



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Session 5: Institutional Joint Working Groups

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5.1 Alumni Associations Network

Lead	<i>Zeba Salman (The Australian National University)</i>
Executive summary for the period Sept 2022 to Sept 2023	<p>With the current climate of increased travel costs, together with tighter financial constraints in universities, the IARU Alumni Directors group have been unable to meet for a dedicated IARU in-person activity in 2023.</p> <p>However, members within the group have been able to coordinate in-person meetups when combined with other global sector-based conferences (e.g. CASE conference, Melbourne, Apr 2023). Similarly, there has been online activity with Alumni Directors invited as panellists for sector conversations (e.g. AppliedHE online, Aug 2023).</p> <p>Former group lead, Christine Fairchild (University of Oxford) has since retired as of Aug 2023. Long-term member, Bernard Toh (National University of Singapore), has also retired in 2023.</p> <p>The current lead is now Zeba Salman (The Australian National University). The Alumni Directors will now take forward plans to regroup and plan for an in-person 'IARU Alumni conference' in 2024.</p>
Items for decision	<p>Records indicate that this group was last funded in 2010; and have since been self-funded in arranging dedicated alumni summits (last in-person summit was in Dec 2018).</p> <p>A request is being made for funding, to the amount of USD \$15,000, to enable an in-person summit planned for 2024 and to raise the profile of the IARU network and the Alumni Relations profession.</p>
<p>To assist the Senior Officers in understanding your group's work patterns and the goals you are hoping to achieve this year, we would be grateful if you could answer the following questions:</p>	
<p>What specific topics does your group hope to address in the coming year?</p>	<p>Alumni are an institution's biggest stakeholder group and are constantly exposing the values that have been instilled in them by their time at university and their success reflects on the institution. Universities need to know who their alumni are, where they are, and what they are doing.</p> <p>As many Alumni Relations' (AR) departments work towards meeting institutional goals, building alumni engagement strategies, and importantly, demonstrating effectiveness, these are all important topics on the broader value and impact of alumni engagement in the AR sector.</p>

<p>Do you have projects that you hope to begin or continue? <i>(Please give details)</i></p>	<p><i>N/A</i></p>
<p>How often do you plan to meet (approximately)?</p>	<p><i>Twice a year: once in person, and once online.</i></p>
<p>Funding to date</p>	<p><i>USD 7,500 Remaining balance from 1st World Alumni Forum</i> <i>USD 2,500 2016 Presidents' Panel (own resources)</i> <i>USD 12,705 Alumni Association Summit, October 2010</i></p>
<p>Summary of previous updates</p>	<ul style="list-style-type: none"> <i>- Key changes in the group's leadership.</i> <i>- There is a need to regroup and to initiate activity – i.e. host a dedicated IARU Alumni program.</i> <i>- Activity is to support the international reputation and reach of the IARU Network, and align to Alumni Relations.</i>

5.2 Cybersecurity Forum

Lead	<i>Dr Rui Brandao (ETH Zurich)</i>
Executive summary for the period Sept 2022 to Sept 2023	<p>The group met several times online and held its annual in-person meeting at ETH Zurich on 13-15 June 2023 (first time since 2019 due to the Covid-19 pandemic).</p> <p>The group continued its exchange of experiences and approaches in cybersecurity focussing on topics such as governance and policies, computer emergency response teams (CERT) and security operations centre (SOC), trends and challenges in cybersecurity at the member universities.</p>
Items for decision	<ul style="list-style-type: none"> • Approval of the change of lead from Rui Brandao (ETH Zurich) to Thomas Schlichting (University of Copenhagen). • Funding request below
<p>To assist the Senior Officers in understanding your group's work patterns and the goals you are hoping to achieve this year, we would be grateful if you could answer the following questions:</p>	
What specific topics does your group hope to address in the coming year?	<p>We intend to continue fostering the exchange on cybersecurity between the members, focussing on</p> <ul style="list-style-type: none"> - Trends and challenges at the different institutions. - Governance and policies: pros and cons of different set-ups, experiences with different governance models, effectiveness and evolvement of policies in cybersecurity. - Enabling a platform for technical discussions between the CERTs and SOCs of the member institutions.
Do you have projects that you hope to begin or continue? <i>(Please give details)</i>	<ul style="list-style-type: none"> - We intend to explore possibilities to exchange information on newly identified threats and ongoing attacks for the members to better protect their institutions from such events. - The SOCs of the member institutions will discuss potential means to quickly distribute relevant information to enable the institutions to protect themselves efficiently from threats and ongoing attacks. - Based on the outcome of these discussions requests for supporting activities such as installing a secure and moderated channel for efficiently distribute relevant information may be placed to the Senior Officers of IARU.
How often do you plan to meet (approximately)?	<ul style="list-style-type: none"> - Approximately four times per year, 3 times in online meetings and once in-person in Copenhagen for our annual meeting.

	<ul style="list-style-type: none"> - The lead of the Cybersecurity Forum is being handed-over to Thomas Schlichting (CISO, University of Copenhagen) in Q3 2023. - The next annual meeting is planned to take place in Copenhagen in 2024.
<p>Funding to date</p>	<p><i>Summary of previous funding allocations</i></p> <p>USD 10,000 Annual Meeting 2023, held at ETH Zurich June 13-15, 2023 (carried over from 2022)</p> <p>USD 10,000 Annual Meeting 2020 (not used due to Covid pandemic, carried over to 2021 and later to 2022)</p> <p>USD 10,000 Annual Meeting 2019 (April 2019)</p> <p>USD 8,000 First Meeting of the Forum (April 2018)</p>
<p>Summary of previous updates</p>	<p>The Cybersecurity Forum was founded in April 2018 during a first in-person meeting at NUS. The forum identified a number of potential topics for discussion and information exchange and continued its discussions during the annual meeting in April 2019 at UCT.</p> <p>The subsequent annual meeting was planned to be held in 2020 at ETH Zurich. However, the in-person meeting could not take place due to the Covid pandemic. Instead, several online meetings were held in which the group started focussing on two major streams of discussions:</p> <ul style="list-style-type: none"> (a) Governance and policies in cybersecurity, addressed to CIOs and CISOs and with the objective to exchange experiences and challenges with installing and managing cybersecurity at the member institutions. (b) Technical and procedural measures of SOCs and CERTs, addressed to technical and hands-on staff and with the objective to improve information exchange for protecting the institutions from potential threats and actual attacks. <p>Due to the pandemic the (in-person) annual meetings could also not be held in 2021 and 2022 such that the team continued its online meetings during those years (approx. one meeting per quarter).</p> <p>In June 2023 the annual meeting finally took place in person at ETH Zurich and the group continued its discussions along the two streams. It also decided to explore the possibility to quickly exchange information on newly identified threats and/or ongoing attacks to better position its members against such events.</p>



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

SENIOR OFFICERS' MEETING 2023

Cybersecurity Forum: Funding Request Form

Annual Meeting of the Cybersecurity Forum 2024 at the University of Copenhagen

Total Requested Amount & Breakdowns:

Item	Amount
Annual Meeting 2024 - Copenhagen	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 has not started yet. We intend to invite the following members:

University	Title/Position	Name
ANU	Chief Information Security Officer	Suthagar Seevaratnam
	SOC member	Sherly
ETH Zurich	CIO	Rui Brandao
	Chief Information Security Officer	Domenico Salvati
	Chief IT Security Officer	Anja Harder
NUS	Chief IT Officer	Tan Shui-Min
	Associate Director, IT Security	Ang Leong Boon
PKU	Professor of Engineering, Vice Director	Ma Hao
	Professor, Yuji Sekiya Laboratory	Yuji Sekiya
	Senior Engineer, Vice Director	Yang Jia
	Engineer, Application and System Group	Gao Zhitong
Berkeley	Chief Information Security Officer	Alison Henry
Cambridge	Head CERT	Ashley Culver
UCT	Director, Enterprise Infrastructure Services	Andre le Roux
	Systems Engineer	Leon Vanniekerk
	Systems Engineer	Ghamza Jacobs
Copenhagen	Chief Information Security Officer	Thomas Schlichting (Lead)
Oxford	Chief Information Security Officer	Graham Ingram

UTokyo	Associate Professor, Information Technology Centre	Masaya Nakayama
Yale	Chief Information Security Officer	Jeremy Rosenberg

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

Please note that additional people may be invited based on the feedback from the institutions.

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

- Annual in-person meeting of the IARU Cybersecurity Forum
- Typically 2-3 days at the lead's university, i.e. University of Copenhagen
- Information exchange and discussion on different topics related to cybersecurity, especially:
 - Trends and challenges at the different institutions
 - Governance and policies: pros and cons of different set-ups, experiences with different governance models, effectiveness and evolvement of policies in cybersecurity
 - Enabling a platform for technical discussions between the CERTs and SOCs of the member institutions
 - Exploring possibilities and potential for efficiently and securely exchange information on ongoing threats and ongoing attacks.
- Funding to cover costs such as hotel, meals, social event. Flights are to be paid by participants.

5.3 Gender Group

Lead	<i>Dr Karen Anderson (YALE)</i>
Executive summary for the period Sept 2022 to Sept 2023	The group held its annual meeting in person at the National University of Singapore July 3-5, 2023. The agenda: updates from each university; women and academic leadership; presentations from four of our universities on their institutional programs to address sexual harassment; how our work on gender reflects and responds to changing social contexts. The group also met via Zoom twice during the year to identify areas of interest for discussion at the meeting at NUS.
Items for decision	Funding request below
<p>To assist the Senior Officers in understanding your group's work patterns and the goals you are hoping to achieve this year, we would be grateful if you could answer the following questions:</p>	
What specific topics does your group hope to address in the coming year?	We plan to discuss best practices in advancing gender equity, focusing on these areas: current social science research on practices found to be most and least effective; data collection and reporting strategies; intersectionality and gender; and how our different universities organize their support for advancing gender equity (e.g., staff positions, committees, centers, etc.).
Do you have projects that you hope to begin or continue? <i>(Please give details)</i>	We are not pursuing any projects this year.
How often do you plan to meet (approximately)?	Once per year we have a formal 3-day in person + Zoom meeting. We hold one or two Zoom meetings during the year (1 hour) to plan for that meeting.
Funding to date	<p><i>Summary of previous funding allocations</i></p> <p>USD 8,000 Meeting (2023)</p> <p>USD 8,000 Meeting (2022 – carried over from 2021)</p> <p>USD 8,000 Workshop (2020)</p> <p>USD 6,500 Workshop (2019)</p> <p>USD 6,575 Workshop (2018)</p> <p>USD 4,000 IARU Intern for data collection and analysis of</p>

	<p>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 (2017)</p> <p>USD 4,000 IARU Intern to assess the role of implicit bias training (Yale)</p> <p>USD 3,011 Workshop (2016)</p> <p>USD 5,200 Workshop (2015)</p> <p>USD 3,638 Workshop (2013)</p> <p>USD 6,512 Workshop (2012)</p> <p>USD 8,500 For project development (2006)</p>
Summary of previous updates	<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>

Gender Group: Funding Request Form

2024 Annual Meeting at the University of Oxford

Total Requested Amount & Breakdowns:

Item	Amount
Meeting expenses: speaker fees, some meals, and other hosting costs	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	Head, Equity and Belonging	Margaret Murphy
	Professor and Director, ANU Gender Institute	Fiona Jenkins
ETH Zurich	Leader, ETH Diversity Office	Raphaela Hettlage
NUS	Associate Professor of Sociology and Anthropology	Eric Thompson
	Director, NUS Care Unit; Associate Professor of Management and Organization	Sandy Lim
PKU	Associate Professor, School of Education	Ran Zhamg
	Professor, Law School; Director, Center for Research on Women's Issues at Home and Abroad	Jingyi Ye
Berkeley	Associate Vice Provost for Faculty	Sharon Inkelas
Cambridge	Schroder Professor of German, University Gender Equality Champion	Sarah Colvin
UCT	Director, Office for Inclusivity and Change	Sianne Alves
Copenhagen	Dean of the Faculty of Law, Professor of Law	Jacob Graff Nielson
	Diversity Consultant	Frederikke Fürst

Oxford	Joint Interim Head of Equality & Diversity, Gender Equality, Athena Swan Policy Advisor	Jennifer Chapin
UTokyo	Deputy Director, Office for Gender Equity	Mariko Ogawa
Yale	Associate Provost for Academic Resources and Faculty Development Assistant Provost for Faculty Development and Diversity	Karen L. Anderson (Lead) Lakia Scott

*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 Oxford – to hold our 2024 annual meeting at the University of Oxford during June 2024. All of the Universities in attendance at our 2023 meeting at the National University of Singapore expressed enthusiasm for attending this 2024 meeting. The topics for the 2024 meeting, as discussed at the end of the 2023 meeting, will include:

1. What issues are each of our Universities grappling with relating to gender, and what best practices do meeting participants use to address those issues?
2. What current issues in social science research would help inform our work on gender equity practices (training, workshops, grievance processes)?
3. How can data collection and analysis help inform academic work on gender and administrative efforts to enhance gender equity?
4. 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?
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 2023 meeting in Singapore included representatives from 9 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.

5.4 Global Transformation Initiative

Lead	Australian National University (Co-chaired) and University of Copenhagen (Vice-chair) 2023-2024
Reporting	<i>Dr. Jochen Prantl, Co-chair (ANU), Dr. Béatrice Bijon, Co-chair (ANU) and Dr. Andreas Egelund Christensen, Vice-chair (UCPH)</i>
Executive summary	<p>The GT group has remained active despite the past years of the global COVID-19 pandemic.</p> <p>In July 2023 the GT group re-launched its “Signature activity”, the Borderland summer school programme in Chiang Mai, Thailand. The Borderland programme had been cancelled since 2019 due to the pandemic.</p> <p>The GT initiative has held, since the last SOM reporting, two online meetings (Nov. 22, 2022 and Feb. 15, 2023) in addition to our yearly in-person business meeting, hosted by ETH Zürich on 7-9 June 2023.</p> <p>The main agenda for the ETH meeting were to discuss amongst other things a) Governance and leadership of the GT initiative b) How to place the GT initiative within IARU and broader collaboration with other IARU initiatives c) The Borderland Summer School and d) GT activities for 2023 and onwards.</p> <p><u>The main outcomes of the meetings were:</u></p> <ul style="list-style-type: none"> • the decision that the mission statement of IARU GT that was revised at the GT Business Meeting at NUS in 2022 is still in place and supported by the group. • the shared concerns about funding and support from their home institution with regards to their involvement in the GT initiative. • the decision to appoint a chair to lead the group as well as a supporting position, and that the next chair should be either representatives from ANU or NUS. • the decision to move from a chair-secretariat system to a (co)chair-vice-chair system. • the decision to appoint Jochen Prantl (ANU) and Béatrice Bijon (ANU) to serve as Co-chairs. • the decision to appoint Andreas Egelund Christensen (UCPH) to serve as vice-chair. • the decision that the (co)-chairs and the vice-chair work in close collaboration with regards to responsibilities and work tasks. • the shared concern of the difficulty of engaging additional GT members and/or keep members active in the group. • the decision to try to ensure a high participation and representation of IARU members in the GT initiative. • The GT initiative discusses the untapped potential of collaboration among different IARU initiatives (e.g. Borderland course and the IARU global internship programme). • the decision to explore the possibility of establishing a research project as an extension of the internship programme. • the decision to engage (former) Borderland students more actively after the end of the course – as an alumni network.

- the decision to set up a 'alumni' LinkedIn page to be the most used platform among students.

Borderland Programme:

- The Borderland programme was held from 3-28 July 2023 with huge success. 33 students, 17 nationalities, 16 disciplines, 8 universities, 14 NGO collaborations. Full assessment and evaluation of the programme is still in process.
- The GT initiative acknowledged the 'new' support from IARU SO, for establishing 'IARU stipends', which has led to an increased number of applications by Non-EU students whom are eligible for the stipends.
- All 11 IARU members, except Yale, Cambridge and PKU were participating in this year's Borderland programme – either through guest lectures or student participation.
- The GT initiative discussed the future and governance of the Borderland programme, and the initial idea of replicating the programme in other places in the world, to increase engagement with the Global South.
- The GT initiative is reminded about their commitment to stay in Chiang Mai for five years in total – 2018, 2019,...2023, 2024 and 2025.
- More staff resources are needed to carry on with the Borderland programme – currently the full organisation, responsibility and convenorship of the programme is left to only a few GT members.
- The GT initiative agrees that smaller work packages are needed to be divided amongst the group to ensure a sustainable workflow.
- The GT initiative requests the need for the IARU Senior Officers to discuss the issue of the Borderland course and the workload for institutions to provide more support for students and staff to attend and/or organise the programme.
- The GT initiative discusses the need to ensure student diversity. Seeing that the Borderland Course is a flagship programme of IARU, the GT initiative agrees to ask for additional funding from the SO.

Additional IARU GT activities

- Africa-Asia seminar on 'Optimism' hosted by UCPH in September 2023 – in collaboration with the GT initiative.
- The GT initiative decides on the following next meetings: online meeting mid-October 2023, spring 2024 and next IARU GT in-person meeting November 2024 hosted by ANU.

<p>Items for decision</p>	<ul style="list-style-type: none"> • Funding request below • The GT initiative requests the Senior Officers to discuss how to further strengthen the GT initiative – either through appointed institutional representation and resource persons to become member of the GT initiative (Faculty and admin staff) and through continued financial and promotional support of the Borderland programme. • The GT initiative are interested in setting up a LinkedIn group for field course alumni – do Senior Officers have any views on this? 																						
<p>Funding to date</p>	<table border="0"> <tr> <td>USD 28,000 (2022)</td> <td>GT Summer Field Course,</td> </tr> <tr> <td></td> <td>publication and Annual</td> </tr> <tr> <td>GT</td> <td>Business Meeting</td> </tr> <tr> <td>USD 13,500 (GSP 2020)</td> <td>GT Summer Field Course</td> </tr> <tr> <td>USD 10,000 (GSP 2018) and GT annual meeting</td> <td>GT Summer Field Course</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 28,000 (2022)	GT Summer Field Course,		publication and Annual	GT	Business Meeting	USD 13,500 (GSP 2020)	GT Summer Field Course	USD 10,000 (GSP 2018) and GT annual meeting	GT Summer Field Course	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 2022</p> <p>Global Transformations: Senior Officers agreed that this group should be categorised as an education initiative in future. They also approved the funding request, with the stipulation that there should be an acknowledgement to IARU for providing the funding for the publication.</p> <p>Action: Secretariat to inform group of funding decision and ask for an acknowledgement for the funding to be added to the publication.</p>																						

Global Transformation Initiative: Funding Request Form

Global Transformation Initiative / 2023-2024

Total Requested Amount & Breakdowns:

Item	Amount
Item 1: IARU Borderland Summer School 2024	USD 25,000
Item 2: IARU Global Transformation Annual Delegates Meeting 2024	USD 5,000
Total Requested Amount	USD 30,000

*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 are of crucial importance for the sustainability of the GT initiative (e.g., course preparation, planning of meetings, onsite faculty preparation etc.).

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

University	Title/Position	Name
ANU	Professor	Jochen Prantl, Lead, Co-chair
	Dr.	Beatrice Bijon, Lead, Co-chair
ETH Zurich	Professor	Harald Fischer-Tine
	Programme Manager	Robin Anna Vital
NUS	Professor	Maitrii Aung-Thwin
PKU	Professor	Tianyang Xi
Berkeley	Associate Professor	Khatharya Um
Cambridge	-	-
UCT	Professor	Frank Matose
UCPH	Dr.	Andreas Egelund Christensen, Lead, Vice-chair
Oxford	Professor	Alexander Betts
	Chief Operating Officer	Merolyn Whitaker
UTokyo	Professor	Yuto Kitamura
Yale	Senior Director of Engagement	Richard Sosa

Yale University- NUS College	Associate Director	Zhana Sandeva
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*The list does not need to be complete in case not all participants are confirmed yet.

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

Re. Item 1: IARU Borderland Summer School 2024

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 or ongoing research projects in and around Chiang Mai in northern Thailand. Through this placement, students will have the opportunity to engage with critical research, issues, and policies related to the themes of the course as well as communities and institutions impacted by, and working on, these issues through research, policy formulation, community program development, and 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, and was followed up in 2019. However, due to the Covid-19 pandemic, it could not be offered in 2020, 2021 and 2022. In the summer 2023 we re-launched the Borderland programme with huge success. In total of 33 students were accepted to participate in the programme, including 4 students with waived fee from Chiang Mai University. The cohort represented 17 different nationalities, 16 different disciplines, and with participation of staff, faculty and students that combined representation from 8 IARU universities. Hence a truly multi –disciplinary, -institutional and –cultural programme. Cambridge, Yale and PKU were the only universities not being represented this year, but have been participating previous years.

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 at least two more years in 2024 and 2025.

Important and valuable collaborations with partners, faculty, staff and institutions across the IARU alliance as well as with partners in Chiang Mai and beyond has been established since 2018. It is important to honour these partnerships and continue building upon the invaluable trust and expertise developed over the past years.

We have produced two short film spots from 2018 and 2019 cohorts promoting the programme. And we will produce a new film spot from the 2023 programme. Reports from participating students have included statements like: '*The Borderland programme has without doubt been the best course I have ever taken throughout my entire Master programme*' (NN, graduating political science master student, UCPH, 2023); '*...the program, honestly has had a profound impact on my world view and also future career choice, so thank you!*' (NN, graduate student from ETH, 2023). These statements reflect and

witness the importance and life transforming outcome of the Borderland programme impacting on our future IARU students.

The past three editions (2018, 2019 and 2023) 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 12,000 to increase student participation from other IARU universities through stipends and USD 14,000 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 26,000

- USD 12,000 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 2023 data, we are providing a month-long intensive field experience for 33 students for which they receive 7.5 ECTS credits at the cost of app. USD 1,800 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 due to institutional differences in regard to tax systems and tuition regulations. Unless, additional institutional support can be secured, the course will continue to reflect an 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 12,000 for 12 student stipends to increase the participation of non-EU students.

- USD 13,000 for Borderlands summer school onsite coordination and logistical expenditures

Expenses include:

- overhead at Chiang Mai University
- room and facility rental
- translators
- transportation of students to field sites and to local NGOs
- field excursions
- welcome reception
- farewell dinner
- student public forum
- etc.

Full Borderland Course Budget 2023

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	33,000	EU incl. ETH: 21 x 900 USD // IARU Non-EU incl. Cambridge and Oxford: 8 x 1,800 USD	Estimated 29 paying students with different tuition fee - not included 4 CMU students with waived fee.
UCPH IARU Grant	12,000		To cover preparation trip for Dr. Andreas Egelund Christensen + Two PhD teaching staff and 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	65,000		

Costs

Institution	Item	USD	
Chiang Mai	Operational costs:	35,000	Including: overhead, local staff, speakers, logistics, student transport to NGOs, field trips, public forum, welcome reception, farewell dinner, on site operations etc.
UCB	Operational costs	10,000	Including: Faculty travel, faculty teaching (one person), accommodation in Chiang Mai.
UCPH	Operational costs	10,000	Including: Faculty travel, faculty teaching (3 persons), accommodation in Chiang Mai. + Including: Travel costs for preparation trip.
IARU	Student stipends 10 x 1,000 USD	10,000	Eligible for full paying Non-EU IARU students

Total costs	65,000
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Re. Item 2: IARU Global Transformation Annual Delegates Meeting 2024

The IARU Global Transformation group witnesses a new and vibrant dynamic nine years after its inception (2015). During the 2022 and 2023 annual meetings at NUS, Singapore and ETH Zürich, 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 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 facility and administration members from several universities. Therefore, we kindly request USD 5,000 for organizing the 2024 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 2024 (probably hosted by ANU):

- 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.

5.5 HR Consultation Group

Lead	<i>Dr Janson Yap (NUS)</i>
Executive summary for the period Sept 2022 to Sept 2023	No status report has been received – the lead contact for this group has recently changed in the last couple of months.
Items for decision	Funding request below
<p>To assist the Senior Officers in understanding your group’s work patterns and the goals you are hoping to achieve this year, we would be grateful if you could answer the following questions:</p>	
What specific topics does your group hope to address in the coming year?	
Do you have projects that you hope to begin or continue? <i>(Please give details)</i>	
How often do you plan to meet (approximately)?	
Funding to date	<p><i>Summary of previous funding allocations</i></p> <p>USD 15,000 (2022) Annual meeting; miscellaneous</p>
Summary of previous updates	<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”

	<ol style="list-style-type: none"><li data-bbox="587 210 1401 315">3. 20 October 2021 – hosted by Australian National University on the theme of “Workforce Planning and Leadership Development”.<li data-bbox="587 338 1401 443">4. 17 March 2022 – hosted by University of Cape Town on the theme of “Post COVID for University as Organisations and Workplaces” <p data-bbox="539 465 1401 609">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”</p>
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HR Consultation Group: Funding Request Form

Total Requested Amount & Breakdowns:

Item	Amount
Annual Meeting (in-person), possibly at NUS	USD 10,000
Joint research paper	USD 20,000
Total Requested Amount	USD 30,000

*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	Leader	Cornelia Kaeppli
NUS	Chief People Officer	Janson Yap
PKU	Deputy Director	Yu Qu
Berkeley	Chief People & Culture Officer and Associate Vice Chancellor for HR	Eugene Whitlock
Cambridge	Director of HR	Andrea Hudson
UCT		
Copenhagen	Director of HR	Thomas Molin
Oxford		
UTokyo		Yui Takeuchi
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.):

The HR Consultation Group was unable to realise its plans for an in-person meeting in 2023; however it hopes to organise a meeting (potentially at NUS) in 2024.

The group lead, Dr Janson Yap (NUS), has only recently taken over and so plans for the group's activities are still in development.

An online group meeting is planned for September 2023 to discuss an agenda, future joint work and the possibility of a joint research paper. Details will be confirmed after the online meeting.

5.6 Librarians' Contact Group

Lead	<i>Roxanne Missingham (ANU)</i>
Executive summary for the period Sept 2022 to Sept 2023	<p>2023 continues to provide challenges for IARU member libraries with the return of students to campus and revitalisation of services to enhance the student experience.</p> <p>Activities this year:</p> <ul style="list-style-type: none"> • Exchange of ideas on issues including staff retention, attraction and development; • Continuing to provide support to the University of Cape Town Library after the fire that tragically destroyed key collections in April 2021. • 2023 meeting planned for July in Cape Town deferred due to pressure of other commitments on members; • Planning for a series of webinars to connect over the next 3 months commenced, focusing on UCT initiatives, open access and disaster recovery; • 2024 meeting planned to be held at the National University of Singapore. Thanks to Natalie Pang for her work in developing a program. To be held in July – draft program includes: <ul style="list-style-type: none"> ○ Visits to NUS libraries + roundtable on sharing ○ Educational reforms and tackling interdisciplinarity ○ IARU Librarians' Roundtables ○ organisational partnerships/collaborations ○ open access and scholarly communication ○ capacity building • the first staff exchange under the IARU Librarians' Group was successfully completed, two more are likely to occur in 2023.
Items for decision	Funding request below
<p>To assist the Senior Officers in understanding your group's work patterns and the goals you are hoping to achieve this year, we would be grateful if you could answer the following questions:</p>	
<p>What specific topics does your group hope to address in the coming year?</p>	<ul style="list-style-type: none"> • Developing capabilities of staff and encouraging innovation through sharing information on initiatives and service developments remain the major objectives • Supporting staff development through the IARU librarians' Group exchange program (2 more planned for 2023) • Exchanging ideas to promote collections and develop open access through innovative activities • Sharing insights into the changing scholarly communications environment and the particular value of world class research libraries

	<ul style="list-style-type: none"> Evaluation of areas of collaboration, particularly around collection, sharing and access for visitors from other IARU libraries.
Do you have projects that you hope to begin or continue? (Please give details)	<ul style="list-style-type: none"> IARU Librarians' Group exchange program Exploring online initiatives to expand on the <i>IARU libraries passport</i> to optimise visibility of collections to IARU academic and student communities Exploring initiatives that will increase open access to both materials in IARU library collections and research outputs from IARU researchers
How often do you plan to meet (approximately)?	<ul style="list-style-type: none"> Annual face to face when possible Online meetings at least annually
Funding to date	<p><i>Summary of previous funding allocations</i></p> <p>USD 10,000 Staff Exchange Program (2022, carried over from 2021)</p> <p>USD 10,000 Staff Exchange Program (2020)</p> <p>The first study grant has been completed with a value of USD 2,500 (Sam Teplitsky at Berkeley who hosted Dorte Andersen from Copenhagen).</p>
Summary of previous updates	<p>The members of the Group have delivered a number of initiatives including:</p> <ul style="list-style-type: none"> Regular meetings and information sharing Statistics and benchmarking IARU Libraries Research Passport Discussion and reports on green libraries and Sustainable Development Goals Support for particular issues such as the UCT fire.

Summary of Group or Initiative's Activities

Activities this year:

- Exchange of ideas on issues including staff retention, attraction and development;
- Continuing to provide support to the University of Cape Town Library after the fire that tragically destroyed key collections in April 2021.
- 2023 meeting planned for July in Cape Town deferred due to pressure of other commitments on members;
- Planning for a series of webinars to connect over the next 3 months commenced, focusing on UCT initiatives, open access and disaster recovery;
- 2024 meeting planned to be held at the National University of Singapore. Thanks to Natalie Pang for her work in developing a program. To be held in July – draft program includes:



- Visits to NUS libraries + roundtable on sharing
- Educational reforms and tackling interdisciplinarity
- IARU Librarians' Roundtables
- organisational partnerships/collaborations
- open access and scholarly communication
- capacity building)

the first staff exchange under the IARU librarians' Group was successfully completed, two more are likely to occur in 2023

The *IARU Groups and Initiatives Handbook* has been particularly helpful to the Group. We congratulate IARU on producing such a useful guide.

Librarians' Contact Group: Funding Request Form

Librarians' Contact Group exchange program 2024

Total Requested Amount & Breakdowns:

Item	Amount
Carry over of unspent funds	USD 7,500
Total Requested Amount	USD 7,500

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

Other Financial Resources (if applicable):

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

University	Title/Position	Name
ANU	Archivist – exchange to Yale	
ETH Zurich		
NUS		
PKU	Client Services Librarian – exchange to ETH	
Berkeley		
Cambridge		
UCT		
Copenhagen		
Oxford	Staff Development Librarian at the Bodleian Libraries IARU Librarians' Group Exchange Program Coordinator	Emma Sullivan
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.):

Pilot Staff Exchange Programme 2024

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 USD 2,500 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.
- The visiting person 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.

IRARU Exchange Pilot Report 2023

Name: Dorte Andersen

Visiting Organisation: Royal Danish Library Host Point of contact: Sam Teplitzky Hosting

Organisation: UC Berkeley Duration of stay: 5/15/23-5/19/23

Overall Topic: Open Science, Licensing

Objectives for the visit and whether these were met:

- To learn about how open science is practiced and promoted within the library and the university
- How Berkeley incorporates open science into license negotiations.

Summary of activities:

Dorte met with colleagues throughout the University of California, Berkeley Library throughout her visit. The week began with introductions, and an orientation to Dorte's temporary workspace, and a tour of the Doe Library. Dorte met with colleagues from the library representing different functional areas, including licensing, scholarly communications, and data. She also met with subject specialists, including a group of science librarians, business librarians, and the selector for Scandinavian Studies. Dorte attended several general interest events including a meeting of the library's researcher working group, a roundtable session from the Bancroft Library (our special collections library), and the Library's monthly town hall session. She met with library leadership including University Librarian, Jeff MacKie-Mason, Senior Associate University Librarian, Beth Dupuis, Associate University Librarian for Collections, Jo Anne Newyear-Ramirez and Associate University Librarian for Digital Initiatives and Information Technology, Salwa Ismail. Library colleagues were pleased to attend and learn about the Royal Danish Library through Dorte's presentation in the middle of her visit.

Learning and knowledge gained:

Dorte's visit highlighted the varied approaches to open science and open access that Danish vs. US libraries and universities have taken. It was interesting to discuss our different definitions and understandings of open science as a concept and how that has influenced practices at our institutions. Further comments are included below from Berkeley colleagues who met with Dorte throughout the week of her visit.

- - Dorte discussed the challenges of licensing materials to include text and data mining permissions with the Library Data Services Program and Research Data Management Program
- - I learned a fair bit from Dorte about Denmark's strategy for open access, and how it is evolving. We have been working closely with other northern European countries, but had not engaged as much with Denmark, so this was very helpful. [Jeff MacKie-Mason]
- - It was very interesting to hear in Dorte's public presentation her goal to have their library licensing department become a more strategic partner across the entire institution, rather than simply a service provider. Good food for thought for us as electronic licensing touches even more aspects of academic libraries.
- - I enjoyed learning more about Denmark's university library structure and their ambitious goals for open access publishing.
- - I enjoyed hearing Dorte's presentation and was glad to have the opportunity to meet with her separately to speak more about Danish libraries, publishing, and open access.

Next Steps:

- - Anna Sackmann (Data Services Librarian) will share sample language with Dorte that can be adapted in the future.
- - Jeremy Ott, selector for Scandinavian Studies, will stay in touch about future visits to the region.

Schedule:

UC Berkeley/IARU Exchange Schedule: May 15-19, 2023

Visitor: Dorte Andersen

Point of Contact: Sam Teplitzky, samteplitzky@berkeley.edu

Time	Monday, 5/15	Tuesday, 5/16	Wednesday, 5/17	Thursday, 5/18	Friday, 5/19
9		9:15-10: Licensing call with Jesse Silva, Jo Anne Newyear Ramirez + others (Zoom)		Coffee with Berkeley librarians, Caffe Strada (2300 College Ave + Bancroft Way)	
10	Introductions with Sam Teplitzky	Coffee with science librarians at "Free Speech Movement" Cafe, Moffitt Library		University Library Town Hall (Zoom)	Optional: Chemical & Physical Sci Librarian Job Presentation (Doe 303)
11	Moffitt/Doe tour with Nicole Brown (meet @ Doe 212)	Scholarly Communications - Tim Vollmer & Rachael Samberg, (Doe 189)		Library Data Services - Salwa Ismail, Erin Foster, Anna Sackmann, (Doe 251)	
12	Lunch at Women's Faculty Club			Bancroft Oral History Panel (Zoom Registration)	
1					
2		2:40-3:15 Business librarians - Hilary Schiraldi, Nadia Winters, Jim Church (meet in Doe 212)	Presentation by Dorte Andersen, (Doe 303)		
3	Library Researchers Working Group (Zoom)	3:30-4:30 Beth Dupuis, Sr Associate University Librarian (Doe 255)			
4				Jeff MacKie-Mason University Librarian (Doe 255)	

5.7 Lifelong Learning

Lead	<i>Associate Professor Woei Wan Tan (NUS)</i>
Executive summary for the period Sept 2022 to Sept 2023	<p>Main outcome for period between Sept 2022 and Sept 2023 is an expansion of the working group. With assistance from IARU Secretariat, the following representatives have joined the group:</p> <ul style="list-style-type: none"> • Lucas Swineford, Executive Director for Digital Education Yale University • Dr. Frederick T. Wehrle, Associate Dean for Academic Affairs, University of California, Berkeley Extension <p>Representative from University of Cambridge, Dr. Tom Monie, started a new job that has very little contact with lifelong learning. Consequently, we are looking for another representative for Cambridge and the Autumn 2023 group meeting planned in Cambridge could not proceed.</p>
Items for decision	No funding request has been submitted.
<p>To assist the Senior Officers in understanding your group's work patterns and the goals you are hoping to achieve this year, we would be grateful if you could answer the following questions:</p>	
What specific topics does your group hope to address in the coming year?	Re-connect to discuss lifelong learning in a post-pandemic era.
Do you have projects that you hope to begin or continue? (Please give details)	Meet at the sidelines of 2024 UPCEA Annual Conference in March 2024
How often do you plan to meet (approximately)?	Once in 2024

<p>Funding to date</p>	<p><i>Summary of previous funding allocations</i></p> <p>USD 7,500 Group meeting</p> <p>USD 10,000 Inaugural meeting at NUS (November 2019)</p>
<p>Summary of previous updates</p>	<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 on the side lines of conferences, such as UPCEA (University Professional & Continuing Education Association) Conference.</p>

5.8 Real Estate Working Group

Lead	<i>Mughtar Parker (UCT)</i>
Executive summary for the period Sept 2022 to Sept 2023	<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 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>The terms of reference (ToR) document to define the purpose of the committee along with statutory requirements was discussed and no revisions were tabled by the committee. The REWG established a voluntary steering committee (consisting of Mughtar Parker, Roy Tan and Reto Grimm was formed) to meet quarterly to drive the objectives as set out by the full REWG. This steering committee mitigated having to navigate scheduling issues based on the multiple time zones needing to be considered.</p> <p>Annual Meeting The full REWG met on the 19th to the 22nd of March 2023 at a hybrid conference meeting which was fruitful, informative, and engaging.</p> <p>Most member universities were present in-person while some joined virtually despite their varying time zones. A special thank you to all members for joining with a very special thank you to all presenters including those from the IARU Sustainability group lead by Manfred Braune that joined us on the 20 March 2023.</p>
Items for decision	<p>Funding request below</p> <p>The next REWG annual meeting will take place at NUS in 2024, however as yet the date and time have not been confirmed.*</p> <p>*caveats the funding request may differ once the conference dates are finalised.</p>
<p>To assist the Senior Officers in understanding your group's work patterns and the goals you are hoping to achieve this year, we would be grateful if you could answer the following questions:</p>	
What specific topics does your group hope	Themes and projects for 2023-2025 Work Stream - 1 Real Estate Technology

<p>to address in the coming year?</p>	<p>Work Stream - 2 Space Optimisation Work Stream - 3 Real Estate Strategy Work Stream - 4 Staff allocation against resources used</p>
<p>Do you have projects that you hope to begin or continue? <i>(Please give details)</i></p>	<p>In addition to the four confirmed workstreams reflected in point nine hereunder for the next 2-years various other topics were discussed; however, owing to limited people-resources the discussions points are only potential future projects.</p> <ol style="list-style-type: none"> 1) Determine alternate ways of working model and how this could potentially work? 2) Change our current operating models – yes or no? 3) Determine size and shape and impact – based on the number of students operating hybrid. 4) University of the future – use 2 or 3 students to write a research paper on what the potential university of the future would look like. 5) Investigate the user experience and determine what can be done to improve the experience? 6) How can procurement purchase smarter whilst still promoting sustainability? 7) What value levels are being promoted – quality or quantity? 8) Potential secondment opportunities per the IARU policy to experience ‘sister’ Univeristy. 9) <i>Were discussed and the following 4 workstreams were confirmed:</i> <i>WorkStream1) Evolution of Real Estate Technology</i> <i>WorkStream2) Space Optimisation</i> <i>WorkStream3) Real Estate Strategy</i> <i>WorkStream4) Space Standards to measure staff allocation against resources used.</i>
<p>How often do you plan to meet (approximately)?</p>	<p>The intention is for the IARU REWG sub-committee meet quarterly with the entire IARU REWG meeting twice a year; once virtually and once in person for a period of 3 days.</p> <p>To date the in-person engagement has taken place with the virtual engagement anticipated for October 2023.</p>
<p>Funding to date</p>	<p><i>Summary of previous funding allocations</i></p> <p>Mughtar explained that he would be compiling the IARU report in July which would include an increased budget request to encourage Copenhagen and Oxford to attend these engagement</p>

	<p>sessions going forward as they were unable to attend this years conference due to financial constraints.</p> <p>2023: USD 20,000 Total Cost: Group Meeting in Singapore REWG new request plus the surplus from 2022-2023. USD 12,000 Group meeting - venue costs USD 5,000 catering and activities USD 3,000 sponsorship for Copenhagen and Oxford delegates to attend.*</p> <p>*caveats the funding request may differ once the conference dates are finalised.</p> <p>2022: USD 10,000 Group Meeting USD 5,000 REWG Website Development & Updates (more details requested before funding released) USD 2,000 Annual Report, Publications and Toolkit Development (more details requested before funding released)</p> <p>2021: USD 10,000 Group Meeting</p> <p>2020: USD 10,000 Group Meeting</p>
<p>Summary of previous updates</p>	<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 practice examples.</p> <p>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>An iterative terms of reference (ToR) document was drafted and approved by the committee to define the purpose of the committee along with statutory requirements.</p> <p>The REWG established a voluntary steering committee who meet quarterly to drive the objectives as set out by the full REWG.</p>

This mitigated scheduling issues across time zones and allowed to committee to remain on course during the disruptive Covid-19 phase.

Annual Meeting

The full REWG met on the 20-21 March 2023 for an in-person conference meeting which included a hybrid function for attendees who unable to attend. All member universities were present at the meeting despite the time zone differences. A special thank you to all members for joining.

Objectives for 2022-2023:

In-person conference to be scheduled (in collaboration with Sustainability Group if possible)

All the previous action streams identified hereunder were discussed and closed out:

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 addition to the above, an engagement took place with the Sustainability team to discuss Energy Security (ETHZ) and decarbonising the campus grid in addition to discussing the Sustainable Campus Mobility (Cambridge).

Objectives for 2023-2024:

Work Stream - 1 Real Estate Technology – Jeremy Matthew with Gershon Manana and Constanze Weihs supporting.

Work Stream - 2 space norms benchmark /resource optimisation strategy – build changeout operating model whereby space is

charged for to ensure space optimisation for Ashley Wong, Jehan Begg (faculty) and Warren Kukard (UCT) – Now titled: Space Optimisation.

Work Stream - 3 Real Estate Strategy – strategy development process - Reto Grimm with Jeremy Matthew and Mughtar Parker.

Work Stream 4 - Ashley Wong would measure staff allocation against resources used.

Promote work done by the REWG by updating the website with short summaries workstreams and progress thereof.

Close out the Covid-19 tenure 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.

- New forms of learning were discussed in the last annual meeting whereby “better” teachers were available on online resources instead of watching online versions of their own teachers and or recordings of their teachers.
- The disconnect experience in covid19 was discussed and the impact should not be forgotten as connecting people should never be overlooked of forgotten.
- Challenges and changes were discussed (and their varying degrees of impact across universities were discussed):
 - Teaching space and lectures requiring teaching take place face-to-face were discussed. How the physical teaching space adapted in terms of added ventilation, infrastructure, new furnishings, and more flexible rooms were also discussed.
 - Space utilisation post covid19 was discussed

The committee briefly discussed the demand for space and constant reluctance for units to give up space.

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

The REWG annual meeting took place in-person in Cape Town, South Africa from the 19th – 22nd March 2023 with a hybrid option added to allow Oxford and Japan to dial in.



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

SENIOR OFFICERS' MEETING 2023

Real Estate Working Group: Funding Request Form

IARU Real Estate Working Group 2024

Total Requested Amount & Breakdowns:

Item	Amount
Group Meeting – Conference fee and Venue hire	12 000 USD
Catering and activities	5 000 USD
Sponsorship for Copenhagen and Oxford delegates to attend	3 000 USD
Total Requested Amount	20 000 USD*
*Caveats the funding request may differ once the conference dates are finalised.	

*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):

The Chairperson would like to revise the REWG website page currently hosted on the IARU website to include member profiles, photographs and news.

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

University	Title/Position	Name
ANU	Director Facilities & Services	Jeremy Matthew
ETH Zurich	Real Estate Portfolio Manager	Reto Grimm
ETH Zurich	User Experience & Workplace Strategist	Constanze Weihs
NUS	Director Organisational Excellence and Transformation	Roy Tan
NUS	Associate Director Campus Planning and Management	Ashley Wong
PKU	-	-
Berkeley	Assistant Vice Chancellor and Campus Architect	Wendy Hillis
Cambridge	Head of Programme Management Office, Estates Division	Gayle Harris
Cambridge	Business Information & Communications Manager	Juliette Bourgeois
UCT	Executive Director: Properties & Services	Mughtar Parker (Chair)
UCT	Director Campus Planning and Design	Gershon Manana

UCT	Senior Operations Manager, Dean's Office: EBE	Jehan Begg
UCT	Director: Maintenance and Operations	Warren Kukard
Copenhagen	Head of Construction / Digital Transformation	Markus Lampe
Oxford	Head of Space Management	Emma Edmunds
Oxford	Senior Asset Management Surveyor	Andrew Dier
Oxford	Director Asset and Space Management	Iain Critchlow
UTokyo	Deputy Manager	Masayuki Kobayashi
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.):

Objectives for 2022-2023:

In-person conference to be scheduled (in collaboration with Sustainability Group, if possible)

All the previous action streams identified hereunder were discussed and closed out in the 20 - 22 March 2023 meeting:

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 addition to the above, an engagement took place with the Sustainability team to discuss Energy Security (ETHZ) and decarbonising the campus grid in addition to discussing the Sustainable Campus Mobility (Cambridge).

Objectives for 2023-2024:

Work Stream - 1 Real Estate Technology – Jeremy Matthew with Gershon Manana and Constanze Weihs supporting.

Work Stream - 2 initially the space norms benchmark /resource optimisation strategy – build changeout operating model whereby space is charged for to ensure space optimisation for Ashley Wong, Jehan Begg (UCT faculty) and Warren Kukard (UCT operations) – is Now titled: Space Optimisation.

Work Stream - 3 Real Estate Strategy – strategy development process – Reto Grimm with Jeremy Matthew and Mughtar Parker.

Work Stream 4 - Ashley Wong would measure staff allocation against resources used.

Promote work done by the REWG by updating the website with short summaries workstreams and progress thereof.

Close out the Covid-19 tenure and future ways of working with documented and consolidated reports from all universities. Identify representatives from Yale and PKU.

5.9 Sustainable Campus Initiative

Lead	<i>Manfred Braune (UCT)</i>
Executive summary for the period Sept 2022 to Sept 2023	<p>In 2022 the SCI group continues to work on the following specific areas:</p> <ol style="list-style-type: none"> 1. Scope 3 emissions, with a specific focus on travel emissions, embodied energy of construction and supply chain emissions. This included a travel policy survey, preparation of a report, presentation and workshop to discuss the findings of the survey. Follow up meetings and discussions and possibly a further or updated report still to be undertaken in the remainder of 2022. 2. The future of workspace work was largely on hold, because the postgrad student undertaking this work left UCT and a new student with appropriate property experience has not been found yet. 3. Held an excellent face-to-face meet-up jointly with the Real Estate Group in Cape Town at UCT, which included various workshops, training session, presentations and networking. This was the first face-to-face meeting since 2019 in Yale. 4. Engaged with other networks such as ISCN, representing the IARU SCI network.
Items for decision	Funding request below
<p>To assist the Senior Officers in understanding your group's work patterns and the goals you are hoping to achieve this year, we would be grateful if you could answer the following questions:</p>	
<p>What specific topics does your group hope to address in the coming year?</p>	<p>In 2023 the SCI group proposes to address the following topics:</p> <ol style="list-style-type: none"> 1. Scope 3 carbon emissions 2. Future of workspace 3. Sustainable campus mobility 4. Renewed networking and relationship building post-covid
<p>Do you have projects that you hope to begin or continue? <i>(Please give details)</i></p>	<p>In 2023 the SCI group proposes to focus its work on the following specific areas:</p> <ol style="list-style-type: none"> 5. Continue its work on scope 3 emissions, with a specific focus on travel emissions, embodied energy of construction and supply chain emissions.

	<ol style="list-style-type: none"> 6. Continue its work in the future of workspace, in collaboration with the Real Estate Group (subject to finding a suitable qualified and available postgrad student). 7. Begin a new project focused on sustainable campus mobility (led by University of Cambridge) 8. Hold a face-to-face meet-up jointly with the Real Estate Group (likely in Singapore)
<p>How often do you plan to meet (approximately)?</p>	<ol style="list-style-type: none"> 1. <i>One face to face meet-up (likely in Singapore)</i> 2. <i>Steering committee to meet online 6-8 times per annum</i> 3. <i>1-2 times online for a full group meeting</i> 4. <i>1-2 times annually online per project</i>
<p>Funding to date</p>	<p><i>Summary of previous funding allocations:</i></p> <p>2022: USD 37,500 Annual Meeting, Scope 3 Carbon Emissions Project, Future of Work (Joint SCI and Real Estate Group project)</p> <p>2021: USD 43,500 Carry over from 2020, Scope 3 Carbon Emissions Project, Global Climate University Programme, Biodiversity Knowledge Exchange, Outreach Materials</p> <p>2020: 28,500 USD Part-time fellow to manage SDG collaboration, support for capacity building and pilot event in Cape Town, good practice outreach knowledge exchange on biodiversity, materials, Sustainability Meeting 2020</p> <p>2019: USD 27,500 Outward facing event in São Paulo during ISCN, student support for communications and program development, student design assistant, part-time fellow to manage SDG collaboration, reimbursement for staff exchange: Yale visit to ETH, sustainability Meeting 2019 (Yale) *Jointly held with Real Estate Working Group Meeting.</p>
<p>Summary of previous updates</p>	<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</p>

restrictions and the uncertainty surrounding travel arrangements in various countries.
The steering group has continued to meet virtually on a monthly or two-monthly basis and collaborations continue to develop in this context.
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.

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

The aim of this project is for the IARU SCI universities to 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, which for the IARU SCI group were found to be the following 3 elements of scope 3 emissions, namely: air travel, procurement of goods and services and embodied energy of construction.

In 2022 the work was primarily focused on air travel, with a postgrad student that was appointed at UCT to help prepare a survey to the IARU SCI universities related to air travel policies and carbon pricing. This work has not yet been invoiced as it was slower than expected and the final report is still going through final review and update. In March 2023 the draft report was presented by the student at the face-to-face IARU SCI meet-up, followed by a workshop with the IARU SCI group. The next phase of the project for 2022 will require further discussion and agreement in the steering committee before proceeding, while there is growing interest and pressure for IARU universities to understand and address scope 3 emissions more seriously and as such this work will definitely continue into 2023.

Sustainable Campus Initiative Annual Meeting 2023 at the University of Cape Town

While this is the 2022 report, it was felt necessary to report on the annual face-to-face meet up that was finally hosted in Cape Town at UCT in March 2023, after again postponing from November 2022. The steering committee decided to proceed, especially because of the joint nature of the event with the IARU Real Estate Group, even though the in-person attendance numbers were lower than hoped for. A detailed glossy event overview has been attached with this report for more detail.

The event allowed for new individuals from universities to be drawn into the SCI group of existing relationships, because in an online format this happens to a much lesser extent. Meeting face-to-face also encouraged one of the new members to join the steering committee, which was not previously happening via online meetings where participation and commitment was slowly dwindling. The close bonds and deeper professional relationships that were developed by those meeting in person once again highlighted the importance of face-to-face meetings to keep the network going and to keep reinvigorating the network with new and continued life. It was therefore proposed by the Real Estate Group that the next meet up happen in 2024, most likely in Singapore – the SCI members present were very supportive of this (this will require further discussion and planning by the steering committee of both groups). It was felt that a year should not be skipped, to re-build the momentum of the group.

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

After the first year of the Future of Workspace project that had progressed well, the project took a turn for the worse towards the end of 2022 with the postgrad student appointed at UCT departing without much notice to take up a PhD at another university. This was very disappointing noting the positive progress in the research and work done thus far by the student, including two presentations to report back to the full IARU and Real Estate group via an online meeting. The student had very specific experience and research focused on the real estate sector and UCT has been looking for a similarly qualified and available postgrad student to pick up the work where it left off. For this reason, no further presentations were made on the project at the face-to-face meeting in March 2023.

Other Sustainable Campus Initiative group activity & publications from 2022

Publications:

No new publications were published to the IARU website in 2022, although reports and presentations were prepared on various projects that will still lead to some kind of reports/publications that will be published to the IARU SCI webpages once complete. Recordings of the Future of Workspace meetings and presentations of the desktop research were shared with members, as well as the draft Scope 3 travel policy report. A glossy event summary report was also prepared for the face-to-face meet up in Cape Town.

Student / Staff Exchanges:

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

IARU SCI Governance and Administration

The steering group was represented in 2022 by the universities of Cape Town (current lead/chair), Oxford, and Berkeley (and for some time still Cambridge, until Joanne Chamberlain took up a new post at another university that is not in the IARU network, which meant that her post on the steering committee became vacant). The post was not able to be filled by other members, until at the face-to-face meeting in Cape Town, at which point Claudia Zingerli-Glatt from ETH Zurich committed to joining the steering committee, which was well supported by all in the IARU SCI group.

Sustainable Campus Initiative: Funding Request Form Summary

Summary of Funding requested for 2024 – Sustainable Campus Initiative:

Project	Amount
01 – IARU SCI Sustainable Campus Mobility Project	USD 10,000 (new)
02 – IARU SCI Face-to-Face Meet-up in Singapore (likely venue)	USD 15,000 (new)
Total New Funds Requested by the IARU SCI Group 2024	USD 25,000 (new)
03 – IARU SCI Future of Workspace Project	USD 7,500 (deferred 50%)
04 - IARU SCI Scope 3 Carbon Emissions Project	USD 7,500 (deferred 50%)
Total Funds Proposed to be Deferred from 2023 to 2024	USD 15,000 (deferred)
Total Deferred and New Funds for 2024	USD 40,000 (new & deferred)

Sustainable Campus Initiative: Funding Request Form 01

Project 01:

Sustainable Campus Mobility Project (led by the University of Cambridge)

Total Requested Amount & Breakdowns:

Item	Amount
Student intern work to assist with data collection and report writing	USD 7,500 (new)
Graphic design for final report	USD 2,500 (new)
Total Requested Amount	USD 10,000 (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):

University of Cambridge (via Mike Davies, Transport Manager) will lead this work and will use some of their own resources to contribute to this work. Where they do not have resources the above proposed budget will be used to complement and support the work of the project.

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

University	Title/Position	Name
ANU	Director: Sustainability	Dominique Haywood
ETH Zurich	Head ETH Sustainability, Office of the President	Claudia Zingerli-Glatt
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	Transport Manager	Mike Davies (lead)
UCT	Director: Environmental Sustainability	Manfred Braune (lead/TBC)
Copenhagen	Head of Energy and Sustainability	Tomas Refslund Poulsen
Oxford	Head of Environment	Naomi Ginnever
UTokyo	Professor, Institute for Future Initiatives	Kensuke Fukushi
Yale	Head of Sustainability	Amber Garrard

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

The Sustainable Campus Initiative (SCI) participants would like to engage more deeply on the topic of sustainable campus mobility, which is a growing area of development, especially with the rapid developments in electric and other alternative fuel vehicles. The context of our universities are however different and so we can learn and gain more by working together and sharing this work, rather than doing it in isolation. This would likely include topics such as the following, still to be finalised and agreed upon with the group:

- How can universities reduce deliveries by diesel or petrol vehicles, consolidate deliveries and bring goods to site (last mile) with the use of electric vans or cargo bikes. This would entail developing delivery strategies that work for campuses, as well as being attractive to freight operators and delivery companies.
- A comparison of the data that is collected relating to staff and student travel surveys. What does best practice look like in designing surveys, getting good engagement and presenting the results.
- Given the competing priorities for space on campuses and the need to encourage staff and students to travel sustainably, what does best practice in car parking look like at Universities / IARU institutions?
- How are universities transitioning to the use of more sustainable vehicles for estate operations and maintenance. Exploring the replacement of diesel or petrol powered vehicles and plant with EVs and/or cargo bikes.
- Mobility as a Service (Maas) offers a single digital platform encouraging staff, students and visitors to consider or even book sustainable transport options ahead of single occupancy car or taxi trips. What have universities done so far around this topic? Is it worth progressing or are more traditional methods such as webpages, travel advisor services and maps adequate?
- E bike and electric vehicle charging and fire risk is an increasing concern. Though rare, instances of fire caused by lithium ion batteries can be devastating and difficult to extinguish. Providing outdoor charging or charging in fireproof cabinets to be explored to find the most economic and practical solution.

This work is proposed to include the use of a student intern to help collect data, produce a report and presentations, as well as the use of a graphic designer to produce a final version of the report that can be published on the IARU SCI and contributing institutions websites.

Sustainable Campus Initiative: Funding Request Form 02

Project 02:

Sustainable Campus Initiative Face-to-Face Meeting at the National University Singapore in 2024

Total Requested Amount & Breakdowns:

Item	Amount
Budget covers meeting venue & catering during events/dinners	USD 10,000 (new)
Capacity building	USD 5,000 (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 travel to the destination and the accommodation. The Real Estate Group would need to request funding in their own application to cover the costs associated with their component of the event.

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

University	Title/Position	Name
ANU	Director: Sustainability	Dominique Haywood
ETH Zurich	Head ETH Sustainability, Office of the President	Claudia Zingerli-Glatt
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 & Environment	Sally Pidgeon
UCT	Director: Environmental Sustainability	Manfred Braune (lead/TBC)
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	Head of Sustainability	Amber Garrard

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 2024 with the following 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
- Further development of the Sustainable Campus Mobility Project (Pending funding support)
- Developing new project ideas
- Capacity building / teaching to local students/professionals
- Visiting various NUS green building projects
- General networking and building of relationships amongst the IARU network

A 3-5 day programme will be finalised once the final date is agreed.

Sustainable Campus Initiative: Funding Request Form 03 (carryover from 2023)

Project 03:

Future of Workspace Joint SCI & Real Estate Project, led by IARU SCI group

Total Requested Amount & Breakdowns:

Item	Amount
Future of Workspace End Phase 1 and start Phase 2 Part time post graduate student intern to finish off work from 2022 (Phase 1) and to begin Phase 2: 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.	USD 7,500 (50% deferred)
Total Requested Amount	USD 7,500 (50% 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 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	Director: Sustainability	Dominique Haywood
ETH Zurich	Head ETH Sustainability, Office of the President	Claudia Zingerli-Glatt
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	Sally Pidgeon
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	Amber Garrard
UCT	Executive Director: Properties & Services	Mughtar Parker (co-Lead)
UCT	Business Manager: Properties & Services	Talia Woods (support to co-Lead)
Oxford	Head of Space Management	Emma Edmunds

Oxford	Director of Operations	Isobel Hughes
	<i>Plus the remaining IARU Real Estate group, whose names and details I don't have</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. This first phase was not concluded and still needs to be finalised.

The project proposes to be extended into a second phase, 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.

Sustainable Campus Initiative: Funding Request Form 04 (carryover from 2023)

Project 04:

IARU / SCI Scope 3 Carbon Emissions Project

Total Requested Amount & Breakdowns:

Item	Amount
Post graduate student intern to continue to help with data collection and analysis on scope 3 projects from IARU universities in working group (not all used in 2022 and 2023).	USD 6,000 (deferred)
Graphic design of final report to be shared online. (this was not used in 2022/23 and is therefore proposed to be deferred to 2024)	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	Claudia Zingerli-Glatt
NUS		
PKU		
Berkeley		
Cambridge	TBC	TBC
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 new post graduate student will need to be found to continue this work.