



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Session 10: IARU Business Matters

- 10.1 Scheduling of meetings
- 10.2 Rotation of Chair
- 10.3 Financial report
- 10.4 Financial planning
- 10.5 Agenda for PM 2023, ETH Zürich
- 10.6 Date and host for SOM 2023 and PM 2024

10.1 Scheduling of meetings

For discussion and decision by the Senior Officers. Submitted by the Secretariat.

There has been some past informal discussion about whether to hold the Senior Officers' Meeting directly before the Presidents' Meeting. The Secretariat wishes to give the Senior Officers the opportunity to discuss the issue and decide if it is an arrangement that would benefit IARU members.

Benefits

- One of the benefits would be a reduction in the number of journeys generated by these meetings. For some members, this could be a more efficient use of time, in terms of travel (especially if travelling long haul) and also the preparation time for the host and Secretariat.
- There would also be a cost saving for institutions in having to fund fewer journeys to the meetings, if they were combined.
- It would also be significantly more environmentally sustainable than multiple trips for separate meetings.
- It may also allow for increased interaction between the Presidents and Senior Officers, if they are meeting at the same venue for consecutive meetings.

Disadvantages

However, there are a number of disadvantages to consider in holding the meetings back-to-back.

- Firstly, it concentrates all the face-to-face contact for IARU members into a single week and for Senior Officers, their in-person interaction would be reduced from twice to once a year. It also increases the risk of losing momentum on projects if they are only discussed at meetings once a year. As there is a currently a gap of a few months between the meetings, this creates the opportunity for plans and proposals to be revisited, updates to be provided and new suggestions to be made without having to wait a whole year.
- Groups and initiatives would only receive feedback from the Presidents and Senior Officers once a year. This could lead to a lack of engagement and mean that groups would be less likely to receive guidance and feedback at other times of the year. Input from Senior Officers may still be given via email circulation, but this may not replicate the attention that an in-person Senior Officers' Meeting can give.
- Making the meetings consecutive would also create a very uneven workload for the Secretariat, as the organisation of these meetings represents a large part of its activities. The meetings would also need to be organised simultaneously, which would be a significant burden for a Secretariat. It may be that the overall amount of work would be less, but it would be concentrated into a single period and may therefore be beyond the capacity of a regular two-person Secretariat team. One way of mitigating this would be to make all the Presidents' Meetings into one-day events (as when hosted at ETH Zürich), although this may it harder to justify the travel in non-Davos years.

- There is also the consideration that if the consecutive meetings were held in January (as the Presidents' Meeting is to be aligned with the World Economic Forum at Davos on alternate years), then for those universities that observe Christmas, work on the meetings would be disrupted by the holiday period.
- For Senior Officers who may also be attending the Presidents' Meeting afterwards, it would be a major time and energy commitment, as the two meetings together would span 5 days, not including travelling time. There would also be no real opportunity to brief the Presidents about the discussions at the Senior Officer's Meeting, nor would there be time to prepare papers or discussion items that the Senior Officers may wish to put before the Presidents.

10.2 Rotation of Chair and Secretariat

For discussion and decision by the Senior Officers. Submitted by the Secretariat.

As IARU does not have a permanent administrative centre, the Chair and Secretariat serve a two-year term and so a substantial amount of time and effort needs to be invested in preparing and delivering a successful transition to a new Secretariat. This current system has been functioning well, but the current Secretariat would like Senior Officers to consider whether to extend the term of the Chair and Secretariat to three years to further improve efficiency.

There is a lot of detail of which a new Secretariat needs to be apprised and it represents a considerable amount of work, both for the outgoing and incoming teams. In effect, five months is taken up with the new Secretariat learning the role and becoming familiar with historical discussion and decisions (c. three months) and then training and handing over to a new team at the end of the term (c. two months).

The value in rotating the role of Chair and Secretariat is that it connects with the ethos of IARU as a collaborative organisation. Serving in these roles allows members to gain first-hand experience of understanding the issues currently facing IARU, have a deeper insight into the groups and initiatives, and have the opportunity to work on projects that they would like to undertake during their tenure. On the other hand, a longer term would give greater stability and efficiency, as there would be a longer period in which the Secretariat could be effective before having to work on the transition. An extension to three years would seek to balance these aspects without fundamentally changing the nature of the rotating Secretariat.

It is worth noting that although the recent convention is for Secretariats to serve two years, in the past some Secretariats have served slightly longer terms (e.g. ANU in 2005–2008 and NUS in 2009–2012). Moreover, clarifying the standard term length for a Chair and Secretariat would be helpful to institutions in their planning.

The Secretariat would like Senior Officers to discuss and decide if there is a value in changing the length of tenure for the Chair and Secretariat. If Senior Officers are in favour of this change, the proposal will be put to the IARU Presidents at their next meeting.

Benefits

- The Secretariat would have a longer period of time in which to be active and carry out projects/proposals. All the administrative processes have to be learnt afresh by each Secretariat, in addition to gaining familiarity with previous topics of discussion and understanding how to best support the groups and initiatives. At the end of a Secretariat's tenure, efforts currently have to be diverted from projects and administration to teaching the incoming Secretariat during the transition period.
- If the Secretariat had a longer period in which to build up knowledge and experience, it would also be in a better position to add value, make suggestions and improvements and propose (and carry out) new areas of work. This would enable members to think creatively about how to approach the roles of Chair and Secretariat and allow them to have a lasting impact on the operation of IARU.

- A longer tenure would allow the Secretariat to work more efficiently during its term. This is especially true of the organisation of the Presidents' Meetings and Senior Officers' Meetings, as the Secretariat team would have the advantage of using its accumulated knowledge in arranging these detailed events. The host institutions would also have the benefit of working with a more experienced Secretariat in delivering the meetings.

Disadvantages

- Although a three-year period would allow the Secretariat more time to be effective, it should be recognised that existing staff will need to divert their time onto IARU matters for longer, and time may be needed to recruit a new staff member to assist with coordinating the tasks. A three-year term may also have added complications for office space and facilities.
- The increased time commitment may deter Presidents from taking on the role of Chair. However, this could be mitigated as the extent of the Chair's workload can be decided by the President serving in the role. Consideration also needs to be given to the impact on the Senior Officer of the Chair institution, as they work more directly on operational matters and would have a leading role in three Senior Officers' Meetings and make a major contribution to three Presidents' Meetings, under the new proposal.
- One option that has been previously discussed is the possibility of different lengths of tenure for the Secretariat and Chair. Currently one institution provides both the Chair and Secretariat team and this offers particular advantages, especially in the planning of the meeting agendas and developing new proposals. This would be harder to manage if the Chair institution was different to the Secretariat university.
- An additional implication to reflect upon is that ETH Zürich, which has kindly offered to host the Presidents' Meeting on alternate years to align with the World Economic Forum at Davos, may have an increased workload. If ETH Zürich was serving as Secretariat, and depending on how the dates fell, it may be in the position of both organising and hosting two Presidents' Meetings in three years. However, as the Presidents' Meetings directly before Davos tend to be shorter, this may not be too much of a concern.

10.3 Financial Report

IARU Income & Expenditure Statement

1 January 2022 – 1 August 2022

	max amount	Total (USD)
Carried forward from 31 December 2021		460,552
INCOME		200,000
Members' contribution	200,000	
Total available funds		660,552
EXPENDITURE		
<u>Meetings</u>		14,423
Presidents' Meeting 2022	14,423	
		19,134
<u>Running Initiatives</u>		
ALH Conference	1,417	
Global Internship Program	2,428	
Virtual Museum Tours	15,289	
<i>PKU (expected)</i>	<i>2,000</i>	
<i>UCPH</i>	<i>2,175</i>	
<i>ETH</i>	<i>6,114</i>	
<i>UTOK (expected)</i>	<i>5,000</i>	
<u>Secretariat costs</u>		
Contribution to Secretariat costs at Cambridge	80,000	49,455
<i>IARU domain renewal (5 years), hosting for IARU archive</i>	<i>780</i>	
<i>Staff Costs (projected)</i>	<i>46,248</i>	
<i>Miscellaneous</i>	<i>2,427</i>	
Total Expenditure		83,012
BALANCE		<u>577,540</u>
Total available funds	577,540	



Total expenditure

83,012

Projected Commitments 2022

Projected until 31 December 2022

	max amount	Total (USD)
Carried forward from 01 August 2022		577,540
PROJECTED EXPENDITURE		
<u>Meetings</u>		
Senior Officers' Meeting 2022 (in-person)	15,000	15,000
<u>Running Initiatives</u>		
ALH Conference	15,000	
Gender Group Meeting (2022)	8,000	
Global Transformation	3,500	
<i>Global Transformation Group Meeting</i>	<i>3,500</i>	
Virtual Museum Tours	16,400	
<i>OXF</i>	<i>7,200</i>	
<i>PKU</i>	<i>5,000</i>	
<i>UTOK</i>	<i>2,000</i>	
<i>NUS</i>	<i>2,200</i>	
<u>Secretariat Costs</u>		
Contribution to Secretariat Costs	up to 80,000 in total	22,955
Total Expenditure		80,855
BALANCE		
Total available funds	496,685	<u>496,685</u>
Total expenditure	80,855	

Projected Expenditure 2023

	max amount	Total (USD)
Carried forward from 31 December 2022		496,685
INCOME		200,000
Members' contribution	200,000	
Total available funds		696,685
PROJECTED EXPENDITURE		
<u>Meetings</u>		
Presidents' Meeting 2023 (in-person)		45,000
Senior Officers' Meeting 2023 (in-person)	30,000	
	15,000	
<u>Running Initiatives (pending decision at SOM 2022)</u>		
		224,500
ALH Conference	15,000	
Cybersecurity Forum 2023 (carryover)	10,000	
Early Career Collaboration Grants	40,000	
Gender Group Meeting (2022)	8,000	
Global Internship Program	22,000	
Global Transformation	28,000	
<i>Borderland Field Course</i>	20,000	
<i>Global Transformation Publication</i>	5,000	
<i>Global Transformation Group Meeting</i>	3,000	
Librarians' Contact Group (carryover)	10,000	
Lifelong Learning Group	14,000	
Real Estate Working Group	20,000	
<i>Annual Meeting (carryover plus additional funding)</i>	12,500	
<i>REWG Website Development and Updates</i>	2,500	
<i>Staff Development and Exchange Program</i>	3,000	
<i>Annual Report, Publications and Toolkit Development</i>	2,000	
Sustainable Campus Initiative	37,500	
<i>SCI Officers' Workshop – UCT (carryover)</i>	15,000	
<i>Scope Three Carbon Emissions Project (carryover)</i>	7,500	
<i>Future of Joint SCI & Real Estate Project</i>	15,000	
Virtual Museum Tours	20,000	
<u>Secretariat Costs</u>		80,000

Contribution to Secretariat Costs	Up to 80,000	349,500
Total Expenditure		
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BALANCE		<u>347,185</u>
Total available funds	696,685	
Total expenditure	349,500	
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Alumni Associations Network

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

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

For discussion by the Senior Officers. Submitted by the Secretariat.

Background

Due to the disruption caused by the Covid-19 pandemic, many IARU activities, particularly those related to travel, were either cancelled or postponed during 2020–22. Many of the IARU groups and initiatives were unable to spend the funds that they had previously been allocated and instead had to request to carry over funding. In addition, the Presidents' and Senior Officers' Meetings were held online, which also had a significant effect on the IARU budget. As a result, IARU funds currently have a surplus.

Current position

On 1 January 2022, the balance of the IARU account was \$460,552 and as of 1 August 2022, it currently stands at \$577,540.

Many of the groups were still operating solely online in the first half of 2022, but some in-person meetings are now starting to be held and more are planned for the second half of 2022. The Presidents' and Senior Officers' Meetings have also been able to go ahead in person this year.

As activities increase, some of the surplus that has built up will be spent and so it is expected that the balance will return to more normal levels.

Considerations

It is becoming apparent that some of the changes enforced by the pandemic have had longer lasting effects on some activities, for example:

- Application numbers for the Global Internship Program have been reduced during the pandemic and have not yet fully recovered.
- Some IARU groups may continue to conduct the majority of their meetings online, to save money and time, and also for environmental reasons.
- As institutions reassess their travel priorities and expenditure, the size of delegations attending the Presidents' and Senior Officers' Meetings has been smaller.

Additional costs

- During the pandemic, the Virtual Museum Tours initiative was initiated and new funding was allocated to the project. The VMT initiative is continuing to run and could be granted further funding. So far, the impact of operating VMT alongside

groups at full capacity (with normal travel etc) has not yet been observed and this will become clearer over the next year.

- At PM 2022, the proposed Early Career Collaboration Grants were discussed and, as the Presidents were keen to support this initiative, they recommended that the funding be doubled to \$40,000.
- If additional groups or initiatives are proposed, it may be that additional funding is needed to cover their activities.

Projected costs

As it is currently unclear whether travel for meetings, in particular, will return to pre-pandemic levels, the Secretariat has considered the effect on the budget based in terms of two different scenarios.

Operating at full capacity

For SOM 2022, the total of funding requests is \$349,500 (see Financial Report for the breakdown of this total). This includes carry over funding requests from groups, new requests for funding. The funding for the Secretariat, Presidents' Meeting and Senior Officers' Meeting are fixed and come to \$125,000. The projected figures below show that if this funding was used to its full extent, then the balance of funds at the end of 2023 would be \$347,185.

Projected balance on 1 January 2023:	\$496,685
Membership dues	\$200,000
Total available funds:	\$696,685
Total of initiative funding requests at SOM 2022:	\$224,500
Secretariat, PM and SOM costs	\$125,000
<u>Projected balance on 31 December 2023:</u>	<u>\$347,185</u>

For comparison, the total funding requests for groups and initiatives in the last four Senior Officers' Meeting were:

SOM	Group/initiative funds requested	Secretariat, PM & SOM costs	Total requested funds	Actual expenditure reported at SOM
2021	\$154,700	\$125,000	\$279,700	\$2,780
2020	\$121,500	\$125,000	\$246,500	\$90,000
2019	\$131,000	\$125,000	\$256,000	\$105,608
2018	\$43,355	\$125,000	\$168,355	\$147,324

Operating at reduced costs

The Secretariat have also looked at what the budget implications would be if groups and initiatives only utilised half their requested funding. It is assumed that the Secretariat costs are fixed and that the Presidents' and Senior Officers' Meeting would be held in person, so these items would still utilise all of their requested funding.

Balance on 1 January 2023:	\$496,685
Membership dues	\$200,000
Total available funds:	\$696,685
Half of funding requests at SOM 2022:	\$112,250
Secretariat, PM and SOM costs	\$125,000
<u>Projected balance on 31 December 2023:</u>	<u>\$459,185</u>

Future spending and membership fees

The difference between the two scenarios is that if all groups and the administration spend all available funding, this exceeds the total contribution of membership dues by almost \$150,000 and would start to use the surplus that has been built up.

In the more conservative scenario, the projected expenditure is closer to the budget of the membership dues.

If future expenditure regularly tends towards full capacity, so that this surplus is used up, there will be significant pressure on IARU funds by 2025–26. By contrast, if spending is more in line with the reduced costs projection, then the budget is more sustainable and will stay relatively stable (see figure 1).

It should be noted that the actual expenditure is usually lower than the projected expenditure as usually the Presidents' and Senior Officers' Meeting do not use all the available funds, and certainly in recent years, groups and initiatives have not spent all their allocated funding (mainly due to Covid-19 disruption).

Depending on how expenditure changes over the next few years, Senior Officers may wish to consider limiting the funding of new initiatives or assess whether to make any changes to the membership dues.

It should also be noted that groups could potentially request up to \$20,000 (depending on their activities) and if all groups did this (and Secretariat, GIP costs etc remained the same), then the maximum theoretical annual expenditure would be \$387,000 (see figure 2).

The issue of membership dues was discussed at fairly recently at PM 2019, when it was proposed that the fees be raised from \$18,181 to \$20,000, following the expiration of the Banco Santander funding. This proposal was rejected at the meeting and the amount has remained the same. As a consequence, there may be little appetite to revisit this question or to raise the fees significantly.

Proposal

Given the considerations outlined above, the Secretariat proposes to review spending over the next year, in relation to the changing working patterns of IARU and report back at SOM 2023.

Senior Officers can then consider how activities and meetings (and the subsequent funding implications) are operating and decide if any changes need to be made in the future.

Figure 1

Projected spending 2022–2026

Full capacity expenditure (based on amounts requested at SOM 2022)

	Balance at year start	Membership dues	Available funds	Estimated expenditure during year	Balance at year end
2023	\$496,685	\$200,000	\$696,685	\$349,500	\$347,185
2024	\$347,185	\$200,000	\$547,185	\$349,500	\$197,685
2025	\$197,685	\$200,000	\$361,552	\$349,500	\$48,185
2026	\$48,185	\$200,000	\$282,185	\$349,500	-\$101,315

Reduced costs expenditure (based on groups and initiatives spending half the amounts requested at SOM 2022)

	Balance at year start	Membership dues	Available funds	Estimated expenditure during year	Balance at year end
2023	\$496,685	\$200,000	\$696,685	\$237,500	\$459,185
2024	\$459,185	\$200,000	\$659,185	\$237,500	\$412,685
2025	\$421,685	\$200,000	\$621,685	\$237,500	\$384,185
2026	\$384,185	\$200,000	\$584,185	\$237,500	\$346,685
2027	\$346,685	\$200,000	\$546,685	\$237,500	\$309,185

Mid-range costs expenditure (based on amounts requested at SOM 2019)

	Balance at year start	Membership dues	Available funds	Estimated expenditure during year	Balance at year end
2022	\$496,685	\$200,000	\$696,685	\$112,250	\$486,552
2023	\$486,552	\$200,000	\$686,552	\$112,250	\$512,552
2024	\$512,552	\$200,000	\$712,552	\$112,250	\$538,552
2025	\$538,552	\$200,000	\$738,552	\$112,250	\$564,552
2026	\$564,552	\$200,000	\$764,552	\$112,250	\$590,552

Figure 2

**Theoretical Maximum Expenditure Each
Year**

Administration

President's Meeting	\$30,000
Senior Officers' Meeting	\$15,000
Secretariat	\$80,000

Groups & Initiatives

Alumni	\$20,000
Sustainable Campus	\$40,000
Cybersecurity	\$20,000
Librarians	\$20,000
Real Estate	\$20,000
Gender	\$20,000
ALH	\$20,000
HR Consultation	\$20,000
Lifelong Learning	\$20,000

Other

Global Internship (2,000 each)	\$22,000
Global Transformation Programme	\$20,000
Virtual Museums	\$20,000

\$387,000

10.5 Suggestions for the agenda for PM 2023, ETH Zurich

The Senior Officers are invited to suggest new proposals, topics for roundtable discussions, specific agenda items or subjects which they feel the Presidents would be interested in hearing about from an external speaker.

No paper

10.6 Dates and hosts for SOM 2023 and PM 2024

Senior Officers' Meeting 2023

The list below sets out the IARU members that have hosted a Senior Officers' Meeting in the past. Although UCT have not hosted yet, 2023 is likely to be a busy year for them with taking on the position of Chair and Secretariat, and they are a potential host for the Presidents' Meeting in 2024.

As PM 2022, SOM 2022 and PM 2023 have or will be hosted in Europe, the Secretariat would like to suggest a non-European member to host the Senior Officers' Meeting in 2023.

Previous Senior Officers' Meeting hosts by year:

2022: Oxford
2021: Online
2020: Online
2019: ETH Zürich
2018: Tokyo
2017: Yale
2016: PKU
2015: Copenhagen
2014: NUS
2013: Berkeley
2012: Cambridge
2011: ANU
2010: ETH Zürich
2009: Oxford
2008: Berkeley
2007: ETH Zürich
2006: Yale

Presidents' Meeting 2024

One of the key elements of the 2023 Presidents' Meeting has been to reactivate the decision to align the Presidents' Meeting with the World Economic Forum at Davos. As a result, the 2023 meeting will be held at ETH Zürich.

The Secretariat would like to propose that UCT be given the option to host the 2024 Presidents' Meeting (as it had been discussed as a potential host for the 2023 meeting) if convenient for the university. If UCT would prefer not to host in 2024, the Secretariat would be grateful for offers to host from other IARU members.

Previous Presidents' Meeting hosts by year:

2022: Cambridge

2021: Online
2020: Online
2019: ETH Zurich
2018: PKU
2017: ANU
2016: Oxford
2015: Tokyo
2014: ETH Zürich
2013: NUS
2012: Copenhagen
2011: Yale
2010: PKU
2009: Cambridge
2008: Yale
2007: ANU
2006: NUS