

**GUIDE TO THE
NETWORK**

20

23

OUR MEMBERS

Universitas 21 is the leading global network of research universities for the 21st century, who work together on shared issues of importance to their universities and to higher education more generally.

Our Members



The Americas

Pontificia Universidad Católica de Chile
Tecnológico de Monterrey
University of California, Davis
University of Maryland
University of Connecticut
McMaster University

Europe and the UK

University College Dublin
University of Birmingham
University of Nottingham
University of Glasgow
University of Edinburgh
University of Zurich
University of Amsterdam
KU Leuven
Lund University

Africa

University of Johannesburg

Asia

University of Delhi
Hong Kong University
Shanghai Jiao Tong University
Fudan University
National University of Singapore
Waseda University
Korea University

Australasia

University of Melbourne
University of Auckland
University of Queensland
University of New South Wales
The University of Sydney

GOVERNANCE

The current Chair of Universitas 21 is Professor Eng-Chye Tan, President of the National University of Singapore. The Chair is assisted by the U21 Executive Committee, a small group of Presidents from around the network, who oversee the work of the network, its activities, and interactions with members and external bodies.

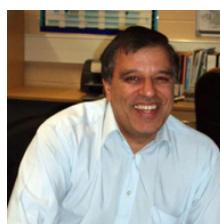
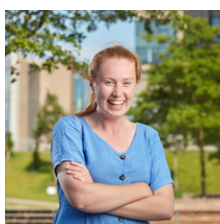
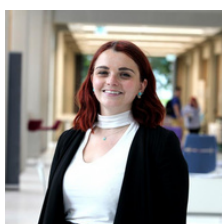
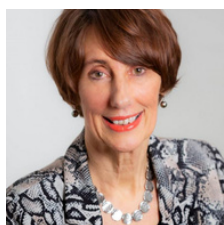
NETWORK ADMINISTRATION

The Provost of U21 is Professor Jenny Dixon, based in Auckland, New Zealand. Professor Dixon oversees the strategic direction of the network and is in charge of the network's programmes and activities.

U21's Director of Operations is Jade Bressington, based at the University of Birmingham. Working alongside the Provost, Jade is responsible for all U21 operational matters and she provides strategic leadership to the Secretariat.

The work of U21 is undertaken by a Secretariat, which is located within the UK at the University of Birmingham. You can view the full details of the Secretariat on [our website](#).

Sarah Athow-Frost	Head of Communications and Engagement
Dr Connie Wan	Senior Manager (Researcher Engagement and Network Development)
Amber Bartlett	Student Experience and Education Manager
Mary Elliston	Network Support Officer
Tarlok Singh	Financial Controller



U21 AREAS OF ACTIVITY

Much of U21's activity is divided into three clusters of engagement, representing the full breadth and depth of the network's vision, and the aims and goals it strives to achieve. This document gives an overview of the governance and aims of these groups, while the guide to opportunities section profiles the opportunities they offer.

Educational Innovation

Cluster Chair: Professor Ian Holliday, the University of Hong Kong

Aim: The Educational Innovation cluster aims to connect key institutional leaders in teaching, learning and innovative educational practices across U21 universities in order to promote collaboration, share best practice and combine resources with the common objective of enhancing student learning in research-intensive universities.

The EI Steering Group oversees the activity of the cluster and is made up of representatives from all their peer groups and additional member representatives. There are two main peer groups in the EI cluster - Educational Leaders and Senior Academic Developers.

Researcher Engagement

Cluster Chairs: Professor Arturo Molina, Tecnológico de Monterrey and Professor Jonathan Morris, University of New South Wales

Aim: Researcher Engagement supports researchers and those who engage in the research endeavour, placing a particular emphasis on supporting emerging researchers (doctoral candidates), early career researchers (within eight years of doctoral graduation), and mid-career researchers (new in 2022). The cluster aims to enhance global research perspectives by facilitating international connections and collaborations.

The Researcher Engagement Steering Group oversees the activities and the delivery of the overarching aims and strategic direction of the cluster. The Steering Group includes representatives from the Research Leaders, Deans and Directors of Graduate Studies (DDoGS), and Research Collaboration Group.

U21 AREAS OF ACTIVITY

Student Experience

Cluster Chair: Ms Rachel Sandison, University of Glasgow

Aim: The Student Experience cluster delivers internationally-focused opportunities, both physical and online, which enhance student engagement, mobility and employability and help prepare students for life and work across international borders and cultural boundaries.

The Student Experience Steering Group oversees the activity of the cluster and is made up of representatives from all their peer groups and additional member representatives. There are two main peer groups in the SE cluster - the Student Mobility Group and the Careers and Employability Group.

IMPACT REPORT

Each year we publish an impact report which outlines the key activities over the past year. It demonstrates how our collaborative opportunities benefit our members through innovative global engagement and combined perspectives. You can [read the most recent report here](#).

ROLE OF U21 OFFICERS

Most members have dedicated staff support (usually part-time alongside another role) within their institution to help them with U21 operational matters. This post is referred to as the U21 Officer. U21 Officers work closely with the U21 secretariat and senior leader at their institution to facilitate the implementation of U21 opportunities and make sure that staff and students are maximising the benefits of the network.



ROLE OF U21 SENIOR LEADER

Each member university nominates one senior member of staff as a U21 Senior Leader to take an active role in managing the university's relations with activities in the network and the network administration. Typically, the Senior Leader is a senior academic leader, with responsibility for international affairs (often at the level of Deputy Vice-Chancellor, Vice President or Pro Vice-Chancellor).

A U21 Senior Leader needs sufficient seniority to speak on behalf of the member institution and sufficient awareness of the member's policy and strategy to be able to contribute to the network's debates and decision making. The Provost works closely with Senior Leaders and particularly with the Chair of the Senior Leaders' Network, a post currently held by Professor Peter Mascher of McMaster University.

The U21 Senior Leader is the main point of contact between the U21 Secretariat and a member university. The U21 Senior Leader, usually with support in their own university, acts as a channel of communication, ensuring that relevant colleagues in their own university are informed about opportunities for students and staff arising from membership of U21. The Senior Leader will take a strategic role in managing particular events (such as the AGM), which the institution may be hosting.

Often a U21 Senior Leader will have dedicated staff support (usually part-time) within their institution to help them with operational matters. This post is referred to as the U21 Officer (see above). U21 will ensure that all communications are copied to U21 Officers.

The activities and opportunities section provides an overview of the meetings for Senior Leaders.

HEALTH SCIENCES GROUP

The U21 Health Sciences Group was established in 2000 to provide a framework for Health Sciences faculty at some U21 member universities to explore opportunities for more specialised collaborative projects, information exchange and sharing of resources. This very active Group runs a number of projects in Health Sciences, an annual Conference and, in recent years, a student Summer School.

The U21 Health Sciences Group has a separate membership subscription. Membership of this group is optional and not all U21 members participate in the group.

The Group is supported by Alicia Lui, Operations Manager, who is based at the University of Hong Kong.

For more details on the health Sciences Group see: [U21health.org](https://u21health.org)

NETWORK OPPORTUNITIES

EDUCATIONAL INNOVATION
RESEARCHER ENGAGEMENT
STUDENT EXPERIENCE
NETWORK-WIDE

20

23

U21 ACTIVITIES & OPPORTUNITIES

EDUCATIONAL INNOVATION

Educational Innovation Symposia

Educational Innovation is proud to offer an annual symposium on a topic relevant to the network, which brings members together to hear global perspectives and innovative approaches. The most recent symposium was in February 2022 on the topic Teaching for Sustainability and the resources are available on [our website](#). Our next EI Symposium will run from 28-30 June 2023, hosted by McMaster University, on the topic 'Scoping the future in Higher Education: Transition or Transformation?'. More information can be found [here](#).

Educational Innovation Workshops

In addition to their open house meetings, the two Educational Innovation peer groups run sessions throughout the year which are open to the rest of their teams. These are still informal but may involve speakers, presentations and small group discussions on a chosen topic.

Global Educational Enhancement Fund

U21 is delighted to share the outputs of the Global Education Enhancement Fund projects which will support members in delivering and enhancing higher education for a rapidly changing and uncertain future. Read more about the fund and the projects that were supported on [our website](#).

Educational Innovation Areas of Focus

There are four global working groups focused on areas of particular interest to our members. These groups are exploring multiple avenues of collaboration including shared learning opportunities, student-staff partnerships, staff development opportunities, and sharing best practice. The areas of focus are:

- Learning Spaces and Environments;
- Learning Analytics;
- Learning Across the Curriculum Through Campus Museums and Galleries.

STUDENT EXPERIENCE

U21 Global Student

Our Global Student pathway brings together students of all levels and disciplines from all 28 member universities to connect, learn, and create a global community of future leaders who are equipped to work collaboratively across borders, time zones and hierarchies.

- **Global Citizens**

U21 Global Citizens is a three-week online leadership development course for students at U21 partner institutions. With the support of trained facilitators from Common Purpose, students work together, across borders and time zones, to tackle some of the world's most pressing problems as outlined in the United Nation Sustainable Development Goals (UNSDG).

U21 ACTIVITIES & OPPORTUNITIES

STUDENT EXPERIENCE

U21 Global Student

- **Real Impact on Society and Environment (RISE)**

An international showcase of student achievement in sustainability and social innovation, connecting student-led projects with a global network of experts. Prizes are awarded for the winning sustainability projects.

- **Aspire Hub**

An online development micro-programme for aspiring social entrepreneurs and change makers. The free, online hub provides on demand access to video content from successful social entrepreneurs and leaders and fellow students who have set up their own social projects.

- **Sustainable Micro-Internships**

U21 Sustainable Micro-Internships are an exclusive opportunity for U21 students to come together and work in small groups to make change on behalf of a organisation. This real-world project tests students' ability to deliver results in the workplace, while working with a diverse, international team and building key employability skills.

U21 ACTIVITIES & OPPORTUNITIES

RESEARCHER ENGAGEMENT

U21/PwC Innovation Challenge

A partnership venture between PwC and U21, two globally focused organisations. Students are required to submit a three-minute video in response to a challenge set by PwC based on a real world-of-work scenario.

Graduate Collaborative Research Awards (GCRA)

Seed funding of up to US\$5,000 for collaborative projects that aid the development of transferable skills for doctoral candidates and facilitate cross-cultural working practices. At least three U21 member institutions, from at least two countries, should be involved.

Three Minute Thesis (3MT®)

The 3MT® competition challenges PhD students to communicate the significance of their projects to a non-specialist audience in just three minutes. Students benefit from developing their academic, presentation and research communication skills, and the competition also opens doors to new collaborations and networks for both researchers and supervisors.

Early Career Researcher Workshop

A workshop for Early Career Researchers themed around a United Nations Sustainable Development Goal.

Mid-Career Researcher Programme

Further details to be announced. Last year saw the inaugural Mid-Career Researcher Programme 'Reset, Re-imagine, Reframe.' It provides training on attributes essential for success in the modern global research landscape, such as developing a success mindset, dealing with failure, confidence and motivation in academic settings, influencing and building consensus and partnership development.

U21 ACTIVITIES & OPPORTUNITIES

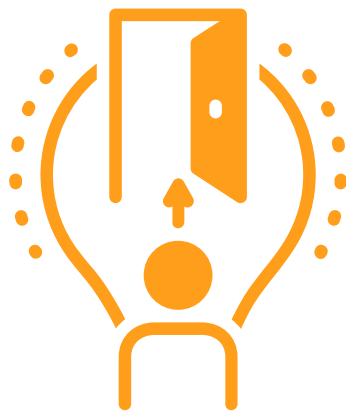
NETWORK-WIDE

Global Leadership Programme

A programme that brings together emerging university leaders from across the world to develop the leadership skills, tools and connections they need to adapt and thrive in their respective universities in the future.

Online Symposia

Interactive symposia run throughout the year on topics that are currently high priority for member institutions. These symposia are open to all those who feel it is of relevance to them and are formatted to encourage collaboration and problem solving between colleagues. Past examples of network-wide symposia include the [U21 Mental Health Symposium](#) run in 2021 with perspectives from Researcher Engagement, Educational Innovation and Student Experience.



UPCOMING OPPORTUNITIES

DATE	AUDIENCE	ACTIVITY
March 2023	Staff	Global Leadership Programme
April 2023	Students (of all levels)	Global Citizens (applications during March)
April 2023	All members	Presidential Symposium at the 2023 Annual General Meeting
June 2023	Students (of all levels)	RISE Showcase and Awards
June 2023	All Members	Educational Innovation Conference
September 2023	All Members	Researcher Engagement Symposium
October 2023	Academic staff	Mid-Career Researcher Programme
October 2023	Postgraduate students	Three Minute Thesis Competition
November 2023	Postgraduate students	PwC Innovation Challenge - application deadline (programme during Jan 24)
December 2023	Students (of all levels)	Sustainable Micro-Internships

U21 MEETINGS

PRESIDENTS

Presidents' Peer to Peer

Frequency - up to three times a year. As a President-led network we bring together our Presidents three times a year to connect, share ideas and discuss the future of our network.

SENIOR LEADERS

Senior Leaders' Open Houses

Frequency - three times a year. This group comes together to help shape the direction of the network and its activities, share best practice, tackle shared challenges and network as a peer group.

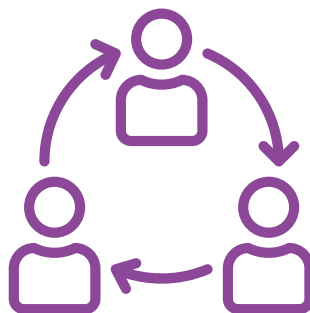
AGM

Frequency - once a year. All Presidents and Vice-Chancellors of U21 member universities, along with U21 Senior Leaders and the Steering Groups of each cluster, are invited to attend this annual opportunity to meet with peers to discuss matters of importance to the network and to shape the forthcoming year's agenda. The AGM is hosted by one of our member institutions.

STEERING GROUPS

Student Experience, Educational Innovation and Researcher Engagement

Frequency - four times a year. Each cluster has a Steering Group which oversees the activity of the group and is made up of representatives from all their peer groups and nominated member representatives.



U21 MEETINGS

PEER GROUPS

U21 Peer Group meetings facilitate the sharing of ideas, experience, strategic initiatives and resources. They enable U21 colleagues, working in similar roles across the globe, to collaborate on solutions for shared challenges for the benefit of all member institutions. Established and active peer groups include:

NETWORK WIDE

U21 Officers

Frequency - dependent on the needs of the group. The group meets to receive information from the U21 Secretariat and discuss how to effectively support the work of U21 in their institutions.

STUDENT EXPERIENCE

Student Mobility Group

Frequency - three times a year. A group for student mobility/exchange professionals across the U21 network. The group works to increase the quality and scale of global education and international opportunities available to students across U21.

Employability Group

Frequency - 3 times a year. A group of Directors/Academic Leads for Careers or Employability Services (or equivalent). The group aims to share best practice to support students throughout their time at university, maximising their employability and starting their journey of lifelong learning.

EDUCATIONAL INNOVATION

Educational Leaders Open Houses

Frequency - three times a year. Those with senior-level responsibility for the design and delivery of educational excellence in their universities including Pro Vice-Chancellors (Education), Vice-Principals (Education), and Deputy Vice-Chancellors (Education).

Senior Academic Developers Open Houses

Frequency - four times a year. A group for leaders working in Teaching and Learning Development at U21 institutions.

RESEARCHER ENGAGEMENT

Research Leaders

Frequency - three times a year. A representative group of the most senior university leaders in the research domain such as Pro Vice-Chancellors (Research), Vice-Principals (Research), Deputy Vice-Chancellors (Research), and Executive Directors (Research).

Deans and Directors of Graduate Studies

Frequency - four times a year. This group provides opportunities for the Deans and Directors to share ideas and experiences, enhance knowledge and develop contacts with the U21 network.

Research Collaboration Group

Frequency - three times a year. Focused on sharing knowledge between U21 members on international funding streams to facilitate researcher mobility and collaboration. Group representatives include professional staff with responsibility for research funding, development, and international collaboration.

UPCOMING MEETINGS

DATE	AUDIENCE
March 2023	U21 Educational Leaders Open House
March 2022	U21 at APAIE 2023
April 2023	Presidential Symposium and Annual General Meeting
June 2023	Educational Innovation Symposium - Scoping the Future in Higher Education
June 2023	Educational Innovation Steering Group Meeting
September 2023	Researcher Engagement Meeting



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U21 Network Opportunities
2022 - 2023