</b>

#### Background & Rationale

Currently, the flow of information in IARU tends to be vertical, from groups to Senior Officers and on to the Presidents. When asked what the Secretariat could do differently, the most common suggestion was to share information horizontally across IARU about what the different groups are doing. This would create greater opportunities for collaboration between groups. It would also help to address some colleagues' sense of working in silos, instead of working as part of a wider IARU community.

#### The Proposal

The Secretariat would create an online newsletter to act as a short summary of current work being undertaken, upcoming events (both for groups and universities), perhaps with a profile of a project and a IARU group member. The Secretariat already has access to a lot of this information, meaning that it will not be necessary to spend a lot of time requesting and generating new material, but in the past its direct dissemination has been limited to Senior Officers and Presidents. The profile features would encourage community involvement by providing an opportunity for increased visibility. Two of the newsletters would report headline decisions from the SOM and PM to make sure that these are more widely seen throughout the IARU community. The newsletter could be sent three times a year – in November (after the SOM), in March (after the PM), and in July. Keeping to just three issues would limit the burden on the Secretariat, and prevent IARU members from being overwhelmed with updates. The idea of a newsletter was also suggested by a number of survey respondents.

## Proposal 2: Raise the Profile of IARU within our Universities

Responsibility	Secretariat
Timeline	Work can begin in earnest once the Secretariat acquires additional internal resource from October.
<b><u>For decision by Senior Officers</u></b>	<b>Would this be a sustainable, worthwhile use of the Secretariat's time?</b>

### Background & Rationale

Another major theme to emerge from the survey also concerned communication. When asked about the challenges IARU faces, several respondents confided that sometimes individuals do not have enough incentive or space to engage with IARU as they would like. This also makes it difficult to recruit new members. If, however, the work of IARU was better understood and valued within our respective institutions, those engaged with IARU would be more likely to receive more support.

### The Proposal

To complement Proposal 1 (communication across IARU groups), and the work members do in sharing their IARU work with their subject-area colleagues at their university (communication within areas in a university), the Secretariat would work to raise awareness of IARU across all members' broader university communities.

This will be done, first, by **investing in the IARU website**. The Secretariat will ensure that the IARU website is more regularly refreshed, that member-produced content is spotlighted more effectively, and that social media is used more regularly to highlight news and flag upcoming special events. The website should also make it easier for members to find contacts at other member universities. These changes will enhance the attraction of the website for members and non-members alike as the place to go to learn about IARU and the value its members provide.

Simultaneously, we will **strengthen lines of communication** in the following ways:

- We will act as a bridge between a university's IARU group members and that university's key IARU contact. The Secretariat would pass on selected news items about a university's involvement in IARU group outputs to that university's key contact for wider dissemination. This will help generate content that promotes the university's achievements in the context of IARU.
- We will also encourage key contacts (and through them universities' communication professionals) to see IARU as a valuable way of publicising relevant (but non-IARU specific) university news content to peer university communities.

### Proposal 3: Create Guidance for Groups with a IARU Handbook

Responsibility	Secretariat
Timeline	The Secretariat would aim to have a draft handbook ready for feedback by SOM 2022.
<b><u>For decision by Senior Officers</u></b>	<b>Would this be a worthwhile use of the Secretariat's time?</b>

#### Background & Rationale

At the moment there is no single source of guidance for the formation and running of groups, and so no accessible way of sharing best practice and institutional knowledge within IARU – despite professional best practice sharing being a key activity of so many current groups. There are also no instructional materials that everyone can use to orientate new members and explain how IARU operates. This work must instead be done by the leadership of individual groups.

Observations like these, made in some informal conversations, also appeared in the survey. Some respondents said that they were sometimes unclear about the expectations of the Senior Officers, that more attention could be paid to how to keep groups productive, and that they would welcome help in ensuring continuity between different group leaders and steering committees. Having easily accessible documents to act as a common point of reference would also help to reduce barriers between groups and the sense of separation that some feel from other groups and the Secretariat.

#### Proposal

The handbook would be a source of information and practical support to help on-board those new to IARU, and to make it easier to set up and run groups. Experienced members will already know much of this information. It will not be prescriptive. It will not tell members how they should be working, much less what they should be working on. Nor will it be too rigid or impose additional bureaucracy on groups. All these were concerns mentioned by many survey respondents, even some of the majority who believed that all three types of suggested guidance would be beneficial. The handbook would aim to do the following:

- Reduce workload on group leads (i.e. the ‘wheel reinvention’ of defining a work programme, finding and on-boarding new members etc.)
- Improve productivity and efficiency by providing guidance and a structure groups can use to set and pursue their priorities.
- Clarify IARU’s broad agenda and give practical advice as to how the work of each group can support that agenda.
- As a result, enhance a sense of connectedness and purpose, while forestalling the risk of autonomy giving rise to stagnation or drift.

The handbook would draw on the experiences and outputs of current groups, and cover the following subjects:

- **How IARU Works**                      The relationship between Presidents, Senior Officers, the Secretariat, and groups.
  
- **Forming a New Group**                      The sort of key questions to consider at the start i.e. it is a working group focused on a specific problem or a best practice sharing group, type of members, leadership etc.
  
- **Assessing Progress**                      How to identify if the group is meeting its goals, and if changes are needed.
  
- **Retiring Groups**                      How and when a group can be closed down. The responsibility for closing groups was vested in the Senior Officers in 2019. However, establishing a regular process for retiring groups would forestall any potential reluctance to discuss the topic due to embarrassment over perceived 'failure'.

**Proposal 4: Improve the Coordination of IARU's Education Initiatives with a New Committee**

Responsibility	The Secretariat and Senior Officers, followed by the new committee.
Timeline	Subject to SO approval, identify potential committee members over the next 3-4 months, with the committee's first meeting shortly thereafter.
<b><u>For decision by Senior Officers</u></b>	<b>Do the Senior Officers' agree there is a need to enhance coordination of IARU's education activities and, if so, is this the right mechanism?</b>

**Background & Rationale**

Currently, IARU has the following educational initiatives:<sup>1</sup>

- IARU Courses**                      Each university can offer up to four courses for IARU students, sometimes with discounted tuition.
  
- Joint Education Programme (JEC)**                      UTokyo is developing the first of a potential series of programs, each focused on one of the UN's SDGs. These are intended to provide an overarching structure for future joint education endeavours. The first, presented at SOM 2020, focuses on Sustainability and contains two streams, each aimed at a different level of student (later-stage undergraduate and graduate). The programme could incorporate elements of other existing initiatives, e.g. a GT summer course, or GIP. As UTokyo notes (see 3.3 IARU Joint Online Courses) uncertainties due to the pandemic have hindered further development of the JEC in 2021.

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<sup>1</sup> IARU students are also eligible to apply to study at the University of Copenhagen through the Novo Nordisk International Talent Programme.

Joint Online Courses (JOC)	UTokyo is working with interested partners (ETH, UCPH, PKU) on a handful of jointly designed and run courses. Two ('Sustainable Ageing' with UCPH, and 'East Asia and the World under the Pandemic' with PKU) were run in 2020-21 (see 3.3 IARU Joint Online Courses). Decisions about assessment and the offering of credits are made by the host university. Decisions about transferred credits should, if necessary, be determined by the student's home university. The creation and management of these joint courses is up to individual universities.
GT Summer Field Course	In 2018 and 2019 the Global Transformation Group's summer field course ('Borderlands') was held in Chiang Mai University, Thailand. IARU students attended lectures and then applied their knowledge on research projects with local people and NGOs. The summer school did not run over the last two years due to the pandemic, but may be held again in 2022.
Global Internship Programme	Universities offer positions for students at other IARU universities to gain experience in work and/or research. PKU, Oxford and UTokyo offered positions in 2020–21.

Each of these initiatives is managed by different bodies within IARU: IARU Courses by individual universities, the JEC and JOC chiefly by UTokyo, the GT course by the GT group, and the Global Internship Program by individual universities with help from the Secretariat. This distribution is, in part, a reflection of the organic way that these initiatives developed, driven by the creativity and commitment of individuals on the ground.

At the same, creating and sustaining education opportunities is difficult. We do not want to depart from the well-established 'bottom-up' approach, but we also suggest that it would be beneficial to introduce more coordination and communication into IARU's education initiatives. While each type of professional area has a single group (e.g. Cybersecurity, Real Estate etc.), education 'sits' nowhere specific. If new education initiatives are added in future, there is a risk that they will become too disconnected to retain a sense of common purpose, and so diverse that the Secretariat will find it difficult to keep track of progress and assess impact.

## The Proposal

We propose that we work with Senior Officers to identify colleagues at our universities who were or are involved in IARU education initiatives, and student exchange programs more generally, and invite them to form a IARU committee on education. The committee would essentially be a new IARU group, keeping in regular touch and holding formal meetings. It would have two broad aims:

1. First, and most importantly, **to maintain awareness of the state of play across IARU's education initiatives**. This would allow the committee to:
  - i. Facilitate communication between our distinct but related initiatives, identifying opportunities for cooperation and sharing ideas and good practice. The committee would, in turn, be well-placed to help promote the initiatives in member universities.
  - ii. Act as a source of information and a repository of institutional memory on education. The Secretariat can only fulfil this function imperfectly, since its staff change every two years

and typically lack pedagogic expertise. This will also help reduce the risk of disruption to initiatives that are largely based at a single university.

2. **Second, to maintain its own work program.** We imagine this would have two elements:
  - i. To work on some of the recurrent challenges involved in setting up and running education initiatives. For example, finding the right platforms for online learning, identifying where scope exists for granting of course credits to incentivise student participation, and identifying a potential source of external funding for student exchange. The costs of in-person exchange discourage many students, and students in some countries are impacted more than others. Once Santander's funding ended in 2018-19, student exchange numbers dropped by about 30%.
  - ii. Developing new ideas for education opportunities. Though we imagine this would not be the primary purpose of the group, in the 2019 Senior Officers' Meeting (Outcomes, p.6) attendees endorsed the idea of forming a dedicated group for this purpose.

One potential idea would be to create specific shared teaching and learning opportunities ('virtual classrooms'). All IARU universities have slightly different research profiles, and all will bring their own institutional and national perspectives to shared areas of study. Students' educational experiences are enhanced by exposing them to these different perspectives. This initiative would have two aims:

- To help a course leader find a lecturer at another IARU university who would like to deliver a guest lecture or lectures as part of their course.
- To help a course leader to find a course leader at another IARU university who would be interested in having their students work collaboratively on a particular project, or to meet virtually for shared discussions.

This is not a novel idea. An initiative along these lines has been raised at previous Senior Officers' meetings, and was suggested by respondents in the Secretariat's survey. In practice, each university could produce a list of lecturers, perhaps teaching in areas relevant to one or more SDGs, who would be interested in shared teaching and learning opportunities. These lists could be collated and disseminated by the committee with help from the Secretariat, allowing people to get in touch with one another. The Secretariat could be informed if the contacts were productive, in which case the lecturers concerned would later be contacted for feedback. Increased familiarity with digital tools for teaching and learning in all universities has now reduced the practical obstacles to this sort of cooperation.

It may also be beneficial to explore other, more short-term opportunities for educational collaboration (e.g. student challenges, staff-student conferences, seminars), and to consider if the current definition of 'IARU Courses' is sufficiently meaningful to justify the name.

Having been given an initial, broad brief by the Secretariat and Senior Officers, the committee, once formed, would have the autonomy to define and prioritise its work in more detail. In all cases, it is expected that the committee would work closely and collaboratively with those directly involved in designing and running the education initiatives (indeed, it is quite possible that the membership of the

committee will largely be composed of individuals running these different initiatives). The committee's role would not be to interfere or dictate what should be done.

## Supporting Research Collaboration

### Background & Rationale

Only one current IARU group – [Aging, Longevity & Health](#) – is primarily focused on research collaboration. Given that IARU is made up of research-intensive universities, and that collaboration on global challenges is a founding aim of the Alliance, a renewed effort should be made to increase IARU's role in facilitating our members' research connections and impact. Many survey respondents also recognised this, and urged IARU to think about how this situation could be addressed. Setting up and running a successful international research collaboration can, however, be challenging.

### Proposal 5: Create a Case Study of the ALH Group

Responsibility	The Secretariat, working with the ALH group
Timeline	The Secretariat would aim to have a draft report ready by SOM 2022
<b><u>For decision by Senior Officers</u></b>	<b>Is this a worthwhile use of the Secretariat's time?</b>

### The Proposal

The ALH Group is the longest running and most successful IARU research collaboration. It would be beneficial if the history of the group and the reasons for its success, as well as its setbacks, could be researched and shared with the rest of the IARU community in a case study report. The group could then serve as a source of potential ideas for the future, while bearing in mind that the experiences of the ALH group will not be applicable to every situation. It will be equally useful to understand if the success of the ALH group should largely be attributed to factors outside IARU. Key findings from the report could be included in the IARU Handbook's advice for setting up and running research groups. The idea for such a study of the ALH group was raised informally some months ago, and two members of the group raised the idea in the survey.

## Proposal 6: Fostering New Research Collaborations

Responsibility	The Secretariat, with the help of Senior Officers
Timeline	The Secretariat would open the first round of applications in 2022. The final decision on applications would be made at SOM 2022.
<b><u>For decision by Senior Officers</u></b>	<ol style="list-style-type: none"> <li>1. <b>Is this a promising way to strengthen our research links?</b></li> <li>2. <b>If so, are the specifics (i.e. 1–2 years, funding maximum of \$5,000) appropriate?</b></li> <li>3. <b>How would the applications be assessed and prioritised for funding?</b></li> </ol>

### The Proposal

Early funding can be critical in helping new research collaborations develop. IARU members have noted the difficulty of securing funds to support their work. Rather than funding research directly, IARU would run a competition to help give researchers the time and opportunities over 1–2 years to come together and lay the groundwork for new, long-term collaborations. With this early-stage support, these new collaborations will be in a stronger position to make competitive applications to outside research funders.

To be eligible for funding, proposed new research collaborations would have to contain members from at least 2 IARU universities, in any subject area. Inter-disciplinary collaborations could be explicitly encouraged since inter-disciplinary approaches are often required to address the pressing global challenges highlighted in [IARU's vision](#), and inter-disciplinary work can often fall outside the scope of funders. All members would need to be engaged in research at their respective universities at the time that the funding would be used. Early-career researchers would be welcome to participate in and propose collaborations.

IARU would provide funding to a proposed collaboration for a maximum of two consecutive years. Funding would be for one year in the first instance, but collaborations could apply for and receive (subject to satisfactory progress), funding for an additional year. In order to ensure a mix of new and existing collaborations every year, a maximum of 2 new collaborations would be funded every year and each collaboration could apply for a maximum of US \$5,000 per year. The Senior Officers would be asked to approve a total of \$10,000 for the first year, and \$20,000 for each subsequent year.

Collaborations would be able to apply for funds to help cover the costs of travel, accommodation, maintenance and other miscellaneous expenses related to the following activities:

- Meetings of research group members
- Workshops or seminars (one or a series) open to researchers outside the group
- Researcher Exchange – for a researcher to spend up to 3 weeks at a collaborating IARU university
- Public Outreach Events that will raise awareness and engagement with the group and IARU



Applications to cover other expenses will be considered if an academic case can be made. Applications for new collaborations must include:

- a budget, including any contributions from members' universities, with plans for how the requested funds will facilitate the long-term development and objectives of the collaboration
- justification for why IARU should support the proposed collaboration (e.g. strengthen ties between IARU members, have a positive real-world impact etc.)
- details of how the research itself will be funded, including a list of funders and schemes (where applicable) to which the collaborators will apply to sustain the collaborative research program.



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

### *Secretariat Reports*

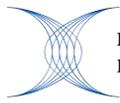
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### 3.1 2021 IARU Courses

<b>Lead</b>	n/a
<b>Reporting</b>	<i>IARU Secretariat</i>
<b>Executive summary</b>	<p>The take up of IARU courses continues to be affected by the pandemic. A total of 17 courses were offered by 8 institutions and attended by 51 students.</p> <p><b>This report contains:</b></p> <ol style="list-style-type: none"> <li>1. List of 2020 IARU Courses</li> <li>2. Report on the IARU-Santander Scholarships</li> </ol>
<b>Items for decision</b>	The use of remaining Santander Scholarship funds (see IARU-Santander Scholarships report).
<b>Funding to date</b>	n/a
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2020</b>  Most of the 2020 IARU Courses were cancelled or postponed to 2021 due to the COVID-19 pandemic. a total of 12 courses were offered online by 4 universities and attended by a cumulative total of 65 students from 8 universities. IARU Courses had carried over funds from 2019, but as students could not travel, no one used the funds. It remains unclear when IARU Courses would be able to resume its activities that involves student travel and in-person interaction. The Secretariat have asked Banco Santander whether it is possible to return the unconsumed funds this August; however, the Secretariat have not yet received their answer. The Secretariat will continue to remind them.  An online meeting was held by PKU in May 2019, and IARU Courses Coordinators from ten member universities participated. All of them were concerned about finance, as most of the units offering courses are self-financed units in their institutions. However, they believed online courses had merits and expressed their enthusiasm to explore for new forms of cooperation for the future. There was no funding request.</p> <p><b>Senior Officers' Meeting, September 2019</b>  Masaki Kato (IARU Secretariat) reported that the 2019 IARU Courses offered 43 courses from 9 partner universities. Out of the 43 courses, 13 were previously established Global Summer Program (GSP) courses, 3 were newly added, and 27 were general summer school courses. A cumulative total of 129 IARU students participated from 9 universities. The number of students attending IARU courses was less than a half of that attending 2018 GSP courses probably due to the termination of Banco Santander funding for student scholarships.  Several institutions had remaining Santander funds as carryovers from 2018. In February Banco Santander authorized the unconsumed funds to be used towards student travel for IARU courses. As a few universities still could not use up the</p>



carryovers in 2019, they will be used for 2020 IARU Courses. The Secretariat will submit a report to Santander twice, by the end of 2019 and 2020 respectively.

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

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

### **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. 2021 IARU Courses Summary

The pandemic has continued to impact opportunities for global student exchange. A total of 17 courses, some online and some virtual, were offered by 8 institutions and attended by 51 students (2020: 12 courses from 4 institutions with 65 students attending). Some courses did not receive any IARU students. Though the provision of opportunities has increased since last year, the continued difficulty of travel and the loss of Santander's scholarship funding from 2018 onwards has meant that total involvement cannot yet compare to earlier levels under the previous Global Summer Program (2018: 23 courses from 10 universities with 299 students attending).

#### 2021 IARU Courses

NUS 1	Global Science Summer Programme
NUS 2	FASStrack Asia: the Summer School (online)
OXF	International Politics Summer School (online)
PKU 1	Development Economics with Applications to China
PKU 2	Environmental Challenges and Sustainable Development in China
PKU 3	Introduction to Chinese Economy
PKU 4	The Rise of China and Change in World Politics
UCB	Summer Sessions
UCPH 1	Privacy challenged in past, present and future: a multi-disciplinary approach (online)
UCPH 2	Cultural Rights: A Promising Global Discourse
UCPH 3	Interdisciplinary Aspects of Healthy Aging (online)
UCPH 4	Sustainable Aging (online)
UCT 1	Afropolitanism, Social Justice and Entrepreneurship
UCT 2	Sustainable Water Management
UTOK	UTokyo Global Summer Program
YAL 1	Chinese Cinema Survey (Summer Session)
YAL 2	Peak Television (Summer Session)

## 2. 2021 Report on the IARU-Santander Scholarships

Two universities, Copenhagen and Cape Town, have unused funds carried over from the end of the Santander Scholarships in 2018 (see below). Both the Tokyo and Cambridge Secretariats alerted Santander to the existence of these unused funds on multiple occasions throughout 2020 and 2021, and asked if Santander wished them to be returned.

University	Carryover from 2019 (USD)
University of Copenhagen	194
University of Cape Town	2,362
<b>Total</b>	<b>2,556</b>

Very recently, the Secretariat has been contacted by the Secretary to D. Javier Roglá, Director of Global Santander Universidades, who on behalf of Mr Roglá informed us that IARU can use the funds 'for what you consider most convenient for the interests of your organization'.

**The Secretariat would like to suggest that the Senior Officers confirm that Copenhagen and Cape Town be allowed to use these funds to support outgoing or incoming student exchange with other IARU universities as they see fit.**

If this is agreed, the Secretariat will ask the universities to report back to the Senior Officers at SOM 2022 about how the funds were used.

### 3.2 Global Internship Program (GIP)

<b>Lead</b>	n/a
<b>Reporting</b>	<i>IARU Secretariat</i>
<b>Executive summary</b>	<p><b>This report contains:</b></p> <p>1. 2021 Global Internship Program Positions</p>
<b>Items for decision</b>	Continuation of GIP funding incentive for 2022. If each university submits a proposal, maximum funding is USD 22,000.
<b>Funding to date</b>	<p>22,000 USD                      <i>GIP (2021)</i></p> <p>---</p> <p>22,000 USD                      GIP (2020)</p> <p>10,000 USD                      NUS, UCPH, Oxford, UTokyo, Yale (2019)</p> <p>8,000 USD                        UCPH, Oxford, UTokyo, Yale (2018)</p>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2020</b></p> <p>Three universities, Oxford, UTokyo and Yale, planned to offer a total of four internship programs this year; however, UTokyo and Yale decided to cancel them due to the COVID-19 pandemic. Oxford selected two interns after extending their deadline for applications, and started conducting their program this October. GIP submitted funding request, aiming to provide USD 2,000 to each university that plans to offer GIP in 2021. As supplemental information, it was mentioned that a total of five universities have contributed in this initiative up until now and according to the survey carried out by the Secretariat last year, both the intern and coordinators felt that the USD 2,000 was effective in promoting the program. Nina Tomlin (Oxford) stated that the funding provides an important incentive to the Oxford Institute of Population Ageing to hire an intern from one of IARU member universities every year. Carolyn Newton(UCT) commented that for many students at UCT, participating in internship programs at other IARU universities has been a challenge because they could not afford to pay the cost even with the support of USD 2,000. However, if internship program can be provided virtually, it could give chances to students at UCT to participate. Kiichi Fujiwara pointed out that new budget request guideline allows each university, if necessary, to request more than the standard amount.</p> <p><b>Senior Officers' Meeting, September 2019</b></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>



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

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

#### **Senior Officers' Meeting, September 2018**

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.

For 2018, five universities (NUS, Oxford, UCPH, UTokyo, and Yale) submitted internship proposals that were approved by Senior Officers. Four internships (Oxford, UCPH, UTokyo, and Yale) were hosted for a total cost of USD 8,000. Although NUS offered two internships for 2018, no candidates were found for these positions. Feedback received by participating universities was favorable.

#### **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.

## 2021 Global Internship Program Positions

Three universities (Peking, Oxford, UTokyo) offered a total of eight internship positions across three different programs. UTokyo and Peking each selected a single intern, Oxford four. The Secretariat asked those students who have so far completed their internships for feedback.

### Peking University

PKU received two applications, and accepted a student from UCPH. The internship ran Mar-Apr 2021.

<b>Host Faculty/ Department</b> (provide link to the department page if possible)	Office of International Relations, Peking University ( <a href="http://www.oir.pku.edu.cn">http://www.oir.pku.edu.cn</a> ) & Arthur M. Sackler Museum of Archaeology and Arts at Peking University ( <a href="https://amsm.pku.edu.cn">https://amsm.pku.edu.cn</a> )
<b>Internship title</b>	Program Assistant, IARU Virtual Museum Tours
<b>Duration of internship</b> (you may also provide a range of dates to help accommodate your intern's vacation schedule)	Year round (3-month or 6-month positions available)
<b>Supervisor/ Mentor</b> (if applicable)	Prof. CAO Hong, Curator of Arthur M. Sackler Museum of Archaeology and Arts at Peking University Associate Prof. Celine Lai, Associate Professor, School of Archaeology and Museumology, Peking University Ms. Lu Jiao, Office of International Relations, Peking University
<b>Online/In-person</b> (Please specify whether the internship is carried out online or the intern must travel)	Online
<b>Funding</b> (e.g. stipend, accommodation and airfare, if providing)	Stipend of RMB 1600 per month
<b>Internship Description</b> (for website)	Working Time:4-8 hours per week  Scope of Duties: The intern has two main responsibilities: - Assisting the leading faculty and curator as the Curatorial Assistant  - Assisting the IARU coordinator for the promotion of IARU Virtual Museum Tours on various channels including the new media channels  Requirements: - Strong work ethics and good team spirit  - Excellent communication and writing skills

## University of Oxford

Oxford's internal application deadline was moved from April to October 2020, so the internships in practice spanned 2020/21. Four interns were accepted but only two engaged; one student from PKU and another from UCPH. Both engaged in all institute events (formal seminars, informal seminars and reading groups), which collectively provided a comprehensive insight into global ageing issues. Both interns presented on their work. Both worked with the institute for the whole 2020-2021 academic year.

One of the interns kindly provided detailed feedback to the Secretariat. They praised the learning experience as flexible and rigorous, adding that they received excellent support. They also noted that while the original internship was to run for three months, the student's decision to participate virtually due to travel restrictions allowed them to continue working with the Institute, for which the student was very grateful. In this time they received further feedback on their work and continued to benefit from the institute's online seminars.

<b>Host Faculty/Department:</b>	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.
<b>Scope of work:</b>	Multi-disciplinary research on different aspects of population ageing. Graduate students' level.
<b>Accommodation and other facilities:</b>	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.
<b>Funding:</b>	Stipend
<b>Duration of Internship:</b>	From one week to three months.
<b>Application deadline:</b>	1 October 2020 (originally, it was 20 April 2020)
<b>Contact:</b>	debbie.russell@ageing.ox.ac.uk

## University of Tokyo

Three internship positions were advertised. One student was accepted. The student, from ETH, actually applied for two of the three internships (internships 1 and 2) and was accepted for both. However, due to Covid-related travel restrictions the student has not been able to commence their studies as yet.

### Internship 1

<b>Host Faculty/ Department</b> (provide link to the department page if possible)	International Research Center for Neurointelligence (IRCN) <a href="https://ircn.jp/en/">https://ircn.jp/en/</a>
<b>Internship title</b>	Transitory brain dynamics research
<b>Duration of internship</b> (you may also provide a range of dates to help accommodate your intern's vacation schedule)	3-6 months (The duration and start/end dates can be decided through discussion with the host laboratory)
<b>Supervisor/ Mentor</b> (if applicable)	Takamitsu Watanabe, M.D., Ph.D. <a href="https://ircn.jp/">Takamitsu Watanabe (ircn.jp)</a>
<b>Online/In-person</b> (Please specify whether the internship is carried out online or the intern must travel)	In-person
<b>Funding</b> (e.g. stipend, accommodation and airfare, if providing)	Round-trip airfare, accommodation and stipend for meals will be covered by IRCN.
<b>Internship Description (for website)</b> Note: approx. 250 words	In this internship, the successful applicants are expected to engage in human neuroimaging research on global and local brain dynamics. If their interests are in computational approach, they can join in projects that apply several data-driven analyses to large human functional/structural MRI data. If they have interests in more experimental studies, they can also be involved in psychophysics human studies using fMRI/EEG/TMS.

## Internship 2

<b>Host Faculty/ Department</b> (provide link to the department page if possible)	International Research Center for Neurointelligence (IRCIN) <a href="https://ircn.jp/en/">https://ircn.jp/en/</a>
<b>Internship title</b>	Multiphoton imaging and functional neuronal circuits in visual cortex
<b>Duration of internship</b> (you may also provide a range of dates to help accommodate your intern's vacation schedule)	3-6 months (The duration and start/end dates can be decided through discussion with the host laboratory)
<b>Supervisor/ Mentor</b> (if applicable)	Kenichi Ohki, M.D., Ph.D. <a href="https://ircn.jp">Kenichi Ohki, M.D., Ph.D. (ircn.jp)</a>
<b>Online/In-person</b> (Please specify whether the internship is carried out online or the intern must travel)	In-person
<b>Funding</b> (e.g. stipend, accommodation and airfare, if providing)	Round-trip airfare, accommodation and stipend for meals will be covered by IRCIN.
<b>Internship Description (for website)</b> Note: approx. 250 words	<p>The cerebral cortex acquires complex response selectivity by processing information received from the outside world. It is still unclear what kind of neural circuitry is responsible for this information processing. Recent advances in imaging technology (two-photon imaging) have made it possible to measure the activity of thousands of neurons simultaneously (Ohki et al., 2005 and 2006). Other techniques for studying neural circuits are being developed one after another, and neuroscience research is undergoing a transformation. We are using these new techniques to investigate how the neural circuits of the mammalian visual cortex process information.</p> <p><b>Research Themes</b></p> <ol style="list-style-type: none"> <li>(1) Functional organization in the visual cortex</li> <li>(2) Development of neural circuits in the visual cortex</li> <li>(3) Information representation in the visual cortex</li> <li>(4) Roles of each cell-type in the processing of visual information</li> </ol>

### Internship 3

<b>Host Faculty/ Department</b> (provide link to the department page if possible)	International Research Center for Neurointelligence (IRCN) <a href="https://ircn.jp/en/">https://ircn.jp/en/</a>
<b>Internship title</b>	Research on the neuronal mechanism for bird song learning
<b>Duration of internship</b> (you may also provide a range of dates to help accommodate your intern's vacation schedule)	3-6 months (The duration and start/end dates can be decided through discussion with the host laboratory)
<b>Supervisor/ Mentor</b> (if applicable)	Yoko Yazaki-Sugiyama, Ph.D. <a href="https://ircn.jp">Yoko Yazaki-Sugiyama, Ph.D. (ircn.jp)</a>
<b>Online/In-person</b> (Please specify whether the internship is carried out online or the intern must travel)	In-person
<b>Funding</b> (e.g. stipend, accommodation and airfare, if providing)	Round-trip airfare, accommodation and stipend for meals will be covered by IRCN.
<b>Internship Description (for website)</b> Note: approx. 250 words	<p>Like humans learn to speak songbirds learn to sing from their auditory experiences during development. Male zebra finches, one of the premier models of songbirds which we are using in our lab, listen and memorize tutors' (normally their fathers') songs first, and then vocally match memories of tutors' songs to develop their own songs which are used for their courtship behaviors. In our lab, we are interested in how early tutor song experiences shape neuronal circuits in the juvenile brain to form a memory, and how established neuronal circuits regulate their vocal learning and social behaviors. Our lab has been using the cutting-edge techniques of electrophysiology, viral vectors, 2D and 3D brain anatomy as well as behavioral analysis to understand underlying neuronal mechanisms in zebra finch song learning and social behaviors and regarding auditory information processing. We will welcome highly motivated intern students who will join our research projects especially;</p> <ol style="list-style-type: none"> <li>1) Anatomical tracking of brain circuit developments in tissue clearing samples</li> <li>2) Behavioral analysis of social interaction effects on juvenile song learning</li> <li>3) Electrophysiological analysis of memories of multi auditory experiences.</li> </ol> <p>We are also welcome students to bring in projects upon discussions.</p>

## Funding Request Form

### Project Name/Year:

2022 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
<b>Total Requested Amount</b>	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
<b>ANU</b>		
<b>ETH Zurich</b>		
<b>NUS</b>	Global Relations Office	2019
<b>PKU</b>		2021
<b>Berkeley</b>		
<b>Cambridge</b>		
<b>UCT</b>		
<b>Copenhagen</b>	UCPH Global Development, Faculty of Social Science	2018, 2019
<b>Oxford</b>	Institution of Population Ageing	2018, 2019, 2020, 2021
<b>UTokyo</b>	School of Science	2018, 2019, 2021
<b>Yale</b>	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.):

The 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.



In 2021, as in 2020, the ongoing difficulty of international travel interfered with the running of the GIP. However, whereas only one university was able to offer an internship opportunity in 2020, three universities offered positions in 2021. A total of six students were accepted. One of the students has yet to commence their internship due to travel restrictions.

PKU was able to run an in-person internship, whereas Oxford's internships were virtual. Of the four students accepted by Oxford, two actually took up the opportunity. They spoke very highly of the quality of the instruction and support that they received. The Secretariat has distributed information about the GIP to key contacts in anticipation of its potential continuation in 2022, noting the greater accessibility of internships that are either wholly or partly virtual.

GIP is an important way for IARU member universities to provide their students with opportunities to engage in a collaborative and creative effort with other IARU members. Its full potential has yet to be realized. It is anticipated that, as international travel becomes more feasible over the next twelve months, a greater number of IARU members will offer opportunities and more students will apply, thereby increasing the importance and impact of the programme.

In this budget request form, the Secretariat asks the Senior Officers the following:

- **to approve the continuation of the GIP in 2022**

### 3.3 IARU Joint Online Courses

<b>Lead</b>	The University of Tokyo
<b>Reporting</b>	<i>Kiichi Fujiwara</i>
<b>Executive summary</b>	<i>IARU Joint Online Courses</i>
<b>Items for decision</b>	NA
<b>Funding to date</b>	NA
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting 2020</b></p> <p>3.14 IARU Joint Online Courses (IARU Secretariat)</p> <p>Kiichi Fujiwara (UTokyo) reported that UTokyo-PKU Joint Online Course, currently taught under this umbrella, has been quite successful, and stated that courses shown below are currently under discussion to be taught:</p> <ul style="list-style-type: none"> <li>Sustainability (UTokyo and ETH Zurich)</li> <li>Gerontology Studies (UCPH and UTokyo)</li> <li>Environmental Issues and Policies in China (PKU)</li> </ul> <p>He also encouraged IARU member universities' active participation in this program.</p> <p>Carolyn Newton (UCT) suggested that, to get more institution to participate in this program, it would be better to arrange courses so that it does not necessarily require credits. For example, students who are taking similar courses in different institutions can get together in groups to discuss comparisons of their different contexts.</p> <p>Masaki Kato (IARU Secretariat) shared a format of certificate for this program, which would be given to students upon request and successful completion. The certificate format was made based on certificate used for IARU Courses. Senior Officers approved the format.</p> <p><u>Takeaways:</u></p> <p>The Secretariat will share the latest participant list of each working group and initiative.</p> <p><b>Senior Officers' Meeting 2019</b></p> <p>6.1 IARU Education Initiatives (UTokyo)</p> <p>There was a consensus among the Senior Officers in SOM 2018 that IARU would seek opportunities for a new form of joint educational programs that operates independent from the former GSP network. Senior Officers discussed the need of coming up with other ways to provide student opportunities between IARU universities and concluded that a new committee should be formed to develop these ideas further. At PM 2019, President Gonokami (UTokyo) proposed developing a new student joint education program that could be at once financially sustainable and more accessible, and that could bring benefits to more students. This idea was supported by the attending presidents.</p> <p>Kiichi Fujiwara (UTokyo) stated that the new proposal was based on the</p>

	<p>successful experience of IARU Joint Online Courses between Cambridge, NUS, UC Berkeley and UTokyo, but could also incorporate other good practices as well. Essential points of the program were as follows.</p> <p>Credits will be given to students by participating universities.</p> <p>Faculty members of IARU universities will work together to create teaching materials that are available online.</p> <p>Students should respond to assignments online on a joint basis.</p> <p>It does not require much travel expenses, while some programs may allow student to move around if a budget is available.</p> <p>Kiichi Fujiwara further stated that this new education framework can work as an umbrella and also incorporate already existing initiatives. One topic of the courses would be sustainability, which faculty members from ETH Zürich, Yale, Copenhagen, UCT, and UTokyo have cooperated to develop. A GT Summer Course would be another candidate program to be incorporated under the umbrella. Although a budget problem for student travel would still remain, it would be meaningful to set a framework that could locate the summer course as one of the whole of education initiatives. There was no budget request as this point.</p> <p>Andrew Wee (NUS) suggested that Life Long Learning could be the area that IARU universities can collaborate by offering micro-credentials. One option would be offering a joint master's program on lifelong learning that is combined with real exchange opportunities, where targeted students may be able to pay full tuition fees.</p> <p><u>Takeaways:</u></p> <p>Kiichi Fujiwara will work on shaping one or possibly more courses. UTokyo will elaborate and table it again in PM 2020. Kiichi Fujiwara requested partners' continued cooperation for the further development. No decision was made over what other existing programs to include in the proposed umbrella structure.</p>
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### 'Sustainable Aging' by UCPH and UTokyo

The online course 'Sustainable Aging' was conducted on 12-16 April 2021 by UCPH and UTokyo. Table 1 shows the detail of the five-day program. Program planning, funding acquisition, and course organization were mainly conducted by UCPH along with UTokyo in the planning of lectures and student recruitment. In total 27 students from 15 universities including 16 persons from 4 IARU universities (ANU, Cambridge, UCPH, UTokyo) completed the course and received the certificate.

From UTokyo two lectures were provided and eight graduate students from five schools (Agricultural and Life Sciences, Arts and Sciences, Engineering, Humanities and Sociology, and Medicine) participated in the course and received the certificate.

This online course was an opportunity for collaborative activities among Aging, Longevity and Health initiative members. UCPH and UTokyo members have begun discussing possible collaboration in research and education.

As the situation surrounding COVID-19 changed daily and the situation differed by countries and regions, it was difficult to finalize the course plan well in advance to be reflected to regular credit course in each university. Providing credit to students is a good motivation for many students to participate, so

it would be helpful that each university has flexibility to provide credit to students of this kind of course offered in a short period.

**Table 1. Program**

Mon 12 Apr	Tues 13 Apr	Wed 14 Apr	Thurs 15 Apr	Fri 16 Apr
9:00-9:45 Introduction  <i>Claus Desler, Maria Kristiansen</i>	9:00-9:45 Work and Social Participation after Retirement: Current Situation in Japan  <i>Ikuko Sugawara</i>	9:00-9:45 Space and Design for Aging Community  <i>Toshio Totsuki</i>	Independent study day	8:00-9:30  Group A: Plenum discussion and group presentations
10:00-10:45  Sustainable Aging Brain: You can do better!  <i>Ellen Garde</i>	10:00-10:45  Sustainable living: Adjusting the home to support aging in place  <i>Amy Clothworthy</i>	10:00-10:45  Sustainable healthcare systems: person-centered care for older people  <i>Maria Kristiansen</i>		10:00-11:30  Group A: Plenum discussion and group presentations
11:00-11:45  Why do we age? Ageing on the cellular level  <i>Claus Desier</i>	11:00-11:45  Diseases and risk factors in older persons  <i>Maarten Pieter Oozing</i>	11:00-11:45  Behavioural insights for healthy ageing  <i>Marco Pioversan</i>		

### UTokyo-PKU Joint Online Course Conducted (Fall 2020)

As part of the joint educational program, the UTokyo-PKU joint online course ‘East Asia and the World under the Pandemic’ was conducted in Fall 2020, co-organized by East Asian Academy for New Liberal Arts (EAA) at UTokyo and PKU.

Taught in English by 8 professors in different fields from UTokyo and Peking University, the online course aimed at inter-disciplinary explorations into various effects, in terms of human civilization, society, history, politics, and natural environment, and so forth, that the worldwide pandemic brought about. The course consisted of 12 sessions, the first session of which was for guidance. Except for the guidance session, each session was comprised of an online discussion (60 mins) on Zoom (or Voov) and an e-learning lecture (60 mins) on Panopto (see below).

With regard to the registered students, there were 10 students from PKU, 11 from UTokyo, 1 from UC Berkeley, 2 from University of Copenhagen, and 1 from Yale University. Besides, 2 students from Seoul National University audited the course.

The significance of the platform of online joint education cannot be overestimated when taking into account the form and method applied to the course. While the online space enables students from different regions and different time zones to participate in the same class simultaneously, we also made use of Panopto to provide the students with videos and lectures recorded by the professors as preparation for the in-class discussion. As a result, the course took the form of the “flipped classroom” where the students are supposed to watch video clips beforehand. This combined form made the course at once technically more accessible and intellectually more challenging, as it requires the student to learn by him-/herself before the class. Because of these novelties, we find that in comparison with traditional teaching, the students were more passionate and engaged, the class discussion more productive and colorful. It goes without saying that such a flexible and multi-layered setting would be inconceivable in

existing patterns of in-person teaching.

Still, there are problems and difficulties to resolve. First, the problem of time difference is apparently that which prevents more potential students from enrolling in the course. As the course originated in the joint program between EAA-UTokyo and PKU, its time slot was determined without much difficulty considering the time difference between Japan and mainland China. Yet if in future we want to design joint courses in cooperation with universities in the United States or in Europe, for instance, we may have to permit that the time slot of the course be beyond the standard schedule at UTokyo. Second, we find that the students from different universities were enthusiastic in exchanging ideas with the professors and with each other, so that the limited time for one session always seems to be insufficient. A technological resolution for this problem may lie in the establishment of, for example, a sustainable online forum (or likewise platforms) on which the registered students will have the access and continue their discussions. Last but not least, the problem of the possibility of giving credits or certificate (or both) to the registered students is worth mentioning, as it turns out to be relevant to incentivization of the students. EAA-UTokyo gave certificates to all the students who registered but could not earn the credits, a practice that may be standardized in future.

In sum, the UTokyo-PKU joint online course practiced in Fall 2020 showed potentials for future possibilities of online joint education. Though there are technological and institutional problems yet to be discussed, we believe that this form of teaching is significant for our exploration of new pedagogies for trans-national academic cooperation and collaboration. UTokyo wishes to continue the discussion on possible future collaboration with PKU.

## Progress on Design of Joint Online Course on Sustainability

Faculty from the University of Tokyo designed two draft online courses for senior year undergraduate students and postgraduate students on sustainability. These were an evolution of the ideas in SOM2020 as summarised below.

### Undergraduate course

This course will target university students that are in the last 1 or 2 years of their degree. As these students are expected to have a disciplinary background and prepare for their next career or future study, 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 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  
Lectures 8-10: Thematic lectures on how to approach sustainability challenges and their solutions

### Postgraduate course

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

The initial lectures will seek to foster a deeper conceptual understanding of the term of sustainable development, and how interdisciplinary 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

Faculty from the University of Tokyo (UT) approached relevant faculty and institutes at the University of Cape Town (UCT), ETH Zurich (ETHZ) and University of Oxford (UO) to provide two lectures for each course drawing on their expertise, namely urban sustainability (UCT, African Centre for Cities), energy (ETHZ, Energy Science Centre) and environmental change (UO, Environmental Change Institute). UT (Institute for Future Initiatives) would have coordinated the courses and focused on general lectures on sustainable development and sustainability science.

Initial discussions showed interest between faculty members in the different universities. However, the uncertainty with COVID-19 and changing work schedules and modes of work made it difficult to make concrete decisions about the implementation of the joint course in autumn of 2021. Currently the proposal is on hiatus.

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

<b>Lead</b>	University of Cambridge																	
<b>Reporting</b>	<i>Dr Louise Lafortune</i>																	
<b>Executive summary</b>	<p>The University of Cape Town hosted the annual graduate student conference online (30/09/20 to 2/10/20). A separate document providing an overview of the conference is attached. We focused on three global priorities and research challenges: i) ageing and health technologies; ii) long-term care systems; iii) dementia, HIV and ageing. The concluding panel session focused on protecting the ageing population during the Covid-19 pandemic.</p> <p>The group published a <u>paper</u> (included with this report) entitled ‘The Societal Need for Interdisciplinary Ageing Research’ (2021), outlining their vision and the unique position of our interdisciplinary network to produce new knowledge to promote healthy ageing and encourage societal change via novel, science-informed interventions.</p> <p>The University of Cambridge is hosting the 2021 conference (Oct 6-8 2021) in the form of online workshops with steering group members and early career researchers. The conference focuses on capacity building, research collaborations and engagement. The objectives are to i) select topics &amp; develop 2-3 project outlines to kick-start funding applications and early career researcher collaborations; ii) develop the blueprint of a short video presenting why engaging older people in research matters and examples of how it is done in some of our universities; iii) identify the topic for another position paper on emerging and/or an under-researched, ageing-related challenge.</p>																	
<b>Items for decision</b>																		
<b>Funding to date</b>	<table border="0"> <tr> <td><i>USD 15,000</i></td> <td><i>ALH Conference (2021)</i></td> </tr> <tr> <td>---</td> <td></td> </tr> <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> </table>		<i>USD 15,000</i>	<i>ALH Conference (2021)</i>	---		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
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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
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2020</b></p> <p>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.</p> <p><b>Senior Officers' Meeting, September 2019</b></p> <p>Nina Tomlin (Oxford) reported that there was a great progress in ageing research collaborations. The Aging, Longevity and Health &amp; Graduate Student Conference (ALH &amp; 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><b>Senior Officers' Meeting, September 2018</b></p> <p>Nina Tomlin (Oxford) reported that in addition to the report in the Tome, ALH Chair Sarah Harper (Oxford) shared a draft paper containing the group's strategy and description of the various group members' roles. ALH is currently formalizing its structure of having a rotating chairperson appointed every two years. The Chair's institution would ideally provide administrative support for ALH unless it is outside the capacity for that campus, in which case UCPH has offered to provide administrative support. The roles and responsibilities of the Chair and the Steering Committee have now been laid out. There are currently eight members in the ALH Steering Committee.</p> <p>The ALH calendar of events for 2019 includes a Graduate Student Conference, with a Steering Committee Meeting and a research focused meeting to take place alongside the GSC. Due to the amount of administrative time it takes to organize the annual GSC, ALH may begin hosting a graduate student conference only every other year, and focus more on research activities during the years a GSC is not organized. The 2019 GSC will undoubtedly occur, although no host has emerged.</p> <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> <p><b><u>Takeaways:</u></b></p> <p>Senior Officers approved the USD 15,000 funding request for a 2019 Graduate Student Conference.</p>

## Funding Request Form

### Project Name/Year:

Ageing, Longevity and Health Theme - Annual Graduate and Research Conference 2022

### Total Requested Amount & Breakdowns:

Item	Amount
Item 1 Conference Support	USD 15,000
Item 2	USD
Item 3	USD
<b>Total Requested Amount</b>	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):

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

University	Title/Position	Name
ANU	Associate Professor	Nicolas Cherbuin
<b>ETH Zurich</b>	-	-
NUS	Associate Professor and Executive Director, Centre for Ageing Research and Education	Angelique Chan
PKU	Director, Institute of Population Research	Xiaoying Zheng
Berkeley	Director, CITRIS Health Initiative	David Lindeman
Cambridge	Senior Research Associate, Cambridge Institute of Public Health	Louise Lafortune
UCT	Senior Specialist of Internal Medicine and Head of Geriatric Medicine	Sebastiana Kalula
Copenhagen	Managing Director, Center for Healthy Ageing	Lene Juel Rasmussen
Oxford	Professor of Gerontology and Director, Institute of Population Ageing	Sarah Haper
UTokyo	Professor of Gerontology	Hiroko Akiyama
	Project Lecturer, Institute of Gerontology	Ikuko Sugawara
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. The location will be decided at the 2021 ALH meeting in Cambridge, which will take place before the Senior Officers' Meeting but after the Tome will be distributed. It will follow on from productive meetings hosted by Tokyo (2016) Oxford (2017), Singapore (2018), ANU (2019), and Cape Town (2020). This will enable the successful continuation of graduate and early career training and development, and the collaborative research strands within the ALH theme.

# Societal Need for Interdisciplinary Ageing Research: An International Alliance of Research Universities “Ageing, Longevity and Health” Stream (IARU-ALH) Position Statement

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Lene Juel Rasmussen<sup>e</sup> Angelique Chan<sup>d,f</sup> Louise Lafortune<sup>g</sup> Sarah Harper<sup>h</sup>  
Xiaoying Zheng<sup>i</sup> David Lindeman<sup>j</sup> Erin Walsh<sup>a</sup> Rafat Hussain<sup>a</sup>  
Richard Burns<sup>a</sup> Maria Kristiansen<sup>e</sup> Ikuko Sugawara<sup>b</sup> Bokyoung Son<sup>b</sup>  
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## Keywords

Multidisciplinary research · Population ageing · Health · Challenges

## Abstract

Ageing is a global concern with major social, health, and economic implications. While individual countries seek to develop responses to immediate, pressing needs, international attention and collaboration is required to most effectively address the multifaceted challenges and opportunities an ageing global population presents in the longer term. The Ageing, Longevity and Health stream of the International Alliance of Research Universities (IARU-ALH) was built on a solid foundation of first-class interdisciplinary research and on

innovative outreach and communication centres. This interdisciplinary network conducts projects that span biology, medicine, social sciences, epidemiology, public health, policy, and demography, and actively engages with the public and other societal stakeholders. Here we posit that such international interdisciplinary networks are needed and uniquely placed to address major challenges related to health and ageing and ultimately will produce new understanding and knowledge to promote the awareness of healthy ageing and encourage societal change via novel, science-informed interventions. Global interdisciplinary research presents great potential and opportunities to accelerate our understanding of human ageing and to produce new, more effective solutions to a pressing, complex problem. However, more focused, strategic efforts and invest-

ments are required in order to deliver on these potentials and reap maximum benefits for individuals and societies. IARU-ALH members are determined to contribute, in collaboration with others, to delivering on this vision.

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## Introduction

Ageing is a global concern with major social, health, and economic implications. While individual countries seek to develop responses to immediate, pressing needs, international attention and collaboration is required to most effectively address the multifaceted challenges and opportunities an ageing global population presents in the longer term.

The growing proportion of older persons will create pressures on traditional systems of support from families and public services, financial demands on public funds for pensions, and new requirements for healthcare/medical support. Unfortunately, the current COVID-19 pandemic has highlighted how suddenly and unexpectedly these pressures can emerge with older persons being disproportionately at risk of severe chronic disease and of passing away due to COVID-19, and with health and social systems struggling to address their needs.

In order to address these concerns, there is a need not only to better understand ageing at both the individual and societal levels, but also to find more effective ways to mitigate its impact as well as leverage the resources inherent in healthy older populations. In particular, it is widely believed that multiple functional declines, so-called frailty, are inevitable. However, a more recent perspective suggests that there is substantial scope to delay the rate of decline and more effectively mitigate its progression through prevention, technology, healthcare, and social engineering. Simultaneously, it is important to realise and harness the value of older persons in terms of life experiences, wisdom, and their generative potential for younger generations [1].

Internationally, scientific associations including academia and other stakeholders in ageing research have been actively involved in establishing the methods and means to promote interdisciplinary co-operation in the field to achieve a greater, more efficient, and more rapid impact. This requires the development of major cross-research platforms, which integrate viewpoints from various disciplines spanning the social, medical, biological, and engineering sciences, and the arts and humanities.

As more people live longer, such interdisciplinary research is essential to advance the understanding of the dynamic interplay between the ageing of individuals and their changing technological, social, economic, physical, and global environments. To achieve “Healthy and Active Ageing” [2] and “Successful Ageing” [3] – generally defined as ageing in good health while maintaining independence and staying engaged in social relationships within families and communities across the life course with a high level of well-being – there is a pressing need to develop “comprehensive community-based multi-faceted approaches” and to introduce life course interventions to prevent declines in capacity [4, 5].

For these reasons, we as members of the Ageing, Longevity and Health (ALH) stream of the International Alliance of Research Universities (IARU), i.e. IARU-ALH, have come together to develop and concretely implement an international interdisciplinary strategy to address these major societal challenges.

IARU-ALH was built on a solid foundation of first-class interdisciplinary research and on innovative outreach and communication centres. This interdisciplinary network conducts projects that span biology, medicine, social sciences, epidemiology, public health, policy, and demography, and actively engages with the public and other societal stakeholders. Ultimately, this will contribute to new understanding and knowledge to promote the awareness of healthy ageing and encourage societal change via novel, science-informed interventions. IARU-ALH brings added value by incorporating basic research, citizen science, international research collaborations, interactions with national and regional stakeholders, communication, education, and entrepreneurship.

We share here a consensus position on the need and likely benefits of such a strategy to promote a broader dialogue, identify barriers and enablers, and chart a way forward to achieve impactful outcomes to improve the quality of life of older persons.

## Interdisciplinary Research: A Working Definition

Interdisciplinary research, as defined by Ferraro and Chan, is “an inquiry involving a plurality of disciplines where disciplinary boundaries are often muted and the joint contributions of the synergy are highlighted” [6]. Thus, by definition, such research, while building upon the expertise of several disciplines, does not highlight the contributions made by a specific discipline (or each involved discipline), rather brings to the fore the implica-

tions of the collaborative work. The need for and the benefits of interdisciplinary research in general, and specifically in ageing, has been highlighted previously [7–9]. And, over the years, a multitude of ageing research centres or programmes (too many to list here) have identified themselves as being interdisciplinary, bringing together either specialised disciplines such as cell and molecular biology, physiology, and biochemistry within the area of the biology of ageing, or broader scientific disciplines such as sociology, psychology, economics, demography, public health, and epidemiology for studying individual and population ageing.

While this is encouraging, we should like to emphasise three points, which may be overlooked or underrepresented in establishing interdisciplinary research. The *first* point relates to the need to move beyond specialised interdisciplinary research (e.g. within the basic sciences, or the social sciences) to broader interdisciplinary research. Given the overlap in methodological approaches or tools, scientific language, unit of study, and funding opportunities of various basic science disciplines, and similarly, of social sciences disciplines, and health or medical science disciplines, it is not surprising that interdisciplinary research within each of these “sciences” is more common than that spanning *across* them. This calls for greater communication among scientists working in varied, seemingly unrelated disciplines, as well as funding opportunities that support broader interdisciplinary research.

The *second* point is about adding an international perspective to interdisciplinary research. While research methods and findings need to be contextualised to the setting within which they were conducted, especially when studying population or societal ageing, the importance of international collaborative research cannot be undermined. The sharing of knowledge, expertise, and resources across countries and across disciplines can help foster high-quality research in under-resourced settings as well as expand the relevance of the research being conducted. Further, especially in the context of population and societal ageing, international research collaborations can help assess the applicability of underlying theories or mechanisms or hypotheses across countries/cultural settings and the need to modify or adapt them.

The *third* point is to extend collaboration beyond academic or scientific disciplines. Partnerships with policy-makers driving life course ageing policies, community-based organisations working with and for older persons, and older persons themselves should be strongly considered when designing and conducting interdisciplinary research and assessing its impact. Doing so may allow for

better and faster translation of the research findings to the real world – an outcome most of us engaging in interdisciplinary research strive for.

### Addressing a Real Need

The importance of interdisciplinary research and the suboptimal outcomes that can be observed when it is lacking are widespread but perhaps most salient in the domains of population health, and specifically in relation to non-communicable diseases and the ageing process. Since their emergence and throughout the 20th century, the fields of medicine, gerontology, geriatrics, psychiatry, and neurology have mostly considered ageing as a late-life concern, with much of the research focusing on those aged in their 60s or above. Recent reappraisal has somewhat re-focused attention on the emergence of biological, social, and environmental risk/protective factors for healthy ageing and chronic conditions to mid-life, when signs of disease and senescence start becoming more apparent. Still, the very high likelihood that pathological mechanisms might be first, or at least as much, anchored in childhood or early adulthood, is often not considered.

This prevalent “window-in-time” approach has distracted us away from a holistic understanding of ageing processes and their contributions to chronic conditions, and has probably slowed down the development of population health interventions and policies that can most effectively address the challenges presented by population ageing. This is an area where interdisciplinary research can shine by providing content expertise from one field necessary to resolve important questions that cannot be effectively addressed in another, particularly for disciplines that typically would not interact, such as molecular biology and epidemiology, for example.

The obesity paradox [10] is a good example in the literature of how the lack of interdisciplinarity may lead to misguided interpretation of real effects. Thus, the fact that a higher body mass index in old age is often associated with a lower risk of mortality and morbidity than at mid-life has frequently been interpreted as demonstrating a “protective” effect of adiposity [11, 12]. While this might seem warranted based purely on statistical associations, it is by far not the only or the most obvious interpretation. This is because fat tissue is known to promote inflammatory and oxidative stress states [13] that are known to damage cells, tissues, and organs, and therefore it would be counterintuitive from an organic chemistry perspective to suggest that excess fat might be protective,

**Table 1.** Challenges and barriers to interdisciplinary research

Challenges	Barriers
Skepticism from non-scientific collaborators is widespread as they may not have been directly exposed to the scientific process and may not fully appreciate its relevance to their specialty.	Interdisciplinary research is complex and time-consuming; it requires time and effort to fully engage another discipline, to sufficiently understand its language, concepts, substance, and methods in order to embrace its relevance and application to the research question.
Disciplines consider their specialization to be valuable and often perceive themselves as superior to other disciplines.	Criteria for rating the quality of academic departments tend to use a focused approach and are a disincentive to interdisciplinary research collaboration.
There are differences in approaches to knowledge, e.g. the implied superiority of experimental over qualitative approaches.	There is a lack of specific funding for interdisciplinary research, a paucity of multidisciplinary training programmes, and a lack of career tracks for junior researchers.
Difficult decisions must be taken when deciding which interdisciplinary centres should participate, which methodologies be implemented, and which collaborations be formed.	Funders are generally unwilling to cover the costs of coordination, which is necessary for truly interdisciplinary research. Such resources are required to support the extended planning period, which characterises this type of research, especially between disciplines with little previous history of intellectual partnerships or where a collaborator may be in a far rural site.
Developing insights from other disciplines and fostering a culture of curiosity are needed for cross-fertilisation.	There is a lack of qualified reviewers of complex interdisciplinary study protocols.
Funding organisations for interdisciplinary research face challenges, which include administrative complexity, time for consensus building, and associated risk on the investment.	Academics are trained to become experts in specific subjects and are directed to narrow their focus.
Adapting to and/or combining different publication styles and formats is challenging.	

at least as a first explanation [14]. Biologists would also point out that such effects are typically not observed in animal models under highly controlled conditions and probably note that the loss of body mass in ageing is predominantly due to loss of muscle mass not fat mass. This would also be confirmed by gerontologists, who are very familiar with age-related loss of muscle mass and strength (sarcopenia) [15], while epidemiologists might warn against selection bias, reverse causation, and collider stratification [16].

Such nuanced interpretation eventually develops, even within siloed fields, but at high monetary and time costs. Interdisciplinary research can be challenging and disruptive, but it is able to swiftly combine key expertise, generate new concepts, imagine creative solutions that are less likely to emerge from a single field, and thus fast-track translational and transformational research from the bench, to individuals, and to the community.

### Challenges/Barriers to Interdisciplinary Research

In research, a challenge would be defined as a demanding task that calls for special effort or dedication, whereas a barrier is a hurdle that makes it very difficult – but not insurmountable – for groups to work with each other. Ageing is a multidimensional development process, and as argued above, its understanding requires interdisciplinary scholarship [17]. There are, however, several challenges and barriers to interdisciplinary collaboration [17–19] (summarised in Table 1).

### Taking International Collaborations to the Next Level with IARU

As the global focus on ageing increases, IARU-ALH aims to play a central role in international interdisciplinary ageing research, with high-profile initiatives, collabo-

rations, and networks worldwide. This platform gives access to numerous world-leading research, innovation, and education environments and provides researchers and students with opportunities for mobility, and initiating educational activities to develop innovative services and products for the ageing community.

Since 2006, IARU-ALH has been closely associated with the prestigious IARU (<http://www.iaruni.org>) initiative, where it is a driving force in the alliance's network. IARU-ALH involvement has led to permanent ageing research-associated activities, such as conferences, seminars, an annual IARU summer school "Interdisciplinary Aspects of Healthy Ageing" (since 2011), an IARU Graduate Student Conference every 2 years (on rotation between IARU members; since 2012), and ongoing research collaborations. These activities have attracted the attention of world research leaders and strengthened relationships among researchers, as well as between researchers and students, in various collaborative projects and courses. In addition to such permanent activities, future activities are expected to include joint research projects and applications targeted at large international funds, as well as faculty exchanges at PhD and/or postdoc level.

However, some key ingredients are needed to take IARU-ALH to the next level. To translate strong commitments from passionate researchers in the field of ageing and enable concrete large-scale international projects that are attractive to global funding bodies, more foundation structures have to be built. As researchers and leaders, we experience strong pressures to deliver short-term outputs in our local environment. This makes it challenging to divert effort and resources to worthy but more remote objectives for which barriers to delivery are high. Consequently, there is a pressing need for greater investment in seed projects specifically aimed at demonstrating and facilitating international interdisciplinary research across geographical contexts. Such projects produce important pilot data and demonstrate evidence of prior collaboration typically required by major funders, as well as the social glue that supports understanding, shared values, and commitment to common goals.

Additional support is also needed for extended inter-institutional exchanges accessible to academics at all levels, but particularly those early in their career. In spite of the fact that the largest proportion of the world's older population (60+ years old) will reside in Asia and in other developing economies within the next 10 years, the research capacity is far weaker in these regions than in Western countries. There is an urgent need for capacity-building among researchers who study ageing-related is-

sues to foster evidence-based policy decision-making. IARU representatives are highly respected in their fields and can provide capacity-building opportunities in Asia.

Finally, scientific channels better adapted to the dissemination of interdisciplinary research are needed. The nature of this research means that it cannot conform to norms specific to all its subdisciplines, and therefore dedicated benchmarks, formats, and outlets need to be developed to ensure a high level of knowledge translation.

## Conclusion

Interdisciplinary research presents great potential and opportunities to accelerate our understanding of human ageing and to produce new, more effective solutions to a pressing, complex problem. However, more focused, strategic efforts and investments are required in order to deliver on these potentials and reap maximum benefits for individuals and societies. IARU-ALH members are determined to contribute, in collaboration with others, to delivering on this vision.

## Conflict of Interest Statement

The authors report no conflict of interest.

## Funding Sources

This work is not industry sponsored, and the IARU, which supports this international collaboration, has had no role in any aspect of this article.

## Author Contributions

All authors who contributed significantly to the work have been listed and have approved the final version. N. Cherbuin, K. Iijima, S. Kalula, R. Malhotra, and L.J. Rasmussen made substantial contributions to the conception and design and drafting of the article, and approved the final version. A. Chan, L. Lafortune, S. Harper, X. Zheng, D. Lindeman, E. Walsh, R. Hussain, R. Burns, M. Kristiansen, I. Sugawara, B. Son, T. Tanaka, S. Buckner, J. Hoffman, and M. Combrinck made substantial contributions to the interpretation and critical revision of the article, and approved the final version.

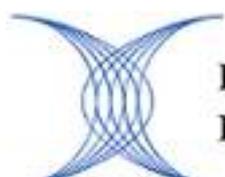
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# HEALTHY AGEING: RESEARCH, STRATEGIES AND ACTIONS

**Annual Graduate Student Conference  
30 September – 2 October 2020**



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES



## **INTRODUCTION**

The University of Cape Town, as part of the IARU network, hosted the annual graduate student conference from the 30<sup>th</sup> September to 2<sup>nd</sup> October 2020. The conference presented innovative, interdisciplinary research with a focus on research conducted on the African subcontinent with a focus on Southern Africa. We had initially planned an in-person conference hosted in the beautiful city of Cape Town. However, due to the COVID-19 pandemic we adapted our plans to a virtual conference. The over-arching theme of the conference was “Healthy ageing: research, strategies and actions”.

We identified three broad themes related to Ageing, Longevity and Health namely; new technologies and ageing with a focus on health; long-term care systems, social and health care; and dementia, HIV and ageing.

## **THEMES**

### **New technologies and ageing with a focus on health**

Invited speakers and graduate student presentations under this theme explored designing locally relevant health technologies and designs to assist the ageing population particularly in low income countries. Research on technologies to assist the ageing population included diagnostic imaging, secure 5G-based telehealth systems for care homes for the elderly and prosthetic devices.

### **Long-term care systems and, social and health care**

Intergenerational relationships were explored including the role of older people as carers in South African households and the associated health risks posed to older people as key carers and sources of economic support. Presentations also explored the impact of COVID -19 on the long-term care services in South Africa and amongst older people in Japan.

### **Dementia, HIV and ageing**

Presentations under this theme explored dementia and HIV in sub- Saharan Africa. The focus on HIV and ageing has relevance to South Africa with high HIV prevalence rates. Although at risk of HIV infection, older people are rarely prioritized for HIV prevention or testing and are excluded from research.

## **PANEL DISCUSSION**

We organized a panel discussion on Protecting the ageing population during the COVID-19 pandemic with panellists from the IARU member universities presenting current and emerging research, lessons learnt and future directions. Exploring the impact of COVID-19 on ageing populations was timely and had relevance for participants working across different geographical settings.

## **DESIGN-THINKING CHALLENGE**

In an endeavour 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 group being selected as the winner by a three-member panel.

## **ATTENDANCE**

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 emerging and advanced researchers.

## **PROGRAMME**

For the full programme, including abstracts of the presentations, in electronic format, see [www.alhconference2020.co.za](http://www.alhconference2020.co.za)



## DETAILED PROGRAMME

DAY 1: 30 SEPTEMBER 2020

CHAIR FOR THE DAY: PROF NIC CHERBUIN, THE AUSTRALIAN NATIONAL UNIVERSITY

10.00 - 10.10	<b>INTRODUCTION AND WELCOME</b>	Prof Sue Harrison, University of Cape Town (UCT), South Africa
10.10 - 10.40	<b>KEYNOTE ADDRESS:</b> <i>Ageing in the youngest populations on the globe: pan-African agenda for research on ageing</i>	Prof Jaco Hoffman, North-West University, South Africa
<b>THEME 1: NEW TECHNOLOGIES AND AGEING WITH A FOCUS ON HEALTH</b>		
10.40 - 11.10	<i>Technologies to assist the ageing population</i>	Prof Prashant Jha, King's College London, UK
11.10 - 11.20	<i>Designing locally relevant health technologies to assist the ageing population; challenges and opportunities</i>	Assoc Prof Sudesh Sivarasu, UCT, South Africa
11.20 - 11.30	<i>Device for stroke related upper limb spasticity rehabilitation</i>	Matthew Trusler, UCT, South Africa
11.30 - 11.40	<i>The design and development of an electromechanical adaptation for a novel 3D printed functional hand prosthesis</i>	Moegammad Ameen Bardiën, UCT, South Africa
<b>THEME 1: NEW TECHNOLOGIES AND AGEING WITH A FOCUS ON HEALTH - <i>continues</i></b>		
11.50 - 12.00	<i>Preliminary study of a sensory feedback system designed and developed for transradial amputees using body powered prostheses</i>	Catherine Gordon-Grant, UCT, South Africa
12.00 - 12.10	<i>Analysis of intra-articular scapular fracture patterns using fracture mapping</i>	Habtamu Yimam, UCT, South Africa
12.10 - 12.20	<i>Bridging the diagnostic imaging divide with a focus on ageing populations</i>	Dr Tinashe Mutsvangwa, UCT, South Africa
12.20 - 12.30	<i>A robust and secure 5G-based telehealth system for care homes for the elderly</i>	Dr Bessie Malila, UCT, South Africa
12.30 - 12.40	<i>Feature detection in ultrasound images for computer aided diagnosis of Hodgkin's Lymphoma</i>	Tareen Dawood, UCT, South Africa
12.40 - 12.50	<i>Three-dimensional estimation of volumetric bone mineral density from X-ray images: application to spinal osteoporosis</i>	Yvonne Karanja, UCT, South Africa
12.50 - 13.00	<i>Artificial intelligence guided drug development of lifespan extending molecules</i>	Maximilian Unfried, National University of Singapore

DAY 2: 1 OCTOBER 2020

**CHAIR FOR THE DAY: PROF LOUISE LAFORTUNE, UNIVERSITY OF CAMBRIDGE, UK**

10.00 - 10.30	<b>KEYNOTE ADDRESS:</b> <i>Towards home-grown long-term care systems for Africa: approaches for research to yield action and change</i>	Prof Isabella Aboderin, University of Bristol, UK
<b>THEME 2: LONG-TERM CARE SYSTEMS, SOCIAL AND HEALTH CARE</b>		
10.30 - 11.00	<i>Intergenerational relationships</i>	Assoc Prof Elena Moore, UCT, South Africa
11.00 - 11.10	<i>Setting out key characteristics of the South African long-term care sector pre- and during COVID-19</i>	Assoc Prof Marguerite Schneider, UCT, South Africa
11.10 - 11.20	<i>A cross-sectional analysis on the association between pain and making trade-offs for survival using a multidimensional health assessment tool among older adults living in low-to middle income communities in Cape Town, South Africa</i>	Simone Steyn, UCT, South Africa
11.20 - 11.30	<i>Elder abuse and dementia in South Africa: a situational analysis of the status of care and support for older adults</i>	Roxanne Jacobs, UCT, South Africa
<b>GRADUATE STUDENT PRESENTATIONS</b>		
11.45 - 11.55	<i>Lengthening of self-restraint life due to COVID-19 pandemic leads to housebound status and poor health behaviour's in community-dwelling older adults</i>	Dr Tomoki Tanaka, The University of Tokyo
11.55 - 12.05	<i>Factors associated with depression across age groups among older adults: the Singapore Chinese Health Study</i>	Jon Barrenetxea, National University of Singapore
12:05 - 12:15	<i>Understanding the urban-rural gap in disability-free life expectancy among Chinese elderly: 1987-2006</i>	Shuai Guo, Peking University
12:15 - 12:25	<i>Attitudes to planning for later life and afterlife: Doing shūkatsu in ageing Japan</i>	Hui Hsien Chan, National University of Singapore
12.25 - 12.35	<i>Longitudinal effects of physical activity change on hippocampal volumes over 12 years in middle and older age community-dwelling individuals</i>	Mark Fraser, The Australian National University
12.35 - 12.45	<i>Oral health and risk of frailty in older Chinese people: a 16-year prospective cohort study</i>	Shiqi Lin, Peking University
12.45 - 12.55	<i>A systematic review on workforce participation of people with cardiovascular disease compared to those without cardiovascular disease</i>	Muhammad Shahdaat Bin Sayeed, The Australian National University

DAY 3: 2 OCTOBER 2020

CHAIR OF THE DAY: PROF KEVIN THOMAS, UCT, SOUTH AFRICA

10.00 - 11.00 **PANEL DISCUSSION:** *Protecting an ageing population during COVID-19* **MODERATOR:** Sudesh Sivarasu (UCT) **PANELLISTS:** Nic Cherbuin (ANU), Louise Lafortune (Cambridge), Sarah Harper (Oxford), Angelique Chan (NUS), Lene Juel Rasmussen (Copenhagen), Leon Geffen (UCT)

**THEME 3: DEMENTIA, HIV AND AGEING**

11.00 - 11.10 *Differential trajectories of chronic disease, ageing and HIV in sub-Saharan Africa* Emeritus Prof Sebastiana Kalula, UCT, South Africa

11.10 - 11.20 *What is known about dementia in sub-Saharan Africa?* Prof Marc Combrinck, UCT, South Africa

11.20 - 11.30 *Dispersion-based intra-individual variability predicts cognitive decline over 6 to 12 months* Björn Udo Christ, UCT, South Africa

11.30 - 11.45 *Health literacy effect on older persons' knowledge, attitudes and practices regarding HIV and AIDS* Tarryn Blouws, UCT, South Africa

12.00 - 12.10 *Accuracy of dementia outcomes from linkage to medical health records: a detailed examination of data sources to ascertain dementia in a British cohort* Shabina Hayat, University of Cambridge, UK

12.10 - 12.20 *AMBRA1 regulates mitophagy in fibroblasts of patients with sporadic Alzheimer's disease* Zhiquan Li, University of Copenhagen, Denmark

**TECH-AHEAD CHALLENGE & AWARDS**

12.20 - 12.50 Introduction to the challenge Dr Nailah Conrad, UCT, South Africa

**Group 1** Jon Barrenetxea, National University of Singapore

**Group 2** Moegammad Ameen Bardien, UCT, South Africa

12.50 - 13.00 **CLOSING REMARKS** Assoc Prof Jane Harries, UCT, South Africa

### 3.5 Alumni Associations Network

<b>Lead</b>	Christine Fairchild, Director of Alumni Relations, University of Oxford						
<b>Reporting</b>	Christine Fairchild						
<b>Executive summary</b>	Due to COVID, IARU Alumni Directors were unable to meet in person in 2021. Instead, a Zoom meeting was convened on 22 May 2021 during which participants shared how they and their teams have adapted to the new way of working and the impact it has had on overall engagement with alumni. A second call took place on 30 September at which Alumni Directors shared further lessons learnt over the last 18 months, and discussed plans for the next 12 months regarding in-person versus virtual gatherings.						
<b>Items for decision</b>	<i>None</i>						
<b>Funding to date</b>	<table border="0"> <tr> <td>USD 7,500</td> <td><i>Remaining balance from 1<sup>st</sup> World Alumni Forum</i></td> </tr> <tr> <td>USD 2,500</td> <td>2016 Presidents' Panel (own resources)</td> </tr> <tr> <td>USD 12,705</td> <td>Alumni Association Summit, October 2010</td> </tr> </table>	USD 7,500	<i>Remaining balance from 1<sup>st</sup> World Alumni Forum</i>	USD 2,500	2016 Presidents' Panel (own resources)	USD 12,705	Alumni Association Summit, October 2010
USD 7,500	<i>Remaining balance from 1<sup>st</sup> World Alumni Forum</i>						
USD 2,500	2016 Presidents' Panel (own resources)						
USD 12,705	Alumni Association Summit, October 2010						
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2020</b></p> <p>The IARU Alumni Directors met for the 10th time at NUS on 9-10 December 2019. Alumni directors from six universities of Oxford, ANU, ETH Zurich, Peking, Cape Town and NUS discussed a wide range of topics from volunteerism to communications, fundraising, international alumni, and how their respective universities or outfits were measuring or assessing the value of engagement. They planned to hold the 11th Summit at Berkeley or Cape Town, however COVID-19 forced to them to hold a virtual meeting in May instead. It was also mentioned that the temporary absence of the Lead is causing some difficulties in the communication among the Directors. There was no funding request</p> <p><b>Senior Officers' Meeting, September 2019</b></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><b>Senior Officers' Meeting, September 2018</b></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.

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.

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.



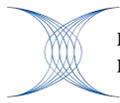
## **Alumni Associations Network**

Representatives of six of the association's member institutions gathered on 30 September 2021 for an engaging discussion about alumni engagement during the pandemic. In some jurisdictions, member institutions were able to continue to offer in-person events, whereas in many others, digital engagement has become the new normal in the past 12 months. Creative engagement of alumni online has helped to broaden the impact of programming with alumni around the world.

Looking ahead, most institutions will be delivering events in hybrid mode when safe to do so where audiences will participate both in-person and online. It is hoped that there may be an opportunity for Directors to meet in the latter half of 2022. A poll will be conducted before the end of 2021 to gauge interest and seek input about potential dates/times and locations. It is hoped that a panel discussion with the IARU Presidents may be included in the programme for the in-person Presidents' Meeting in Cambridge next year, followed by a reception for IARU alumni. We will liaise with the Secretariat on this subject over the coming months.

### 3.6 Cybersecurity Forum

<b>Lead</b>	<i>ETH Zürich</i>
<b>Reporting</b>	<i>Dr. Rui Brandao</i>
<b>Executive summary</b>	<p>The Cybersecurity Forum 2021 did not take place due to the continued restrictions of the Covid-19 pandemic. Instead, the team met in a series of virtual meetings to discuss cyber security challenges during the pandemic and exchange experiences on other selected topics such as zero trust and multi factor authentication.</p> <p>We are planning to meet in person again in early summer 2022 if the pandemic situation permits.</p>
<b>Items for decision</b>	Shift funding for Cybersecurity Forum 2021 to 2022 (USD 10,000)
<b>Funding to date</b>	<p>USD 10,000    <i>Cybersecurity Forum (2021 – carried over from 2020)</i></p> <p>---</p> <p>USD 10,000    Workshop (2020)</p> <p>USD 10,000    Workshop (April 2019)</p> <p>USD 8,000    Workshop (April 2018)</p>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2020</b></p> <p>Cybersecurity Forum's plan to hold an annual meeting at ETH Zurich in June was cancelled, and they are arranging the dates for an online meeting. Although their concrete plan of activities for 2020 and 2021 remains unclear, they plan to share the information on new workstyles of faculty and administrative staff under the COVID-19 pandemic, discuss the effect of remote teaching/learning on cybersecurity, and update on focus areas as defined last year, in a virtual meeting. The group submitted a request of carryover of 2020 funding to 2021, which is USD 10,000. Senior Officers approved the request of carryover.</p> <p><b>Senior Officers' Meeting, September 2019</b></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> <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.</p> <p>Senior Officers approved the funding request of USD 10,000 for the next meeting.</p>



### **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 UTOK.

NUS reported that the Forum's objectives are threefold: provide a platform for cybersecurity leaders and university professionals to share ideas and experiences that advance knowledge; develop a community of strategies, governance and management practices in cybersecurity for higher education; and enable dialogue among members and explore next-generation technology to respond to evolving threats.

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

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



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

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

## Cybersecurity Forum

In 2021 the team met in a series of virtual meetings due to the continued restrictions of the Covid-19 pandemic.

### 1. **Virtual meeting: Dec. 2nd, 2020:**

Agenda:

Cybersecurity during the pandemic: Challenges and actions taken by the participating universities

Further ongoing cybersecurity-initiatives of the participants

Participants from following institutions:

UCT, NUS, UTOK, ETH

Decisions:

Discussions to be continued in a 2nd video conference.

### 2. **Virtual meeting: Feb. 5th, 2021:**

Agenda:

Discussions of the first meeting continued

Participants from following institutions:

UCT, NUS, UTOK, ETH

Decisions:

Plan for a 3rd video conference focusing on the PKI service provided by ETH Zurich.

### 3. **Virtual meeting: May 10th, 2021:**

Agenda:

Presentation and discussion of the PKI service provided by ETH Zurich's internal IT Services

Participants from following institutions:

UCT, OXF, NUS, UTOK, ETH

Decisions:

Plan for a 4th video conference focusing on Zero Trust and Multi Factor Authentication.



#### 4. Virtual meeting August 11<sup>th</sup>, 2021:

Agenda:

- MFA at the University of Cape Town
- MFA and Zero Trust at the University of Oxford
- ID integration at the University of Tokyo

Participants from following institutions:

UCT, OXF, NUS, UTOK, ETH

Decisions:

Plan for a 5<sup>th</sup> video conference in Q4 2021. Participants will send in topics for discussion to the lead by end of September.

#### Moving forward

The Cybersecurity Forum plans to meet physically in Zurich as it was originally planned for 2020 and later for 2021. The Forum is therefore requesting to postpone the funding of USD 10,000 requested for 2021 to 2022 as it was not possible to meet in person during 2021. However, we may have to again request a postponement for yet another year depending on how the pandemic situation evolves in 2022.

The focus of the meetings will continue to be on exchanging experiences and solutions in cybersecurity across the participating universities, based on the list of topics identified at the 2019 Cybersecurity Forum in Cape Town. We hope that more IARU members will join our discussions in 2022, especially if we can meet in person.

## Funding Request Form (Carryover Request)

### Project Name/Year:

IARU Cybersecurity Forum 2022

### Total Requested Amount & Breakdowns:

Item	Amount
Transfer amount for Cybersecurity Forum 2020 to 2021	USD 10,000
<b>Total Requested Amount</b>	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
<b>Total Amount</b>	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):

Registration for the event was not started yet. We intend to invite the following people. However, we assume that some will not be able to participate (we assume approx. 12 participants).

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

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

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

The IARU Cybersecurity Forum (CF) aims to facilitate 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 Zürich. However, the 2020 Forum was canceled due to COVID-19 related travel and meeting restrictions and the same happened in 2021. The CF is therefore being shifted to 2022. The dates for the CF 2022 will be announced based on how the COVID-19 situation evolves. We hope that we can host the event in the first half of 2022 at ETH Zurich.

Currently, we plan to have to streams for the CF 2022:

### **Stream 1: Key Focus Areas**

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

- KPI framework – principal lead: National University of Singapore (NUS).
- Risk tolerance framework – proposed principal leads: University of Tokyo and National University of Singapore (NUS)
- Connectivity per team – principal lead: ETH Zürich
- Benchmarking – principal lead: University of Cape Town (UCT)
- Policy development/ discussion – principal lead: University of Copenhagen
- 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.

### 3.7 Gender Group

<b>Lead</b>	<i>Yale University</i>
<b>Reporting</b>	<i>Dr Karen Lee Anderson</i>
<b>Executive summary</b>	<p>This report contains:</p> <ol style="list-style-type: none"> <li>1. Overview on funding for 2021</li> <li>2. Report on 2021 virtual meetings of the IARU Gender Group's Senior Officers</li> <li>3. Funding carry-over from 2021 to 2022</li> </ol>
<b>Items for decision</b>	<i>Funding carry-over again from 2021 to 2022 to host, in person in 2022, the meeting originally scheduled for 2020 in Copenhagen.</i>
<b>Funding to date</b>	<p><i>USD 8,000 Meeting (2021 – carried over from 2020)</i></p> <p>---</p> <p>USD 8,000 Workshop (2020)</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>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2020</b></p> <p>The Gender Group held an online meeting attended by seven IARU universities. In the meeting, they shared each institution's initiatives on diversity, discussed impacts of COVID-19 on conditions for women in research, and reported how they have been handling protest movements related to "Black Lives Matter". Karen Kennedy (Cambridge) added that while the group has been trying to set a common goal, they have not been able to do so and she expects the group to set goals in the coming meetings. Senior Officers approved the request of carryover.</p> <p><b>Senior Officers' Meeting, September 2019</b></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)'.

*[Excerpt from SOM 2018 outcomes]*

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

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

#### **Takeaways:**

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

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

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

#### **\*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

The Gender Group's agenda for 2021 is to learn from each other about how to develop gender equity plans and how to understand and respond to gender disparities in research productivity during COVID – especially in terms of the compounding effects that will emerge in a few years from now. Our group's own activities have all been virtual due to the pandemic, and our meetings have been productive and lively. The pandemic reminds us of how much our institutions have in common, even if we also have significant differences.

Regarding our activities: The most significant effect of the pandemic is our need to defer our in-person meeting twice. We had planned to meet at the University of Copenhagen in June 2020, but this had to be postponed due to the pandemic. We continue to be hopeful that we might hold this meeting in person in Copenhagen in June 2022. The University continues to wish to host it, if health conditions allow.

Regarding funding: We have so far not had, and expect not to have, any expenses in 2021. We ask to carry over the budget allocation for the meeting at the University of Copenhagen June 2022 with the hope that we will be able to hold it.

The Gender Group's Senior Officers have had two virtual meetings in 2021, with plans to meet again in December 2021. These meetings were convened by Yale University (Karen Anderson) who submitted the notes below.

April 20, 2021 meeting:

Attendees:

- University of Copenhagen (Jacob Graff Nielson, Ingrid Skovsmose)
- ETH (Renate Schubert)
- National University of Singapore (Eric Thompson)
- University of Oxford (Rebecca Surender)
- University of Peking (Wu Lijuan)
- Yale University (Karen Anderson)

The following Universities were not able to attend: Australia National University, University of California – Berkeley, University of Cape Town, Cambridge University, University of Tokyo.

Discussion topics included: how to address the effects of COVID on women's research productivity, how to develop gender equity plans (with note to the Horizon Europe funding platform requirements), Gender Group administration and future planning. It was agreed that another meeting should be scheduled for June 2021.

June 24, 2021 meeting:

Attendees:

- Australia National University (Fiona Jenkins)
- University of Cape Town (Wilna Venter)
- University of Copenhagen (Jacob Graff Nielson, Ingrid Skovsmose)



- National University of Singapore (Eric Thompson)
- University of Oxford (Rebecca Surender)
- University of Peking (Ran Zhang)
- Yale University (Karen Anderson)

The following Universities were not able to attend: University of California – Berkeley, Cambridge University, ETH – Zurich, University of Tokyo.

Discussion topics included: sexual harassment, COVID and the gender disparities regarding research, gender equity plans, intersectionality, LGBTQ+ issues, gender equality in a post-COVID world. We agreed that these topics would be the issues we would want to address at the annual meeting in Copenhagen in 2022. We recognized that each University has much to learn from the other Universities on these topics. We noted that sharing our best practices and our expertise will help all of us make progress at our own institutions. We agreed that we would like to hold another meeting in December 2021.

## Funding Request (Request of carryover)

### Project Name/Year:

The annual meeting of the IARU Gender Group at the University of Copenhagen in 2022

### Total Requested Amount & Breakdowns:

Item	Amount
Annual meeting to be held in Copenhagen, Denmark in 2022	USD 8,000
<b>Total Requested Amount</b>	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	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	Sianne Alves
	Deputy Vice-Chancellor: Research and Internationalisation	Sue Harrison
	Executive Director Research	Linda Mtwisha
Copenhagen	Health and Safety Manager	Ingrid Skovsmose
	Dean, Faculty of Law	Jacob Skovsmose
Oxford	University Advocate and Pro Vice-Chancellor (Equality & Diversity)	Rebecca Surrender
UTokyo	Professor, Graduate School of Arts and Sciences	Akiko Shimizu



<b>Yale</b>	Associate Dean for Graduate Student Development and Diversity	Michelle Nearon
	Associate Provost for Academic Resources and Faculty Development	Karen Anderson (Current Lead)

### 3.8 Global Transformation Summer Field Research Course

<b>Lead</b>	UC Berkeley and UCPH														
<b>Reporting</b>	<i>Dr. Khatharya Um (UC Berkeley), Dr. Bjarke Oxlund (UCPH)</i>														
<b>Executive summary</b>	<p>Due to the global pandemic, the GT group was unable to offer the 2020 and 2021 summer courses in Chiang Mai. Currently, the GT group is exploring the possibility of offering the summer course in 2022, but the decision is still pending and contingent on the COVID-19 situation in Thailand where the course will be held, as well as in other parts of the world where our IARU students and course instructors are based.</p> <p>In view of the summer 2021 course cancellation and uncertainties about the pandemic, the GT group held its Spring virtual meeting on April 9, 2021 to explore alternative GT activities for 2021 and 2022.</p> <p>The main outcomes of the meeting were 1) the decision to maintain the governing structure of the working group and 2) a commitment to organize a IARU roundtable at the international conference “<i>Asia and Africa in Transition</i>,” at UCPH, 28-30 June 2021. Our GT roundtable, titled ‘<i>IARU Roundtable on Global Transformation: Strengthening institutional capacities within African or Asian research and education hubs</i>’, was successfully held on June 28, 2021.</p> <p>The GT group also discussed other activities such as joint convening around research themes that cut across many GT member institutions, such as migration and new mobilities, and the possibility of a joint publication related to our Borderland course. There is interest among members in these proposed activities, though details remain to be worked out.</p>														
<b>Items for decision</b>	<p>IARU funds that were allocated to us for the 2020 summer course were not used because of the pandemic and, due to still ongoing pandemic-related uncertainty, no request for funds was made for 2021. We would now like to request the same funds that were assigned to us for 2020 (USD 13,500) to make it possible for us to 1) hopefully re-offer the summer course in 2022 and hold the in-person GT planning meeting at NUS that was scheduled for 2021 but had to be postponed.</p> <p>GT is challenged by the shortage of human power and would like to actively recruit faculty and staff who are committed to and are able to invest time in the initiative. We seek the support of the Secretariat in reaching out to IARU member institutions.</p>														
<b>Funding to date</b>	<table> <tr> <td>USD 13,500 (GSP 2020)</td> <td>GT Summer Field Course</td> </tr> <tr> <td>USD 10,000 (GSP 2018)</td> <td>GT Summer Field Course</td> </tr> <tr> <td>USD 4,029 (May 2018)</td> <td>4st GT Workshop (Cambridge)</td> </tr> <tr> <td>USD 2,000 (GSP 2018)</td> <td>GT-GSP course reserve</td> </tr> <tr> <td>USD 10,000 (May 2017)</td> <td>3rd GT Workshop (PKU)</td> </tr> <tr> <td>USD 5,000 (May 2016)</td> <td>“Going Global” Speaker fee</td> </tr> <tr> <td>USD 6,255 (May 2016)</td> <td>2nd GT Workshop (UCT)</td> </tr> </table>	USD 13,500 (GSP 2020)	GT Summer Field Course	USD 10,000 (GSP 2018)	GT Summer Field Course	USD 4,029 (May 2018)	4st GT Workshop (Cambridge)	USD 2,000 (GSP 2018)	GT-GSP course reserve	USD 10,000 (May 2017)	3rd GT Workshop (PKU)	USD 5,000 (May 2016)	“Going Global” Speaker fee	USD 6,255 (May 2016)	2nd GT Workshop (UCT)
USD 13,500 (GSP 2020)	GT Summer Field Course														
USD 10,000 (GSP 2018)	GT Summer Field Course														
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USD 2,000 (GSP 2018)	GT-GSP course reserve														
USD 10,000 (May 2017)	3rd GT Workshop (PKU)														
USD 5,000 (May 2016)	“Going Global” Speaker fee														
USD 6,255 (May 2016)	2nd GT Workshop (UCT)														

	<p>USD 3,300 (May 2015) <span style="float: right;">1st GT Workshop (ETH Zurich)</span></p>
<p><b>Outcomes of previous meetings</b></p>	<p><b>Senior Officers' Meeting, October 2020</b></p> <p>Due to the global pandemic, GT group was unable to offer the 2020 summer course in Chiang Mai. The group is exploring the possibility of cancelling GT course in summer 2021 as well, in addition to discussing possible future activities and initiatives. The GT executive team had discussed a few concrete activities such as the Graduate Student workshops.</p> <p><b>Senior Officers' Meeting, September 2019</b></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 (<a href="https://www.iarustudents.com/">https://www.iarustudents.com/</a>) 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"> <li>- It is unclear how the requested funding of USD 10,000 will be used in detail.</li> <li>- 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.</li> <li>- The administrative burden heavily depends on two faculty members from Berkeley and Copenhagen.</li> </ul> <p>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.</p> <p><u>Takeaways:</u></p> <p>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:</p> <ul style="list-style-type: none"> <li>- overall budget of GT Group projects, a detailed breakdown of the requested funds, how the requested funding is located in the whole system,</li> </ul>



- 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



	<p>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.</p> <p><u>Takeaways:</u></p> <p>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.</p> <p>Senior Officers suggested that GT spend its efforts and resources on the field course.</p> <p>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.</p>
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## Global Transformation Summer Field Research Course

Due to the global pandemic, the GT group was unable to offer the 2020 and 2021 summer courses in Chiang Mai. Currently the GT group is exploring the possibility of offering the summer course in 2022, but the decision is still pending and contingent on the COVID-19 situation in Thailand where the course will be held, as well as in other parts of the world where our IARU students and course instructors are based.

In view of the summer 2021 course cancellation and uncertainties about pandemic, the GT group held its Spring virtual meeting on April 9, 2021 to explore alternative GT activities for 2021 and 2022. The agenda and highlights of the decisions are detailed below.

### April 9, 2021 Meeting

#### **PARTICIPANTS:**

- Khatharya UM – UC Berkeley - [umk@berkeley.edu](mailto:umk@berkeley.edu)
- Harald Fischer-Tine – ETH Zürich - [harald.fischertine@gess.ethz.ch](mailto:harald.fischertine@gess.ethz.ch)
- Patricia Heuberger-Meyer – ETH Zürich - [patricia.heuberger@sl.ethz.ch](mailto:patricia.heuberger@sl.ethz.ch)
- Koh Li Ling – National University of Singapore - [liling.koh@nus.edu.sg](mailto:liling.koh@nus.edu.sg)
- Frank Matose – University of Cape Town - [frank.matose@uct.ac.za](mailto:frank.matose@uct.ac.za)
- Tianyang Xi – Peking University - [tyxi@nsd.pku.edu.cn](mailto:tyxi@nsd.pku.edu.cn)
- Bjarke Oxlund – University of Copenhagen - [bjarke.oxlund@anthro.ku.dk](mailto:bjarke.oxlund@anthro.ku.dk)
- Andreas Egelund Christensen – University of Copenhagen – [aec@samf.ku.dk](mailto:aec@samf.ku.dk)
- Maitrii Victoriano Aung Thwin - National University of Singapore - [hismvat@nus.edu.sg](mailto:hismvat@nus.edu.sg)

## AGENDA

- 1) Executive Committee:
  - a. Discussion on rotation and/or re-election of existing committee
  
- 2) Activities 2021:
  - a. Discussion of substitute activities for the Borderland course
  - b. A IARU faculty and administrators roundtable at the international conference, *Asia and Africa in Transition*, UCPH, June 28-30 2021
  - c. Graduate student research workshop
  - d. A GT migration initiative
  - e. Joint publication
  
- 3) Borderland course 2022:
  - a. Suggested dates July 4-29, 2022
  - b. To be determined: planning and timeline and IARU member participation

The main outcomes of the meeting were 1) the decision to maintain the governing structure of the working group 2) a commitment to organize a IARU faculty and administrators roundtable at the international conference, *Asia and Africa in Transition*, at UCPH, June 28-30 2021.

Our GT roundtable, titled “*IARU Roundtable on Global Transformation: Strengthening institutional capacities within African or Asian research and education hubs*,” was co-organized and co-hosted by Andreas Egelund Christensen (UCPH), Khatharya Um (Berkeley) and Patricia Heuberger (ETH Zürich). It was successfully held on June 28, 2021 with participation in the roundtable of faculty and senior administrators from UCPH, ETH-Zurich, Berkeley, NUS, Cape Town, PKU, and Ashesi University, Ghana. The roundtable was chaired by Prof. Angela Owusu Ansah, Provost at Ashesi University, Ghana and Dr. Adina Rom, Executive Director ETH4D, ETH Zurich. Global South partners also participated as both presenters and session attendees.

### Other Activities Discussed

The GT group also discussed other activities such as joint convening around research themes that cut across many GT member institutions, such as migration and new mobilities, and the possibility of a joint publication related to our Borderland course. There is interest among members in these proposed activities, though details remain to be worked out.

The agenda and planned activities for Fall 2021 and 2022, including the decision on the 2022 summer course, are still pending due to the prevailing uncertainties.

## Funding Request Form

### Project Name/Year:

Global Transformation Borderland Course\*

*\* This budget request is the same request that was approved for 2020 in Jan 2020. The 2020 funds were not, however, used due to the pandemic and were not carried over to 2021.*

### Total Requested Amount & Breakdowns:

Item	Amount
Item 1 – Student Scholarships	USD 5,000
Item 2 – Onsite Coordination and Logistical Arrangements	USD 5,000
Item 3 – GT Planning Meeting at NUS	USD 3,500
<b>Total Requested Amount</b>	<b>USD 13,500</b>

\*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):

Please see complete budget below. The overall GT budget does not include in-kind contributions of faculty and institutions that have been important in the past (e.g. course preparation, planning of meetings, onsite faculty preparation, development of graduate teaching opportunities).

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

University	Title/Position	Name
ANU	-	-
ETH Zurich		Patricia Heuberger. Provides outreach and other support for the course. ETHZ has also supported 1-2 faculty to join our course every since 2018.
NUS		Maitrii Aung-Thwin
PKU		Tianyang Xi
Berkeley	Associate Professor. Chair and Co-convener.	Khatharya Um
Cambridge	-	-
UCT		Frank Matose
Copenhagen	Professor. Vice-Chair.	Bjarke Oxlund
	Dr. Secretary of the Group and Co-convener	Andreas Egelund Christensen
Oxford	-	-

<b>UTokyo</b>		Yuto Kitamura
<b>Yale</b>	-	-

\*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.):**

**Borderlands Field Research Course**

The Borderland Field Research Course is designed to provide students with an opportunity to think critically about the research process, epistemologies, and ethics in the conduct of research. It focuses on the *research process* rather than the mastery of a specific topic or method, with the aim of providing students with the tools to raise and address critical questions in their own research and establish a foundation from which they can apply the knowledge and practices from the course to future projects.

The course combines classroom learning with meaningful interactions and placement with local NGOs on ongoing research projects in and around Chiang Mai in northern Thailand. Through this placement, students will have the opportunity to engage with critical research, issues, and policies related to the themes of the course as well as communities and institutions impacted by, and working on, these issues through research, policy formulation, community program development, and/or advocacy. Drawing upon insights from these different forms of field engagement, they will reflect on the research implications, and develop a succinct research proposal.

The Borderland Field Research Course began in summer 2018 at Chiang Mai University, Thailand. Due to Covid, it could not be offered in 2020 and 2021. The last time it was offered was in 2019, with participation of staff, faculty and students that, combined, included representation from all IARU institutions.

GT has committed to offering the course for five years. Given the cancellation of the course in 2020 and 2021, we envision offering the course for three more years – hopefully starting again in 2022.

**Additional Detail for Budget Request**

- \$5000 for Student Scholarships

In developing the course, we are fully cognizant of the need to make it as cost effective as is possible for students. In essence, based on 2019 data, we are providing a month-long intensive field experience for 40 students for which they receive 7.5 ECTS credits at the cost of \$980.175 per student. This is, by far, one of the most economical, credit bearing travel study courses offered by IARU institutions.

That being said, the cost borne by students is uneven, with non-EU students paying a much higher fee. Unless, additional institutional support can be secured, the course will continue to reflect a grave imbalance in student participation.

Should the funding situation for the course become more robust in the future, we would consider increasing the allocation for student support, in terms of either the number or the size of the scholarships, or both. The provision of student support is important to ensure student diversity within and across IARU institutions.

- \$5000 for Borderlands Course onsite coordination and logistical arrangements.

Expenses at Chiang Mai include:



- room and facility rental
  - translators
  - transportation of students to field sites and to local NGOs
  - field excursions
  - welcome reception
  - farewell dinner
  - student public forum
- \$3,500 for GT Planning Meeting at NUS

### **GT Group Meeting**

The GT group at its 2019 meeting mapped out a set of activities for the short, medium, and long term to build on the Borderlands Course.

- 1) The creation of educational opportunities for graduate students through the development of
  - a) a teaching assistantship program to be incorporated into the Borderland course (see attached proposal from SOM2019)
  - b) a series of graduate student workshops (see attached proposal from SOM2019)
- 2) The establishment of a longer term (summer or semester long) Global Transformation Internship Program that builds on the relationships with Thailand-based NGOs that we have developed through the field course.

Should it be possible to proceed with the Borderlands Course in 2022, these would be discussed at an in-person GT meeting in 2022. All the proposed activities build on the experiences of the Borderland Field Research Course, are interrelated, and aligned with the educational mission of Global Transformation. Combined, they constitute a reinforcing and synergistic educational initiative that will deepen collaboration within and beyond the Alliance, and expand opportunities for our students, both graduate and undergraduate. Members of the GT working group have affirmed their commitment to this Activity Plan, as underscored by their willingness to take the lead on respective initiatives

## Full Borderlands Course Budget

Given our commitment to stay in Chiang Mai for a total of 5 years, it is likely that even with the anticipated change in course co-conveners, the budget items will remain essentially the same.

### Income

Item	USD	Details	Comments
Student fees	28,700	20 x 675 + 7 x 1,790 + 3 x 895	Estimated 30 paying students with different tuition fee - not included 4 CMU students with waived fee
UCPH IARU Grant	9,700	7,460 + 2,240	For covering general course expenditures + preparation trip
IARU	13,500	10,000 + 3,500	Covering: 5,000 for course related expenses in Chiang Mai + 5,000 for student stipends + 3,500 for GT planning meeting at NUS
<b>Total income</b>	<b>51,900</b>		

### Costs

Institution	Item	USD	
Chiang Mai	Operational costs:	18,500	Including: speakers, student transport to NGOs, field trips, public forum, welcome reception, farewell dinner etc.
UCB	Operational costs	10,800	Including: Faculty travel, faculty teaching, accommodation in Chiang Mai
UCPH	Operational costs	10,800	Including: Faculty travel, faculty teaching, accommodation in Chiang Mai
	Preparation trip: January 2022	2,800	Including: Travel costs
	Contingencies	500	E.g. extra rooms for sickness, representation etc.
	Total	14,100	
IARU	5 x 1,000 USD	5,000	Eligible for full paying IARU students
	GT Planning Meeting	3,500	GT Planning Meeting at NUS
	<b>Total costs</b>	<b>51,900</b>	

### 3.9 HR Consultation Group

<b>Lead</b>	<i>National University of Singapore</i>
<b>Reporting</b>	<i>Kevin Chua</i>
<b>Executive summary</b>	<p>The HR Consultation Group held 3 virtual meetings in 2021. The constituent Universities decided to rotate and take turns to host these meetings.</p> <p>Two such meetings have since been held.</p> <ol style="list-style-type: none"> <li>1. 22 February 2021 – hosted by the National University of Singapore on the theme of “COVID-19 and its impact to the University, and the HR response”</li> <li>2. 17 June 2021 – hosted by the University of Copenhagen on the theme of “Promotion and Tenure of Academic Staff”</li> </ol>
<b>Items for Decision</b>	<p>The HR Consultation Group will not have any physical meetings in 2021, and possibly even in 2022. The virtual meeting format of sharing seems to work well.</p> <p>Therefore, there are no items for decision and no budget request.</p>
<b>Funding to date</b>	--
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2020</b> HR consultation Group had three meetings last year. New Chief People Officer at NUS has arrived and took over the role of lead for the group this October. The group will hold a virtual meeting before February 2021, aiming to reactivate the group activities. Li Ling Koh stated that she would like to update the contact list of the initiative and hopes each institution to inform NUS about HR personnel who is interested in joining the initiative.</p> <p><b><u>Takeaways</u></b></p> <p>NUS will share agenda with IARU member universities so that each university can recommend suitable HR personnel to the group.</p> <p><b>Senior Officers' Meeting, September 2019</b></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</p>



general information such as student-faculty ratio and country-dependent information such as average monthly payroll.

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

**Presidents' Meeting, January 2019**

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.

## HR Consultation Group

Due to the on-going COVID-19 situation in the world and the travel restrictions, the IARU HR Consultation Group does not plan to have any physical meetings in 2021 and possibly even in 2022.

The HR Consultation Group convened in February 2021 after a one-year hiatus. In our February 2021 meeting the Group members agreed to hold three virtual meetings per year with each participating university taking it in turn to host the meetings.

The main objective of these virtual meetings is for universities to share HR practices amongst each other. These would be thematic and dependent on the prevailing interest of the members at the time.

Two meetings have been held in 2021, and the details are as follows:

<b>Date</b>	<b>Host</b>	<b>Topic of Sharing</b>
22 February 2021	National University of Singapore	COVID-19 and its impact on the university, and the HR response
17 June 2021	University of Copenhagen	Promotion and Tenure of Academic Staff

As these virtual meetings are cost-free, the HR Consultation Group does not have any plans to use the approved funding and proposes that these are postponed to be used in 2022.

For 2022, the IARU HR Consultation Group is likely to continue our 3-times a year virtual meeting to share HR practices. Depending on the travel situation in 2022, we may possibly have a physical meeting. We will confirm the plans for 2022 during our final meeting in October 2021.

### 3.10 Librarians' Contact Group

<b>Lead</b>	Australian National University
<b>Reporting</b>	Roxanne Missingham
<b>Executive summary</b>	<p>2021 was a year of dramatic change for IARU libraries. COVID-19 necessitated a shift to digital services together with the development of ways to share information to support the need to better create services for digital education and online research.</p> <p>Particular work of the group focused on:</p> <ul style="list-style-type: none"> <li>• Providing support to University of Cape Town Library after the fire that tragically destroyed a significant part of the collection and part of the library collection saw members offer support in many ways;</li> <li>• A guide to services available from all members' libraries during the period when universities could only offer limited physical access to campuses during the response to COVID-19. This was announced on the IARU <a href="#">website</a>;</li> <li>• The benchmarking report for 2019 was finalized;</li> <li>• An "IARU Libraries passport" has been developed and is at review stage. It is designed to make the journey to libraries and their collections more transparent and valuable for physical and virtual visitors from other IARU institution;</li> <li>• An article "Sustainable Development Goals: Insights from Research Libraries" was published in the International Journal of Librarianship reporting of activities of IARU libraries implementing the UNSDGs (attached to report);</li> <li>• General communication through digital means.</li> </ul>
<b>Items for decision</b>	Request to carryover USD 10,000 for staff exchange programme to 2022
<b>Funding to date</b>	<p>USD 10,000                      <i>Staff Exchange Program (2021)</i></p> <p>---</p> <p>USD 10,000                      Staff Exchange Program (2020)</p>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2020</b></p> <p>Some of the group's activities this year include the annual update on benchmarking data, the creation of a webpage that contains the information about services available from IARU libraries during COVID-19, and update on "IARU Passport" that will help students and</p>



academics of IARU members access the collections and services of IARU libraries. Their pilot program of staff exchange was cancelled due to the travel restriction. There was no funding request.

### **Senior Officers' Meeting, September 2019**

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

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

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

#### **Takeaways:**

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

### **Senior Officers' Meeting, September 2018**

Nina Tomlin (Oxford) reported that the Librarians' Contact Group held its last meeting in Oxford in July 2018. The group remains very enthusiastic. The new group leads were unaware that the Librarians could submit requests for funding from the Senior Officers and will likely apply for funding in the future for either meeting support or staff development.

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.



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.

**Takeaways:**

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.

Senior Officers approved the Action Plan and direction of the Librarians' Contact Group.

## Librarians' Contact Group

2021 was a year of dramatic change for IARU libraries. COVID-19 necessitated a shift to digital services together with the development of ways to share information to support the need to better create services for online education and research.

### **Cape Town Support**

The tragic fire at the University of Cape Town that destroyed a significant archive collection and part of the library collection saw members offer support in a practical way: support for the digitization of relevant collection material was made available to UCT to replace lost material, and information on insurance claiming for a similar disaster and personal support were provided.

### **Support for IARU scholars and students during COVID-19**

A guide was created to the services available from all members' libraries during the period when universities could only offer limited physical access to campuses during the response to COVID-19.

The IARU Librarians' Contact Group put together information for IARU communities in cooperation with all IARU libraries. The webpage contains information about services available from us during this time of challenge. It also promotes a wealth of research resources that are being made freely available, including research outputs from our universities and resources have been digitized. This was announced on the IARU [website](#).

### **Benchmarking**

The benchmarking report for 2019 was finalized. The Group is considering whether changes should be made to the benchmarking report for 2020 to record the effect of the exceptional circumstances of that year due to COVID-19

### **IARU Libraries Passport**

After discussion about the need to make the journey to libraries and their collections more transparent and valuable for physical and virtual visitors from other IARU institutions a 'IARU Libraries Passport' has been developed and is at review stage. It can be seen <http://library-admin.anu.edu.au/iaru-passport/>. We hope to launch it later this year.

### **Contribution to the UN Sustainable Development Goals**

Individual IARU libraries have undertaken a wide range of activities that implement the UNSDG. An article 'Sustainable Development Goals: Insights from Research Libraries' by Roxanne Missingham was published in the International Journal of Librarianship contextualizing and reporting on initiatives that support the framework. (<https://journal.calaijol.org/index.php/ijol/article/view/167/272>). The article is also attached to this report.

### **Communication and Sharing Information**

Individual IARU library leaders have kept in touch with each other through the year through digital means. It has not been possible to meet face to face because of the effect of COVID-19 on travel.

### **Summary and Future Activities**

In terms of overall activities, scholars and students at IARU libraries are better informed about the support and services available from all members' libraries. The sharing of experiences and learnings during the pandemic has informed IARU libraries' strategies to support the work of their universities.

As COVID-19 restrictions remain, we request that the funding previously approved for the staff exchange programme be carried over to 2022.

The group is reviewing the appropriate approach to meeting and keeping in touch and improving communication with IARU scholars about services, in particular how to assist those visiting other institutions and sharing information to ensure excellent services for IARU universities.

## Funding Request Form (Carryover Request)

### Project Name/Year:

Staff exchange program 2022

### Total Requested Amount & Breakdowns:

Item	Amount
Pilot Staff Exchange Program 2022 each participant will receive up to USD2,500 to cover costs of travel to the institution and other essential costs	USD 10,000
<b>Total Requested Amount</b>	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):

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

To be determined

University	Title/Position	Name
ANU	University Librarian (Chief Scholarly Information Officer)	Roxanne Missingham (Lead)
ETH Zurich	Director of the ETH Library	Rafael Ball
NUS	University Librarian	Lee Chang Ean
PKU	University Librarian	Jianlong Chen
Berkeley	University Librarian/Chief Digital Officer	Jeffrey Mackie-Mason
Cambridge	Director of Library Services/University Librarian	Jessica Gardner
UCT	Executive Director of Libraries	Ujala Satgoor
Copenhagen	University Librarian	Kira Stine Hansen
Oxford	Bodley's Librarian	Richard Ovenden
	Executive Assistant to the Vice-Chancellor	Rosemary Rey
UTokyo	Professor, Graduate School of Humanities and Sociology	Sumihiko Kumano

<b>Yale</b>	University Librarian/ Deputy Provost for Collections and Scholarly Communication	Barbara Rockenbach
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\*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.):

**Aim:** to develop a lightweight staff development, exchange and mentoring network allowing bilateral and multilateral exchanges between the member libraries and to share learnings from these visits.

### The Purpose of IARU and Libraries Contact group

The members of IARU have a shared global vision and values and are committed to educating future world leaders with an emphasis on academic diversity and international collaboration.

IARU's vision is to:

- Address the major challenges of our time
- Add value by providing opportunities to students and staff that would not arise otherwise
- Promote institutional joint working

The Libraries Contact Group is one of many collaborations between IARU Universities. The group meets to discuss the major issues facing libraries today. Shared topics of interest include library and resource discovery systems, services to readers and researchers, altmetrics and user studies, e-books and MOOCs.

At present there is no specific programme for staff exchange in place.

### Purpose and Benefits of the IARU Libraries Exchange Scheme

The IARU Exchange Scheme is an opportunity for staff to:

- Pick up new ideas and innovations and gain a wider perspective by finding out what others are doing in specific areas or new developments
- Gain an understanding of how other libraries are run and learn from others
- Share ideas, knowledge and learning with colleagues during the exchange
- Share ideas about good or best practice
- Develop contacts and networks with international colleagues
- Report back to colleagues at the home institution and to others within IARU
- Deepen their knowledge of other IARU University libraries and the cultural context in which they operate

### Who

Staff who want to take part in the scheme are likely to be:

- A specialist in a specific area, e.g. scholarly communications and therefore the most 'relevant' person to attend, and/or

- At 'middle management' level or someone who possibly has responsibility for leading a team or service, but doesn't necessarily need to be a manager

They will:

- Have enough expertise to enable them to get the most out of the visit and also pass on knowledge and learning
- Have a commitment to the library or other relevant profession and either have the appropriate qualifications or are working towards them.
- Have a role where they do not normally undertake international travel

### Length of Time

We would recommend a visit to be between a minimum of 1 or 2 days and up to a maximum of 2 weeks depending on the location and topics to be covered. Distance and the objectives for the exchange will have a bearing on the number of days the staff member is away. For example, a visit to somewhere close by to find out about a specific topic may take 2-3 days whereas a visit further afield that involves talking to a range of people and doing some research for a project or possibly involve some hands-on experience could take much longer.

Busy times of year should be avoided, such as the start of the academic year, examination time etc. and flexibility will be allowed for individual institutions to enable differences in time tables etc.

### Exchange Scheme Timetable

TBA

### Topics

A number of topics could be the subject of an exchange visit. They may include: the impact of technologies and digital trends; subject specific topics, e.g. digital humanities; scholarly communications; open access; systems; education/support; projects; strategic plans; library space; special collections and archives; public engagement; Research Data Management; cooperative collection development; understanding other collections; user experience; assessment; readers or reader services.

We would also like all participating university libraries to write a host profile which includes:

- A short description of their library
- A description of their current strategic focus
- A description of the library's strengths or areas they are a leader in
- A description of the areas they would be happy to cover if they hosted a visit from another IARU University.
- What kind of exchanges they can accommodate (length, accommodation, etc.)

This will enable applicants to make a judgement about where they can visit in order to fulfil their objectives.

## Funding

The visiting institution covers the costs of accommodation, travel and subsistence whilst the person is on the exchange. The person will be doing the exchange in work time and paid during for their normal working time whilst there. Any extracurricular activities will be paid for by the staff member from their own funds.

Funds will be available of up to USD2,500 per participant to cover costs of travel to the institution and other essential costs to commence the exchange program.

## How will the pilot work?

In the pilot we will organise 4 exchanges within IARU. Participating organisations will be asked to provide a profile (mentioned above) that will be shared on the IARU website.

Staff will be asked to apply for a visit to a university and will need to outline:

- The focus of the visit and objectives
- How it will benefit them
- How it will benefit the workplace
- How it will benefit the hosting organisation
- Their preference of hosting institution and why
- What they intend to bring back from the visit
- How they plan to report back and disseminate their findings/knowledge

The applications will then be sent on to the hosting organisation for them to make a decision about the best match for the exchange.

If staff are successful they will be encouraged to develop a virtual connection with the hosting organisation to develop a relationship, talk about objectives and develop a time table and make arrangements for the visit.

## Guidelines

### General

- Prior to the visit staff must connect virtually to meet and also talk through objectives and plan the visit.
- The exchange scheme will operate in English as the shared language of participants unless staff involved have a good working knowledge of the hosting country's language.
- The exchange will work on the basis of 1 person visiting another library rather than a group of people doing the visit.
- The learning will be reciprocal between the visiting staff member and host organisation.
- Staff involved in the exchange need to be established in post for at least a year in order that they have enough knowledge and expertise to pass on.
- Staff wishing to post on social media during their visit must check with the hosting organisation and follow the usual social media rules
- Template questions to guide people when they are on an exchange will be created
- A template time table to help hosting organisations manage the visit will be created
- A template report will be created to enable staff involved in the exchange to write up their experiences and findings.



- Any issues during the visit should ideally be sorted out between visitor and host organisation
- Bodleian Libraries, University of Oxford will evaluate the pilot to gain feedback and enable us to make improvements to the scheme
- After the visit staff may wish to stay in touch virtually with their contacts at the hosting organisation
- After the exchange staff may wish to contact others who have been on exchange. This could be done via a Skype conference call or via a mailing list. This can be for all people involved in the exchange or for topic specific groups, for e.g. those working in scholarly communications
- Feedback for improvements to the scheme should be sent to [staff-dev@bodleian.ox.ac.uk](mailto:staff-dev@bodleian.ox.ac.uk)

## Hosting

- The hosting institution will help the visiting staff member to organise accommodation and other necessities such as travel from the airport for the exchange visit.
- The hosting institution will, if possible, provide a visitors account for the visiting staff member so they have use of a PC or a space where they can use their laptop or device during the exchange
- The host organisation will manage the visiting persons timetable and be responsible for their well-being whilst on exchange
- We recommend the hosting organisation organise for the visiting staff member to deliver a talk to staff during their visit
- If applicable the hosting organisation can arrange visits to other institutions which will be of interest to the visiting staff member, for e.g. staff who come to Oxford on exchange may like to include a visit to Cambridge or another academic library, such as Oxford Brookes or Reading.
- The host organisation will share knowledge and information openly and honestly with the visiting staff member
- The hosting organisation will deliver a presentation to colleagues in the workplace about the visit and their learning from the exchange
- Hosts reports should be shared with the visiting organisation, colleagues at home and the other IARU libraries. Shared reports must be agreed between the visiting staff member and hosting organisation to ensure everyone is happy with the information being shared.
- The hosting organisation will have a point of contact that the visiting staff member can go to if anything goes wrong or if unforeseen circumstances mean the visit needs to be cut short, e.g. illness, bereavement in family etc. This hosting organisation will work with the point of contact at the visiting organisation to ensure the welfare of the visiting staff member.

## Visiting

- Staff would be expected to undertake an exchange visit in work time.
- Staff should avoid arranging a visit during busy times of the year such as the start and end of term or at times when they need to be in the office, e.g. the start of the academic year
- Staff should take time to prepare in advance to ensure they develop clear objectives for a visit, are able to be released from work and can take advantage of cheaper travel costs.
- Managers of staff who are attending an exchange visit should give staff time in advance of the visit for planning and also afterwards for writing up their report.
- Managers of staff who are attending an exchange visit are also expected to support their staff member and ensure their welfare during the visit.
- The visiting organisation will have a point of contact that the hosting organisation or visiting staff member can go to if anything goes wrong or if unforeseen circumstances mean the visit



needs to be cut short, e.g. illness, bereavement in family etc. They will work with the hosting organisation to ensure the welfare of the visiting staff member.

- The visiting institution will cover the arrangements and costs of travel, accommodation and meals during the exchange. Any extracurricular activities will need to be covered by the visiting staff member.
- You may be asked to deliver a presentation to the hosting organisation about your work
- Any personal holiday that a staff member might want to add on to an exchange visit must be funded by the individual concerned.
- The visiting person will write up a report of their visit to include their learning and any actions that they intend to carry out on return to their workplace.
- The visiting person will deliver a presentation to colleagues in the workplace about their visit and learning from the exchange
- Reports should be shared with the hosting organisation, colleagues at home and the other IARU libraries. Shared reports must be agreed between the visiting staff member and hosting organisation to ensure everyone is happy with the information being shared.

## Environmental Impact

In order to reduce the environmental impact of the scheme and also keep in line with the IARU Green Libraries project, we need to consider the following:

- Offsetting flights – companies such as Climate Care can be used to offset carbon emissions
- Using virtual where possible prior to the exchange and afterwards to stay in contact.
- Potentially tying in journeys to a conference with an exchange opportunity
- Make sharing good environmental practice part of the agenda
- Being transparent about the number of flights made



## Sustainable Development Goals: Insights from Research Libraries

Roxanne Missingham

### Abstract:

Research libraries have provided a key to unlocking the knowledge of the centuries. The nature of their stewardship of knowledge has led to a focus on understanding the value and sustainability in terms of collections. The extraordinarily rich collections have made a great contribution to education and to the communities they serve. A new theory of change which underpins the United Nations Sustainable Development Goals (SDGs) highlights the contribution that activities can make to improve national and international economic, social, community and governmental health. This article analyses the nature of major research library activities in light of the SDGs methodology. Taking this broad framework to the work of International Alliance of Research Universities (IARU) libraries provides new insights into the value and broader contribution of those libraries. The indicators assessed in the framework specifically relate to the outcomes of education and information within the societies they service. The case study suggests that the libraries make a significant and deep contribution both to the current national environments as well as in creating a framework for future returns on the investment to their universities.

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## **Sustainable Development Goals: Insights from Research Libraries**

Roxanne Missingham

Australian National University, Canberra, ACT, Australia

### **ABSTRACT**

Research libraries have provided a key to unlocking the knowledge of the centuries. The nature of their stewardship of knowledge has led to a focus on understanding the value and sustainability in terms of collections. The extraordinarily rich collections have made a great contribution to education and to the communities they serve. A new theory of change which underpins the United Nations Sustainable Development Goals (SDGs) highlights the contribution that activities can make to improve national and international economic, social, community and governmental health. This article analyses the nature of major research library activities in light of the SDGs methodology. Taking this broad framework to the work of International Alliance of Research Universities (IARU) libraries provides new insights into the value and broader contribution of those libraries. The indicators assessed in the framework specifically relate to the outcomes of education and information within the societies they service. The case study suggests that the libraries make a significant and deep contribution both to the current national environments as well as in creating a framework for future returns on the investment to their universities.

**Keywords:** Research University Libraries, Evaluation, Value of Libraries, Information Service Assessment; Sustainable Development Goals

### **INTRODUCTION**

Research libraries in universities have nourished education for many centuries. Library collections have grown from manuscripts that record knowledge through the evolution of printed material that made the products of knowledge more widely available to new forms of information and storage in the digital age. Throughout these revolutions in the creation and storage of knowledge there have been challenges and opportunities that have led to the development of new activities that provide access to collections, as well as training that enhances the skills of those using collections to navigate their way to locate and use digital and print information resources.

The revolutionary nature of collecting and providing access to knowledge has been explored through the work of libraries over many centuries. Libraries have survived through periods of physical attacks, disasters and wars. Across this history of collecting knowledge the chains originally used to tie books to shelves have been unbound with generational change. The modern focus on providing access through digitisation and open access liberates knowledge to an audience never reached before.

Traditionally the review and assessment of libraries and their services have focused on use – the recording and monitoring of those who use the materials and facilities of the libraries. The nature of managing collections has seen an emphasis on the depth and breadth of collections and their contribution to the academy through use by students and academics.

The glory of the collections and their use is celebrated publicly in the histories of research libraries. The History of the describes the growth of collections collected carefully, expanded with the introduction of legal deposit, and significant donations Bodleian (Bodleian Library and Radcliffe Camera, 2020, p. 1). The milestones recognised at the beginning of the last century include usage of the Library by an average of a hundred people per day and the achievement of the 1,000,000th collection item in 1914. Given the small population in Oxford at the beginning of the last century, the difficulties and costs of transport and low participation in higher education these are remarkable facts.

The nature of scholarly publishing and libraries has evolved significantly. More recently the third and fourth industrial and information revolutions have fundamentally changed library collections and services. In relation to the third information revolution, the computation created a new opportunity:

Today's developments in digitization and globalization, one can argue, have led to such a radical overhaul and replacement of the previously established information infrastructures ...that they have created an information and communications revolution which seems to have no end in sight. This "revolution" has required the invention of new nomenclatures—neologisms for new technologies, media and functions, a new kind of language that brings the revolutionary developments into the realm of the comprehensible and discussable (Rayward, 2013, p.703).

The revolution which created "e-everything" saw new impact from libraries in the creation, curation and access to electronic resources. The measures were foundational in understanding the extent of collections with consequent increases in use because of the ease of access. Assessment has been based on the size and use of library collections, taking the concepts used in the print world.

The change from the newly emerged fourth industrial revolution is more complex and diverse. It frames the digital environment as moving to create cyber-physical systems that replace current work and the workforce (Schwab, 2015; Schwab, 2106; Davis, 2016). Preparing for a roboticized world where artificial intelligence is embedded in the information interactions within education, society, communities, government and business is a change that is yet to be realised but will have far-reaching consequences. The impact of this revolution will require a reconceptualization of library assessment.

In total, over the decades and through these revolutions the focus of understanding the nature of the contribution of research libraries has changed: Increasingly, academic library value is linked to service, rather than products (Kaufman, 2009, p. 2). Library literature reveals this shift in library emphasis from collections to experience, from resources to educational impact from access to sense-making, from mediation to enabling (Dow, 1998, p. 279; Lougee, 2009, p. 612). The change is logical. Because information products are generally produced outside of libraries, library value is increasingly invested in service aspects and librarian expertise. In fact, academic provosts have a future library focus that is "less on the library qua institution and more on the people who work in libraries...less on the library and more on the librarian" (Webster & Flowers, 2009, p. 306; Oakleaf, 2010, p. 23).

Gathering data to reflect the contribution of libraries reached a point of formalisation with the Information and Documentation: Methods and Procedures for Assessing the Impact

of Libraries (ISO 16439). The standard grew from a significant body of research from all library sectors. The combination of factors relevant to research libraries is relevant to many components of the standard. It has emphasised the value of the library as having research, social and financial components. Poll and Payne (2006) outlined these dimensions in detail, and Blagden (2006) contextualised the UK environment.

The standard contains an extension of demonstrated impact to ‘the influence of libraries and their services on individuals and/or on society’ at large’ (International Standards Organisation, 2014). Assessing the nature of available evidence reveals the complexities of aligning current data to the diverse goals outlined in the standard. There is not a single form of indicators or systems that provides a mapping of existing library indicators to the standard for all libraries. “From the large range of choices and aided by examples, librarians are able to construct their own investigations, based on their own needs” (De Jager, 2017, p.286).

Into this complex environment of diverse indicators and methods of assessment the United Nations Sustainable Development Goals (SDGs) have added a new framework to consider the nature of the contribution made libraries.

This article explores the nature of the SDGs in assessing International Alliance of Research Universities (IARU) libraries. In applying the framework, the extended impact of the universities through libraries are identified, identifying services provided including collection access that are consistent with the demands of the third industrial revolution. In conclusion, the article considers how the fourth industrial revolution will require a new fundamental understanding of libraries and their role which can be built upon from the insights from applying the SDGs.

## UNITED NATIONS SDG

The SDGs have a prominent history in terms of development of an intellectual framework for the UN to achieve global progress. It was agreed by the United Nations 193-member states on September 25, 2015 in New York. The SDGs replaced the Millennium Development Goals expressing a commitment to improve the quality of life of people across the globe. There are 17 Sustainable Development Goals with 169 targets embodying the SDG framework.

Developed from the theory of change, the goals were the subject of significant international negotiation. The draft position paper notes that:

The central hypothesis that underpins the “theory of change” presented is that in order to effectively support implementation of a transformative, universal, integrated and rights-based 2030 Agenda, and to meet the expectations of Member States, the UN development system must more effectively “function as a system” in an integrated and coherent manner, at the global, regional and country level (United Nations, 2016, p. 1).

The theory of change rests on establishing a conceptual basis that recognises the intertwined nature of social, economic and individual relationships with a view to building economic, social and political systems that will deliver human rights and economic growth (United Nations, 2017). Weiss (1995), a member of the Aspen Institute Roundtable that facilitated the development of the theory of change, noted that the approach requires clarification of long-term goals as a necessary precondition to engage stakeholders in complex community initiatives. Briant (2015) traced the origin of the goals to Keynesian economics where state regulatory agencies (which must include in the case of the SDGs operational agencies) adopt a neoliberal economic approach to achieve national benefits within an international system that requires economically democratic processes.

Libraries are a key element in the economic, social and educational structure within nations. They deliver public, educational, health and state services that enhance community well-being and economic outcomes. Expanding the understanding of the value of libraries through exploring the SDGs had become a significant activity by the library sector.

International Federation of Library Associations (IFLA) Secretary General Gerald Leitner has commented:

I am convinced that there is a space for libraries in the world envisioned by the UN 2030 Agenda. Not just that there can be a space, but that there must be. We cannot achieve the SDGs without libraries (IFLA, 2019, p. 1).

IFLA's tracking of stories from around the world demonstrating library impact against the SDGs demonstrates the application of the framework to all library sectors in many countries (IFLA 2020). Research libraries in universities are a very small part of the reporting. The stories are predominantly public, national and state libraries. This paper fills a gap in taking a deep dive into the research libraries across nine nations.

## METHODOLOGY

The paper introduces the application of UN SDGs within a particular sector of libraries – research libraries. For the purpose of this assessment, four SDG goals have been selected in order to demonstrate the application of SDGs to research libraries. The goals that were selected are those most relevant to research – higher education and those who are the primary users of research libraries. The SDGs selected are:

- Goal 4: Quality education with a particular focus on higher education,
- Goal 5: Gender and equity as this recognises the contribution of higher education to equity,
- Goal 9: Industry, innovation and infrastructure as this includes research infrastructure and
- Goal 11: Sustainable cities and communities as this recognises the contribution research libraries make to the communities within their physical environment.

Libraries do contribute to other goals such as health and well-being, although more indirectly compared to the four selected goals. The methodology chosen for the assessment against the goals was to select data and case studies. The data was taken from the public reporting of members of the IARUs collected by the Librarians Group of the Alliance. The case studies were selected from presentations made at IARU Librarians Group meetings and initiatives highlighted on members websites. The combination of qualitative and quantitative information reflects the multifaceted contribution of libraries to the SDGs.

## INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

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. Its 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 its 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.

The IARU Librarian’s Group has actively worked together on projects including the green library, staff development and sharing information. A report published in 2020 on support during COVID-19 demonstrates the active sharing of information and ideas (Missingham, 2020).

IARU member libraries actively support the universities’ commitments to globally increase capacity through education and research, to make a better world. The alignment with the SDGs is evidence and visible through programs embedded within each library. The combined impact of the libraries creates a powerful story for the contribution of the universities to the SDGs.

An assessment of the work of IARU member libraries against four key goals revealed an infographic that illuminates the benefits from the libraries beyond the individual institutions and their collection. Client focused services demonstrate the application of philosophies that align to the SDGs.

### IARU LIBRARY SDGS ASSESSMENT

#### Goal 4: Quality education

IARU member libraries enrich the educational experience of students in the universities through extensive services and extensive collections. Over 322,000 students and 41,600 academic staff (faculty members) benefited from the libraries in 2018.

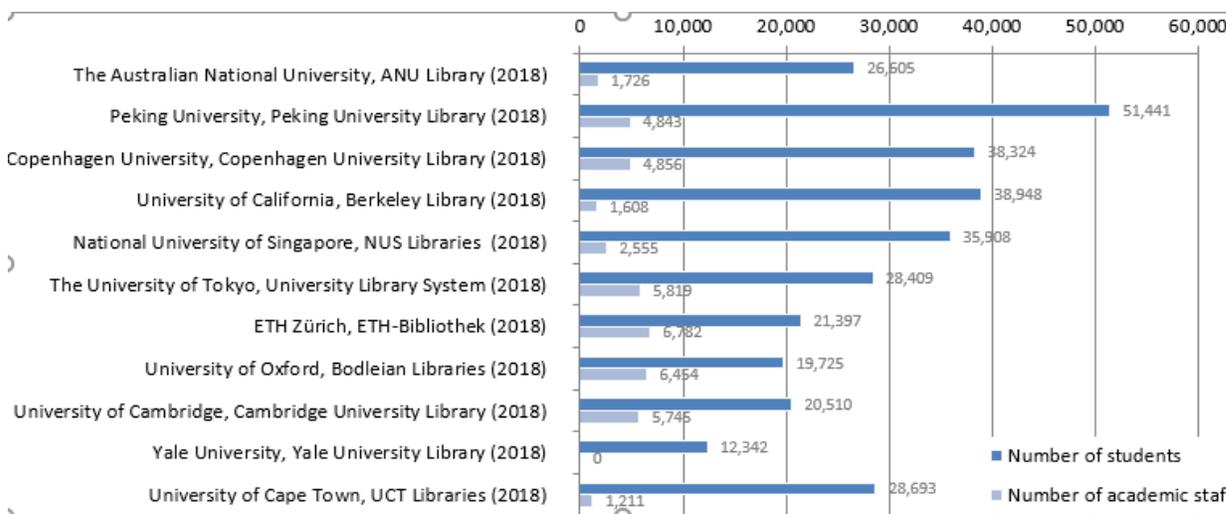


Table 1. Students and academic staff in IARU universities 2018

The libraries provide support for education that results in knowledgeable graduates who make a contribution through their careers. Innovation in service and education underpins library practice, fostering outcomes of student capabilities and educational practices.

Students and academics benefit significantly from services provided – in 2018:

- 216 service points were used by library clients,

- Almost 900,000 digital journals and over 11 million digital books were made available,
- Over 4.1 million items were lent and almost 9 million articles from digital journals were used,
- Over 31 million accesses to digital databases occurred.

The power of knowledge developed through university libraries is transforming individuals, families, communities and nations (see Boyce, et al, 2019). These case studies identified in the assessment below demonstrate how library services can change lives – the outcomes can be seen in the contribution students made through their work in industry, educational institutions, government, societies, families and local communities.

The footprint of universities is expanded through activities provided by libraries such as exhibitions and public events, connecting the community and visitors to the knowledge of the world, thus increasing knowledge to enhance economic potential.

### **Case study:**

*Innovation in support services for students inspires many to achieve excellence that changes their lives.*

The Cushing/Whitney Medical Library (CWML) at the Yale School of Medicine provided innovative services that assist students with full support through an allocated staff member under the Personal Librarian Program. A survey indicated that 94% of students knew their personal librarian and comments indicated the deep impact of the program: “It’s a great privilege and resource to have a personal librarian, and if anything, we underestimate the benefits of having a personal librarian” (Spak & Glover, 2007, p. 23). The program has grown and expanded in terms of the individual support provided, establishing a comprehensive support program for students – one delivered successfully in the digital age.

New initiatives establishing collaborative wellness and self-care for students and other stakeholders, have also been successful. They are demonstrated by program attendance, diverse space use, and significant impact based on assessment through a survey (Funaro, Rojiani, & Norton, 2019). “Mindfulness on the Medical Campus” addressed mental well-being through a series of sessions and public events that delivered 30-minute mindfulness sessions. “Wellness and self-care space” was established through a drop-in space that allows individuals to engage in activities and support personal, health and spiritual care. Understanding the importance of supporting the whole person is a characteristic that fulfills the SDGs approach to create capabilities in students and indeed educators.

### **Goal 5: Gender and equity**

Research libraries work to advance access to economic and social prosperity, encourage full participation in society, and counter the historical lack of access to material resources about underrepresented human groups in collections that we cultivate and steward (Association of Research Libraries, 2020).

Libraries support gender and underrepresented racial and ethnic groups by providing safe meeting spaces, programs, and ICT and literacy programs and developing collections to support the study of these groups. Equity has been a consideration in the build of collections, in particular to ensure that underrepresented voices are available to students and researchers.

IARU libraries have in particular developed support programs that have been integral to the response of universities to addressing sexual violence and sexual harassment in universities.

Library initiatives have included developing staff knowledge in preventing and participating in university programs to address situations of sexual harassment. The use of libraries as safe spaces has been a characteristic of university responses to sexual harassment. Libraries have provided spaces for information activities such as a drop-in session.

Library employment has also been an area of initiatives in equity and diversity. Many IARU libraries have diversity employment programs and report on their goals transparently.

### **Case study:**

#### *Collections and access*

The University of Cape Town (UCT) libraries have actively sought to develop collections that reflect the diversity of the African people and experience. Recent initiatives include:

- *Shining a light on archival sources at UCT Special Collections.* The 14th of August marked the anniversary of the 1968 UCT sit-in over the Mafeje Affair. Archivist Clive Kirkwood (2020) wrote a blog post showcasing the wide range of primary sources used in Emeritus Professor Howard Phillips' second volume of a history of the University of Cape Town. UCT under Apartheid Part I: From Onset to Sit-in covers the years 1948-1968 and draws on primary sources held in UCT Libraries' Special Collections.
- *Africa Day 2020: Showcasing ongoing work on African collections.* UCT Libraries are working with African Tongue to develop a new showcase of the #Xhomi San community. This will involve re-development of a showcase website in close collaboration with community members, African Tongue, Special Collections and Digital Library Services. Dr Sanjin Muftic (DLS) and Dr Kerry Jones (African Tongue) co-presented at the First Workshop on Resources for African Indigenous Languages organised by the South African Centre for Digital Language Resources (SADiLaR).

### **Goal 9: Industry, innovation and infrastructure**

IARU member libraries support industry and infrastructure through a range of initiatives that collect and disseminate research from their universities. "A major initiative of university libraries has been developing research data capabilities and access to this data" (Council of Australian University Librarians, 2019). The libraries generally also support ORCID to ensure that researchers can identify their research outputs through an international system of registration.

Libraries deliver programs that make their university's research available to the world. Repositories make research available overcoming paywalls and expensive subscriptions (Council of Australian University Librarians, 2019).

In addition, university research is communicated by publishing. IARU libraries contribute to publishing both through making world class collections available to researchers and through contribution to university press boards (Council of Australian University Librarians, 2019).

### **Case study:**

#### *Digital access and support for researchers*

IARU libraries hold the results of the most significant research studies undertaken over centuries including theses and research data. At Cambridge University, the Library and the Research Strategy Office work together on open access policy and practices (Cambridge University, 2020). Apollo, the repository holds the research output of members of the University of Cambridge. With more than 1.8 million downloads in 2019-2020, the research undertaken at the university reaches a world-wide audience.

The Research Data service provided by the University of Cambridge Library ensures that researchers and students have access to research data management training and a repository that assists researchers to meet open access requirements of funders and make data available to industry and external researchers.

### **Goal 11: Sustainable cities and communities**

IARU libraries support their communities and cities through removing barriers to information.

- Libraries offer members of the community access to their collections through opening their doors to visitors.
- Access to information and collections is enhanced through online and physical exhibitions and public lectures.
- Online digital literacy resources and training are made available freely to increase the knowledge and skills of the community.

The global and national documentary history is held in libraries. IARU library activities include:

- Programs that are increasing access to these important resources including exhibitions.
- Sharing of these resources through visibility via national and international discovery services such as national bibliographic databases and WorldCat.
- Work with other research bodies for funding to develop greater digital access.

### **Case study:**

#### *Theses brought to life*

Over the past two years, the Australian National University Library has been undertaking a digitisation project to make the university's entire collection of theses available online through the Open Research repository. This sees research once largely hidden from view being exposed to people from all over the world. Digitising the print theses expands engagement with the collection, provides visibility to the ground-breaking work being done, and supports the careers of our academic community.

In late 2019, the Library completed the digitisation of every research thesis available at ANU from 1954 to 2018 when digital deposit was implemented. The collection of over 13,000 digitised theses through the Open Research repository can now be browsed. The most downloaded thesis of all time "A great deal of sickness": Introduced diseases among the Aboriginal people of colonial Southeast Australia by Peter Downling has had over 17,770 downloads. Theses make up 45.69% of all downloads from the ANU Research section of the repository. In 2019, each thesis was downloaded 239 times on average, this is a dramatic increase in impact compared to the average number of uses when theses were in print only.

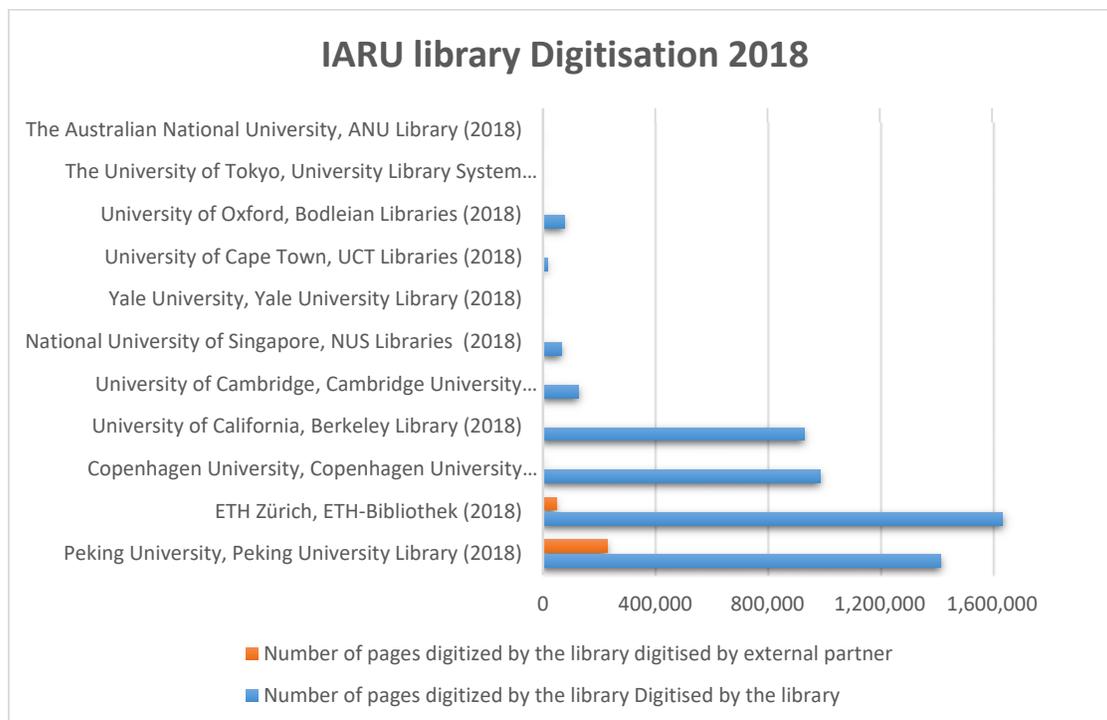


Table 2. Digitisation - number of pages – by IARU libraries 2018. Note not all Member libraries collect page count data.

## DISCUSSION

Assessing the work of IARU libraries through the SDGs framework highlights the contribution made to the community beyond the walls of the university. It reveals the value of library collections and services in building national and international capacity. The ramifications of the work of libraries are seen through many facets of research, education, community development and economic benefit.

By compiling the data on achievements against the four goals into a preliminary infographic, contributions of the libraries are visible in a new way. An infographic based on high level information from the IARU Library benchmarking and information from individual libraries gives a summary of the measures explored through this paper.

The infographic provides a model to which annual information can be added to provide a rolling view on library activities and initiatives that make a genuinely sustainable contribution to the nation in which the individual libraries are located, and the aggregated activities then increase the knowledge and promote the development of all individuals in countries around the world. It embodies the aspiration of the theory of change to create a systematic uplift of community. The essentially democratic distribution of knowledge and building of institutional capabilities, in particular to assist in the transmission of knowledge, align closely with the SDGs.



Table 3. Sample infographic

## CONCLUSION

The SDGs provide a framework to reconsider the benefits that are provided by research libraries both to their institutions and the broader community. Academic libraries have explored evaluation methodologies for many decades. Implementing an approach that takes into account

the complex relationship of international research universities and the global impact of their services provides a rich field to explore the SDGs.

Multiple communities benefit from the activities of these libraries – library patrons, their institutions, the cities and regions they are within, the nation and indeed the world (particular in terms of the dissemination of their university’s publications and data).

A common theme in terms of the third industrial revolution has been the digital transformation of library services. Through the lens of the SDGs it is possible to see how this transformation has unleashed the power of research within individual universities and contributed to the development of capabilities across the globe through digitisation and open access.

The case study of IARU libraries establishes that the SDGs can be used as a reporting framework despite the lack of specific library measures. From the case studies it is clear that these libraries provide a value to their stakeholders which goes beyond numeric measures of economic and social benefit. The values observed align with the critical roles of IARU universities – of education, research and international impact.

There is opportunity to rethink the value of libraries and their institutions to establish how the higher education sector, and indeed the combined infrastructure of research libraries, produce values in new and different ways as library practice evolves. There is also an opportunity to meet the challenge of understanding value by applying the theory of change and theory of change that underpin the SDGs.

In developing the capability to rethink services and roles under the fourth industrial revolution, the framework, applied as it is in this article, provides some insights into library services that contribute to national and international growth. Focusing on the next transformative wave could bring further impact and dissemination of knowledge. This article has outlined the opportunities to understand the value of libraries from a theory of change and highlighted the diversity of library activities that are relevant to the SDGs, in particular the work of IARU members. The evolution of the international aspects of IARU libraries will undoubtedly provide further insights into establishing sustainability and international impact from the next round of developments in these libraries.

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### 3.11 Lifelong Learning

<b>Lead</b>	<i>National University of Singapore</i>
<b>Reporting</b>	<i>Associate Professor Woei Wan Tan</i>
<b>Executive summary</b>	The Lifelong Learning Working Group was formed at the L3 Workshop in November 2019. The consensus is to collaborate virtually, and where possible, meet at the sidelines of educational conferences. Due to COVID-19 travel restrictions, two virtual meetings were held using Zoom. In November 2020, the group shared best teaching continuity practices to cope with COVID-19 challenges. All institutions successfully switched to online delivery of continuous education classes, and with time, most instructors were able to teach using virtual conferencing platforms. Micro-credentials was the topic of discussion on 22 April 2021. The group agreed to continue with the current collaboration format for another year.
<b>Items for decision</b>	None
<b>Funding to date</b>	<i>No current funding allocation</i>  -- USD 10,000                      Inaugural meeting at NUS (November 2019)
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2020</b></p> <p>The group planned to hold an online meeting to share experiences this October, but it was postponed. Li Ling Koh (NUS) gave an update and stated that the meeting will be held in November instead. There was no funding request as all of their activities are done virtually.</p> <p><b><u>Takeaways</u></b></p> <p>The Secretariat will follow up on the group's activities and ask for their ideas on what they would do when they cannot meet for a short period of time, or a prolonged time.</p> <p><b>Senior Officers' Meeting, September 2019</b></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>



### **Presidents' Meeting, January 2019**

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.

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 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.

## Lifelong Learning

In April, representatives from ANU, ETH Zurich and NUS shared how micro-credentials are structured in the respective institutions. Brief meeting notes follow:

ANU	<ul style="list-style-type: none"> <li>• Focusing on graduate programmes. 6 micro credentials stack to 1 course and 4 courses stack to a certificate.</li> <li>• Due to COVID-19 pandemic, Australian government has offered discounts for displaced workers to upskill and re-skill via a full-time programme. Consequently, interest in micro credentials has been diluted.</li> </ul>
ETH Zurich	<ul style="list-style-type: none"> <li>• A certificate is worth a minimum of 10 European Credit Transfer and Accumulation System (ETCS) points.</li> <li>• Any learners may enroll for a module (no entry requirement), but ETCS will not be awarded. If learners wish to earn credits, they must switch to a certificate programme within the stipulated time.</li> </ul>
NUS	<ul style="list-style-type: none"> <li>• Non-credit bearing short courses can stack towards a Professional Certificate.</li> <li>• An Executive Certificate is equivalent to a credit-bearing semester long module.</li> <li>• Executive Certificates may be stacked towards a Specialist or a Graduate Certificate.</li> </ul>

### 3.12 Novo Nordisk International Talent Program

<b>Lead</b>	<i>UCPH</i>
<b>Reporting</b>	
<b>Executive summary</b>	<i>The Novo Nordisk International Talent Program supports student mobility between University of Copenhagen and partners in the International Alliance of Research universities.</i>
<b>Items for decision</b>	
<b>Funding to date</b>	<i>n/a</i>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, October 2020</b></p> <p>Søren Nedergaard (UCPH) reported that due to COVID-19 pandemic, the program experienced drop in application for summer and fall. While the initial message from Novo Nordisk mentioned in the tome remained positive, Novo Nordisk informed UCPH that the final decision on the continuation of the program is put on hold, and they are considering a different format. UCPH will update partner institutions on Novo Nordisk's final decision.</p> <p><b>Senior Officers' Meeting, September 2019</b></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><b>Senior Officers' Meeting, September 2018</b></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. The programme offers scholarships for up to 335.000 Euro annually.

In 2020 the programme partners agreed to extend NNITP to the end of 2022. The programme will not be extended beyond 2022. As a consequence, we expect the round of applications closing on April 1, 2022 to be the last.

NNITP supports student mobility between UCPH and the IARU partners within the area of Science and Health Sciences. The programme gives priority to projects pertaining to metabolism, insulin, haemoglobin, obesity, big data and digitalisation.

NNITP supports short term mobility, semester mobility and recently online courses have been added to the list of activities for which students can receive support.

Due to the COVID-19 pandemic the programme has experienced a drop in the applications and scholarships awarded. In the academic year 2020-2021 6 students were awarded a NNITP scholarship.

We hope to see increased mobility between UCPH and our IARU partners this year. We invite mobility students to apply for the programme:

Application deadlines are October 25, 2021 and April 1, 2022.

We encourage our partners in IARU to share this opportunity with mobility students. Please visit <https://studies.ku.dk/visiting/scholarships/> for further information.

### **Note from the Secretariat:**

The Secretariat has distributed information about the program to all Key IARU Contacts and to all relevant group leaders for circulation within member universities – noting that the first deadline for applications is on 25 October and the fact that 2022 will be the program's final year. The opportunity has also been publicized on IARU social media. We will continue to promote the program in advance of the second deadline in April 2022.

### 3.13 Real Estate Working Group

<b>Lead</b>	<i>University of Cape Town</i>															
<b>Reporting</b>	<i>Mughtar Parker</i>															
<b>Executive summary</b>	<p>The Real Estate Working Group constituted a steering committee of members for ease of planning and logistics to assist in creating a path for the next 2 years.</p> <p>To date, the inaugural meeting of the SteerCo went ahead on the 17<sup>th</sup> June as well as a workshop in collaboration with the Sustainability Group on 'The Future of Work'</p> <p>The SteerCo consists of the following members:</p> <table data-bbox="555 846 1257 1236"> <tr> <td>Mughtar Parker</td> <td>UCT (Chair)</td> </tr> <tr> <td>Nigel Haupt</td> <td>UCT</td> </tr> <tr> <td>Jehan Begg</td> <td>UCT Servicing Officer</td> </tr> <tr> <td>Jeremy Matthew</td> <td>ANU</td> </tr> <tr> <td>Paul Milliner</td> <td>Cambridge</td> </tr> <tr> <td>Reto Grimm</td> <td>ETHZ</td> </tr> <tr> <td>Roy Tan</td> <td>NUS</td> </tr> </table> <p>The meetings have been scheduled as follows:</p> <ul style="list-style-type: none"> <li>• Thursday, 17 Jun – 09h00 (SA time)</li> <li>• Thursday, 26 Aug - 09h00 (SA time) – cancelled</li> <li>• Thursday, 28 Oct – 09h00 (SA time)</li> <li>• Thursday, 09 Dec – 09h00 (SA time)</li> </ul>		Mughtar Parker	UCT (Chair)	Nigel Haupt	UCT	Jehan Begg	UCT Servicing Officer	Jeremy Matthew	ANU	Paul Milliner	Cambridge	Reto Grimm	ETHZ	Roy Tan	NUS
Mughtar Parker	UCT (Chair)															
Nigel Haupt	UCT															
Jehan Begg	UCT Servicing Officer															
Jeremy Matthew	ANU															
Paul Milliner	Cambridge															
Reto Grimm	ETHZ															
Roy Tan	NUS															
<b>Items for Decision</b>	Carryover of funds requested.															
<b>Funding to Date</b>	<p>17,000 USD</p> <p>---</p> <p>10,000 USD</p> <p>6,936 USD</p> <p>12,000 USD</p> <p>5,340.18 USD</p> <p>5,516.20 USD</p>	<p><i>Real Estate Working Group Meeting, Website, Annual Report (2021)</i></p> <p>Real Estate Working Group Meeting (2020)</p> <p>Real Estate Working Group Meeting (Sep 2019)</p> <p>*Jointly held with Sustainable Campus Initiative Meeting Benchmarking Initiative (2018)</p> <p>Real Estate Working Group Meeting (Sep 2018)</p> <p>Real Estate Working Group Meeting (Sep 2017)</p>														
<b>Outcomes of Previous Meetings</b>	<p><b>Senior Officers' Meeting, October 2020</b></p> <p>COVID-19 turbulence prevented the group from tackling their original projects planned last year and from holding their annual face-to-face meeting in Cape Town. Instead they held two virtual meetings</p>															



separately on a regional basis. The group shared information on impacts arising from the pandemic and recovery planning, and updated their future work program until 2022. Lead of the group will be transferred from Cambridge to Cape Town. Senior Officers approved the carryover request of USD 10,000.

**Senior Officers' Meeting, September 2019**

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

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

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

**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

### Outcomes for 2021

We have retained everything online during the pandemic. Regarding the conference, we are not completely ready to shift the location from Cape Town to another country but will consider this as the South African pandemic context unfolds. The website update and annual report is planned to go ahead in 2022.

### Summary of 2021 Meetings

#### Group Meeting (Thursday, 17 June 2021)

This was the inaugural meeting of the Real Estate Working Group focused on introductions, setting of a term of reference for meetings as well as objectives for the period.

#### Conference

The conference will be planned in collaboration with the Sustainability Group however, this has been placed on hold due to the uncertainty around the Covid-19 pandemic and travel regulations. The committee agreed that an in-person conference would be preferred but will defer the decision to the new year based on how the situation unfolds for everyone concerned. Exploring a hybrid conference option was discussed as well.

#### Objectives for period

Workstream 1 – Future Learning environment: best practice/design guidelines

Workstream 2 – Space Use and Efficiency: benchmarks/space norms

Workstream 3 – Resource Planning: resource toolkit

#### General discussion

The group shared information on impacts arising from the pandemic and recovery planning and updated their future work program until 2022. Focus was on rightsizing of the Real Estate portfolios and hybrids models for future ways of working.

#### Action Items

Website to updated with progress – Jehan

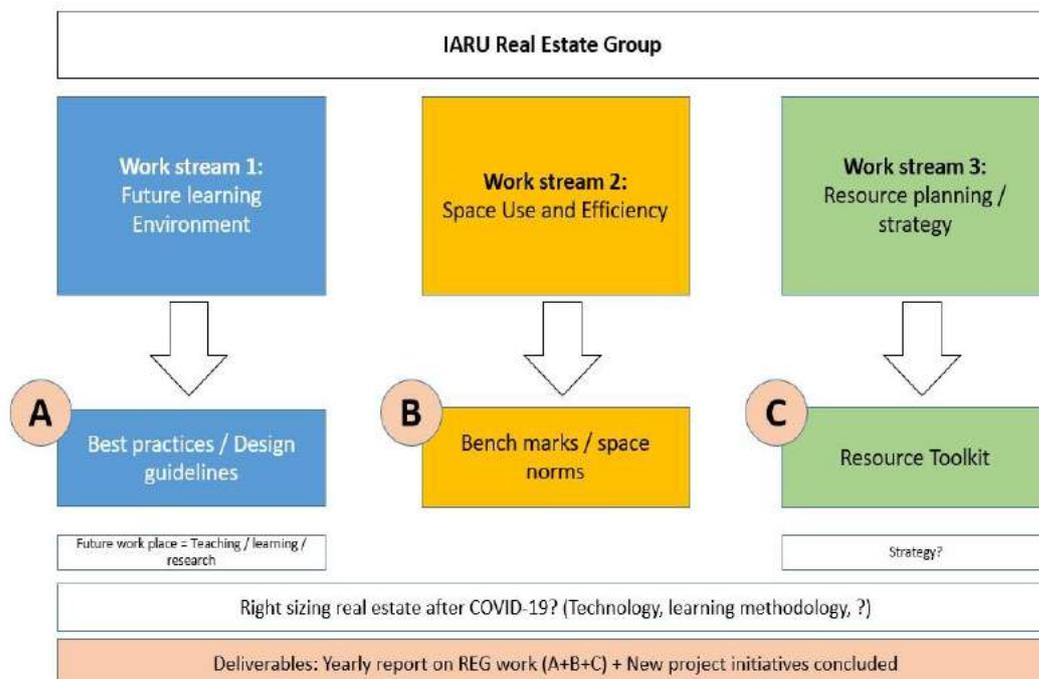
**IARU Real Estate Working Group Steering Committee Meeting #1**

Date: Thursday, 17 June 2021  
Time: 09h00 – 10h30 (GMT+2)  
Venue: MS Teams (virtual meeting)

Incumbent	Representation
Mughtar Parker (Chair)	University of Cape Town (UCT)
Nigel Haupt	University of Cape Town (UCT)
Jeremy Matthew	The Australian National University (ANU)
Paul Milliner	University of Cambridge (UC)
Reto Grimm	ETH Zurich (ETH)
Roy Tan	National University of Singapore (NUS)
<b>Servicing Officer</b>	
Jehan Begg	University of Cape Town

**AGENDA**

1 Preliminary Matters:	
a. Opening, Welcome and Announcements	Chair
b. Attendance and Apologies	Chair
2 Matters Arising	
a. Terms of Reference	All
b. Objectives for period	All
c. International Conference (postponement)	All
d. Updating website	All
3 Concluding Matters:	
a. Adoption of resolutions, decisions, and proposed actions	All
b. Next Meeting: 26 August 2021 at 09:00 (Meeting #2)	Chair
c. Closure	





### **Workshop on the Future of Work: Real Estate Impact (Wednesday, 21 July 2021)**

This was a collaboration between the Sustainability and Real Estate Working Groups to discuss the “the future of work” and explore the role of space, property and the way universities will use their space for staff and student activity. There is possibly a temporary or interim approach during Covid-19 lockdowns and a long-term approach, but this will certainly differ for various universities. The aim of the project is not to come up with solutions together, but to share thoughts, plans, actions, experiences, and findings with one another on this theme that may be beneficial to others in the group.

Dion Chang, Trend Analyst, was the guest speaker presenting on ‘why innovation matters’

Link to presentation available on request.

### **Group Meeting (Thursday, 26 August 2021)**

This would have been the second meeting of the SteerCo but it was cancelled due to unforeseen circumstances. A Chair’s Circular will be shared in lieu of the meeting.

## Funding Request Form (Carryover request)

### IARU Real Estate Working Group Jan 2021 – December 2023:

#### 1. Annual Conference/Meeting in Cape Town, South Africa (Sept/Oct 2021)

#### 2. Technology advancements – towards continuity, transparency and accessibility of information

- Due to the onset of the current C-19 pandemic, there is a need to find a 'new normal' amidst the uncertainty ahead. Therefore, it is imperative that we explore ways to best use technology to keep the WG relevant and focused on closing out projects. We are aware of the Polybox and will research its capabilities in more depth over the next few weeks however would like to establish a dedicated space for IARU activities including a forum for online collaboration.

#### 3. Annual Report. Publications and Toolkit Development

- Consolidated reporting for documenting and sharing progress and achievements of the group over the year (i.e. online newsletter/mailer)

### Total Requested Amount & Breakdowns (2021) for carryover to 2022

Item	Amount
1. Annual Meeting - Cape Town South Africa Includes: <ul style="list-style-type: none"> <li>• Conferencing,</li> <li>• Meals,</li> <li>• Hosting activities</li> </ul>	USD 10,000
2. Technology: REWG Website Development and Updates	USD 5,000
3. Annual Report. Publications and Toolkit Development Miscellaneous	USD 2,000
<b>Total Requested Amount</b>	<b>USD 17,000</b>

\*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):

UCT facilities and resources to be used for cost saving where possible

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

	University	Title/Position	Name
1.	ANU	Associate Director: Projects, Facilities & Services	Jeremy Matthew
2.	ETH Zurich	Portfolio Manager	Reto Grimm



3.	NUS	Senior Vice President, Campus Infrastructure	Yong Kwet Yew
4.		Head & Senior Associate Director, Space Planning & Management	Roy Tan
5.	PKU	N/A	
6.	Berkeley	Director: Capital Planning, Planning Strategies	Judy Chess
7.	Cambridge	Head of Strategy & Planning	Paul Milliner
8.		Business Information Manager	Juliette Bourgeois
9.	UCT (Lead)	Executive Director: Properties & Services	Mughtar Parker
10.		Director: Capital Planning & Projects	Nigel Haupt
11.		Business Manager (IARU Servicing Officer)	Jehan Begg
12.	Copenhagen	Campus Drift of Digitisation Chief	Markus Lampe
13.	Oxford	Director Estates	Paul Goffin
14.	UTokyo	Professional Staff, Facilities Planning Group	Tsunehiro Hanayama
15.	Yale	N/A	

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

Names extracted from the Contact list provided

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

**Background**

The IARU Real Estate Working Group was initiated in 2017 and creates a forum for collaboration and information-sharing about the interests and challenges in the field of real estate management for research universities, contributing to a platform for learning through sharing our institutions' experiences and practice examples.

**Purpose**

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.

**Outcomes**

The current projects are Space Utilisation & Efficiency, Future Learning Environment and Resource Allocation – this is more topical now due to the C-19 pandemic.

**Schedule**

The funds requested are to ensure that we meet, debate and discuss our outcomes annually and further foster the global IARU relationships through personal social and professional relationships. Cape Town will hopefully be hosting the Conference next year and most of the requested funds will be for this. The additional ask for funds will be used to enhance our digital platform for information sharing,

communication as well as add further rigor to our governance and administration processes. Since the REWG is still in its inception it requires a bit more investment to ensure the base planning is solid for future Chairs and working group members.

### **Continuity**

This is a perpetual working group that would perform continuous multi-year projects. Dependent on the current global context and landscape, the current and long-term funding requirements are aligned to current Projects timeframes as follows:

January 2022 – December 2022: US 17 000 – current request

The Chairmanship has moved to Cape Town (University of Cape Town) for the 3 years with a new Chairman Elect to be chosen at the conference of the preceding year i.e.: September 2023 for Jan - Dec 2024. This allows for continuity, consistency and based on closing out of already Planned Projects which end in Dec 2023.

IARU REWG will also be appointing a voluntary Servicing Officer to manage the administrative affairs for the group. This officer will be appointed by the presiding Chair and can be from any institution pending capacity and practical considerations

### 3.14 Sustainable Campus Initiative

<b>Lead</b>	<i>University of Cape Town</i>
<b>Reporting</b>	<i>Manfred Braune</i>
<b>Executive summary</b>	<p>The group's meetings and activity has been similar to previous years except for the face to face annual meet up that has now been postponed for the 2<sup>nd</sup> year in a row due to Covid-19 travel restrictions.</p> <p>The steering group has continued to meet virtually on a monthly basis and collaborations continue to develop in this context.</p> <p>Three key projects have continued and progressed, namely the Scope 3 emission project, the biodiversity knowledge sharing project and the Global University Climate Programme.</p> <p>A new joint project between the IARU SCI and Real Estate Groups was initiated in 2021, namely the Future of Work, which explores the context of university real estate sustainability in the Covid and Post-Covid context.</p> <p><i>(for more detail refer to the summary report at the end of this document)</i></p>
<b>Items for decision</b>	Funding request for 2022 – refer to separate funding proposal document
<b>Funding to date</b>	<p>2021:</p> <p>USD 15,000                      <i>Carry over from 2020</i></p> <p>USD 15,000                      <i>Scope 3 Carbon Emissions Project</i></p> <p>USD 10,000                      <i>Global Climate University Programme</i></p> <p>USD 3,000                        <i>Biodiversity Knowledge Exchange.</i></p> <p>USD 500                          <i>Outreach Materials</i></p> <p>--</p> <p>2020:</p> <p>10,000 USD                      Part-time fellow to manage SDG collaboration</p> <p>5,000 USD                        Support for capacity building pilot event in Cape Town</p> <p>3,000 USD                        Good practice and knowledge exchange on biodiversity</p> <p>500 USD                          Outreach materials</p> <p>10,000 USD                       Sustainability Meeting 2020</p> <p>2019:</p> <p>5,000 USD                        Outward facing event in São Paulo during ISCN</p> <p>2,000 USD                        Student support for communications and program development</p> <p>500 USD                          Student design assistant</p> <p>10,000 USD                       Part-time fellow to manage SDG collaboration</p> <p>3,000 USD                        Reimbursement for staff exchange: Yale visit to ETH</p> <p>6,936 USD                        Sustainability Meeting 2019 (Yale) *Jointly held with Real Estate Working Group Meeting</p> <p>2018:</p> <p>10,000 USD                       Event on the role of academia in advancing the Sustainable Development Goals in 2018</p> <p>3,000 USD                        Design support for publications in 2018</p>



	<p>2,000 USD Student fellows to support communication and outreach in 2018</p> <p>3,000 USD Design and production of best practice guide (Sustainia via UCPH)</p> <p>8,460 USD Sustainability Meeting 2018 (Oxford)</p> <p>5,000 USD Energy Management and Behavior Change intern (Oxford)</p> <p>900 USD Global University Climate Forum intern (Yale)</p> <p>1,500 USD Green Guide Case Studies intern (Yale)</p> <p>1,503 USD "Campus as a Living Lab" intern (Yale)</p> <p>4133.68 USD Sustainability Meeting 2017 (UC Berkeley)</p> <p>2,709 USD Travel for one member of the IARU SCI Steering Committee to present at PM2017 (ANU)</p> <p>668.00 USD Contribution to 10<sup>th</sup> anniversary video (ANU)</p> <p>2,275 EUR Sustainability Meeting 2016</p> <p>5,000 USD 10th anniversary videos (1,000 each partner: NUS, ETH, UCPH, UTokyo, Berkeley)</p> <p>2,000 USD IARU 10<sup>th</sup> anniversary collective video production (UC Berkeley)</p> <p>16,585 USD IARU Global University Climate Forum (Dec. 2015)</p> <p>3,240 (January 2015) Green Guide for Universities</p> <p>3,983 (January 2015) Sustainability Meeting</p>
<p><b>Outcomes of previous meetings</b></p>	<p><b>Senior Officers' Meeting, October 2020</b></p> <p>The Sustainable Campus Initiative (SCI) had a very productive year in spite of the COVID-19 turbulence. The group added a chapter on Resilience and Response to Crisis, which features fresh case studies from six of the IARU members, to the publication on SDGs and Academia, originally launched online in 2019. In November, SCI will host the Global University Climate Forum, aiming to encourage students who will attend the 26th UN Climate Change Conference (COP26) in Glasgow, to share their ideas on feasible climate-related projects. The Forum received applications from 160 student groups from 121 universities of 40 countries, a total of 553 students. Staff exchange and an annual face-to-face meeting were cancelled due to the pandemic, however, the group held a virtual meeting for four days in October instead. The lead will be transferred from Oxford to Cape Town.</p> <p>SCI requested carryover of a total of USD 15,000, and another USD 28,000 consisting of USD 15,000 for Scope 3 Carbon Emissions Project, USD 10,000 for Global Climate University Programme, USD 3,000 for Biodiversity Knowledge Exchange. Senior Officers approved the requests submitted by the initiative: carry over of USD 15,000, and funding request of USD 28,000 for their 2021 activities.</p> <p><b>Senior Officers' Meeting, September 2019</b></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.</p>



SCI's funding request of USD 18,000 consisted of USD 10,000 to set up a part-time fellow who would support Sustainability Offices' communication strategy, USD 5,000 to support capacity building pilot event in Cape Town, and USD 3,000 to promote good practices and knowledge exchange on biodiversity.

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

### **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.
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## **IARU Sustainable Campus Initiative – 2021 Summary Report**

The group had a somewhat productive year (less so than previous years, pre-Covid). The highlights offered here include activity over the past year or so.

### **1. Publications:**

No new publications have been published over the past year, although work has continued towards projects that will be publishing some kind of shared report/publication.

The draft report from the Biodiversity Knowledge sharing project has been prepared and is under review with the Oxford team, who are leading this project.

The Scope 3 emissions project has not progressed far enough to get a sense of what the final publication might look like – further development work will be needed. This project requires a lot more engagement (online meetings and workshops) between IARU SCI universities to develop the content for a publication – this has slowed substantially due to other priorities team members have had to focus on due to Covid-19 impacts on universities. For this reason funding on this project has also not been used in 2021 and is proposed to be used in 2022.

### **2. Agenda, Events & Meetings**

The Sustainability group has committed to ensuring that all projects have tangible outcomes, that key projects enhance the visibility of IARU, and that group members maximize the value of their travel.

Steering group meetings are continuing on a monthly basis.

Scope 3 emissions working group meetings have continued, as well as interviews for the biodiversity knowledge sharing project.

The Global University Climate Forum work has slowed since Melissa Goodall's departure from Yale, but she is still leading the project.

A number of online workshops are planned for the Scope 3 working group and a general online meeting in October and November 2021.

### **3. Exchanges**

No current staff / student exchanges were undertaken or planned in 2021 due to Covid-19.

### **4. Annual Meeting**

After the successful collaboration with the Real Estate Working Group in Yale in 2019, it was planned to hold this year's annual meeting at the same time as again. However, as the pandemic did not allow this to happen, plans are being made for a physical meeting in 2022 either in March or October depending on travel restrictions at the time. The Real Estate Working Group will be consulted on whether they would like to meet at the same time.

## 5. IARU SCI Governance and Administration

The steering group is currently represented by universities of Cape Town (current lead/chair), Oxford, Cambridge and Berkeley.

## 6. Financial Requests for 2022

The group continues to collaborate on projects despite the slow-down due to Covid and lockdown impacts on capacity. It has agreed that shared activities and publications are more manageable with dedicated support. Below is a summary of the funding requests for 2022 (details submitted via separate funding request), noting that item 01 is the only new item and items 02 and 03 are proposed to be deferred from 2021 to 2022.

Project	Amount
01 – Future of Work Joint SCI & Real Estate Project	USD 15,000 (new)
<b>Total New Funds Requested by the IARU SCI Group 2022</b>	<b>USD 15,000 (new)</b>
02 – Sustainable Campus Initiative Annual Meeting in CT	USD 15,000 (deferred)
03 - IARU SCI Scope 3 Carbon Emissions Working Group	USD 15,000 (deferred)
<b>Total Funds Proposed to be Deferred from 2021 to 2022</b>	<b>USD 30,000 (deferred)</b>
<b>Total Deferred and New Funds for 2022</b>	<b>USD 45,000 (new &amp; deferred)</b>

## Funding Request Form

### IARU SUSTAINABLE CAMPUS INITIATIVE – 2022

#### Summary of Funding requested for 2022:

Project	Amount
01 – Future of Work Joint SCI & Real Estate Project	USD 15,000 (new)
<b>Total New Funds Requested by the IARU SCI Group 2022</b>	<b>USD 15,000 (new)</b>
02 – Sustainable Campus Initiative Annual Meeting in CT	USD 15,000 (carryover)
03 - IARU SCI Scope 3 Carbon Emissions Working Group	USD 15,000 (carryover)
<b>Total Funds Proposed to be Deferred from 2021 to 2022</b>	<b>USD 30,000 (carryover)</b>
<b>Total Deferred and New Funds for 2022</b>	<b>USD 45,000 (new &amp; carryover)</b>

#### Details of each project funding request:

##### New projects: 01

#### Project Name/Year:

Future of Work Joint SCI & Real Estate Project

#### Total Requested Amount & Breakdowns:

Item	Amount
Work and presentations by real estate specialists for the project	USD 10,000 (new)
Part-time post-graduate student intern support to the project work, presentations, meetings and report for the full year.	USD 5,000 (new)
<b>Total Requested Amount</b>	<b>USD 15,000 (new)</b>

\*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 their meetings and additional work on this theme.

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

University	Title/Position	Name
ANU	Associate Director Operations, Facilities and Services	Mathew Maclay
ETH Zurich	Environmental Officer/Deputy Head of Unit for Security, Human Health, and Environment	Domink Brem
NUS	Director, Office of Environmental Sustainability	Amy Ho

<b>PKU</b>	Section Chief of Reform, Office of Policy and Legislative Affairs	Wei Chen
<b>Berkeley</b>	Chief Sustainability & Carbon Solutions Officer	Kira Stoll
<b>Cambridge</b>	Head of Energy and Environment	Joanna Chamberlain
<b>UCT</b>	Director: Environmental Sustainability	Manfred Braune (lead)
<b>Copenhagen</b>	Head of Energy and Sustainability	Tomas Refslund Poulsen
<b>Oxford</b>	Head of Environmental Sustainability	Harriet Waters
<b>UTokyo</b>	Professor, Institute for Future Initiatives	Kensuke Fukushi
<b>Yale</b>	Director Yale Office of Sustainability	Virginia Chapman
<b>UCT</b>	Executive Director: Properties & Services	Mughtar Parker (co-Lead)
<b>UCT</b>	Business Manager: Properties & Services	Jehan Begg (support to co-Lead)
	<i>Plus the remaining IARU Real Estate group, whose names and details I don't have (only email addresses)</i>	

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

All IARU universities have severely been impacted by Covid-19 and the related lockdowns, with much of our campus real estate standing empty. It has impacted how we have to think about our space use and supporting services in the future and requires exploratory thinking that most staff working in these real estate departments have little capacity for. While very few of us have firm plans ahead there is already some good work happening in pockets – though much more work is required.

The purpose of this joint project between the IARU SCI and Real Estate Groups is to share and explore this theme together, to share our current thinking and plans as they evolve. The project is likely to extend over a few years as more clarity is gained on the state and impact of the Covid-19 virus and its variants, and what kind of response is required from our real estate services. There is a strong link between these real estate operations and our sustainability objectives, and so this project will also explore these opportunities.

For 2022, the project would include the following activities:

- Sharing progress, projects, ideas, successes, failures and opportunities via online meetings (these meetings would be recorded and information collected and collated)
- Specific research by real estate specialists into specific focus areas that need a better understanding – the outputs would either be presentations or reports
- Presentations and feedback reports in our own management structures on the findings

## Project funding deferred from 2021 to 2022: Project 02

### Project Name/Year:

Sustainable Campus Initiative Annual Meeting at University of Cape Town March/October 2022

(THIS FUNDING WAS PREVIOUSLY AGREED FOR 2020 BUT HAS NOT YET BEEN CLAIMED IN 2020 or 2021)

### Total Requested Amount & Breakdowns:

Item	Amount
Budget covers meeting accommodation and catering (not used in 2021– COVID impact. Proposed to be deferred to 2022)	USD 10,000 (carryover requested)
Capacity building pilot event in Cape Town (not used in 2021 – COVID impact. Proposed to be deferred to 2022)	USD 5,000 (carryover requested)
<b>Total Requested Amount</b>	USD 15,000 (carryover)

\*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 to the destination. The Real Estate Group would need to request/defer funding in their own application to cover the accommodation costs and venue hire contribution, if they again plan to join this event.

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

University	Title/Position	Name
ANU	Associate Director Operations, Facilities and Services	Mathew Maclay
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: Environmental Sustainability	Manfred Braune (lead)
Copenhagen	Head of Energy and Sustainability	Tomas Refslund Poulsen
Oxford	Head of Environmental Sustainability	Harriet Waters
UTokyo	Professor, Institute for Future Initiatives	Kensuke Fukushi
Yale	Chief Manager for Sustainability Operations & Strategic Data Yale Office of Sustainability	Lindsay Crum



**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 co-produced 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 meeting has been postponed in 2020 and 2021 due to the Covid-19 impact on travel.

The March or October 2022 meeting will 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 COP27 (scheduled for November 2022).

A 3 ½ day programme will be finalised once the final date is agreed.

## Project funding deferred from 2021 to 2022: Project 03

### Project Name/Year:

IARU / SCI Scope 3 Carbon Emissions Working Group 2022

### Total Requested Amount & Breakdowns:

Item	Amount
Student fellow (4-6 months), one in Cape Town and the other in a university to be decided - to help with data collection and analysis on Scope 3 projects from IARU universities in working group (not used in 2021 – COVID impact. Proposed to be carried over to 2022)	USD 6,000 (carryover)
Support from a consultant / specialist to produce a report with recommendations on how to deal with measuring, managing and reporting Scope 3 emissions (not used in 2021 – COVID impact. Proposed to be carried over to 2022)	USD 7,500 (carryover)
Graphic design of final report to be shared online (not used in 2021 – COVID impact. Proposed to be carried over to 2022)	USD 1,500 (carryover)
<b>Total Requested Amount</b>	USD 15,000 (carryover requested)

\*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):

No financial contribution. Only time from members contributing to the project.

### 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: Environmental Sustainability	Manfred Braune (lead)
Copenhagen	Head of Energy and Sustainability	Tomas Refslund Poulsen
Oxford		
UTokyo		



<b>Yale</b>	Chief Manager for Sustainability Operations & Strategic Data Yale Office of Sustainability	Lindsay Crum
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\*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 aim of this project is collaborate on potential solutions and best practice tools and methodologies for some of the biggest common challenges when it comes to Scope 3 emissions in universities. In the first year of the project Scope 3 data for the participating groups was analyzed and compared to decide which areas would be focused on. It was then decided that the working group would focus on 3 elements of Scope 3 emissions, namely: air travel, procurement of goods and services and construction. The first year was slower than expected due to other priorities during the Covid-19 affected year.

### 3.15 Virtual Museum Tours - Funding Request Form

**Project Name/Year:**

IARU Virtual Museum Tours 2022

**Total Requested Amount & Breakdowns:**

Item	Amount
<p>OXF</p> <ul style="list-style-type: none"> <li>• 360 photo capture, web visualization and platform hosting by digital agencies -USD 1500</li> <li>• Collaboration with partners (students, artists, curators), including remuneration for non-University participants - USD 1200</li> <li>• Creation of overlaid digital assets: illustrations, data visualizations, audio, video, optimized images -USD 2800</li> <li>• User testing, marketing and evaluation -USD 1900</li> </ul>	USD 7200
<p>PKU</p> <ul style="list-style-type: none"> <li>• Text Translation -USD1000</li> <li>• Virtual Exhibition Production –USD4000</li> </ul>	USD 5000
<p>TOK</p> <ul style="list-style-type: none"> <li>• Converting the exhibition from onsite to virtual (including Japanese – English translation) -USD2000</li> </ul>	USD 2000
<b>Total Requested Amount</b>	USD 14200

\*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):**

Some university museum may find financial resources to supplement the cost if IARU cannot subsidize the virtual tour expenses in full.

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

University	Title/Position	Name
ANU		
CAM		
COP		
ETH		
NUS		

<b>OXF</b>	Digital Engagement Lead – Gardens, Libraries and Museums	Helen Adams
<b>PKU</b>	Director, Arthur Sackler Museum of Archaeology and Arts	Prof. CAO Hong,
<b>UCB</b>		
<b>UCT</b>		
<b>TOK</b>	Director, The University Museum, The University of Tokyo	Professor Yoshihiro Nishiaki
<b>YAL</b>		

\*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.):**

#### **Background**

University museums serve the important roles of educational, cultural and social service on campus, and provide faculty and students 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 features, and can be an excellent channel for communication between the universities as well as different societies.

The eleven member universities of IARU have more than 50 different museums in total, covering topics such as art, archaeology, anthropology, agriculture, biology, botany, zoology, history, natural science, earth and planetary science, health and medicine, music and musical instruments, etc.

In response to the calls and discussions in the 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 from member universities.

In 2021, the VMT have invited participating museums from 7 member universities, and exhibition(s) and lecture(s) have been offered

#### **Purposes and Expected Outcomes**

The aims of the Virtual Museum Tours initiative include:

- To promote multilateral exchange and collaboration among IARU member universities
- To create a cultural and academic platform for shared experiences and dialogue on museums and related topics in history, the arts and sciences, enriching the virtual campus life of IARU students and faculty
- To share the museum resources of IARU member universities to the wider public, thereby serving society and promoting international understanding as a whole at this difficult and special time

#### **Schedule of Events**

##### **1. University of Oxford: Pitt Rivers Museum (PRM) of Anthropology and World Archaeology**

The Pitt Rivers Museum (PRM) of anthropology and world archaeology is part of the University of Oxford. The PRM is unique – in its global collections of half a million objects, photographs, archives, sound and film recordings, housed in a remarkable Grade I-listed Victorian building. Regularly ranked

in the top two public attractions in Oxford on Trip Advisor, the Museum is also a place of world-leading research and teaching. Currently, the Museum is playing a leading role in both the higher education and cultural heritage sectors in advancing scholarship and debate around decoloniality, restitution and representation.

During the COVID-19 pandemic the PRM was forced to close its doors but in response embarked on an ambitious digital pivot. The Museum moved its teaching, public lectures and exhibitions online, reaching attendees from 67 countries in all continents. The Museum's [existing virtual tour](#) also received a new lease of life, with one popular UK culture magazine naming it 'the best 360° UK museum tour you can take at home' in 2020. However, more recently, the number of people accessing the virtual tour has dropped, demonstrating heightened user expectations around online cultural experiences, and the limitations of the current technology. Even as the Museum begins to open up to the public and its students again, the digital shift has made it clear that virtual engagement offers huge opportunities for broadening audiences and creating interpretation that is more inclusive and reflective of the Museum's current work.

### **Purposes**

- This project adds value to the IARU community through a collective approach to a major challenge of our time, that is, the active eradication of racism and prejudice. This was most prominently brought to a head by the Black Lives Matter movement last year, following in the footsteps of long-standing Indigenous Peoples' and civil rights' resistance movements globally and student activism in Oxford, and acknowledged to be part of the inherent structures that underpin many educational and cultural institutions.
- IARU students seeking to engage critically as global citizens are invited to participate in this project as consultees and testers, and to engage with the current research in decoloniality taking place at the Pitt Rivers Museum and the University of Oxford.
- In the spirit of international collaboration, we will share the process and evaluation of the work so that IARU Members can potentially apply similar practices and technology to the renowned collections of scientific or cultural material that they care for or work with.

### **Public benefits**

- The project builds on PRM's commitment to widening access to a global audience, especially in the current climate of restricted international travel, and to those who are unable to travel due to financial barriers, exclusionary migratory regulations or border controls.
- The new virtual tour will provide more content and context than is currently possible with physical exhibit labels.
- Approaching collections through a decolonial lens and seeking marginalized voices is a subject of high public interest and helps change perceptions of the Museum among under-represented communities.

### **Schedule**

We would start the project as soon as possible and aim to deliver the IARU component by May 2022.

### **Continuity**

Evaluation and testing of the IARU-funded project will inform the larger ambition to create a virtual surrogate of the whole museum. The virtual platform will be an evolving resource which can be updated

and expanded with themed content and tours in the future (for example, to reflect new collections research), and will form a central pillar of the Museum's overall online offer.

We will supplement this project with approved grant funding for Digital Innovation and Engagement projects from UK Research and Innovation (UKRI) and the Museums Association. The sum of **USD 6,800** will go towards funding the time of a dedicated project officer who will act as a liaison between the museum, technical experts, collaborators, and audiences – and organize two live, online IARU events.

Other internal staff time for this project will be provided in kind.

## **2. Peking University: "East of the River Shone with Golden Light", The Sackler Museum exhibits Shanxi bronze civilization**

### **Background**

The Sackler Museum of Archaeology and Art, Peking University, is China's first university museum dedicated to archaeology. It is open to teachers and students inside and outside the university as well as the public, exhibiting high quality archeological and artistic exhibitions. As a member of IARU, the Sackler Museum launched an online exhibition of Delacroix prints and a special exhibition of Shanxi Bronze Civilization in 2021, accumulating rich experience and proving the feasibility of cultural exchange through online exhibitions. In 2022, the Sackler Museum will provide an international online version of upcoming boutique exhibition resources and promote cross-cultural communication through online VR exhibition and Chinese-English bilingual voice guide platform for international and domestic audiences including faculty and students of the IARU, through the form of language translation, technology updates, brand design.

### **Purpose**

- Make use of the advantages of international platforms, museum collections and exhibition resources, and the educational background of Peking University to promote the excellent traditional Chinese culture
- Promote exchanges and cooperation among relevant schools in IARU and explore more space for online cultural exchanges within the alliance.
- Expand the participation and influence of museums in alliance activities and cultural and educational fields.

### **Expected outcomes**

This exhibition is based on the historical process of Shanxi bronze culture, which is divided into five units:

- The first unit is "Western Land of Shang Dynasty". This unit covers the period from Erlitou to late Shang Dynasty, narrating the important position of the southern Jin region in the origin stage of bronze civilization of the Central Plains, and the historical changes that the Southern Jin region experienced in the Xia and Shang Dynasties as the frontier and communication channel between the Central Plains dynasty and the north.
- The second unit is "Build Country at the East of the River". This unit displays the wealth of each vassal state in the southern Jin of the Western Zhou Dynasty, reveals the political, cultural and social system of the southern Jin as the territory of the Western Zhou Dynasty, and gets a glimpse of the painstaking achievements of the western Zhou dynasty.
- The third unit is "Corresponding to the Quality of the Text". This unit follows the historical footprint of Jin state in the Spring and Autumn period to explore how bronze culture style of Jin Dynasty was formed in the process of communication and integration of different people and cultures.

- The fourth unit is “Jin Style Spreading”. This unit introduces the culture of the Three Jin Dynasties, mainly Zhao, Wei and Han, describes its development and expansion of Jin culture, and its profound influence on the system and material civilization of the Qin and Han dynasties.
- The fifth unit comprehensively reviews the history of cooperation between Peking University and Shanxi Province in archaeology, taking history as a mirror and creating the future.

The exhibition invited experts from Shanxi Province to give two exhibition-related lectures to IARU teachers and students.

### **Schedule**

From January to April 2022, prepare exhibition contents;

From May to August 2022, complete the recording and translation of relevant explanations, and turn the offline exhibition contents into online resources.

### **Project's Continuity**

Online exhibition resources will be kept on the museum's online media platform, and can be exchanged with IARU partners in the later stage.

The fees of onsite exhibition (transferred by Shanxi Provincial Museum to Sackler Museum) will be entirely covered by Peking University. The production into virtual tours and the lecture and translation fees will be partially covered by PKU and partially by IARU.

### **3. University of Tokyo: “The Intermediatheque”, University Museum, Hongo campus main building and the Koishikawa Annex**

The University Museum of the University of Tokyo consists of multiple facilities located not only in the University property (Hongo campus main building and Koishikawa Annex) but also in the urban areas, maintained in collaboration with friendly public and private institutions.

In the 2021 proposal, we proposed to present the permanent exhibits of the Hongo campus main building and the Koishikawa Annex as virtual exhibitions. In the 2022 proposal, we propose to convert the on-site exhibitions of the Intermediatheque to virtual exhibitions. The Intermediatheque is one of the off-campus facilities of the UMUT, supported by the Japan Post Co. Ltd. One of the unique aspects of this facility is that many of the display showcases are pieces of antique furniture actually used at the university in the 19th and early 20th centuries. Located in the fully urban environment of central Tokyo, this facility cultivates an atmosphere of intrigue, mixing antiquarian interest and curiosity for advanced sciences. The UMUT aims to show unique activities at this facility through the 2022 IARU virtual museum program.

The majority of the cost for this project, such as the cost of filming the gallery and editing the movie contents will be covered by UMUT. Nevertheless, we wish to request to IARU part of the expenses especially for converting the Japanese contents to the English ones.

### **Project's continuity**

Based on the warm responses and support from the IARU museums, the project may continue to be held in future years, and a working group may be established based on the cooperation.



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

## **Session 4: Business Matters**

- 4.1 Financial Report**
- 4.2 Senior Officers' Meeting 2022**
- 4.3 Presidents' Meeting 2022**
- 4.4 IARU Chair**

## 4.1 Financial Report

### IARU Income & Expenditure Statement

1 January 2021 - 20 October 2021

	max amount	Total (USD)
<b>Carried forward from 31 December 2020</b>		<b>358,667</b>
<b>INCOME</b>		<b>200,000</b>
Members' contribution	200,000	
<b>Total available funds</b>		<b>558,667</b>
<b>EXPENDITURE</b>		
<b><u>Meetings</u></b>		<b>0</b>
Presidents' Meeting 2021	0	
Senior Officers' Meeting 2021 (Oct 2021)	0	
<b><u>Running Initiatives</u></b>		<b>2,000</b>
Virtual Museum Tours	2,000	
<i>PKU</i>	<i>2,000</i>	
<b><u>Secretariat costs</u></b>		<b>780</b>
Contribution to Secretariat costs at Cambridge	780	
<i>IARU domain renewal (5 years), hosting for IARU archive</i>	<i>780</i>	
<b>Total Expenditure</b>		<b>2,780</b>
<b>BALANCE</b>		<b><u>555,887</u></b>
Total available funds	558,667	
Total expenditure	2,780	

## Projected Commitments 2021

Projected until 31 December 2021

	max amount	Total (USD)
<b>Carried forward from 20 October 2021</b>		<b>555,887</b>
<b>EXPENDITURE</b>		
<b><u>Meetings</u></b>		<b>0</b>
<b><u>Running Initiatives</u></b>	up to	<b>53,558</b>
Global Internship Program	6,000	
<i>OXF</i>	<i>2,000</i>	
<i>PKU</i>	<i>2,000</i>	
<i>UTOK</i>	<i>2,000</i>	
ALH Conference	15,000	
Sustainable Campus Initiative	13,500	
<i>Global Climate University Program</i>	<i>10,000</i>	
<i>Biodiversity Knowledge Exchange</i>	<i>3,000</i>	
<i>Outreach Materials</i>	<i>500</i>	
Virtual Museum Tours	19,058	
<i>COP</i>	<i>2,000</i>	
<i>ETH</i>	<i>7,358</i>	
<i>NUS</i>	<i>2,200</i>	
<i>UCT</i>	<i>2,500</i>	
<i>UTOK</i>	<i>5,000</i>	
<b><u>Secretariat Costs</u></b>	79,220	<b>79,220</b>
Contribution to Secretariat Costs at Cambridge	<i>79,220</i>	
<b>Total Expenditure</b>		<b>132,778</b>
<b>BALANCE</b>		
Total available funds	555,887	
Total expenditure	132,778	

## Alumni Associations Network

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

	max amount	Total (USD)
<b>INCOME</b>		
Balance of 1 <sup>st</sup> World Alumni Forum		10,000
<b>Total available funds</b>		<b>10,000</b>
<b>EXPENDITURE</b>		
Contribution to the 2016 Presidents' Panel		2,500
Total Expenditure		<b>2,500</b>
<b>BALANCE</b>		
Total available funds	10,000	<u><b>7,500</b></u>
Total expenditure	2,500	

<b>Overview 2022</b>	max amount	<b>Total (USD)</b>
<b>Projected carry forward from 31 December 2021</b>		<b>423,109</b>
<b>INCOME</b>		<b>200,000</b>
Members' contributions	200,000	
<b>Total available funds</b>		<b>623,109</b>
<b>EXPENDITURE</b>		
<b>Meetings</b>	up to	<b>45,000</b>
Presidents' Meeting 2022 (if in-person)	30,000	
Senior Officers' Meeting 2022 (if in-person)	15,000	
<b>Running Initiatives (<i>Pending decision at SOM 2021</i>)</b>	up to	<b>154,700</b>
Global Internship Program	22,000	
ALH Conference	15,000	
Cybersecurity Forum (2022)	10,000	
Gender Group Meeting (2022)	8,000	
Global Transformation	13,500	
<i>Borderlands Field Course</i>	<i>10,000</i>	
<i>Global Transformation Group Meeting</i>	<i>3,500</i>	
Librarians' Contact Group Pilot Exchange Program	10,000	
Real Estate Working Group	17,000	
<i>Group Meeting</i>	<i>10,000</i>	
<i>REWG Website Development and Updates</i>	<i>5,000</i>	
<i>Annual Report, Publications and Toolkit Development</i>	<i>2,000</i>	
Sustainable Campus Initiative	45,000	
<i>SCI Officers' Workshop (UCT)</i>	<i>10,000</i>	
<i>Scope Three Carbon Emissions Project</i>	<i>15,000</i>	
<i>Support for capacity building event in Cape Town</i>	<i>5,000</i>	
<i>Future of Joint SCI &amp; Real Estate Project</i>	<i>15,000</i>	
Virtual Museum Tours	14,200	
<i>OXF</i>	<i>7,200</i>	
<i>PKU</i>	<i>5,000</i>	
<i>UTOK</i>	<i>2,000</i>	
<b>Secretariat Costs</b>	up to	<b>80,000</b>
Contribution to Secretariat Costs	80,000	
<b>Total Expenditure</b>		<b>234,700</b>
<b>BALANCE</b>		<b>388,409</b>
Total available funds	623,109	
Total expenditure	<b>234,700</b>	

## 4.2 Senior Officers' Meeting 2022

Oxford was originally due to host the next in-person Senior Officers' Meeting in 2020. Subject to both the local and global situation, Oxford is in principle willing to host in October 2022.

### Previous Senior Officers' Meetings

Oct 2020 – Online, organised by the University of Tokyo (29-30 October)

Jul 2020 – Online, organised by the University of Tokyo (13-17 July)

2019 @ ETH Zurich (9–10 September)

2018 @ The University of Tokyo (20-21 September)

2017 @ Yale University (26-27 October)

2016 @ Peking University (2-3 November)

2015 @ University of Copenhagen (22 – 23 October)

2014 @ National University of Singapore, (14–15 November)

2013 @ University of California, Berkeley (5–6 November)

2012 @ University of Cambridge (29–30 October)

2011 @ Australian National University (24–25 October)

2010 @ ETH Zurich (18–19 October)

2009 @ University of Oxford (22–23 October)

2008 @ University of California, Berkeley (20–21 October)

2007 @ The University of Tokyo (19–21 September)

2006 @ ETH Zurich (20 September) 2005 @ Yale University

### 4.3 Presidents' Meeting 2022

The next Presidents' Meeting could be held virtually on 4 and 5 April, or in-person on 23-25 May in Cambridge if circumstances allow. Both sets of dates have already been confirmed with the Presidents, though the Secretariat is awaiting final confirmation from a few Presidents whose diaries for 2022 are yet to be finalized. It was decided that planning to host the possible in-person meeting in Cambridge would be preferable since this would ensure that the Chair and members of the Secretariat would be able to attend and that the Secretariat, rather than another host institution, would bear the responsibility (and costs) of dealing with any possible late-stage disruption caused by Covid-19.

The Secretariat will, in consultation with the Presidents, make a final decision on whether to proceed with a virtual or in-person meeting in early 2022. Given the greater time that will lapse between the SOs' and Presidents' meetings in 2021–22, and the fact that it is not certain whether the Presidents will meet in-person or virtually, a preliminary agenda for the Presidents' Meeting has not yet been drafted but will be developed over coming months in consultation with the Senior Officers and Presidents.

#### Virtual Meeting Dates and Times

<b>Group 1 (Monday, 4 April)</b>		<b>Group 2 (Tuesday, 5 April)</b>	
CAM	08:00-10:00	CAM	17:30-19:30
ETH	09:00-11:00	OXF	17:30-19:30
NUS	15:00-17:00	UCPH	18:30-20:30
PKU	15:00-17:00	UCB	09:30-11:30
UTOK	16:00-18:00	YALE	12:30-14:30
ANU	17:00-19:00	UCT	18:30-20:30

#### Previous Presidents' Meetings

2021 Online (27 Jan, 5, 9-10 Feb), organised by UTokyo  
 2020 Online (first week of June), organised by UTokyo  
 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)

#### 4.4 IARU Chair

The Chair of IARU, Professor Stephen Toope, announced in September that he will be finishing his term as Vice-Chancellor of Cambridge earlier than expected, at the end of September 2022. This will mean that Professor Toope will also be stepping down as Chair of IARU next year, six months before the expected handover to a new Chair and Secretariat in March/April 2023. The Chair has explained his decision to the IARU Presidents and, via the Secretariat, to the Senior Officers.

Identifying, nominating, and then on-boarding a new Chair and Secretariat takes time. Therefore, rather than wait until the Presidents' Meeting next year, the Secretariat would like to start a conversation with the Senior Officers and the Presidents about how we respond operationally to the Chair's early departure. Internal factors at Cambridge mean that it is unlikely that Professor Toope's long-term successor will be ready to begin as soon as he departs. It is therefore probable that an interim Vice-Chancellor will serve instead.

**We are interested in hearing the thoughts of the Senior Officers about how the Secretariat should proceed. As a start, the Secretariat can suggest two possible approaches:**

1. The interim Vice-Chancellor of Cambridge serves as IARU Chair, from the end of September 2022, for the remaining 6 months of Cambridge's term. The Cambridge Secretariat continues as normal.
2. Cambridge starts the process of identifying a new Chair now, with a view to handing over the Chairmanship of IARU in October 2022 (just after the 2022 Senior Officers' Meeting)

The Secretariat will pass on the recommendation of the Senior Officers to the Presidents.



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

## Appendices

- 1 Secretariat Survey**
- 2 IARU Calendar**
- 3 Participants' Biographies**

## Appendix 1: Secretariat Survey Summary Report

### Introduction

In May 2021 the incoming Cambridge Secretariat launched an online survey open to everyone currently involved in IARU. The survey aimed to engage the IARU membership on specific questions and to capture the ideas and current concerns of members. It was structured as a mixture of required and optional questions, and respondents were able to provide free text responses to almost every question.

This report summarises the responses and highlights the key messages that emerged. Direct quotations from selected respondents are also provided for illustrative purposes. The list of survey questions can be found in the appendix at the end of the report (p.6).

### Participation

- There were around 120 potential respondents. 62 people responded to the survey.
- Respondents were not required to give their names, but many respondents self-identified as members of a particular group, as current Senior Officers, or key contacts. This made it possible to infer that at least one member from every current group or initiative responded to the survey.
- More experienced members of IARU were more inclined to respond: 43% had been involved in IARU for at least 5 years, 83% for at least 2 years.

The survey results tend to reflect the perspective of the majority of respondents, that is, more experienced, ordinary group and initiative members.

### Responses

#### How active is your group/initiative?

- The overwhelming majority (84%) of those who belonged to a group described it as being 'fairly' or 'very' active before the pandemic.
- The consequences of not being able to meet in person over the past year have varied between groups: it has meant minor disruption to groups that were accustomed to meeting online before 2020, but more significant disruption to groups that built annual activity around an in-person meeting.

#### What makes a group productive?

There was a handful of recurring answers to this question. Those mentioned most often were:

Response	Number of Mentions
Clear planning about the work programme and goals	16
Committed leadership in the group/initiative	14

Face-to-face meetings	14
Engaged members	13
Clear communication from the Senior Officers	7

Other recurring answers were (in descending order of frequency): having members' IARU work recognised and supported by their institutions; being able to access funding to attend meetings and to seed projects; frequent communication; having the right individuals from a university on the group. One respondent also singled out the importance of groups having a realistic sense of the administrative and resource requirement of work.

The importance attached to in-person meetings was notable. Several respondents said that they felt the loss of these meetings, and that in-person events were important for allowing members to get to know one another, for providing additional focus and motivation, and for overcoming the barrier of different time zones. Groups will have to balance the value of meeting in-person with the efficiency and reduced environmental impact of meeting online.

*'Clear leadership and engagement of the members in projects/programs is important. There should be consensus among all members regarding projects and programs to ensure commitment and engagement.'*

*'Support from, and the commitment being valued by, the home institution. Enthusiastic and active group leads. Demonstrable benefit to both the institution and the individual involved. Support and direction from the IARU Senior Leaders.'*

*'The relatively small size of the group - generally about 20 - helped to foster a collegiality and closeness of the group. The annual face-to-face meeting and the activities associated with the annual gathering helped to deepen these collaborations. This led to generous sharing of experience and projects undertaken at each of the respective universities that continued through on-line discussions of sub-committee activities.'*

### Would it be helpful to have written guidance?

Type of Guidance	Yes	No	Unsure
Guidance for Creating New Groups	42	3	11
Guidance for Rethinking / Retiring Groups	39	6	11
Guidance for Identifying and Prioritising Work	31	10	14

A clear majority of respondents were in favour of all suggested types of group guidance. The main point of concern was about providing guidance for how groups can identify and prioritise work. Respondents were also concerned that the guidance in general might be too prescriptive, too rigid for everyone to follow, lead to more paperwork, or not be relevant for everyone.

*'I have previously attempted to help my campus develop IARU initiatives. The communication was challenging and although I was looked to as the point person for such activities, I did not have somewhere to go for guidance, nor do I completely understand where or how IARU activities are tracked.'*

*'It should be intended to be purely a guidance and not to increase the amount of administrative tasks for the groups.'*

*'Guidance per the suggested areas above will assist with alignment at institutional level and enhance consistency in bench marking whilst still allowing for flexibility regarding the identification and prioritisation of detailed work.'*

*'Written guidance could provide a checklist that could help potential applicants make sure their proposals are aligned with IARU's funding structure and both short-term and long-term mission objectives. Three areas currently exist that are designed for students, research, and university administrators but it is not clear to me what are the broad objectives of IARU and what it's hoping to achieve. Our working groups and initiatives need to connected to those broader, IARU objectives.'*

### What makes IARU different?

Respondents were clear about what sets IARU apart. Four responses appeared more frequently than any others:

Response	Mentions
Diverse, truly global membership	23
Small number of members	19
Shared perspectives and issues	13
Outstanding collective research excellence	4

In their comments, respondents added that IARU was a valuable way of getting global (as opposed to regional) perspectives on problems from like-minded institutions, since this provided a blend of diversity and common ground. The small number of members was repeatedly emphasised: members believe that it sets IARU apart because it allows people to get to know and trust each other, and so to work more openly and quickly. Related to this, multiple respondents mentioned the particular value of the Presidents' Meeting. It was pointed out how exceptional it is in global HE to have such a small group of leaders from truly world-leading institutions coming together for face-to-face discussions over multiple days.

*'It's a small group of elite, diverse institutions. There are other settings where we interact and brainstorm and problem solve with professional peers, but they tend to be both larger and, geographically (and thus culturally), less diverse.'*

*'The global nature of the network and the fact that most institutions are not competing against each other encourages the sharing of useful information and examples of best practice. I have benefitted personally from being able to contact my counterparts at IARU institutions to ask how they have addressed particular sector challenges'*

## What opportunities do we have?

The three most frequently mentioned opportunities were:

Opportunity	Mentions
Best practice sharing	13
Provide more support and encouragement for research collaborations	9
Staff and student exchange	4

The continuation and strengthening of best practice sharing was the most frequently mentioned opportunity, which in part reflects the significant amount of work that is already being undertaken in this area.

Beyond these top three opportunities, there were a number of other responses about current opportunities. Some respondents encouraged the resumption or intensification of established activities, such as:

- Professional networking
- Bench marking
- Intensified exchange on the Presidential and Senior Officer levels. One respondent placed particular stress on the need to maximise opportunities for constructive, off the record discussion in meetings.

Others suggested new ideas:

- Using digital tools to enable shared classrooms and staff best practice sharing
- Sharing of Covid-related lessons
- Encouraging connections between Senior Officers and IARU members in individual universities
- Providing more funding to group initiatives
- Allowing university partners to attend IARU meetings to stimulate new ideas

*'Opportunities continue to be best practice sharing and joint projects, staff exchanges and benchmarking.'*

*'The only ongoing IARU research project is the Ageing, Longevity and Health Initiative. Several other research initiatives started but rapidly lost momentum and have since been shelved. There would seem to be scope (and benefit) from the institutions working together on research addressing global challenges.'*

*'It would be ideal for meetings to have less diplomatic fanfare and more time for real 1:1 communication and 'off the record' type communication...How can we foster this in a remote setting and create more opportunities for real time conversation and collaboration...?'*

## What challenges do we face?

Two, closely related challenges were noted more frequently than any others:

Challenge	Mentions
Securing funding within universities to support an individual's participation in group work (esp. travel costs).	7
Getting institutions and managers to incentivise members to be active in IARU	4

There was a sense that greater institutional backing (financial support as well as encouragement and recognition), would make it easier for individuals to participate more fully, and incentivise others to join for the first time.

The other challenges identified were a mix of long-standing and pandemic-related issues:

- Current difficulty in meeting in-person and working virtually across time zones
- Ensuring members make and have time to participate
- Loss of resources from universities due to pandemic impact (which is likely to have exacerbated the problem of institutional support for IARU participation)
- Finding common ground between different institutions
- Having a IARU-wide vision so that the time spent ultimately pays off
- Reviewing whether some groups need to be overhauled or retired

*'The most engaged members are the ones from institutions that underscore the importance of IARU and their commitment to IARU, or are individuals who are truly invested in the vision of the Alliance and are actively engaged despite the lack of enthusiasm, support or clear commitment on the part of their home institutions. The latter case is most unsustainable as it makes faculty recruitment near impossible. For the alliance and its initiatives to be vibrant and robust, all institutions must provide incentives or clear mandates to their representatives.'*

*'Academia and students of the member universities may lack knowledge about the purpose and activities of IARU at a local level.'*

## What could the Secretariat start or stop doing?

30 people offered suggestions. By far the strongest message was that better communication within IARU would be very welcome. 30% of those who responded to the question said that they had little understanding of what other groups were doing. Multiple respondents also wanted:

- The Secretariat's activities to be more visible to those who are not group leaders
- The website to contain more information and up to date content. One respondent suggested having website contact lists that are downloadable and editable by IARU members.
- To have a clearer sense of IARU's strategic priorities and direction to help inform their work, especially in a post-pandemic context.

New proposals to facilitate better communication included a quarterly IARU newsletter and some all-IARU events, for example, a seminar organised by one university on topics of shared interest.

## Report Appendix: Survey Questions

1. For how long have you been involved with IARU [Less than 2 years / 2 – 5 years / 5 years or more]
2. Please describe your involvement in IARU over this time (you can specify groups/initiatives if you wish).
3. If applicable, how active is your group/initiative (e.g. not very, fairly, very), and was the level of activity significantly different before Covid-19?
4. In your opinion, what are some of the factors that assist in the productivity of groups and initiatives?
5. Do you feel it would be helpful to have written guidance suggesting things to consider when setting up a new group or initiative? [Yes / No / Unsure]
6. Do you feel it would be useful to have written guidance to help groups and initiatives evaluate their performance and decide if their purpose should be redefined - or if the group/initiative has served its purpose? [Yes / No / Unsure]
7. Do you think it would be useful to have general written guidance to help groups and initiatives identify and prioritise work? [Yes / No / Unsure]
8. Do you have any further thoughts or comments about making written guidance available?
9. In your experience, what is the distinctive value of IARU compared to other professional organisations in which you are involved, within your particular area?
10. What do you think are the key areas of opportunity and challenge for IARU in providing value to its members?
11. Do you have any suggestions for things the Secretariat could do more or less of, or start doing?

## Appendix 2 IARU Calendar

### Key Dates 2021

<b>Date</b>	<b>Event</b>	<b>Host</b>
27 Jan, 5, 9, 10 Feb	Presidents' Hotline	Online
June-August	IARU Courses 2021	all
6-8 October	Ageing, Longevity and Health Conference 2021	Cambridge
19, 20 October	Senior Officers' Meeting	Online
25 October	First deadline for Novo Nordisk International Talent Program	NA
30 November	Deadline for submission of 2022 GIP opportunities to Secretariat	NA
31 December	Deadline for submission of 2021 expenditure invoices to Secretariat	NA

### Key Dates 2022

<b>Date</b>	<b>Event</b>	<b>Host</b>
4, 5 April	Presidents' Hotline (if in-person meeting not possible)	Online
23-25 May	Presidents' Meeting (if circumstances allow)	Cambridge

## Appendix 3 Participants' Biographies

### Australian National University



**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. 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 of 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).

## National University of Singapore

**Associate Professor WONG Reuben**  
*Associate Vice President (Global Relations)*



Reuben Wong was appointed Associate Vice President (Global Relations) in January 2021. He is an Associate Professor jointly in the College of Alice & Peter Tan (CAPT) and the Department of Political Science in the National University of Singapore. The founding Director of Studies (2012-19) in CAPT, Reuben has been a CAPT Resident Fellow since 2019. In the Political Science Department, he held the first Jean Monnet Chair (European Integration and Foreign Policy) in Singapore with a grant from the European Commission (2013-16). He teaches interdisciplinary modules in CAPT, international relations in Political Science, and is an NUS Teaching Academy Fellow. A former diplomat, Reuben was First Secretary in the Singapore Embassy in Paris (1995 -1998). After Paris, he pursued an M.Phil in European Politics at Oxford, and a PhD in International Relations at the LSE on an NUS Overseas Graduate Scholarship. His publications include *The Europeanization of French Foreign Policy* (Palgrave Macmillan, 2006), *National and European Foreign Policies* (Routledge, 2011), and journal articles on the politics of disability, and the EU in international politics. He has held visiting positions at Cambridge University (2005), the LSE (European Institute, 2008), the Stimson Center (Washington DC, 2009) as Fulbright Fellow, the East Asian Institute (Singapore, 2011), and Humboldt University (Berlin, 2014). Reuben is an Associate Fellow at the EU Centre Singapore, and Senior Research Affiliate (EU-China programme) at the College of Europe in Bruges. He sits on the Singapore International Foundation's Board of Governors. Reuben researches, consults and gives media interviews on EU foreign relations, disability inclusion, and Singapore politics. Reuben speaks French, Chinese and elementary Spanish, and raises four children to help arrest Singapore's declining population.



**Associate Professor LUM Sau Kim**  
*Academic Director for Global Relations*

Sau Kim is an Academic Director at the NUS Global Relations Office and a faculty member of the NUS Business School. A former ASEAN scholar, she obtained her B.Sc. (Estate Management) honours degree from NUS on a Public Service Commission scholarship. She then pursued her Masters in Land Economy from University of Aberdeen on a British Council scholarship. After joining NUS as a Senior Tutor, Sau Kim pursued a PhD in Business Administration (Finance and Real Estate) from University of California at Berkeley via the NUS Overseas Graduate Scholarship scheme.

Winner of several teaching awards in the university, Sau Kim currently teaches real estate finance and securitization. Her research interests cover the areas of housing and land policy, index construction and green finance. She has also consulted for various organizations including Citibank, GIC, Housing & Development Board, Ministry of Housing of the Kingdom of Saudi Arabia, Ministry of Law of Singapore, Singapore Land Authority and Urban Redevelopment Authority. She sits on the Valuation Review Board of the Ministry of Finance.



**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 19<sup>th</sup> 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 20<sup>th</sup> 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 Office 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**



**Prof. 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.

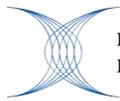
She is the Fred and Claire Sauer Professor, past-Chair of the Department of Civil and Environmental Engineering and past Chair of the Faculty Senate at UC Berkeley. She received her Bachelor's Degree in Engineering and Applied Science from Harvard University and her M.S. and Ph.D. in Environmental Engineering 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 is the Senior Global Engagement Specialist at UC Berkeley. She began serving in this role in 2018.

She 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.

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.



**Ms. Alice Chia-Hua TSAI**

***Global Engagement Specialist***

Alice joined the Global Engagement Office in September 2019 after serving as Program Manager of the Tsinghua-Berkeley Shenzhen Institute (TBSI), a central hub of global research and education at Berkeley designed to promote global research collaboration and graduate student education. Prior to UC Berkeley, Alice worked extensively in higher education administration and admissions as well

as in the private sector, promoting language learning and international exchange initiatives. Alice holds an M.S. in Global Studies and International Affairs from Northeastern University in the US as well as an M.S. in International Marketing from Sheffield-Hallam University in the UK.

## University of Cambridge



### **Professor Stephen J. TOOPE (IARU Chair)**

#### *Vice-Chancellor*

Professor Toope returned to Cambridge as Vice-Chancellor in 2017 after a distinguished career as a scholar and academic leader. His academic interests are in international law, human rights, international legal theory and international development.

Born in Montreal, Canada (1958), he studied History and Literature at Harvard, before earning degrees in common law and civil law at McGill University (1983). He completed his PhD at Trinity College, Cambridge (1987).

After leaving Cambridge he worked as Law Clerk for the Chief Justice of Canada. In 1991 he became Research Director at the Office of the Special Representative concerning the Royal Commission on Aboriginal People. He then served as Dean of Law at McGill University (1994-1999) and in 2006 became the President and Vice-Chancellor of the University of British Columbia (2006-2014). He later became Director of the University of Toronto's Munk School of Global Affairs (2015-2017).

Professor Toope has also worked as a consultant to Canada's Department of Foreign Affairs and International Trade, the Canadian International Development Agency, and a number of United Nations' agencies. In 1994 he was a delegate on the UN's observer mission to the first post-apartheid South African General Election. Between 2004 and 2007 he was Chair and Rapporteur of the UN's Working Group on Enforced and Involuntary Disappearances.

He has been Chair of the Board of Universities Canada and President of Canada's Federation for the Humanities and Social Sciences. He also served as Director of the Public Policy Forum, the Canadian Institute for Advanced Research, and of the Royal Conservatory of Music.



### **Dr. Karen KENNEDY (Senior Officer)**

#### *Director of the 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**  
*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.

## IARU Secretariat



**Dr. Rob SING (Key Contact)**  
*IARU Coordinator, Strategic Partnership Office*

Rob Sing is acting IARU Coordinator and Key Contact for Cambridge. He is part of the Public International Partnerships team within the Strategic Partnerships Office at the University of Cambridge. 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 (Senior Officer)**

*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.

**Ms Wilna VENTER (Key Contact)**

*Research Collaboration Specialist, Research Office*

Wilna Venter's current portfolio at UCT includes brokering research collaboration and being custodian of strategic research partnerships. This portfolio involves intra-institutional, national and international research partnerships. In the case of the first, interdisciplinary and transdisciplinary research is central with a focus on providing strategic support to the 80+ accredited research groupings at the University. Her being custodian of strategic national and international partnerships incorporates the international networks which UCT is a member of (ARUA, IARU, WUN, SANORD etc.). Wilna is also responsible for strategic institutional projects of which the most notable currently is the SDG strategic initiative.

Wilna has served in different capacities at UCT since joining the University in 2008. She managed a couple of strategic projects of which one of these was linked to a five-year grant she received from the National Institutes of Health (USA). This focused on developing the capacity of African higher education institutions to manage international grants. It resulted in her building relationships with universities from 30+ different countries in eastern, western and southern Africa – including French speaking universities.

Prior to joining UCT in 2008, Wilna was a project manager at Universities South Africa (USAf) spearheading their research and innovation portfolio. This included establishing the national research and innovation strategy groups (these have subsequently merged). It also translated into providing strategic support for international research partnerships at a national level (e.g., Japan, IBSA, BRICS

etc.). In the period 1987 – 2002, Wilna was employed by the University of Zululand and the Walter Sisulu University (then called University of Transkei) in their respective classical languages departments. This entailed lecturing classical Greek, classical Hebrew and Latin. She was furthermore acting director of the postgraduate Gender Studies programme at the University of Transkei until her departure in 2002.

Wilna obtained with distinction a bachelors in Classical Languages (Greek and Hebrew) from North-West University; a master's degree in Byzantine Greek from the University of Pretoria; and a masters in Higher Education Studies from the University of the Western Cape.

## University of Copenhagen

**Mrs Vibeke RAASCHOU-NIELSEN (Senior Officer)**

*Acting Deputy-Director, Rector's Office*

Mrs. Raaschou-Nielsen has pursued her career in education, research and innovation through 15 years at the Danish Ministry of Science and Higher Education. Subsequently, she served as deputy head of a political office responsible for the development of extensive reforms in the field of education in Denmark. She joined the University of Copenhagen in June 2018 as Head of Policy and Forums in the Rector's office, which is responsible for, among other things, external interests, UCPH's strategy and providing advisory services to the Rector and Pro-Rectors. Mrs. Raaschou-Nielsen's academic background includes a Master of Science (MSc) degree in Public Administration.



**Ms. Anne BRUUN**

*Director of International Education*

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. Hedvig GYDE THOMSEN**



Hedvig Gyde Thomsen is Head of International Strategic Partnerships & Alliances in the Rector's Office at the University of Copenhagen. The team facilitates the strategic direction and co-ordinates the UCPH international partnerships and alliances, among which are IARU, LERU, 4EU+ Alliance, as well as the UCPH bilateral institutional strategic partnerships with universities abroad. Hedvig Gyde Thomsen has more than 15 years of experiences within international education, and has a broad knowledge in the field of international partnerships. Prior to her current position, Hedvig Gyde Thomsen headed a number of strategic projects pertaining to the University's current strategy *Talent and Collaboration, 2023*, among these, the 2023-project for the development of international priority partnerships.

### **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. Høgsbro 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. Høgsbro 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**



### **Ed Nash (Senior Officer, Key Contact)**

#### ***Senior International Officer, Vice-Chancellor's Office***

Ed Nash is Senior International Officer in the Vice-Chancellor's Office at Oxford University. Ed joined Oxford in 2013 and has held a variety of international roles at the University.

Prior to joining Oxford, Ed worked in international communications roles at UCL and the University of Edinburgh. He has also worked as a communications officer for a humanitarian organization in East Africa and as a journalist in the UK and China.

Ed holds an undergraduate MA degree from the University of St Andrews and an MSc in Comparative Public Policy from the University of Edinburgh.

## The University of Tokyo



**Professor FUJIWARA Kiichi (Senior Officer)**

*Special Assistant to the President, Professor, Graduate Schools of Law and Politics*

Professor Kiichi Fujiwara is Professor of International Politics at the University of Tokyo, teaching courses on international relations and international conflict at the Faculty of Law, Graduate Schools of Law and Politics, and the Graduate School of Public Policy, the University of Tokyo. He was inaugurating director of the Institute of Future Initiatives.

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 HAYASHI Kaori**

*Executive Vice President,*

*Director, B'AI Global Forum at the Institute for AI and Beyond*

Kaori Hayashi is Professor of Media and Journalism Studies at the Graduate School of Interdisciplinary Information Studies, the University of Tokyo. She is Executive Vice President of the University of Tokyo in charge of global and diversity affairs, as well as Director of the B'AI Global Forum, which was set up within the Institute for *AI and Beyond* at the University of Tokyo. Hayashi has served as the director of the English medium graduate program "Information, Technology and Asia (ITASIA) of the department from 2017 to the spring of 2021. She was also Managing Director of the University of Tokyo Newspaper as well as a member of Broadcasting Ethics and Program Improvement Organization (an independent self-regulatory organization of the broadcasting industry in Japan) and a board member of the Deutsches Institut für Japanstudien (German Institute for Japanese Studies). Her most recent English publications include "The Silent Public in a Liberal State: Challenges for Japan's Journalism in the Age of the Internet" in *The Crisis of Liberal Internationalism. Japan and the World Order*. Edited by Yoichi Funabashi and G. John Ikenberry. Brookings Institution Press, 2020, 325-358; "A journalism of care", in *Rethinking Journalism Again. Societal Role and Public Relevance in a Digital Age*. Edited by Chris Peters and Marcel Broersma, Routledge, 2016,



146-160. She has also authored and edited numerous papers and books in Japanese, including “足をどかしてくれませんか。メディアは女たちの声を届けているか”(Take Your Feet off Our Necks. Is the Media Delivering Women's Voice?) in 2019, in which the contributors argue the need and importance of gender perspectives and sensitivity in Japan's public sphere, as well as “メディア不信 何が問われているのか (Media Distrust: What are the real issues?)” in 2017, in which she offers comparative analysis of media distrust in the U.S., U.K., Germany and Japan. For her publication list and recent activities, please see: <http://www.hayashik.iii.u-tokyo.ac.jp>



**Professor KITAMURA Yuto**

*Professor, Graduate School of Education*

Yuto Kitamura is a Professor at the Graduate School of Education, the University of Tokyo. He received his Ph.D. in Education from the University of California, Los Angeles (UCLA). He had worked at Education Sector of UNESCO in Paris as an Assistant Education Specialist and taught as an Associate Professor at Graduate School of International Development, Nagoya University and Department of Education, Faculty of Human Sciences, Sophia University. He was a Fulbright Scholar at the George Washington University, a visiting professor at the University of Dhaka in Bangladesh, and has been serving as a Special Advisor to the President of Royal

University of Phnom Penh in Cambodia.

He is specialized in comparative education and has conducted extensive research on the education policies of developing countries, particularly in Southeast Asia. His recent publication includes: Education in Japan: A Comprehensive Analysis of Education Reforms and Practices. (co-editor, Springer, 2019).



**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. 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 was responsible for IARU Secretariat issues from 2019 through 2020.

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 the Office of the President and was involved in various university-wide initiatives including Tokyo College, Tokyo Forum, Center for Global Commons and 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.

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.

## 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, and Yale's Marketing and Trademark Licensing 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. Nathan CAMP**

***Associate Director for Partnership Development***

Nathan Camp is associate director for partnership development in the Office of International Affairs at Yale University. In this position, he takes the lead in managing relationships with multilateral organizations, works with faculty on strategic partnerships, and facilitates the collection of partnership data. Prior to joining Yale, Nathan managed international partnerships for Global Affairs at the University of California, Davis. At UC Davis, he also launched and managed the Faculty and Staff Ambassadors and the Curriculum Enhancement through Global Learning programs. His previous experience includes directing programs in Southeast Asia for Volunteers in Asia and co-directing education programming for international graduate students at the East-West Center. He received his MA from the University of Hawai'i in Southeast Asian studies and his BA from Wesleyan University in the Science in Society Program.