

SECOND ANNUAL ICG THOUGHT LEADER SESSION ON UNIVERSITY ALLIANCES

A report discussing initiatives of:

- IARU
- IDEA League
- Universitas 21

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FOREWORD

Dear colleagues,

I am pleased to share the proceedings of the second annual ICG Thought Leader Session on *International University Alliances* which was held during the 2008 NAFSA Conference in Washington, DC.

This year's session centered on three alliances – IARU, the IDEA League, and Universitas 21. All three alliances have attracted a fair share of attention for their focus, reach, and role relative to their members. The enclosed documentation provides a high level summary of the presentations given by the respective alliance representatives.

Similar to the 2007 Session, the 2008 Session was capped at 50 participants. The invitation-only format of the Session was maintained to maintain its from-experts-for-experts character. Participants hailed from 18 countries which testifies to the international nature of the Session.

Looking forward to 2009, ICG will hold its third annual Thought Leader Session on international education development with a focus on high quality teaching and research capacity creation. Invitations will be send out in the spring of 2009.

Yours sincerely,

Dr. Daniel J. Guhr,
Managing Director

SESSION PROGRAM

Timeline and Presentations

09:00	Session welcome Daniel J. Guhr (ICG)
09:10	Framework address Christopher Thompson (CASE)
09:20	Universitas21 and conceptual presentation Christopher Tremewan (University of Auckland)
10:00	IDEA League presentation Piers Baker (Imperial College) and Anders Hagström (ETH Zurich)
10:45	Coffee Break
11:00	IARU presentation John E. Andersen (University of Copenhagen)
11:30	Moderated discussion Christopher Madden (Griffith University)
12:00	Session wrap-up Daniel J. Guhr (ICG)

THE THREE ALLIANCES

IARU

- Members: Australian National University, ETH Zurich, National University of Singapore, Peking University, University of California at Berkeley, University of Cambridge, University of Copenhagen, University of Oxford, The University of Tokyo, Yale University
- For further information please see www.iaruni.org

The IDEA League

- Members: Imperial College London, ETH Zurich, Paris Tech, RWTH Aachen, TU Delft
- For further information please see www.idealeague.org

Universitas 21

- Members: Delhi University, Fudan University, Korea University, Lund University, McGill University, National University of Singapore, Shanghai Jiao Tong University, Tecnológico de Monterrey, University College Dublin, University of Auckland, University of Birmingham, University of British Columbia, University of Edinburgh, University of Glasgow, University of Hong Kong, University of Melbourne, University of New South Wales, University of Nottingham, University of Queensland, University of Virginia, Waseda University
- For further information please see www.universitas21.com

IARU

Introduction

IARU was inaugurated in January 2006 when 10 University presidents from a selected group of research-intensive universities sharing similar values and a global vision, signed an MOU declaring their will to pursue educational opportunities as well as top quality and shared research initiatives that address many of the major issues that confront us wherever we live on this planet.

The alliance is underpinned by a set of principles that state that it will be strategic and that it will provide opportunities to students and staff that would not arise otherwise, that it will bring a new dimension to members' international research, teaching and learning. And that it will offer the opportunity for substantially deeper and more wide-ranging associations than usual international consortia or groupings.

“However beautiful the strategy you should occasionally look at the results.”

This quote is, correctly or incorrectly, attributed to the British statesman Winston Churchill, and I shall follow his advice and try to give you an impression of the results. I will furthermore present some recent changes in the focus of the alliance and finally discuss the challenges we face. For a sneak presentation of some of our results, please take a look at the following alliance draft overview paper, which represents a small sample of what we do.

IARU: 28 Months Later

1. The Global Change Research Program

In Singapore 2006 the IARU Presidents' agreed to pursue four separate research themes within a Global Change research framework; IARU partners self-nominated to be responsible for taking each project forward:

- Ageing, Longevity and Health (Copenhagen and Peking)
- Energy, Resources and Environment (UT, NUS and ETH Zurich)
- Security (Cambridge and ANU)
- Movement of People (Oxford and Berkeley)

1.1. Ageing, Longevity and Health

Professor Ulla Wewer from the Faculty of Health Sciences, University of Copenhagen has taken the leadership of the Ageing, Longevity and Health project that has evolved

with three subprojects: Health Policy Challenges of Ageing Populations, including Life Course Issues and Methods; Neurodegeneration: The Role of Oxidative Stress; and Evolutionary Medicine.

1.2. Energy Resources and Environment

In January 2007 UT developed a proposal with NUS and ETH Zurich for IARU collaborative research under the theme of 'Transformation toward Sustainability', which was further refined as 'Towards Sustainable Cities: A Comparative International Study' (endorsed by the 2007 Senior Officers' meeting). ANU, ETH Zurich, NUS, Copenhagen, PKU and UT confirmed their commitment.

1.3. Global Security

The project proposal 'Regional Perspectives on Global Security' was initially developed at the workshop held at Cambridge University November 2006. The 2007 Senior Officers' Meeting supported this proposal but agreed the project needed to be revised. As a result researchers from ANU, PKU, Copenhagen, NUS, Oxford, Berkeley, Cambridge and UT attended a recent workshop hosted by ANU (April 2, 2008). The project has been revised to include four sub-projects:

- Multidisciplinary Approaches to International Security Theory Led by Professor Ole Waever (Copenhagen)
- Human Security Led by Professor Kiichi Fujiwara (UT)
- Order-Building and Rising Powers Professor William Tow (ANU)
- Asymmetrical Security Professor Bilveer Singh (NUS)

1.4. Campus Sustainability Strategy

A discussion paper outlining various options for establishing an IARU Campus Sustainability Strategy was tabled at the 2007 Senior Officers' meeting in Tokyo. The consultative process occurred over the period November 2007 - February 2008 and a document has been prepared which presents a strategy that developed from these contributions.

The details surrounding metrics, preparation of greenhouse inventories and setting targets will be finalized at a proposed IARU workshop to be held in October 2008 at UC Berkeley.

1.5. IARU International scientific Congress on Climate Change

The UN Climate Change Summit (COP15) will be held November 2009 in Copenhagen. As part of the run-up to the Summit, the University of Copenhagen is hosting from 10-12 March an IARU International Scientific Congress on Climate Change, under the heading "Climate Change: Global Risks, Challenges and

Decisions". The initiative is strongly supported by the Organizers of COP-15 and a report of the main findings of the congress will be included in the official material for UN Climate Change Conference participants.

1.6. Women and Men in the Globalizing University

The initial project on benchmarking and best practices for advancing women in the academy has evolved to a research agenda, under the leadership of Yale University.

2. New IARU Projects For Consideration

2.1. Engaging Younger Staff in the IARU

2.2. Industrial Innovation project proposal

Cambridge in consultation with ANU, NUS and Copenhagen developed a proposal for discussion at the 2008 Presidents' meeting.

2.3. Research led teaching

2007 Senior Officer Meeting agreed to explore the relationship between teaching and research and the benefits and consequences of "research-led teaching". ANU and Oxford (in consultation with Copenhagen and NUS) have developed a draft activity plan to be considered at the 2008 Presidents' meeting.

3. Education Collaboration

3.1. Global Summer Program

The inaugural GSP will be held over the northern summer this year. ANU, NUS, Yale, Oxford, Cambridge, Copenhagen and UT will arrange or host a program. All partners are committed to sending students.

3.2. IARU Student Sustainability Fellowship and Exchange

Following discussions at an IARU meeting held at Yale in November 2006, it was agreed to trial a student exchange between Sustainability Offices at ANU and Yale. The intent was to allow selected students to work in the Sustainability Offices on campus sustainability initiatives. This would provide operational experience that complements study.

3.3. After discussions at the 2007 Senior Officers' meeting, it was agreed to expand this trial to involve other IARU members

THE IDEA LEAGUE

Introduction

The IDEA League was founded in October 1999 as an alliance of four leading European technological universities – Imperial College London, Delft University of Technology, ETH Zurich and Aachen University RWTH. ParisTech joined in 2006. The IDEA League is committed to the highest international standards in both research and education.

The presidency of the IDEA League rotates on a 2-year basis between the heads of the IDEA League partner universities. For the current 2008-2009 term, Dirk Jan van den Berg, the President of TU Delft, serves as the president of the IDEA League. Activities are coordinated by a permanent Secretary General, funded jointly by all the member universities.

The aim from the start of the IDEA League was to foster and develop strategic cooperation between the member universities. This reflected the wider developments towards internationalization in higher education across Europe, particularly the political commitment to a European Research Area, and the Bologna Declaration of June 1999, in which the Higher Education Ministers of 29 European countries made a commitment towards more transparency, openness and flexibility.

The two initial projects of the IDEA League, taken forward in separate working groups, were a comparison of the quality assurance procedures; and a review and comparison of the degree structures with the aim of facilitating mutual recognition. This started with two studies in electrical engineering and chemistry/chemical engineering. This work was subsequently expanded into the other subject areas covered by every member of the alliance.

From that start, the IDEA League has developed active collaboration in areas such as international activities, mobility, admissions, communications, gender issues, ethics, and institutional research. Collaborations are fostered at all levels to share best practice. In the area of research, the IDEA League seeks to take a lead in addressing the scientific and technological needs of Europe. To carry this forward, enabling technologies to underpin key themes have been identified for a number of scientific and engineering areas, supported by world-class science in each of the institutions.

Specific areas of activity that have developed include:

- Analysis of members' research strengths
- Commitment to share large-scale research facilities

- Joint statements on important policy issues, e.g. the European Commission's proposal for a European Institute of Technology and Green Paper on the European Research Area
- Annual Brussels Panel meetings on key technological challenges
- Collaboration on knowledge and technology transfer
- Collaboration on ethical issues
- Development of joint Master's courses, both within the IDEA League and through the Erasmus Mundus program
- Summer schools on specific research themes
- Mutual recognition of degrees
- Further promotion of mobility, through meetings of mobility managers and provision of scholarships and grants for exchanges within the IDEA League
- Workshops and working groups on subjects ranging from good practice on equality issues to e-learning collaboration
- Development of a joint student union grouping: "Idealistic"
- An annual joint student sports event;
- IDEA League website (www.idealeague.org)

New Initiatives

New initiatives continue to develop. For example, in 2007 Imperial College instituted an IDEA League summer school offering an international dimension to transferable skills training for doctoral students.

The increasing volume of joint activity over the IDEA League's first five years, and expansion in 2006 to include a fifth member, led to the development of a new organizational structure, adopted in June 2007. A flat structure, in which many individual groupings reported to Heads, was replaced by a 3-pillared structure of research, education and central groups reporting through an Operational Board to a Heads Board. The Operational Board meets six times a year, and the Heads Board meets twice a year, jointly with the Operational Board.

The focus in 2008 is on the "Knowledge Triangle" of education, research and innovation; and within that on five areas where the members have particular strengths: energy, environment, healthcare, ICT and sustainable transport. These include the areas on which the European Commission is expected to focus in its initial call for proposals for Knowledge and Innovation Centers within the European Institute of Innovation and Technology, and which are generally recognized as among the most significant problems we are facing in the 21st century.

Using its collaborative research workshop program, the IDEA League is currently identifying key research themes within these areas to define a 10 to 15-year science

and technology road-map. It sees itself as ideal nucleus for forming larger communities to help address these issues, and will identify and involve potential partners to help realize this ambition, drawing on members' existing academic partnerships with other world-class academic institutions, and strategic collaborations with a large number of partners in key industries.

For the future, the IDEA League intends to continue to use its collective strengths to:

- further promote collaborative research;
- continue to attract the best students and staff;
- influence policy in education and research in Europe; and
- continue to share best practice in an even wider range of activities.

Lessons Learned

The main lesson learned from the development of the IDEA League so far is that for close collaboration to flourish, the partners need to be of comparable national and global standing; complementary in terms of their research missions; of similar spirit and culture; and actively wanting to collaborate with each other, as evidenced through pre-existing faculty links. It has also been possible to maintain cohesion in an increasingly deep relationship through keeping the number of members small.

Clearly, though, the relationship cannot be an exclusive one, and each member will continue to maintain a wider range of bilateral and group partnerships, whether for specific projects or longer-term activities. The challenge for the future will be to maintain the level of interaction as the European and global higher education environment evolves.

NETWORKS AND THE GEOPOLITICS OF HIGHER EDUCATION – UNIVERSITAS 21 IN ITS TEENAGE YEARS

Introduction

Having been born in 1997, Universitas 21 is soon to enter its teenage years. This is an appropriate time to review its genesis, evaluate its formative period, make some informed guesses about how it might turn out in life and, for those of us who care about it, how we can help it grow into a responsible citizen who makes a strong contribution to society.

Universitas 21 arguably led the trend during the past decade or so for research universities to develop alliances or networks. Of course, there have been international groupings of universities for a long time, many with large memberships such as the Association of Commonwealth Universities. There have also been national associations differentiated according to research productivity and status such as the Association of American Universities or the Russell Group in the UK.

I refer here, however, to international networks which have been established in the last decade or so amongst carefully self-selected sets of research-intensive universities in response to very specific pressures which have changed the face of higher education.

The major shifts in the geopolitics of international higher education include: the changing regional balance in economic development, the huge investment in higher education and research in China and other Asian economies, the threat to publicly-funded, campus-based research universities from under-investment and the prospect of corporate providers of professional education, the explicit re-alignment of public policy which acknowledges the role of research universities in generating growth within national economies, the heightened link between science and technology research and national security and, finally, the increased competition for high quality human capital in the context of demographic decline in key developed economies and the emergence of an intensely competitive global job market.

These are among the pressures which have given salience to the quest to be seen as a “world-class” university and to keep the appropriate company internationally.

I survey briefly the specific reasons for the emergence of Universitas 21 and try to characterize the stages of its growth. In doing so I refer to these larger forces.

Reflections on Universitas 21

Observers have asked the usual questions about Universitas 21:

- Is it exclusive clubs for the elite?
- Does it really produce benefits for its members?
- How does it sustain or advance quality and excellence?

These are important questions and I address them. But I go beyond them as well and pose some additional questions and challenges about what issues these networks raise for higher education as a whole and how might a network such as Universitas 21 realize its full potential.

Key questions are:

- At each point in the development of a network, there is a choice between a defensive circling of the wagons and opening paths to greater engagement and innovation. Can networks assist universities to take risks and to be innovative?
- To what degree are universities limiting their role on international issues to a technical insertion of their 'hard power' of research and minimizing the 'soft power' of their cultural and social influence? If mobilized internationally in an integrated manner, what might this look like and what might it produce?
- As Universitas 21 looks to engage its collective research capability on global issues and the UN Millennium Development Goals, how does this international projection of public good objectives mesh with the academic value of contesting ideas and also with the exclusive ownership of intellectual property?

There have been several key changes in direction by Universitas 21 during its short life. Within the network, many will consider these changes driven by internal dynamics alone. However, I see them as partly driven by external circumstances in a way which holds out some promise for the responsiveness of small international networks to global issues and the human condition.

When Universitas 21 reviewed its commitment to the UN MDGs at its May annual meeting in Dublin this year, Michael Edwards of the Ford Foundation laid out a challenge to universities and their disappointing record in assisting development. The question arose from his presentation as to how re-energized collaboration among universities internationally might translate into collaboration with other institutions in society.

This is, of course, directly related to the increasing demand from students to be engaged in learning and research which is socially significant and can be seen to contribute to global solutions.

PRESENTER BIOGRAPHIES

John E. Andersen

John serves as Director of International Affairs at the University of Copenhagen and Head of the International Office. Previously, he served as an Associate Professor at the University of Copenhagen, and as a visiting professor at Basel and Zurich. John is the central contact for IARU at Copenhagen and holds a number of honorary offices and assignments in Denmark and abroad.

Piers Baker

Piers serves as the Director of the International Office at Imperial. Prior to his tenure at Imperial, Piers served the UK Diplomatic Service, including a post heading the Foreign Office's international science policy section, and as Consul General in Vienna. He holds a Bachelor and Ph.D. from Cambridge, and served as a Research Fellow at the British Institute of Archaeology in Kabul.

Daniel J. Guhr

Dan serves as ICG's Managing Director. Prior to founding ICG, he served as a consultant with BCG and as a Director of Business Development with SAP. Dan holds a D.Phil. and M.Sc. from Oxford, as well as a M.A. from Brandeis. He also trained at Bonn and Harvard, and conducted research at CSHE at Berkeley as well as at the Max-Planck-Institute for Human Studies.

Anders Hagström

Anders serves as the Head of Academic Marketing in the Rectorate of the ETH Zurich.

Christopher Madden

Chris serves as the Pro-Vice Chancellor (International) at Griffith. He previously served as the foundation International Director at UQ and as Dean of Students at Bond. Chris serves on numerous boards, including APAIE. He holds a B.A. and M.Ed. from UNSW.

Christopher Thompson

Chris serves as the Vice-President for Research at the Council for Advancement and Support of Education. Chris joined CASE from the Institute for Policy Studies at Johns Hopkins. He also worked for the National Governors' Association and the Robert M. LaFollette Institute at the University of Wisconsin. Chris obtained an undergraduate degree from UCL, a M.A. from Berkeley, and a Ph.D. from Cambridge.

Christopher Tremewan

Chris serves as the Pro Vice-Chancellor (International) at Auckland. Previously, he held senior positions in international organizations in Tokyo, Singapore and Hong Kong. Chris serves ENZ, APRU, and Universitas21 in various capacities. He holds degrees in Social Anthropology, Political Science and Public Administration from Auckland, Canterbury, and Harvard respectively.

ATTENDEE LIST

Confirmed attendees as of 28 May 2008 in alphabetical order (by first name):

- Anders Haegström ETH Zürich
- Angelika Wittek ETH Zürich
- Anna Ljungkvist Imperial College London
- Antoine Fromentin Ecole Polytechnique Federal Lausanne
- Antoinette Charon Wauters Université de Lausanne
- Ben DeWinter Boston University
- Bibian Aguirre Canadian Education Centre Network
- Bjorn Einar Aas University of Bergen
- Britta Baron University of Alberta
- Christopher Tremewan University of Auckland
- Christopher Madden Griffith University
- Christopher Thompson Council for the Advancement and Support of Education
- Daniel Guhr Illuminate Consulting Group
- Darren Brown Australian National University
- David Stevens University College London
- Filomena Marques de Carvalho University of Coimbra
- Fiona Hunter Università "Carlo Cattaneo" - LIUC
- Frances Little Auckland University of Technology
- Hans de Wit Windesheim Honours College
- Heide Naderer RWTH Aachen
- Jack Cheng The Chinese University of Hong Kong
- Joanne Purves Northumbria University
- John Andersen Københavns Universitet
- John Withrington University of Exeter
- Karin Fouledeau Ecole Polytechnique
- Katherine Wan University of Hong Kong
- Kirk Simmons University of Arizona
- Mia Vrijens Delft University of Technology
- Mike Woods New Zealand Ministry of Education
- Minh-Hà Pham-Delègue Ecole Polytechnique
- Neal Juster University of Glasgow
- Niklas Tranaeus Swedish Institute
- Nuria Alsina Pontificia Universidad Católica de Chile
- Pierre Willa L'Université de Genève

Attendee list continued...

- Piers Baker Imperial College London
- Regina The Delft University of Technology
- Richard Russo University of California, Berkeley
- Sarah Todd University of Otago
- Scott Talan National Association of Schools of Public Affairs and Administration
- Shaun Curtis Universities UK
- Sonny Lim Nanyang Technological University
- Stéphane Berthet L'Université de Genève
- Stuart Boag Education New Zealand
- Sylvain Ferrari Ecole Polytechnique
- Thiam Soon TAN National University of Singapore
- Thomas Wu The Chinese University of Hong Kong
- Tim Mansfield Australian National University
- Timo Ahonen Lahti University of Applied Sciences
- Uliana Gabara University of Richmond
- Wedigo de Vivanco Freie Universität Berlin
- Yuichi Kondo Ritsumeikan Asia Pacific University

2007 THOUGHT LEADER SESSION

A Look Back

The first annual ICG Thought Leader Session was held at the 2007 NAFSA Conference in Minneapolis. The session was dedicated to a survey of current best practices in international education. It drew an attendance of 49 participants from 14 countries.

Presenters

Nine institutions from six countries presented their best practice initiatives:

- Dubai Knowledge Village
- Education New Zealand
- Griffith University
- Hessen and Queensland Departments of Education
- Leiden University
- Tübingen University
- University of Arizona
- University of Tasmania

Session Report

A report titled *Best Practices in International Education* was released at the 2007 Session. It is available free of charge from ICG.

ABOUT ICG

Mission

ICG operates as a strategic academic consulting firm with the mission to combine the highest quality academic analysis with the project management experience of strategy management consultants and the institutional experience of education administrators.

History & Organization

ICG was founded in 2002 in California by Dr. Daniel J. Guhr, who is serving as ICG's Managing Director. ICG is organized as an international expert network of academics, administrators, consultants, and entrepreneurs. Since our inception, we have grown to comprise more than 30 members in eight countries.

Practice Areas

Our advisory service is based on seven Practice Areas. These Practice Areas develop and codify our consulting knowledge, and drive client engagements. They are fundamentally embedded in academic research, administrative practice, and client service. Each Practice Area has a dedicated Practice Area Leader.

Members

ICG is firmly embedded in academia: More than half of our members are connected to nine of the world's Top 15 universities. 19 members hold a doctoral degree, and 14 members have or continue to serve as faculty members. 16 members have academic administration experience, ranging from deanships to international offices leadership.

Half dozen ICG members have been trained in leading strategy consulting firms such as the Boston Consulting Group and PwC. Most ICG members had lived and worked in two or more countries and our members are fluent in more than a dozen languages. In total, our members have published more than 80 books and 900 journal articles.

Client Service

We are dedicated to deliver well researched, comprehensively reasoned, and honest advice to our clients. Earning our clients trust and forming long-term relationships to us means to never compromise on these values.

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