



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Session 7: Institutional Joint Working

- 7.1 Alumni Associations Network
- 7.2 Cybersecurity Forum
- 7.3 Gender Group
- 7.4 Global Transformation
- 7.5 HR Consultation Group
- 7.6 Librarians' Contact Group
- 7.7 Lifelong Learning
- 7.8 Novo Nordisk International Talent Program
- 7.9 Real Estate Working Group
- 7.10 Sustainable Campus Initiative
- 7.11 Virtual Museum Tours

7.1 Alumni Associations Network

Lead	<i>University of Oxford</i>
Reporting	<i>Christine Fairchild</i>
Executive summary	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 2021 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. We are currently planning our next Zoom catch-up which we expect to be scheduled in the second half of 2022.
Funding to date	<p><i>USD 7,500 Remaining balance from 1st World Alumni Forum</i></p> <p>USD 2,500 2016 Presidents' Panel (own resources)</p> <p>USD 12,705 Alumni Association Summit, October 2010</p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2021</p> <p>The Alumni Associations Network made no budget request at the meeting.</p> <p>Senior Officers' Meeting, October 2020</p> <p>The IARU Alumni Directors met for the 10th time at NUS on 9-10 December 2019. Alumni directors from six universities (Oxford, ANU, ETH Zürich, PKU, Cape Town and NUS) discussed a wide range of topics from volunteerism to communications, fundraising, international alumni, and how their respective universities were measuring or assessing the value of engagement. They planned to hold the 11th Summit at Berkeley or Cape Town, however COVID-19 forced them to hold a virtual meeting in May instead. There was no funding request.</p> <p>Senior Officers' Meeting, September 2019</p> <p>Masaki Kato (IARU Secretariat) reported that the Alumni Directors Network held its 9th meeting at PKU on 13-15 December 2018. Alumni directors from five universities (Oxford, ETH Zürich, NUS, UTokyo, and PKU) discussed a variety of topics: the major initiatives underway, how to use alumni donations to support an alumni association and how to better capture and report on alumni impact. 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>

Alumni Associations Network

Representatives of six of the network'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 was 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. However, after discussion with the Secretariat, it was felt that it would be difficult to guarantee attendance from enough alumni directors to make the panel discussion viable. This idea will be revisited for a future Presidents' Meeting.

7.2 Cybersecurity Forum

Lead	<i>ETH Zürich</i>
Reporting	<i>Dr. Rui Brandao</i>
Executive summary	<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 cybersecurity challenges during the pandemic and exchange experiences on other selected topics such as zero trust and multi-factor authentication.</p> <p>The group had a (virtual) planning meeting on 28 January 2022 to define topics for discussion and schedule further online meetings. It is planning to meet in person again in late 2022 if the pandemic situation permits.</p>
Funding to date	<p><i>USD 10,000 Cybersecurity Forum (2022 – carried over from 2021)</i></p> <p>---</p> <p>USD 10,000 Workshop (2020), not used due to Covid pandemic, carried over to 2021</p> <p>USD 10,000 Workshop (April 2019)</p> <p>USD 8,000 Workshop (April 2018)</p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2021 The Senior Officers approved the request to carry over funding for the Cybersecurity Forum 2021 to 2022 (USD 10,000).</p> <p>Senior Officers' Meeting, October 2020 The Cybersecurity Forum's plan to hold an annual meeting at ETH Zürich in June was cancelled, and it is arranging the dates for an online meeting. Although its concrete plan of activities for 2020 and 2021 remains unclear, the group plans 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>Senior Officers' Meeting, September 2019 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. So far no participants have participated from Yale, Cambridge and UC Berkeley. Each Senior Officer will sound out their chief</p>



	<p>information officer about attendance at the next meeting in June 2020 at ETH Zürich. Senior Officers approved the funding request of USD 10,000 for the next meeting.</p>
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Cybersecurity Forum 2022

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 cancelled 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 two 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.

Cybersecurity Forum Meetings 2021

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

- Cybersecurity during the pandemic: Challenges and actions taken by the participating universities.
- Further ongoing cybersecurity initiatives of the participants
- Presentation and discussion of the Public Key Infrastructure service provided by ETH Zürich's internal IT Services
- Multi-Factor Authentication at the University of Cape Town
- Multi-Factor Authentication and Zero Trust at the University of Oxford
- ID integration at the University of Tokyo

Funding Request Form (Carryover request)

Project Name/Year:

IARU Cybersecurity Forum 2023

Total Requested Amount & Breakdowns:

Item	Amount
Transfer amount for Cybersecurity Forum 2022 to 2023	USD 10,000
Total Requested Amount	USD 10,000

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

Other Financial Resources (if applicable):

n.a.

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:

University	Title/Position	Name
ANU	Chief Information Security Officer	Suthagar Seevaratnam
ETH Zurich	CIO	Rui Brandao (Lead)
ETH Zurich	Chief Information Security Officer	Domenico Salvati
ETH Zurich	Chief IT Security Officer	Anja Harder
ETH Zürich	Head IT-Security Center	Thomas Richter
ETH Zürich	Head Proactive Security	Stephen Sheridan
NUS	Associate Director, Strategies and Development, NUS IT	Caren Chua
NUS	Chief IT Officer	Tan Shui-Min
NUS	Associate Director, IT Security	Ang Leong Boon
PKU	Professor of Engineering, Vice Director, Computer Center	Ma Hao
PKU	Senior Engineer, Vice Director, Network Information Group, Computer Center	Yang Jia
PKU	Engineer, Application and System Group, Computer Center	Gao Zhitong
UTokyo	Professor, Information Technology Centre, Network Research Division	Yuji Sekiya

UTokyo	Associate Professor, Information Technology Centre	Masaya Nakayama
Berkeley	Chancellor	Carol Christ
Cambridge	Chief Information Security Officer	Vijay Samtani
Cambridge	Chief Information Security Officer	Gabriela Ahmadi-Assalemi
UCT	Director, Enterprise Infrastructure Services	Andre le Roux
UCT	Systems Engineer	Gudo Munyaradzi
UCT	Systems Engineer	Leon Vanniekerk
UCT	Systems Engineer	Ghamza Jacobs
Copenhagen	Chief Information Security Officer	Thomas Schlichting
Oxford	Chief Information Security Officer	Graham Ingram
Oxford	CIO	Anne Trefethen
Yale	Associate Director for IT Security Strategy	Morrow Long

*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.):

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The CF 2020 was planned to take place at ETH Zürich. However, the 2020, 2021, and 2022 Forums were cancelled due to COVID-19 related travel and meeting. The CF was shifted to 2022 and we now apply for a budget shift to 2023.

We hope that we can host the event in the first half of 2023 at ETH Zurich.

Currently, we plan to have two streams for the CF 2023:

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

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7.3 Gender Group

Lead	<i>Yale University</i>
Reporting	<i>Dr Karen Lee Anderson</i>
Executive summary	<p>This report contains:</p> <ol style="list-style-type: none"> 1. Overview on funding for 2022 2. Report on 2022 in-person meeting of the IARU Gender Group's Senior Officers 3. Funding request for 2023 <p>The Gender Group met in person in August 2022 at the University of Copenhagen. The agenda: updates from each institution on current gender equity efforts; strategic planning – how institutions are planning for the future with attention to gender equity; what does science tell us about equity training and programs that succeed or fail; how institutions address gender-based harassment and bullying; the effect of the pandemic on women's research productivity and how our various institutions have been addressing this.</p>
Funding to date	<p><i>USD 8,000 Meeting (2022 – carried over from 2021)</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>
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2021</p> <p>The Senior Officers approved the request to carry over the funding for the Gender Group meeting in 2021 to 2022 (USD 8,000).</p> <p>Senior Officers' Meeting, October 2020</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</p>

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.

Senior Officers' Meeting, September 2019

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



	<p>Group leads were circulated to Senior Officers via email in November 2019, and USD 8,000 was approved for 2020 annual meeting at Copenhagen.</p>
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Gender Group 2022 Summary

Gender Group Meeting, August 22-24, 2022.

The University of Copenhagen hosted the meeting. This was the group's first meeting in person since 2019 due to the pandemic. Ten of our eleven institutions participated (Berkeley was absent), some with two attendees. Representatives from seven institutions attended in person and representatives from three institutions participated via Zoom. Institutions with in-person representation: ANU, Copenhagen, ETH, NUS, Oxford, Tokyo, and Yale. Institutions with Zoom-based participation: Cambridge, Cape Town, and Peking. There were two participants from ANU, Copenhagen, Tokyo, and Cape Town. The meeting agenda included updates from each institution on current gender equity efforts; strategic planning – how institutions are planning for the future with attention to gender equity; what does science tell us about equity training and programs that succeed or fail; how institutions address gender-based harassment and bullying; the effect of the pandemic on women's research productivity and how our various institutions have been addressing this.

Attendees approved a proposal from the representative of the National University of Singapore to host the next Gender Group meeting in summer 2023 on the NUS campus. This proposal awaits formal approval of NUS. Attendees also agreed that we should request USD 8,000 from the IARU Senior Officers for 2023 meeting.

Attendee list:

ANU: Fiona Jenkins, Meredith Nash

Cambridge: Sarah Colvin (via Zoom)

ETH Zurich: Raphaella Hettlage

NUS: Eric Thompson

PKU: Ran Zhang (via Zoom)

Oxford: Adrienne Hopkins

UCT: Sianne Alves, Ameeta Jaga (both via Zoom)

U Copenhagen: Jacob Graff Nielsen, Ingrid Skovsmose Jensen

U Tokyo: Takane Ito, Mariko Ogawa

Yale: Karen Lee Anderson (Lead)

Gender Group virtual meeting March 2022

A meeting was held on 03 March 2022 and the discussion focussed on:

1. Meeting in-person at the University of Copenhagen in 2022

The majority of attendees said they would like to meet in person and would attend if the timing works for them. Two attendees noted differing reasons why they would not be able to attend: in one case, the country does not currently allow international travel, and in the other case, the staffing of the relevant gender-focused role is in flux. These two said they would like to participate virtually if possible. discussed dates and narrowed the timeframe to late August, most likely August 22-24, 2022.

2. Topics to prioritize for the in-person meeting

We agreed on these topics, in this order of priority:

- a. Gender equity planning: developing and implementing strategic plans or action plans to enhance gender equity.
- b. Plans to prevent and respond to sexual harassment and gender-based harassment.
- c. The effect of the COVID pandemic on women's research productivity, and how to support the productivity in order to advance women's career progress.

Gender Group 2021 Summary

The Gender Group's agenda for 2021 was to learn from each other about how to develop gender equity plans (with note to the Horizon Europe funding platform requirements), 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 – and discussions on sexual harassment, intersectionality, LGBTQ+ issues and gender equality in a post-COVID world.

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).

Funding Request Form

Project Name/Year:

Annual Conference at National University of Singapore in 2023

Total Requested Amount & Breakdowns:

Item	Amount
Conference fee	USD 8,000
Total Requested Amount	USD 8,000

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

Other Financial Resources (if applicable):

N/A

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

University	Title/Position	Name
ANU	Professor and Director, ANU Gender Institute	Fiona Jenkins
	Associate Dean, College of Engineering & Computer Science	Meredith Nash
ETH Zurich	Leader, ETH Diversity Office	Raphaela Hettlage
NUS	Associate Professor of Sociology & Anthropology	Eric Thompson
PKU	Associate Professor, Graduate School of Education	Ran Zhang
Berkeley	Special Faculty Advisor to the Chancellor on Sexual Violence and Sexual Harassment; Associate Vice Provost for the Faculty	Sharon Inkelas
Cambridge	Schröder Professor of German & University Gender Equality Champion	Sarah Colvin
UCT	Director, Inclusivity & Change, Office of the Deputy Vice Chancellor	Sianne Alves
Copenhagen	Dean, Faculty of Law	Jacob Graff Nielsen
Oxford	Head of Equality and Diversity	Adrienne Hopkins
UTokyo	Vice President for Diversity Education	Takane Ito
Yale	Associate Provost for Academic Resources and Faculty Development	Karen L. Anderson (Lead)

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

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

We are planning – subject to your budget approval and final approval by NUS – to hold our 2023 annual meeting at the National University of Singapore during the last week of June 2023. All 10 of the Universities in attendance at our 2022 meeting at the University of Copenhagen expressed enthusiasm for attending this 2023 meeting. The topics for the 2023 meeting, as agreed on during the 2022 meeting, will include:

1. The latest social science research on which gender equity practices (training, workshops, grievance processes) are most and least effective according to data-centered studies.
2. Intersectionality and gender: how do differing backgrounds (parental status, social background, economic status, having a partner/spouse, etc.) relate to gendered outcomes for faculty career success? How should university leadership consider these issues when addressing gender, equity, inclusion, and belonging? What data (about our students and staff) do we collect and report on that helps us understand these issues?
3. Gendered infrastructure: how can physical and organizational structures enhance gender, equity, inclusion, and belonging? What are the best practices relating to childcare facilities, lactation rooms, gendered lavatories, parental leave time, etc.?
4. The effect of the pandemic on women's research productivity and how our various institutions have been addressing this
5. How do our different universities structure their staff positions that focus on gender, equity, inclusion, and belonging?

Our normal meeting pattern is to meet over three days: day 1, late afternoon and evening gathering; day 2, full day of meetings with dinner together; day 3: meetings all morning through lunch. Our 2022 meeting in Copenhagen included representatives from 10 of 11 IARU universities. Of these, three universities attended via Zoom, and this was highly successful. We plan to offer the option of attending via Zoom in the future. Those who attended via Zoom would have preferred to attend in person but could not for structural reasons.

7.4 Global Transformation (GT) initiative

Lead	UC Berkeley and UCPH 2021-2022 / UCPH and UCT 2022-2023
Reporting	<i>Dr. Bjarke Oxlund (UCPH), Dr. Khatharya Um (UC Berkeley), Dr. Andreas Egelund Christensen (UCPH)</i>
Executive summary	<p>The GT group remained active during the past year, despite the fact that the group could not offer its “Signature activity”, the <i>Borderland</i> summer school programme in Chiang Mai, Thailand in 2020, 2021 and 2022 due to the global COVID-19 pandemic.</p> <p>Currently, the GT group is exploring the possibility of offering the summer course in 2023, again in collaboration with Chiang Mai University, Thailand, where the course will be held.</p> <p>In view of the course cancellations (2020-2022) and uncertainties about the pandemic, the GT group held virtual meetings on April 9, 2021, and January 4, 2022, and finally a most welcomed physical meeting on July 12-14, 2022, hosted by NUS in Singapore, to discuss among other things the future of GT, decide on a leadership rotation, and explore additional GT activities for 2022 and onwards.</p> <p>The main outcomes of the meetings were:</p> <ol style="list-style-type: none"> 1) the decision to maintain the governing structure of the working group including a chair, vice-chair and a secretary. 2) the decision of a leadership rotation, where UCPH is taking over the role as chair from UC Berkeley. UCT takes on the position as vice-chair. The secretary remains at UCPH by Dr. Andreas Egelund Christensen. 3) the decision to offer the <i>Borderland</i> summer school programme in July 2023. 4) the decision to develop a new IARU Webinar format titled ‘<i>IARU in Conversation</i>’ addressing key issues of 21st Century challenges of Global Transformation. 5) the decision to support a new seminar series hosted by UCPH, titled ‘<i>Africa and Asia: Optimism</i>’, building on the IARU Roundtable discussion held at the conference ‘<i>Asia and Africa in Transition</i>’ at UCPH in 2021. 6) the decision to draft a joint publication either based on the experiences and contributions from the <i>Borderland</i> course and/or the new webinar series ‘<i>IARU in Conversation</i>’. 7) the decision to explore the possibility for integrating parts of the new Global Migration initiative by University of Oxford to the <i>Borderland</i> summer school programme.

	<p>8) a strong wish from the GT group to be more visible at the IARU webpage including a revised vision and mission statement of the GT initiative.</p> <p>The GT group aims to meet physically for an annual meeting as well as 2-3 online meetings over the next year to plan and execute the many planned activities.</p>																		
<p>Items for decision</p>	<p>The GT group requests funds for activities in 2022-2023 (USD 28,000) to make the following activities possible:</p> <p>a) resume the <i>Borderland</i> summer school programme in 2023.</p> <p>b) develop and implement several new activities and formats for the IARU GT initiative (see meeting outcomes above).</p> <p>c) hold an annual in-person GT meeting at one of our IARU partner universities.</p> <p>d) carry over USD 2,000 in unspent funds from the 2022 meeting at NUS to supplement funding for the Borderlands course.</p>																		
<p>Funding to date</p>	<table border="0"> <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>and GT annual meeting</td> <td></td> </tr> <tr> <td>USD 4,029 (May 2018) (Cambridge)</td> <td>4th GT Workshop</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) fee</td> <td>“Going Global” Speaker</td> </tr> <tr> <td>USD 6,255 (May 2016)</td> <td>2nd GT Workshop (UCT)</td> </tr> <tr> <td>USD 3,300 (May 2015) Zurich)</td> <td>1st GT Workshop (ETH</td> </tr> </table>	USD 13,500 (GSP 2020)	GT Summer Field Course	USD 10,000 (GSP 2018)	GT Summer Field Course	and GT annual meeting		USD 4,029 (May 2018) (Cambridge)	4th GT Workshop	USD 2,000 (GSP 2018)	GT-GSP course reserve	USD 10,000 (May 2017)	3rd GT Workshop (PKU)	USD 5,000 (May 2016) fee	“Going Global” Speaker	USD 6,255 (May 2016)	2nd GT Workshop (UCT)	USD 3,300 (May 2015) Zurich)	1st GT Workshop (ETH
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<p>Outcomes of previous meetings</p>	<p>Senior Officers’ Meeting, October 2021</p> <p>The group requested USD 13,500 for next year (USD 10,000 for the Borderlands’ Field Course in Chiang Mai University, Thailand, with the remainder going to the group meeting).</p> <p>This request had previously been approved for 2020. The funds were, however, not used due to COVID and they were not carried over to 2021. The request was therefore presented as a new request to the Senior Officers. The Senior Officers approved this request.</p>																		

The Global Transformation Group was hopeful that they would be able to run the course in 2022, though it would remain contingent on the international situation.

Senior Officers' Meeting, October 2020

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.

Senior Officers' Meeting, September 2019

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, Thailand as the centre 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.

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-centred online platform (<https://www.iarustudents.com/>) to promote exchange among IARU students. Moreover, the GT Group is considering extending the summer field courses to Global South areas.

Senior Officers unanimously appreciated the value of the GT Group activities; however, the following concerns were pointed out:

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

Senior Officers expressed understanding for the necessity of holding the summer course every year to keep up the momentum. They, however, came to the conclusion that at this point it is

difficult to approve a funding request of USD 30,000 for the next three years.

Takeaways:

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

- overall budget of GT Group projects, a detailed breakdown of the requested funds, how the requested funding is located in the whole system,
- and how to streamline the management of the summer field course. The report will be circulated to Senior Officers to determine whether IARU funding will be granted to the GT Group's 2020 activities.

*Note

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

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

Senior Officers' Meeting, September 2018

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

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

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

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

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

Takeaways:

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

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

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

Funding Request Form (Carryover request and new requests)

Carryover Request: Redirecting unspent funds from 2022 meeting

Total Requested Amount & Breakdowns:

Item	Amount
Unspent funds from 2022 meeting to be redirected to 2023 Borderlands course	USD 2,000
Total Carryover Amount	USD 2,000

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

Much of the Borderlands course funding goes towards student scholarships and in the past, the University of Copenhagen has managed to secure external grants to assist with funding the course, although this source of funding is not guaranteed.

The Global Transformation group has USD 2,000 of unspent funds from its 2022 meeting at NUS and would like to redirect this amount towards the 2023 relaunch of the Borderlands course.

New Funding Request

Project Name/Year: Global Transformation (GT) initiative / 2022-2023

Total Requested Amount & Breakdowns:

Item	Amount
Item 1: IARU Borderland Summer School 2023	USD 20,000
Item 2: IARU Global Transformation Publication 2023	USD 3,000
Item 3: IARU Global Transformation Annual Delegates Meeting 2023	USD 5,000
Total Requested Amount	USD 28,000

*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):

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	Professor	Harald Fischer-Tine
	Senior Programme Manager	Patricia Heuberger
NUS	Professor	Maitrii Aung-Thwin
PKU	Professor	Tianyang Xi
Berkeley	Associate Professor	Khatharya Um
Cambridge	-	-
UCT	Professor	Frank Matose – lead – Vice-chair of GT
Copenhagen	Professor/Head of Department	Bjarke Oxlund – lead – Chair of GT
	Dr./Chief Consultant	Andreas Egelund Christensen – lead – Secretary of GT and responsible for the Borderland Summer School
Oxford	Professor	Alexander Betts

	Chief Operating Officer	Merolyn Whitaker
UTokyo	Professor	Yuto Kitamura
Yale	Professor	Helen Siu
Yale University-NUS College	Associate Director	Zhana Sandeva

*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.):

Re. Item 1: IARU Borderland Summer School 2023

The Summer School "*Borderland: Critical Approaches to Field Research in the Global South*" is the "signature activity" of the Global Transformation initiative. It offers four weeks programme in Chiang Mai, Thailand in close collaboration with Chiang Mai University.

The Borderland Summer School 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 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 Summer School began in summer 2018 at Chiang Mai University, Thailand. Due to the Covid-19 pandemic, it could not be offered in 2020, 2021 and 2022. The last time it was offered was in 2019, with participation of staff, faculty and students that combined representation from all eleven IARU universities.

GT has committed towards Chiang Mai University to offering the course for five years. Given the cancellation of the course in 2020, 2021 and 2022, we envision offering the course for three more years. We plan to offer it in 2023 again.

The past two editions (2018 and 2019) were heavily subsidised by the UCPH. This led to a somewhat imbalanced student body with the majority of students coming from UCPH. We request USD 10,000 to increase student participation from other IARU universities through stipends and USD 10,000 to contribute to the running costs of the summer school including a preparation mission and local overhead at Chiang Mai University. The bulk of the running costs are covered through participation tuition fees.

Additional Detail for Budget Request of USD 20,000

- USD 10,000 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 USD 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.

We request USD 10,000 for 10 student stipends to increase the participation of non-EU students.

▪ USD 10,000 for Borderlands summer school onsite coordination and logistical expenditures

Expenses 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

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 fees.
UCPH IARU Grant	10,000		Not confirmed but was granted in 2020. To cover preparation trip for Dr. Andreas Egelund Christensen + general course expenditures.
IARU	20,000	10,000 + 10,000	Covering: 10,000 for course related expenses in Chiang Mai + 10,000 for student stipends.
Total income	58,700		

Costs

Institution	Item	USD	
Chiang Mai	Operational costs:	25,200	Including: speakers, student transport to NGOs, field trips, public forum, welcome reception, farewell dinner etc.
UCB	Operational costs	10,000	Including: Faculty travel, faculty teaching, accommodation in Chiang Mai.
UCPH	Operational costs	10,000	Including: Faculty travel, faculty teaching, accommodation in Chiang Mai.
	Preparation trip: January 2023	3,000	Including: Travel costs for preparation trip.
	Contingencies	500	E.g., extra rooms for sickness, representation etc.
IARU	Student stipends 10 x 1,000 USD	10,000	Eligible for full paying IARU students
Total costs		58,700	

Re. Item 2: IARU Global Transformation Publication 2023

A working group of IARU Global Transformation plans to write and publish an article or a volume on the challenges of the 21st century (Lead: Prof. Khatharya Um, UC Berkley, Prof. Frank Matose, UCT, Prof. Harald Fischer-Tiné, ETH Zurich). We request USD 3,000 for the publishing costs in an open access journal.

Re. Item 3: IARU Global Transformation Annual Delegates Meeting 2023

The IARU Global Transformation group witnesses a new and vibrant dynamic seven years after its inception. During the 2022 annual meeting at NUS, Singapore, new members joined the group, and a leadership rotation took place. The topic remains very relevant and timely, and all involved universities invest considerable in-kind and cash contributions to the manifold activities of the GT initiative. An annual face-to-face meeting is absolutely instrumental in bringing the group members together, on-board new colleagues and institutions, revise existing activities and brainstorm on new activities. The pandemic break of two years without face-to-face meeting has shown how difficult it is to keep the spirit and dynamic in a IARU working group which runs several concrete and tangible activities, involving faculty and administration members from several universities. Therefore, we kindly request USD 5,000 for organizing the 2023 annual GT meeting. This covers room rental rates, boarding and local transportation of the delegates. The host university has still to be identified.

Additional Detail for Budget Request of USD 5,000

Meeting costs for annual meeting 2023 (host to be identified):

- local logistics
- meeting rooms
- food: welcome dinner and lunches
- local transportation

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.

7.5 HR Consultation Group

Lead	<i>National University of Singapore</i>
Reporting	<i>Kevin Chua</i>
Executive summary	<p>The HR Consultation Group held 3 virtual meetings in 2021 and plans to hold 3 virtual meetings in 2022. The constituent Universities rotate and take turns to host these meetings. The five meetings have since been held.</p> <ol style="list-style-type: none"> 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” 2. 17 June 2021 – hosted by the University of Copenhagen on the theme of “Promotion and Tenure of Academic Staff” 3. 20 October 2021 – hosted by Australian National University on the theme of “Workforce Planning and Leadership Development”. 4. 17 March 2022 – hosted by University of Cape Town on the theme of “Post COVID for University as Organisations and Workplaces” 5. 8 June 2022 – hosted by Australian National University on the theme of “How universities will remain competitive and attract and retain top talent in light of the future of work and flexibility offered by creative and innovative employers”
Funding to date	
Outcomes of previous meetings	<p>Senior Officers’ Meeting, 2021</p> <p>The HR Consultation group made no budget request in 2021.</p> <p>Senior Officers’ Meeting, October 2020</p> <p>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>Takeaways</p> <p>NUS will share agenda with IARU member universities so that each university can recommend suitable HR personnel to the group.</p> <p>Senior Officers’ Meeting, September 2019</p> <p>Andrew Wee (NUS) updated attendees about the HR Consultation Group which was proposed in PM 2019. The first online meeting in</p>

	<p>April established the group's fundamental framework. As the group handle confidential data, member universities must submit the "Data Sharing Agreement", which seven out of eleven partners already signed. The group started a first survey for benchmarking studies, which five institutions completed as of SOM 2019. Items for the survey include general information such as student-faculty ratio and country-dependent information such as average monthly payroll.</p> <p>The first real meeting will be jointly held with the L3 Workshop held on 8-9 November 2019 at NUS. There was no funding request from the group.</p> <p>Presidents' Meeting, January 2019</p> <p>Andrew Wee (NUS) presented a proposal focusing on HR consultation. This proposal is motivated by VP in HR at NUS, aiming to prepare a platform for HR VPs or directors to share practices that are unique to each country and university. This platform will be initially virtual and does not need any budget to run. Interested members will send the names and contact information to the Secretariat.</p>
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HR Consulting Group

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

The virtual meetings have been successful, and therefore most of our future meetings will also be virtual. Having said that, the HR Consultation Group acknowledges that in-person meetings have its place and we will be considering one in-person meeting for 2023.

Five meetings have been since been held in 2021 and 2022. One more meeting has been planned for October 2022. The details of the meetings that have taken place are as follows:

Date	Host	Topic of Sharing
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.
20 October 2021	Australian National University	Workforce Planning and Leadership Development.
17 March 2022	University of Cape Town	Post COVID for University as Organisations and Workplaces
8 June 2022	Australian National University	How universities will remain competitive and attract and retain top talent in light of the future of



		work and flexibility offered by creative and innovative employers
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7.6 Librarians' Contact Group

Lead	Australian National University
Reporting	Roxanne Missingham
Executive summary	<p>2022 continues to provide challenges for IARU member libraries. The pandemic is still affecting a number of universities.</p> <p>Activities this year:</p> <ul style="list-style-type: none"> • Continuing to provide support to the University of Cape Town Library after the fire that tragically destroyed key collections in April 2021. • Launching the “IARU Libraries passport” designed to make the journey to libraries and their collections more transparent and valuable for physical and virtual visitors from other IARU institution, further information available at https://library-admin.anu.edu.au/iaru-passport/; • the Libraries Exchange program; • creating a stronger network through discussions; • Planning for meetings in 2022 and 2023.
Funding to date	<p>USD 10,000 <i>Staff Exchange Program (2021)</i></p> <p>---</p> <p>USD 10,000 <i>Staff Exchange Program (2020)</i></p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2021</p> <p>The Senior Officers approved the request to carry over funding for the Staff Exchange Program from 2021 into 2022. Some of the group's activities this year include the annual update on benchmarking data, providing support to the University of Cape Town Library after the tragic fire; producing a guide to the services available from all members' libraries during the period when universities could only offer limited physical access to campuses because of COVID-19 (see the IARU website); work on the “IARU Libraries passport”. An article entitled 'Sustainable Development Goals: Insights from Research Libraries' was published in <i>The International Journal of Librarianship</i> which reported of the activities of IARU libraries in implementing the UNSDGs (attached to report); and communications/networking through online means.</p> <p>Senior Officers' Meeting, October 2020</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 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.</p>



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Librarians' Contact Group

In 2022 IARU libraries are re-energizing their services, workforces and collaborative efforts. We are establishing new ways to evolve our services and approach, particularly in relation to staffing benefits, with the benefit of the global vision that comes from working as an international group.

Cape Town Support

The tragic fire at the University of Cape Town that destroyed a significant archive collection and part of the library collection. Members continue to offer support in a practical way, for example, by supporting the digitization of relevant collection material. At this stage support is being offered for the very complex issues raised through the insurance claim process.

Support for IARU scholars and students during COVID-19

The IARU Librarians' Contact Group has continued to provide access to collection material for other IARU libraries to support education and research. Activities to digitize collections and enhance access continue.

Benchmarking

The benchmarking report for 2020 was completed and the Group has agreed to pause further activity until we review the program at our next face to face meeting (planned for December 2022).

IARU Libraries Passport

The IARU Libraries passport has now been launched. It is designed to make the journey to libraries and their collections more transparent and valuable for physical and virtual visitors from other IARU institutions. Additional information can be found at <https://library-admin.anu.edu.au/iaru-passport/>.

Reactivating the Libraries Exchange program

This initiative was paused during the pandemic as travel was not possible. It is being reactivated with hope for exchanges to occur in 2023.

Communication and Sharing Information

A meeting of the group was held on 12 July, with participation by around half of the members. While it was difficult to find a time that would suit, it provided an opportunity to reactivate the group.

Key areas discussed:

- Plans for a face-to-face meeting at ETH Zürich in December 2022, and future meetings in Singapore and Cape Town in 2023 and 2024 respectively. Topics identified for discussion at the ETH meeting included:
 - Global perspectives of contribution and change in our libraries
 - Value and nature of IARU libraries – what are our qualities/what defines us

- Rethinking space – how students have reshaped their use of space during and post lockdown and how we need to rework spaces to support students as community members
- Potential for promotion videos/program around IARU libraries and our roles as research infrastructure and the value of our services and collections
- Promotion of the IARU libraries passport, including work on a template for a letter of introduction for academics and students who are visiting other IARU libraries.
- Other discussions including: working from home, the impact on the identity of an institutional library, building and growing teams in this new environment, mainstreaming virtual services, reengaging through face to face services, organisational culture.

Summary and Future Activities

In terms of overall activities, the IARU Group provides member libraries with an invaluable opportunity to think globally about issues. The group continues to be in communication and is keen to revitalize with a face-to-face meeting in December this year.

Funding Request Form (Carryover Request)

Project Name/Year:

Staff exchange program 2023

Total Requested Amount & Breakdowns:

Item	Amount
Pilot Staff Exchange Program 2023 each participant will receive up to USD 2,500 to cover costs of travel to the institution and other essential costs	USD 10,000
Total Requested Amount	USD 10,000

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

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	Natalie Pang Lee San
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
Yale	University Librarian/ Deputy Provost for Collections and Scholarly Communication	Barbara Rockenbach

*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.):

Pilot Staff Exchange Programme 2023

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

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

7.7 Lifelong Learning

Lead	<i>National University of Singapore</i>
Reporting	<i>Associate Professor Woei Wan Tan</i>
Executive summary	<p>The Lifelong Learning Working Group was formed at the L3 Workshop in November 2019. The consensus was, and remains, 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. The topic of micro-credentials was discussed on 22 April 2021. University of Copenhagen organized a micro-credentials sharing session between NUS and Lifelong Learning representatives in December 2021. Going forward, the group plans to meet at the sideline of conferences, such as UPCEA (University Professional & Continuing Education Association) Conference.</p>
Funding to date	<p><i>No current funding allocation</i></p> <p>--</p> <p>USD 10,000 Inaugural meeting at NUS (November 2019)</p>
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2021 (Online)</p> <p>The Lifelong Learning group did not make any budget requests.</p> <p>Senior Officers' Meeting, October 2020</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. Kiichi Fujiwara (UTokyo) pointed out that arranging online meeting itself is good, but , IARU community must think of the ways to actually move the initiative forward by using online resources and in order to do so, we should ask each group to come up with ideas.</p> <p><u>Takeaways</u></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>Senior Officers' Meeting, September 2019</p> <p>The Lifelong Learning initiative was first discussed in SOM 2018 and developed at PM 2019, and Andrew Wee (NUS) updated the information on the related meeting (L3 Workshop) held on 8-9 November 2019 at NUS. The workshop consists of open sessions on general topics for a</p>

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.

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.

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"> • Focusing on graduate programmes. 6 micro credentials stack to 1 course and 4 courses stack to a certificate. • Due to COVID-19 pandemic, the 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.
ETH Zurich	<ul style="list-style-type: none"> • A certificate is worth a minimum of 10 European Credit Transfer and Accumulation System (ETCS) points. • 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.
NUS	<ul style="list-style-type: none"> • Non-credit bearing short courses can stack towards a Professional Certificate. • An Executive Certificate is equivalent to a credit-bearing semester long module. • Executive Certificates may be stacked towards a Specialist or a Graduate Certificate.

For additional information about plans for 2023, see budget request.

Lifelong Learning Funding Request Form

Project Name/Year:

Lifelong Learning Working Group Meetings 2022–23

Total Requested Amount & Breakdowns:

Item	Amount
Working Group Meeting attached to UPCEA 2023, Washington US, March 2023	USD 6,500
Working Group Meeting in Cambridge, Autumn 2023	USD 7,500
Total Requested Amount	USD 14,000

*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):

Discussions will be held with other organisations to explore the possibility of additional, or matched, funding. These include partner organisations as well as other organisations associated with the delivery of lifelong learning

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

It is expected that all members will participate in at least one of the meetings, with most attending both. Precise members for each University are being confirmed.

University	Title/Position	Name
ANU		
ETH Zurich	Head of the School of Continuing Education	Dr Lukas Sigrist
NUS	Vice-Dean, School of Continuing and Lifelong Education	Prof. Woei Wan Tan (Joint Lead)
PKU		
Berkeley		
Cambridge	Deputy Director of Academic Centres	Tom Monie (Joint Lead)
UCT		
Copenhagen	Head of Lifelong Learning / Head of Continuing and Professional Education	Sanne Nielsen / Mette Bergenser
Oxford	Director of British and Cultural Studies, Department of Continuing Education	Dr Charles Boyle
UTokyo		
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.):

Following formation of the working group and an inaugural in-person meeting at NUS in November 2019 activities were forced to switch online due to the pandemic. Online discussions were held to share best practice and discuss microcredentials. As many are aware the pandemic has altered the perception of lifelong learning at a global level. A greater number of non-University players have entered the market. Working group members are now keen to re-engage in person and begin to develop and build a coherent approach to lifelong learning between and across the members.

A side meeting adjacent to the March UPCEA will allow re-engagement with American partners and preliminary discussions to be held around the longer term focus of the group. This timing will facilitate integration of other lifelong learning specialists as guest contributors to the discussions focusing on learning from the pandemic and best practice.

In the autumn of 2023 a meeting will be held in Cambridge, taking advantage of the ongoing 150 year celebrations of the University of Cambridge Institute of Continuing Education. The focus of this meeting is yet to be determined but may focus on enhancing inclusive practice in lifelong learning and developing effective collaborations in the delivery of lifelong courses between IARU members.

Both these meetings will be important in allowing the IARU members to ensure that they are following best practice in lifelong learning and adapting to the changing environment in this sector as a result of the pandemic. Longer term, the development of the group's activities should foster a culture of co-delivery and participation in lifelong learning between member institutions.

7.8 Novo Nordisk International Talent Program

Lead	<i>UCPH</i>
Reporting	<i>Sara Dinesen</i>
Executive summary	<p>The Novo Nordisk International Talent Program supports student mobility between University of Copenhagen and partners in the International Alliance of Research Universities. In 2022 the programme will be supporting 33 students during their studies abroad.</p> <p>It has previously been announced that NNITP would close by the end of 2022. We are happy to share with the IARU Senior Officers, that this is not the case, and NNITP will be supporting mobility students in 2023. The first of two application rounds, aimed at student mobility in 2023, will take place in October 2022 and will close on October 25, 2022. For further information please visit https://studies.ku.dk/visiting/scholarships/</p> <p>It is anticipated that the Novo Nordisk International Talent Program will run until the available funding has been distributed to mobility students. It is expected that the scheme will run into 2024 and then finish, but this will depend on the level of interest from applicants.</p>
Funding to date	<i>n/a</i>
Outcomes of previous meetings	<p>Senior Officers' Meeting, October 2020</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>Senior Officers' Meeting, September 2019</p> <p>Søren Nedergaard (UCPH) reported that 54 students would be awarded scholarship this year. Novo Nordisk were very satisfied with the program; however, the spring semester 2020 would be the final term of the program. UCPH is now exploring an opportunity to continue the program and inform partner institutions of the results later.</p> <p>Senior Officers' Meeting, September 2018</p> <p>Tina Bergløv Kjær (UCPH) reported that the Novo Nordisk International Talent Program was established in 2015 and has funded 219 students. Each year, Novo Nordisk donates approximately USD 400,000 to support either student travel to UCPH or UCPH students going to NNITP partner schools to</p>



	<p>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>
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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. More recently, it has been agreed that the programme will be extended beyond 2022, until the all the available funding has been allocated. The next round of applications will close on 25 October 2022.

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.

Please visit <https://studies.ku.dk/visiting/scholarships/> for further information.

7.9 Real Estate Working Group

Lead	<i>University of Cape Town</i>										
Reporting	<i>Jehan Begg (UCT)</i>										
Executive summary	<p>The IARU Real Estate Working Group is 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 good practice examples. Members participate to the extent feasible to share knowledge about topics in higher education real estate development and management such as 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.</p> <p>A terms of reference iterative document was drafted and approved by the committee to define the purpose of the committee along with statutory requirements. The REWG established a voluntary steering committee who meet quarterly to drive the objectives as set out by the full REWG. This mitigated scheduling issues across time zones and allowed the committee to remain on course during the disruptive COVID-19 phase.</p>										
Funding to date	<p>2022:</p> <table> <tr> <td><i>USD 10,000</i></td> <td><i>Group Meeting</i></td> </tr> <tr> <td><i>USD 5,000</i></td> <td><i>REWG Website Development & Updates</i></td> </tr> <tr> <td><i>USD 2,000</i></td> <td><i>Annual Report, Publications and Toolkit Development</i></td> </tr> </table> <p>---</p> <p>2021:</p> <table> <tr> <td><i>USD 10,000</i></td> <td><i>Group Meeting</i></td> </tr> </table> <p>2020:</p> <table> <tr> <td><i>USD 10,000</i></td> <td><i>Group Meeting</i></td> </tr> </table>	<i>USD 10,000</i>	<i>Group Meeting</i>	<i>USD 5,000</i>	<i>REWG Website Development & Updates</i>	<i>USD 2,000</i>	<i>Annual Report, Publications and Toolkit Development</i>	<i>USD 10,000</i>	<i>Group Meeting</i>	<i>USD 10,000</i>	<i>Group Meeting</i>
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<i>USD 2,000</i>	<i>Annual Report, Publications and Toolkit Development</i>										
<i>USD 10,000</i>	<i>Group Meeting</i>										
<i>USD 10,000</i>	<i>Group Meeting</i>										
Outcomes of previous meetings	<p>Senior Officers' Meeting 2021 Senior Officers approved the budget request for 2022.</p> <p>Senior Officers' Meeting 2020 COVID-19 turbulence prevented the group from tackling their original projects planned last year and from holding their annual face-to-face meeting in Cape Town. Instead they held two virtual meetings separately on a regional basis. The group shared information on impacts arising from the pandemic and recovery planning, and updated their future work program until 2022. Lead of the group will be transferred from Cambridge to Cape Town. Senior Officers approved the carryover request of USD 10,000.</p>										

	<p>Senior Officers' Meeting 2019</p> <p>Karen Kennedy (Cambridge) presented REWG's report on the meeting on 4-5th September at Yale that was held simultaneously with CSI. Joint sessions dealt with diverse topics including space efficiency & productivity benchmarking, where both groups recognized significant added value in the crossfertilization 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.</p>
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Summary of Activities

Annual Meeting

The full REWG met on 12 May 2022 in lieu of an in-person conference meeting which was postponed again due to varying/unpredictable travel requirements between countries.

All member universities were present at the meeting despite the time zones. A special thank you to all members for joining with a special thank you to Wendy Hillis, representing Berkeley, who stayed up late to join.

Objectives for 2022–2023:

- In-person conference to be scheduled (in collaboration with Sustainability Group if possible)
- Promote work done by the REWG by updating the website with short summaries of workstreams and progress in each.
- Close out the COVID-19 period and future ways of working with documented and consolidated reports from all universities.
- Identify representatives from Yale and PKU.

Post-Covid Discussion:

The REWG was significantly impacted by the COVID-19 pandemic as universities adjusted to remote teaching and learning practices combined with social distancing. Facilities departments under the guidance of Occupational Health and Safety units were fundamental to reacting to changing statutory requirements and implementing university risk adjusted strategies.

Challenges discussed (varying degrees of impact across universities)

- Reactive strategies to accommodate teaching and learning needs amidst the pandemic i.e. capacity planning and HVAC

- Focus on Digital Masterplans to improve space efficiencies
- Hybrid working challenges i.e. creating fit for purpose spaces whilst managing costs of maintaining buildings still partially empty or not at full capacity.
- Unique economic and environmental contexts (varies from country to country) i.e. traffic, load shedding etc.
- Shaping the future: still being defined in terms of redefining roles and its requirements i.e. teaching and learning, research and administration.
- Low registration rates for universities reliant on international students
- Limited CapEx Budgets predicted due to a culmination of the above

The committee discussed briefly the expectation that the pandemic would present more opportunities to dispose of real estate however there remains a demand for space and a reluctance to give up space.

Increased focus on staff wellness noted as a common theme across all universities.

The principles of each work stream remain the same with significant developments since the pandemic

1. Space Use and Efficiency

- Space Benchmarking (Cambridge)
- Space Norms Project (Oxford/NUS)
- Agile working

2. Future Learning Environment/MOOC

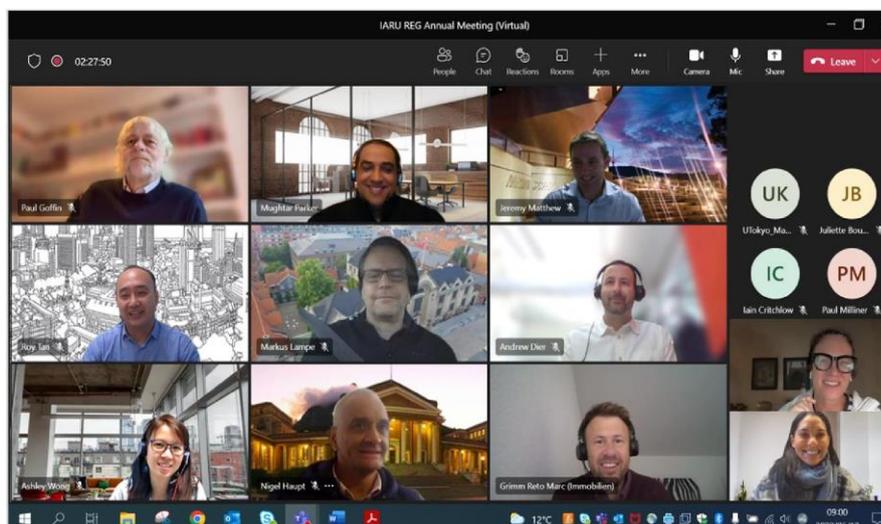
- Digital Learning (UCB)
- Student Experience (NUS)
- Utilisation Technology (UCT/Oxford)

3. Resource Planning

- Long term/range capital plan (UCB)
- Life Cycle Costing 2021 (ETH/COP)
- Energy Infrastructure Planning 2022 (ETH/NUS/UCB)
- Functional suitability 2021 (Cambridge)

In-person conference planning underway for tend March 2023 in Cape Town, South Africa.

Next meeting scheduled for November 2022 to finalise conference agenda.



Real Estate Working Group Funding Request Form

Total Requested Amount & Breakdowns:

Item	Amount
1. Annual Meeting - Cape Town South Africa (includes conferencing, meals, hosting activities)	USD 10,000 (carry over from 2022)
2023 additional request to account for escalations and enhancements (RSA inflation)	USD 2,500
2. Technology: REWG Website Development and Updates	USD 2,500
3. Staff Development and Exchange Programme (Flights, subsistence and travel, accommodation)	USD 3,000
4. Annual Report. Publications and Toolkit Development Miscellaneous	USD 2,000
Requested carry over funds	USD 10,000
New requested funds	USD 10,000
Total Requested Amount	USD 20 000

*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):

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.		Associate Director: Campus Planning and Management	Ashley Wong

4.	NUS	Head & Senior Associate Director, Space Planning & Management	Roy Tan
6.	Berkeley	Director: Capital Planning, Planning Strategies	Wendy Hillis
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	
5.	PKU	N/A	

*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.):

Please note that the Real Estate Working Group has not spent any funds since 2020 as all engagements have been online. We are requesting funding for 4 items listed above and outlined below. We will endeavour to meet the objectives as set out by the lead.

Annual Conference/Meeting in Cape Town, South Africa (March 2023)

- In-person conference to be scheduled (in collaboration with Sustainability Group if possible). This was confirmed in the REWG Annual meeting on the 12th May 2022 and therefore the funds will be spent.

Technology advancements – towards continuity, transparency and accessibility of information

- Promote work done by the REWG by updating the website with short summaries of work streams and progress thereof.

Staff Development and Exchange Programme

- We'd like to actively promote staff development and exchange by giving REWG members the opportunity to visit member universities. Not limited to REWG members but to the Real Estate departments within member universities. Motivations for this funding will be evaluated by the group with IARU central guidance if required.

Annual Report. Publications and Toolkit Development

- An annual report on the accomplishments, special projects, and work that the REWG contributed to the Real Estate industry.

Outcomes

The current projects are Space Utilisation & Efficiency, Future Learning Environment and Resource Allocation (see report) – this is more topical now due to the pandemic.

Schedule

The funds requested for 2023 are to ensure that we meet, debate and discuss our outcomes annually and further foster global IARU relationships through personal social and professional relationships. Cape Town will be hosting the conference this year and most of the requested funds will be for this. The incremental 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:

The Chair has moved to Cape Town (University of Cape Town) for the 3 years with a new Chair to be chosen at the conference of the preceding year i.e., September 2023 for Jan – Dec 2024. This allows for continuity, consistency and is tied to the closing out of already planned projects in Dec 2023.

The request has remained the same over the past 2 years, however the group was unable to meet due to travel restrictions.

7.10 Sustainable Campus Initiative

Lead	<i>University of Cape Town</i>
Reporting	<i>Manfred Braune</i>
Executive summary	<p>The group's meetings and activity has been similar to previous years except for the face to face annual meet up that was again postponed for the 3rd year in a row due to Covid-19 travel restrictions and the uncertainty surrounding travel arrangements in various countries.</p> <p>The steering group has continued to meet virtually on a monthly or two-monthly basis and collaborations continue to develop in this context.</p> <p>The two key projects have continued and progressed, namely the Scope 3 emission project and the Future of Workspace project, largely through the post graduate student interns who have been working on these.</p>
Funding to date	<p>2022:</p> <p>USD 15,000 <i>(Carry over from 2020) Sustainable Initiative Annual Meeting in Cape Town</i></p> <p>USD 15,000 <i>(Carry over from 2020) Scope 3 Carbon Emissions Project</i></p> <p>USD 15,000 <i>(new) Future of Work (Joint SCI and Real Estate Group project)</i></p> <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 <i>Part-time fellow to manage SDG collaboration</i></p> <p>5,000 USD <i>Support for capacity building pilot event in Cape Town</i></p> <p>3,000 USD <i>Good practice and knowledge exchange on biodiversity</i></p> <p>500 USD <i>Outreach materials</i></p>

	<p>10,000 USD Sustainability Meeting 2020</p> <p>2019: 5,000 USD Outward facing event in São Paulo during ISCN 2,000 USD Student support for communications and program development 500 USD Student design assistant 10,000 USD Part-time fellow to manage SDG collaboration 3,000 USD Reimbursement for staff exchange: Yale visit to ETH 6,936 USD Sustainability Meeting 2019 (Yale) *Jointly held with Real Estate Working Group Meeting.</p>
<p>Outcomes of previous meetings</p>	<p>Senior Officers' Meeting, October 2021 The Senior Officers approved the funding request for a joint project on 'The Future of Work' between the Sustainable Campus Initiative and the Real Estate Working Group (USD 15,000). The Senior Officers also approved the request to carry over previous unused funding for the SCI Annual Meeting (USD 15,000) and IARU SCI Scope 3 Carbon Emissions Working Group (USD 15,000) to 2022.</p> <p>Senior Officers' Meeting, October 2020 The Sustainable Campus Initiative (SCI) had a very productive year in spite of the COVID-19 turbulence. The group added a chapter on Resilience and Response to Crisis, which features fresh case studies from six of the IARU members, to the publication on SDGs and Academia, originally launched online in 2019. In November, SCI will host the Global University Climate Forum, aiming to encourage students who will attend the 26th UN Climate Change Conference (COP26) in Glasgow, to share their ideas on feasible climate-related projects. The Forum received applications from 160 student groups from 121 universities of 40 countries, a total of 553 students. Staff exchange and an annual face-to-face meeting were cancelled due to the pandemic, however, the group held a virtual meeting for four days in October instead. The lead will be transferred from Oxford to Cape Town. SCI requested carryover of a total of USD 15,000, and another USD 28,000 consisting of USD 15,000 for Scope 3 Carbon Emissions Project, USD 10,000 for Global Climate University Programme, USD 3,000 for Biodiversity Knowledge Exchange. Senior Officers approved the requests submitted by the initiative: carry over of USD 15,000, and funding request of USD 28,000 for their 2021 activities.</p> <p>Senior Officers' Meeting, September 2019</p>



	<p>Nina Tomlin (Oxford) reported that the Sustainable Campus Initiative (SCI) continued to be very active, holding its annual meeting on 3-5 September at Yale, partly together with Real Estate Working Group (REWG). The group is now formulating a long-term strategic plan with ambitious projects including integration with sustainability and climate. SCI's funding request of USD 18,000 consisted of USD 10,000 to set up a part-time fellow who would support Sustainability Offices' communication strategy, USD 5,000 to support capacity building pilot event in Cape Town, and USD 3,000 to promote good practices and knowledge exchange on biodiversity. Senior Officers valued high productivity of the SCI group and approved the USD 18,000 funding request for their 2020 activities.</p>
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Sustainable Campus Initiative Projects 2022

The Future of Workspace (Joint Project between the Sustainable Campus Initiative and Real Estate Working Group):

The first year of the Future of Workspace project has progressed well so far, with a desktop study completed successfully and interviews with IARU members beginning shortly. A full report and presentation will be prepared at the end of 2022.

The project has included the following activities:

- Sharing progress, projects, ideas, successes, failures and opportunities via two online meetings so far with the IARU SCI & Real Estate group (these meetings would be recorded and information collected and collated)
- A post graduate student who is a real estate specialist was appointed to undertake the desktop research – this was presented at one of the meetings
- Detailed interviews are being prepared, following with a presentation and a summary report will be prepared by the end of 2022

SCI Scope 3 Carbon Emissions Working Group 2022 (deferred from 2021)

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 second year of this project was again slower than expected due to other priorities and limited capacity during the covid-19 affected year. A post graduate student has been found in mid-2022 to assist with this project, which has allowed the detailed work to begin in July on the air travel policy investigation, interviews and report. By the end of 2022 it is anticipated that about 50% of the original \$15,000 will be utilized on this work.

Sustainable Campus Initiative Annual Meeting 2022 at the University of Cape Town

The annual meet up in Cape Town was postponed again, due to uncertainty from various members regarding travel arrangements. It is proposed that the meet up is postponed to March 2023 or October 2023, depending on feedback from members.

Sustainable Campus Initiative Summary 2022

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

1. Projects

The projects are summarised above. The activity of the group has slowed somewhat this year, while all projects are led by Manfred Braune, with no other members having volunteered to lead projects in 2021/2022. As a result, work on projects has slowed somewhat but largely continued

where intern students could be found to assist on the two main projects, namely scope 3 emissions and the future of workspace.

2. Publications

No new publications have been published in 2022 thus far, although work has continued towards projects that will be publishing some kind of shared report/publication. Recordings of the Future of Workspace meeting and presentation of the desktop research has been shared with members.

3. 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 engagements and travel (where relevant).

Steering group meetings are continuing on a monthly to two-monthly basis.

A full group online annual meet up is planned over two days later in 2022 while the in person meet up is proposed to be held in March or October 2023.

4. Student Exchanges

No current staff / student exchanges were undertaken or planned in 2022 due to Covid-19 and lack capacity for members to host such students.

5. IARU SCI Governance and Administration

The steering group is currently represented by universities of Cape Town (current lead/chair), Oxford, and Berkeley (and until very recently Cambridge, Joanne Chamberlain has taken up a new post at another university not in the IARU network).

New Funding Request Form

Summary of Funding requested for 2023:

Project	Amount
01 – Future of Workspace Phase 2 (Joint SCI & Real Estate Project)	USD 15,000 (new)
Total New Funds Requested by the IARU SCI Group 2023	USD 15,000 (new)
02 – Sustainable Campus Initiative Annual Meeting in Cape Town	USD 15,000 (deferred 100%)
03 - IARU SCI Scope 3 Carbon Emissions Working Group	USD 7,500 (deferred 50%)
Total Funds Proposed to be Deferred from 2022 to 2023	USD 22,500 (deferred)
Total Deferred and New Funds for 2023	USD 37,500 (new & deferred)

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
Future of Workspace Phase 2 (Joint SCI & Real Estate Project) Part time post graduate student intern to investigate detailed case studies on the Future of Workspace applied in practice at various IARU and other universities and prepare a summary report, presentations and host meetings for the IARU SCI & Real Estate Group. The cost also includes a graphic designer to assist with report design.	USD 15,000 (new)
Total Requested Amount	USD 15,000 (new)

*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
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	Director Yale Office of Sustainability	Virginia Chapman
UCT	Executive Director: Properties & Services	Mughtar Parker (co-Lead)
UCT	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.):

The first year of the Future of Workspace project has progressed well so far, with a desktop study completed successfully and interviews with IARU members beginning shortly. A full report and presentation will be prepared at the end of 2022.

The project proposes to be extended into a second year, which will focus on particular case studies of solutions/projects that were implemented by IARU and other universities that can really help make solutions tangible to IARU members and other universities that will be able to benefit from a report that will be prepared summarizing the individual case study findings.

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 while 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 this evolves. 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 2023, 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 post graduate real estate specialists into specific case studies from IARU and other universities
- A presentation and a summary report will be prepared and the report will be posted on the IARU website

Project funding deferred from 2022 to 2023:

02

Project Name/Year:

Sustainable Campus Initiative Annual Meeting at University of Cape Town March/October 2023

(THIS FUNDING WAS PREVIOUSLY AGREED FOR 2020 BUT HAS NOT YET BEEN CLAIMED IN 2020, 2021 or 2022)

Total Requested Amount & Breakdowns:

Item	Amount
Budget covers meeting accommodation and catering (not used in 2022– COVID impact. Proposed to be deferred to 2023)	USD 10,000 (deferred)
Capacity building pilot event in Cape Town (not used in 2022 – COVID impact. Proposed to be deferred to 2023)	USD 5,000 (deferred)
Total Requested Amount	USD 15,000 (deferred)

*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 coproduced a book with guidance on greening universities, a website showcasing institutions' work to deliver the Sustainable Development Goals (SDGs) and numerous events engaging and upskilling students and staff on sustainability issues.

The group have recently decided that they plan to continue to meet regularly but reduce the in person meetings to once every two years. The meeting has been postponed in 2020, 2021 and 2022 due to the covid-19 impact on travel, which left most members very uncertain about making any travel bookings.

It is proposed that the meet up now be held in March or October 2023 with the following same objectives:

- Sharing progress from working groups and developing action items on scope 3 carbon emissions,
- Feedback, progress and engagement on the Future of Workspace project
- Feedback, progress and engagement on the Scope 3 Emissions project
- Developing new project ideas
- Capacity building / teaching to local students/professionals
- Visiting various UCT green building projects
- General networking and building of relationships amongst the IARU network

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

Funding Request Form

03

Project Name/Year:

IARU / SCI Scope 3 Carbon Emissions Working Group 2023

Total Requested Amount & Breakdowns:

Item	Amount
Post graduate student intern (8 months) to help with data collection and analysis on scope 3 projects from IARU universities in working group (not all used in 2022 (estimated 50%) – this project has been slow largely due to the project leader's capacity)	USD 6,000 (deferred)
Graphic design of final report to be shared online. (not used in 2021 – COVID impact. Proposed to be deferred to 2022)	USD 1,500 (deferred)
Total Requested Amount	USD 7,500 (deferred 50%)

*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		
Yale	Chief Manager for Sustainability Operations & Strategic Data Yale Office of Sustainability	Lindsay Crum

*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 second year of this project was again slower than expected due to other priorities and limited capacity during the covid-19 affected year. A post graduate student has been found in mid-2022 to assist with this project, which means the detailed work could begin in July on the air travel policy investigation and report. By the end of 2022 it is anticipated that about 50% of the original \$15,000 will be used, which is why it is proposed that \$7,500 be deferred to 2023.

7.11 Virtual Museum Tours

Lead	<i>Peking University</i>
Reporting	<i>Dr. Li Yun, Ms Lu Jiao, Ms Han Yifei</i>
Executive summary	<p>In 2021, virtual tours by ETHZ, UCPH and PKU were presented and added to the IARU website.</p> <p>ETHZ's focusTerra museum produced a number of videos, lectures and a live virtual Q&A session on Mars and the NASA InSight mission.</p> <p>UCPH's contribution took the form of a 360° digital experience of the living botanical collections in Copenhagen's historic Palm House.</p> <p>PKU offered the virtual tour on the work of French master Eugene Delacroix.</p> <p>In early 2022, PKU launched an exhibition of artefacts from Shanxi bronze culture and it is hoped that contributions from Oxford and Tokyo will be added to the range of tours.</p> <p>On 13th July 2022, Oxford held Pitt Rivers Museum Virtual Tour Workshop online. Participants including students from PKU, Oxford, NUS and IC jointly tested and discussed the virtual museum project.</p>
Funding to date	<i>USD 40,000 (up to)</i> 2021 Funding
Outcomes of previous Senior Officers' Meetings	<p>Senior Officers' Meeting, October 2021</p> <p>Peking University requested USD 14,200 for 2022. This would fund three planned projects at three universities: Oxford, Peking, and Tokyo. The University of Tokyo also joined the programme for 2021, a development that occurred too late to be included in the Tome.</p> <p>While Peking had made progress in its planned programmes this year, COVID had again affected what NUS, ETHZ and UCPH had been able to do. It is likely, therefore, that the Secretariat will ask Senior Officers to approve funding carryovers for these universities in the coming weeks.</p> <p>Anders Hagström (ETH) expressed thanks to Peking for this initiative, saying it was a great example of a creative response to the current situation.</p> <p>Senior Officers' Meeting, October 2020</p> <p>Xia Hongwei (PKU) introduced Virtual Museum Tour, which was proposed in SOM in July. PKU have conducted survey among IARU universities to find out that there are more than 50 museums among 11 IARU universities which covers various</p>

academic disciplines. They would like to establish multi-disciplinary/multicultural learning platform, utilizing these museums. In addition to PKU, ETH Zurich, Copenhagen, NUS are currently confirmed to participate in this initiative. They requested a funding of USD 2,000 for each participating university. With this fund, they wish to cover the cost of following items:

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

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

*The Senior Officers otherwise supported the initiative. \$40,000 was subsequently awarded for 2021 to allow members to join in addition to those who were already involved at the time of SOM 2020.

Virtual Museum Tours

Background

University museums serve the important roles of educational, cultural and social service on campus, and provide the faculty and students with unique opportunities to understand and enjoy special topics of wide interest. The collections and exhibitions of a university museum represent its unique history and features, and can be an excellent channel for communication among the universities as well as to the public.

The eleven member universities of IARU have more than 50 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 by IARU Presidents Meeting and Senior Officers Meeting held in June and July 2020, the IARU Virtual Museum Tours initiative was proposed as part of the IARU Virtual Campus Initiative and received warm feedback among the member universities.

In the COVID-19 pandemic/post pandemic era, the Virtual Museum Tours and lectures will constitute a multi-cultural and multi-disciplinary platform for faculty and students across the continents to visit university museums online, to see their distinct collections, and to learn about background knowledge the beyond the exhibits.

Purposes and Expected Outcomes

The purposes of the IARU Virtual Museum Tours 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 history, arts and science topics, enriching the virtual campus life of IARU students and faculty
- To share the museum resources of IARU member universities with the wider public, therefore serving society and promoting international understanding as a whole at this difficult time

The 2023 VMT is now communicating with partner universities and we will provide the updated list of the exhibitions soon.

Funding Request Form

Project Name/Year:

IARU Virtual Museum Tours 2023

Total Requested Amount & Breakdowns:

Item	Amount
To support up to 4 virtual museum tours over the course of the year, estimating USD 5,000 for each project	USD 20,000
Total Requested Amount	USD 20,000

*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):

None

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

University	Title/Position	Name
ANU		
ETH Zurich		
NUS		
PKU		
Berkeley		
Cambridge		
UCT		
Copenhagen		
Oxford		
UTokyo		
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.):

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.

Throughout 2021 and 2022, a number of virtual tours and online events have been successfully launched on the IARU website with further contributions expected in due course.

To continue the success of this project, the initiative leads at PKU would like to request up to USD 20,000 of funding to support future tours. At the moment, PKU is awaiting detailed proposals from partner universities and therefore the requested funding would be for tours yet to be confirmed. If the funding is approved in principle, details of the new tours could be circulated to Senior Officers in due course for final approval.