

2012 World 100 INTERNATIONAL HIGHER EDUCATION CONFERENCE

# To Boldly Go:

Advancing university reputation through global interaction

15–16<sup>th</sup> May 2012 • World 100 Conference (for all World ranked universities)

17–18<sup>th</sup> May 2012 • Study tour for World 100 Members

## Delegate Programme: *Conference and Study Tour*

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## Welcome from the Chair, Director and Members

Thank you very much for joining our second World 100 Reputation Network conference, Washington DC. On behalf of our members, we extend a very warm welcome. The theme, **To Boldly Go: Advancing university reputation through global interaction**, was not only chosen for its hint at the world of split infinitives and team vision, but we know that all of you have a global presence and are judged by international as well as domestic triumphs and standards. Being international is not easy, when cultures, expectations, currencies and politics throw up different challenges, which we hope you will be ready to discuss and debate in our interactive workshops.

Our speakers are from top universities and agencies, with clearly a nod to many North American colleagues in view of our mid-Atlantic location. However, our speaker list is replete with experts from all over the world, who are at the very top of their profession. So this is very much a conference of experts, not beginners, and there is every expectation that the delegates are as well informed as the speakers!

Our conference is hosted by American University, who have been immensely generous in the time and energy that they have put into making things possible, and opening doors to places like The White House, which is the jewel in the crown of our Study Tour. They are also sponsoring our conference dinner, and we never underestimate the importance of food and socializing in these programmes! Our other specialist HE sponsors have made the financing and publicising of the event possible and we acknowledge our deep debt to you too.

So, have a great time, connect, argue, persuade, discuss, and boldly go!



Louise Simpson  
Director, The World 100



Mark Sudbury  
Chair, The World 100, and Director of  
Communications, UCL

### World 100 Reputation Network Organizing Committee

Chris Coe	<i>King's College London</i>
Robin Hoggard	<i>LSE</i>
Hilary Layton	<i>The University of York</i>
Emma Leech	<i>The University of Nottingham</i>
Kirsti Lehmustu	<i>University of Helsinki</i>
Ian Rowley	<i>The University of Warwick</i>
Caroline Runeus	<i>Lund University</i>
Louise Simpson	<i>The World 100</i>
Susan Stewart	<i>University of Glasgow</i>
Mark Sudbury	<i>UCL</i>

### The World 100 Reputation Network

The World 100 Reputation Network is a group of the best universities in the world, undertaking research that enhances professional activity in and around reputation management, international relations and strategy.

Membership is open to all universities in the top 200 international rankings, and the research is facilitated by specialist higher education consultancy *The Knowledge Partnership*.

*The Knowledge Partnership* is an independent strategy, marketing and communications consultancy, supporting the higher education sector with high quality, intelligence-based research around reputation. Louise Simpson, Managing Partner at *The Knowledge Partnership* is the Director of The World 100 Reputation Network.

### The World 100 members 2012

There are currently 22 members from ten different countries:

- Erasmus University Rotterdam, *Netherlands*
- King's College London, *UK*
- London School of Economics and Political Science, *UK*
- Lund University, *Sweden*
- Monash University, *Australia*
- Seoul National University, *Korea*
- The University of Hong Kong, *Hong Kong*
- The University of Manchester, *UK*
- The University of Nottingham, *UK*
- The University of Warwick, *UK*
- The University of York, *UK*
- Tsinghua University, *China*
- University College London, *UK*
- University of Bristol, *UK*
- University of Cape Town, *South Africa*
- Cardiff University, *UK*
- University of Glasgow, *UK*
- University of Helsinki, *Finland*
- The University of Melbourne, *Australia*
- University of Oslo, *Norway*
- University of Victoria, *Canada*
- University of Western, *Australia*

#### For more information

For information about becoming a member of the World 100 Reputation Network, please contact: [l.simpson@theknowledgepartnership.com](mailto:l.simpson@theknowledgepartnership.com)

## Sponsors

We are very grateful to the following organizations for supporting this conference and making it possible:

### Venue sponsor

- American University

### Study Tour and conference sponsors

- The Knowledge Partnership

### Event sponsor

- Simpson Scarborough Associates

### Media sponsors

- Times Higher Education
- The Chronicle of Higher Education
- Inside Higher Ed

### Speaker sponsors

- Lipman Hearne
- Thomson Reuters

### Bag sponsors

- Huron Consulting
- Stamats
- QS World Rankings





# Washington, practical information and maps

Washington, DC, the capital of the United States, is our chosen venue for our second World 100 Conference and Study Tour, being home to some of the best universities in the world; Georgetown, American, and George Washington, and in nearby Maryland, University of Maryland. It is also the home of US government and the setting for iconic American architecture, The White House, the Jefferson Memorial and the Smithsonian Museum. And when you're tired of universities, monuments and grand vistas, there are restaurants, great shopping and the downtown cool of Georgetown to entertain you. Our conference hotel, the Holiday Inn Georgetown, allows easy access to the centre of Washington. There is a free shuttle to our conference university, and host, American University, which is just a few miles from the very heart of the capital city and only two miles from the hotel.

## The Conference Hotel: Holiday Inn Washington Georgetown

See the hotel website for direction from airports and stations: <http://www.holidayinn.com/hotels/us/en/washington/wasgt/hoteldetail/directions>

### Getting to the hotel

**Holiday Inn Washington-Georgetown**, 2101 Wisconsin Ave Nw Washington , District Of Columbia 20007

Hotel Front Desk: 1-202-3384600

Hotel Fax: 1-202-3384458

### Taxi Service

Diamond 202.387.6200

Yellow Cab 202.544.1212

### Hotel Shuttle

There is a free shuttle service from the conference hotel to the American University campus. Please ask the hotel concierge for details.

### Nearest Train

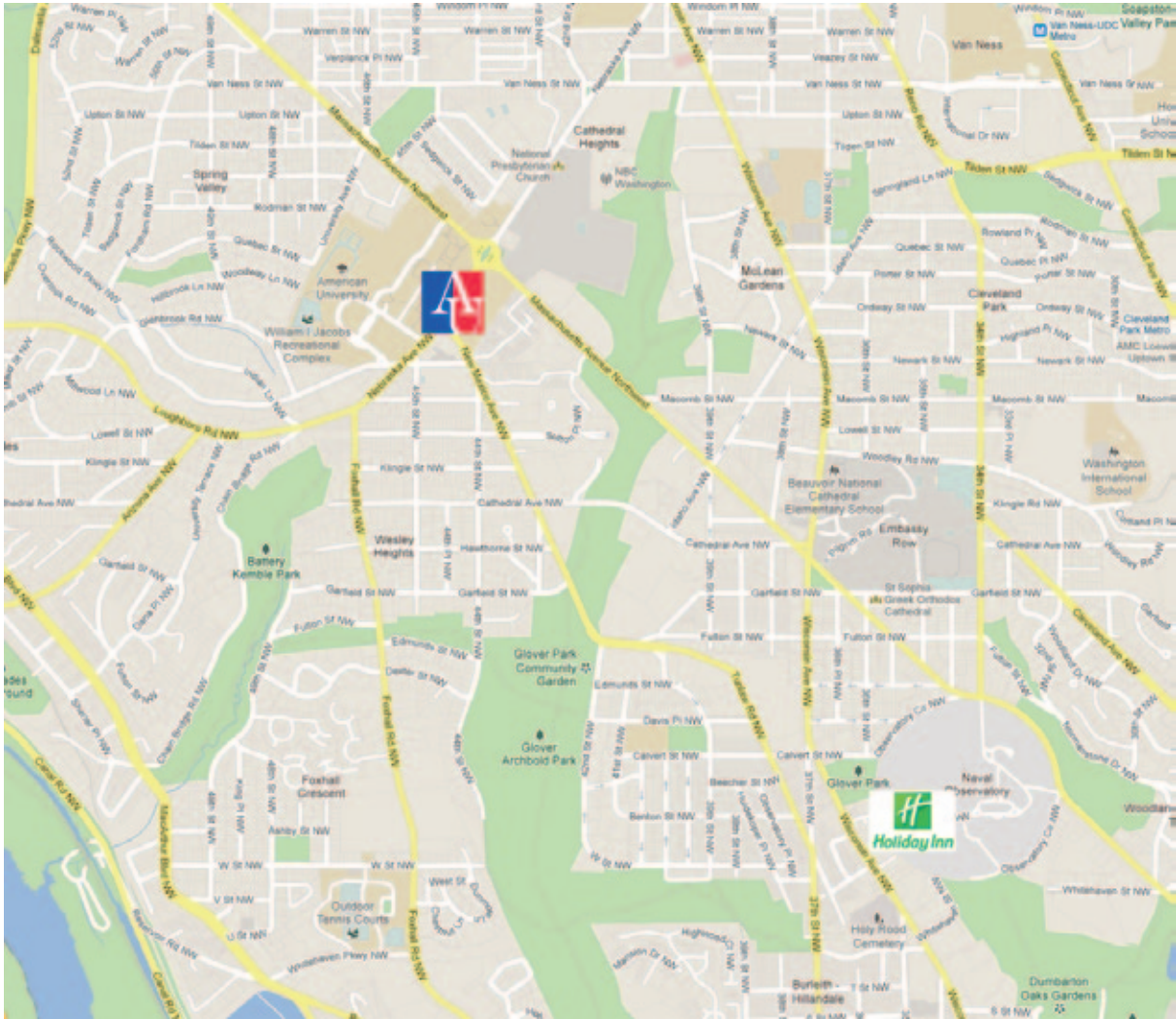
- Station Name: Union Station
- Distance: 3.0 MI/4.83 KM NORTH WEST to Hotel
- Taxi Charge (one way): \$18.00 USD

### Nearest Subway

- Subway Station Name: Woodley Park and the National Zoo
- Distance: 1.5 MI/2.41 KM SOUTH WEST to Hotel
- Complimentary Shuttle Available
- Taxi Charge (one way): \$8.00 USD



# Washington, practical information and maps





## Getting to American University: the Conference venue

The conference takes place at American University, School of International Service. The plenaries will take place in the Founders Room, and workshops will be in SIS 120; SIS 102; and SIS 30.

A free shuttle bus runs from the conference hotel to American university, but if you want to make your own way there, here are some directions and tips.

Go to <http://video.realviewtv.com/education/au/map/> for 'Interactive Map' and click on 'Academic Buildings' and then 'School of International Service'

### Directions to the School of International Service

American University is located on Ward Circle, at the intersection of Massachusetts and Nebraska Avenues, NW, in Washington, DC. The School of International Service is located at the intersection of New Mexico and Nebraska Avenues, NW.

### By Bus or Metro:

From **Union Station, National Airport or downtown Washington**: Washington's Metro trains start running at 5am on weekdays and at 7am on weekends. Metro trains stop running at midnight on Sunday through Thursday. On Friday and Saturday, trains run until 3am the next day. (Be sure to consult the Washington Metropolitan Area Transportation Authority (Metro) website for the latest information on opening and closing times and for special holiday schedules.)

The closest Metro stop to American University is Tenleytown/AU (also called Tenley Circle) on the Red Line. Metro buses run regularly from Tenley Circle to American's campus, less than a mile



Our venue, the School of International Services, American University

away. Metro can give you information on specific route and timetables for buses and trains. Call its information service at (202) 637-7000, or you can contact the Admissions Office for a free AU shuttle pass and schedule information for AU's campus shuttle.

Visit the Washington Metropolitan Area Transportation Authority (Metro) for interactive trip planning, route maps, and timetables.

### By car

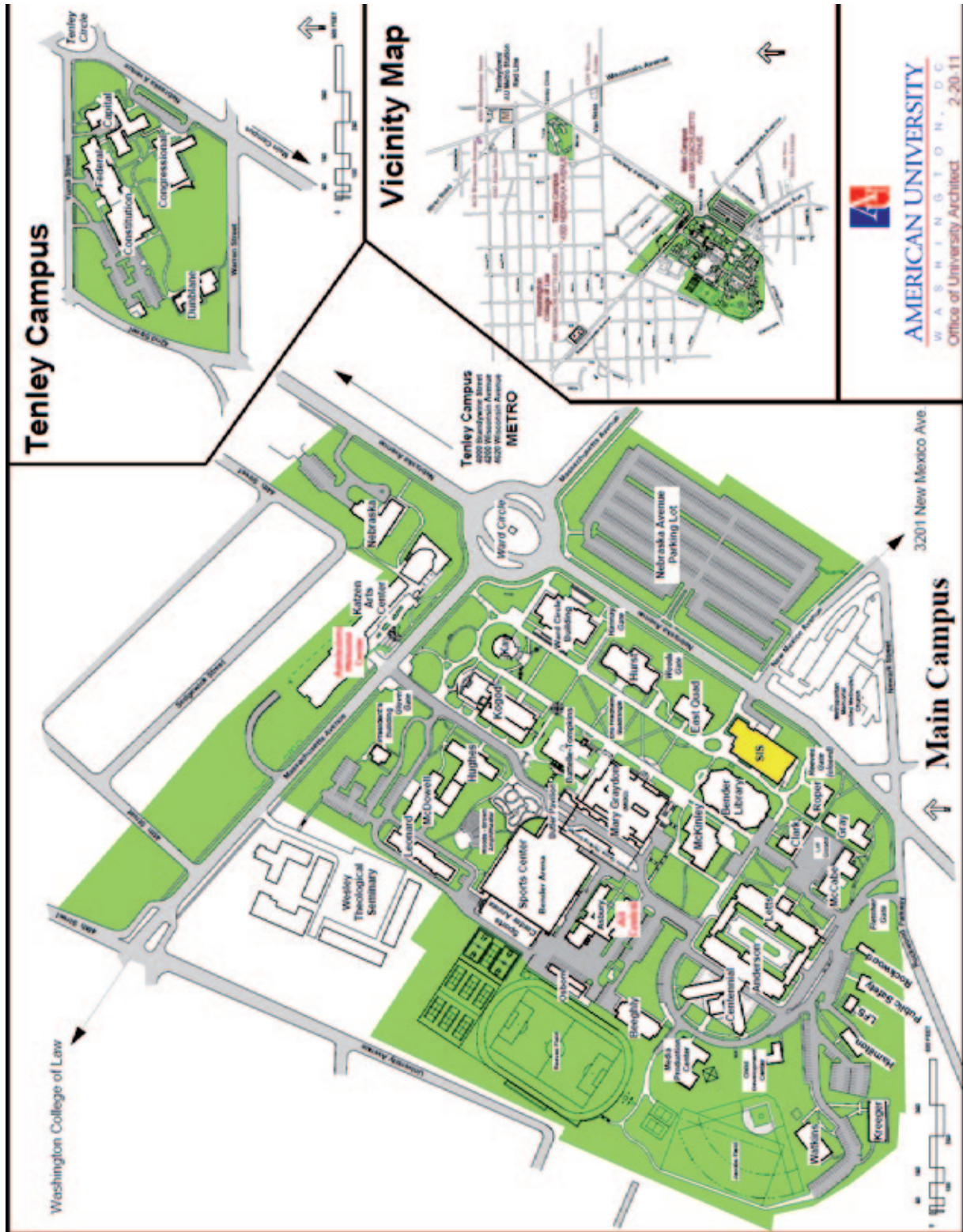
Please visit the Maps and Directions page for driving directions to AU <http://video.realviewtv.com/education/au/map/>. SIS has its own parking garage, located beneath the building. Access to the garage can only be gained by turning right into the entrance off Nebraska Avenue.



**AMERICAN UNIVERSITY**  
W A S H I N G T O N , D C



# American University: Campus Map



# Registration, Pre-conference and Social events

## Contacts

There will be a conference desk at the Washington-Georgetown Holiday Inn hotel open from 5pm–7pm on Monday 14<sup>th</sup> May for any queries, and there will be an official registration desk at American University, open from 8am on Tuesday 15<sup>th</sup> May and Wednesday 16<sup>th</sup> May to help you throughout the conference.

Messages can be left for Alex Beavis, or Louise Simpson, conference organizers, at the Washington-Georgetown Holiday Inn.

## Wifi

AU will provide wireless accounts to all conference attendees, have an engineer on-site to test and verify connectivity prior to the conference, and assist with connecting to AU's secure, state-of-the-art wireless network. Guest access and instructions will be provided at registration.

## Monday 14<sup>th</sup> May

### Washington-Georgetown Holiday Inn

- 
- 12.00** Meeting of U21
- 
- 15.00** World 100 conference committee meeting  
*Fortune Room*
- 
- 16.00** World 100 open meeting for members and interested non-members  
*Fortune Room*
- 
- 17.00–19.00** Conference office open for any queries
- 
- 19.00** Welcome reception  
*Mirage II Room, sponsored by The Chronicle of Higher Education*
- 

## Tuesday 15<sup>th</sup> May

### American University, School of International Service

- 
- 17.30** Drinks reception (all delegates welcome)  
*School of International Service (SIS) Terrace, just outside the Abramson Family Founder's Room.*
- 
- 18.30** Dinner, (all delegates welcome)  
*SIS Atrium.*  
N.B. Shuttles back to the hotel Washington-Georgetown Holiday Inn, Washington, should run through the evening.
- 

## Wednesday 16<sup>th</sup> May

*(members only)*

### Georgetown

- 
- 19.30** Dinner for World 100 members  
*The Guards, on M Street, Georgetown*  
**Please make sure you have reserved a place.**  
Shuttles will depart from the hotel reception at 19.15.
-

## Conference programme

### Day One: Tuesday 15<sup>th</sup> May *Leadership, Positioning and Strategy; Rankings*

#### Morning theme: Leadership, positioning and strategy

8.00	Registration opens. <i>Shuttle buses leave from the hotel to AU Campus at 7.45, 8.00, 8.15 and 8.30</i>
9.00	Conference Welcome <i>Louise Simpson, Director, The World 100 Reputation Network, and Teresa Flannery, Vice President for Communication, American University</i>
9.05–9.30	Creating the brand: amplifying niche quality <i>Neil Kerwin, President, American University</i>
9.30–10.00	Winning the bid for a major new university campus: Cornell and the NY tech campus project <i>Tommy Bruce, Vice President for Communications, Cornell University</i>
10.00–10.30	University reputation management in a political and international context. <i>Katherine Ma, Director of Communications, Communications and Public Affairs Office, The University of Hong Kong</i>
10.30	Questions and panel discussion
11.00	Coffee/tea with sponsors
11.30–12.30	Breakout sessions  <div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p><b>Breakout Workshops (choose one)</b></p> <p>What is the most effective way of structuring corporate affairs in world-class universities? <i>A discussion led by Glenn Bieler, Vice President for Corporate Affairs, Johns Hopkins University</i></p> </div> <div style="width: 30%;"> <p>Bringing research to the attention of government and the public. <i>Stacie Spector, Chief Communications Officer, The Salk Institute</i></p> </div> <div style="width: 30%;"> <p>Lobbying and influence in America. <i>Terry Flannery, Vice President for Communication, American University and Terry Hartle, SVP for Governmental and Public Affairs, American Council for Education</i></p> </div> </div>
12.30	Lunch

## Day One: Tuesday 15<sup>th</sup> May Leadership, Positioning and Strategy; Rankings

### Afternoon theme: Rankings and reputation

1.30	Rankings, positioning, and the role of leadership <i>Professor Benjamin Wah, Provost, and Wei Lun Professor of Computer Science &amp; Engineering, The Chinese University of Hong Kong</i>			
2.00	Do academics really take notice of rankings when changing jobs? A World 100 Reputation Network research project <i>Louise Simpson, Director, World 100 Reputation Network</i>			
2.30	Coffee/tea with sponsors			
3.00	The ranking experts <ul style="list-style-type: none"> <li>• <i>Phil Baty, Editor, Times Higher Education World University Rankings and Deputy Editor, Times Higher Education</i></li> <li>• <i>Bob Morse, Director of Data Research, US News and World Report</i></li> <li>• <i>Ben Sowter, Head of Research, QS</i></li> </ul>			
4.15	Ranking panel discussion <i>Benjamin Wah, Louise Simpson, Simon Pratt of Thomson Reuters and the ranking experts, Phil Baty, Ben Sowter, Bob Morse and Patricia Brennan</i>			
4.45	Breakout sessions <p><b>Breakout Workshops (choose one)</b></p> <table border="1"> <tr> <td>Chinese universities' ranking performance and institutional progression compared with the west <i>Professor Chen Hong, Director, Office of Overseas Promotion, Tsinghua University</i></td> <td>How should we, could we and do we measure reputation? Discussing reputational measures, as well as The THE reputational survey. <i>Phil Baty, Times Higher Education World University Rankings and Deputy Editor, Times Higher Education and Louise Simpson, The World 100 Reputation Network</i></td> <td>Defining and implementing institutional Higher Education performance and impact metrics. <i>Patricia Brennan Director, Product Strategy, Research Analytics, Thomson Reuters</i></td> </tr> </table>	Chinese universities' ranking performance and institutional progression compared with the west <i>Professor Chen Hong, Director, Office of Overseas Promotion, Tsinghua University</i>	How should we, could we and do we measure reputation? Discussing reputational measures, as well as The THE reputational survey. <i>Phil Baty, Times Higher Education World University Rankings and Deputy Editor, Times Higher Education and Louise Simpson, The World 100 Reputation Network</i>	Defining and implementing institutional Higher Education performance and impact metrics. <i>Patricia Brennan Director, Product Strategy, Research Analytics, Thomson Reuters</i>
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5.30	Drinks reception followed by dinner <i>American University, School of International Service (SIS) Terrace, just outside the Abramson Family Founder's Room at 5.30.</i>  <i>The dinner will be in the SIS Atrium at 6.30.</i>			



## Day Two: Wednesday 16<sup>th</sup> May Global Partnerships and Brand Engagement

### Morning theme: Global partnerships

9.00 Taking Seoul to LA: Bridging between Developed and Developing Nations: SNU's Globalization Strategy.

*Professor Jun Ki Kim, Vice-President, Office of International Affairs, Seoul National University*

9.45 Amplifying global excellence through home partnerships: a new connection for Leiden, Erasmus and Rotterdam universities.

*Pauline van der Meer Mohr, President Executive Board, Erasmus University Rotterdam*

10.15 Strategic international partnerships: the NUS experience.

*Professor Peter Pang Yu Hin, Assistant Vice-President (University & Global Relations), National University of Singapore*

10.45 Questions and panel discussion

11.00 Coffee/tea with sponsors

11.30 Breakout sessions

#### Breakout Workshops (choose one)

Leveraging brand through market research and message.

*Elizabeth Scarborough, Simpson Scarborough Consultants, and David Roberts, The Knowledge Partnership*

The benefits and challenges of co-branding and alliance.

*Mark Sudbury, Director of Communications, UCL, Ian Rowley, Director of Development, Communications and Strategy, University of Warwick and Dorothy Albrecht, Marketing Director, Monash University*

How international universities can tell their stories without obsessing over rankings.

*Scott Jaschik, Editor, Inside Higher Ed*

12.30 Lunch

## Day Two: Wednesday 16<sup>th</sup> May Global Partnerships and Brand Engagement

### Afternoon theme: Engaging the audience

1.30 Building World-Class HE Brands: adapting product marketing to academic worlds.

*Rob Moore, President & CEO, Lipman Hearne*

2.00 Commercial marketing applied to international branding.

*Kirsti Lehmusto, Communications Director, University of Helsinki*

2.30 Changing the brand narrative.

*Paula Barrow, Director of University Marketing, University of Manchester*

3.00 Questions and panel discussion

3.15 Coffee/tea with sponsors

3.45 Breakout sessions

#### Breakout Workshops (choose one)

Dodgy donors and the engagement agenda: a case study from LSE and Libya.

*Robin Hoggard, Director of External Relations, The London School of Economics and Political Science (LSE)*

Building a great Australian brand: anecdotes from the Antipodes.

*Doug Durack, Director of Public Affairs, The University of Western Australia*

Public engagement. Why bother? What to do? How to measure?

*Prof Richard A. Duschl, Waterbury Chair in Secondary Education, Penn State University & Chris Coe, Director of Public Engagement, King's College London*

4.45 Creating a global fanbase. Using the internet to win the influencing game.

*Rich Mintz, Vice-President, Blue State Digital*

5.30 Questions and Close

## Study Tour

### Wednesday 16<sup>th</sup> May

17.30	Conference close
19.30	Study Tour Dinner, The Guards, M Street (World 100 members only)

### Thursday 17<sup>th</sup> May

11.00	Visit to the University of Maryland – transport provided <ul style="list-style-type: none"> <li>• <i>Meeting senior faculty</i></li> <li>• <i>Meeting communications staff</i></li> </ul>
12.00	Lunch provided at the University Tour of campus
16.00	Back to hotel – transport provided
17.30	White House visit group depart hotel (limited numbers only) – by taxi Individuals to arrange own dinner

### Friday 18<sup>th</sup> May

10.00	Visit to The Chronicle of Higher Education – (booked members only) – by taxi
12.00	Individuals to arrange own lunch
Free time	Suggested Washington visits include: <ul style="list-style-type: none"> <li>• <i>The Newseum</i></li> <li>• <i>The Smithsonian</i></li> </ul>

# Speaker profiles

(in order of appearance)

## Day One

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### Cornelius M. Kerwin

*President, American University*

#### **Creating the brand: amplifying niche quality (plenary)**

American University, founded in 1893, was chartered by the United States Congress as a national university 'to build the public service'. Recognized for its highly ranked Schools of Public Affairs (second oldest in the U.S.) and International Service (largest in the U.S.) and Washington College of Law (sixth largest), American is consistently among the top 100 national universities in US News and World Report. Known for its active citizens who create meaningful change, students take full advantage of one of the most robust laboratories for learning in the world –Washington– and learn from well connected faculty and visiting world leaders. Dr.Kerwin will speak about the strategic choices made to maintain and reinforce historic strengths, while extending its brand in other disciplines, through partnerships with pinnacle research institutions and through interdisciplinary approaches. Just as important are the choices American has deliberately made *not* to extend the brand.

Dr. Cornelius M. Kerwin became American University's 14th president in 2007. He leads an institution of 13,000 students, 1,300 faculty, and 2,500 staff; oversees a \$548 million operating budget, and a \$434 million endowment. A nationally recognized specialist in public policy and regulation, he is the author of *Rulemaking: How Government Agencies Write Law and Make Policy* and co-author of *How Washington Works: The Executive's Guide to Government*. Dr. Kerwin is a fellow of the National Academy of Public Administration, and a director on the boards of the National Association of Independent Colleges and Universities and the American Council on Education.

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### Tommy Bruce

*Vice President for University Communications, Cornell University*

#### **Winning the bid for a major new university campus: Cornell and the NY tech campus project (plenary)**

Tommy Bruce describes the recent highly competitive race to a win a major competition for a new technology campus in New York. Success hinged on an integrated communication plan. Coordinated, consistent messaging was used to build 'buzz' on campus and in the media, and Tommy's team leveraged each opportunity to spread the message and influence decision-makers.

As the Vice President for University Communications, Thomas W. 'Tommy' Bruce's primary responsibilities on behalf of the university include leading the development of its communications and marketing strategy and practices, directing all aspects of its public affairs activities as well as the design and maintenance of the website, news service, publication services and photography, as well as overseeing the information and visitor services. Prior to that, Tommy spent over 30 years in DC, focusing on issues of foreign policy, foreign trade and consulting with international clients.

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### Katherine Ma

*Director of Communications, The University of Hong Kong*

#### **University reputation management in a political and international context (breakout discussion)**

Can university communicators stay clear of and away from politics? The answer is no. Katherine Ma asserts that the more prominent and internationally renowned a University is, the more likely political issues will become part of the daily agenda of communicators. Katherine will share some her observations, citing real life examples to illustrate that both opportunities and risks are there.

As Director of Communications at HKU, Katherine Ma is in charge of the University's communication strategies, stakeholder relationship management and holds the custodianship of the University's



reputation and brand. Managing a team of 26 people in the Communications and Public Affairs Office, and reporting to the Vice-Chancellor, she acts as a counsel to the Management in strategic communications. Her Office is responsible for the University's international and local media relations, public affairs, ceremonies and events, the university website, online and print publications, editorial services and productions. The office also lends support to the communication activities of the 10 faculties and 100+ departments and centres of the University.

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### Glenn Bieler

*Vice President for Communications, Johns Hopkins University*

#### Organizing external affairs (breakout discussion)

What is the most effective way of structuring and describing corporate affairs – and how separate or connected should the areas of communications, media, recruitment, marketing, brand, development, alumni, admissions, public affairs, and international relations be? How can reputational directors influence senior management best? And do Schools benefit from autonomy or being part of a corporate structure when it comes to reputational management?

Glenn joined Johns Hopkins as vice president for communications in July 2011, assuming a new position created in recognition of the importance of communications and marketing in strengthening the university's relationships with external and internal audiences. He leads the communications unit in the university's central administration and works to encourage collaboration among communications teams located throughout the university. Before joining Johns Hopkins, he had since 2008 been associate vice president for university marketing and communications at Case Western Reserve University. He was responsible there for media relations, marketing, advertising, market research, internal communications, alumni and development communications and electronic media. Bieler is a 1989 graduate of New York Law School and earned his Bachelor of Arts degree in 1983 at the University at Albany of the State University of New York.

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### Stacie Spector

*Chief Communications Officer, The Salk Institute*

#### Bringing scientific research to the attention of government and the public (breakout discussion)

In an increasingly fragmented and electronic media world, research universities and independent science institutes struggle to get serious science into the headlines and acknowledged by government. Stacie Spector, a maestro of science engagement, and former Deputy Director of Communications for the White House, shares her tips on how to give science reach and impact by employing a creative, targeted and multimedia approach.

Stacie Spector is the Chief Communications Officer for the Salk Institute for Biological Studies, one of the world's preeminent basic research institutions. Prior to joining the Salk, Stacie spent over 5 years as Associate Vice Chancellor for Communications and Public Affairs at UC San Diego. In 2000 Spector served as the Deputy Campaign Manager and Director of Strategic Operations for the Gore Presidential campaign. In 1997, President Clinton appointed Stacie to be a Deputy Assistant to the President and Deputy Director of Communications for the White House. While at the White House she managed message events, communications activities with individual cabinet agencies, interdepartmental message and policy planning within the White House, and other activities to amplify the Administration's message. As the Director of Inaugural Events for the 53rd Presidential Inauguration of President Clinton and Vice President Gore, she orchestrated over 17 events within a 65 day timeline. She received her B.A. from Columbia University.

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### Terry Hartle

*Senior Vice President for Government and Public Affairs, American Council for Education*

and

### Terry Flannery

*Vice President for Communication, American University*

#### Lobbying and influence in America (breakout discussion)

How North American universities and higher education associations employ government relations and advocacy programs to influence policy, regulation and funding by state and federal governments.

For almost 20 years, **Terry Hartle** has directed ACE's comprehensive effort to engage federal policy makers on a broad range of issues including student aid, scientific research, government regulation, and tax policy. This work not only involves representation before the U.S. Congress, administrative agencies, and the federal courts, it increasingly includes work on state and local issues of national impact. Given ACE's historic role in coordinating the government relations efforts of some 60 associations in the Washington-based higher education community, Hartle is widely considered American higher education's most visible lobbyist.

**Terry Flannery** has worked in higher education marketing for two decades. She is American University's first vice president for communication. She established a full communications and marketing organization and program, beginning with market research to inform a university brand strategy. At both public and private research universities, she has led teams to develop ground-breaking, award winning and successful brand campaigns, effective public relations, digital communications, social media strategy and most recently, mobile strategy. Flannery is a frequent speaker, consultant and writer on higher education marketing and communication.

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### Professor Benjamin Wah

*Provost, and Wei Lun Professor of Computer Science & Engineering, The Chinese University of Hong Kong*

#### Rankings, positioning, and the role of leadership (plenary)

What should leaders do to determine strong ranking outcomes? How much does a rise or fall really matter? And can a leader make the difference between success and failure in a body as large, disparate and non-hierarchical as a research university?

Born and brought up in Hong Kong, Professor Wah graduated from Queen Elizabeth School and pursued further studies in the US. He received his BS and MS in Electrical Engineering and Computer Science from Columbia University, and his MS in Computer Science and PhD in Engineering from the University of California, Berkeley. He began teaching in Purdue University in 1979, and later joined the University of Illinois at Urbana-Champaign in 1985. He also served as Director of the Advanced Digital Sciences Centre established by the University of Illinois in Singapore in 2009, with funding from the Singapore government's Agency for Science, Technology and Research. He is now Provost and Wei Lun Professor of Computer Science and Engineering at CUHK.

Deputizing for the Vice-Chancellor as the principal academic officer of the University, the Provost oversees all programmes in Education, Research, and Student Affairs and Academic Links in CUHK. He works closely with the Vice-Chancellor and is in charge of a number of new development efforts. As Provost, he is responsible for academic excellence of the University by making plans for proactive academic recruitment and retention of quality staff of high international standing. He is also in charge of Faculty directions on advanced scholarship and quality education.

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### Louise Simpson

*Director, World 100 Reputation Network*

#### **Do academics really take notice of rankings when changing jobs? A World 100 Reputation Network research project (plenary)**

The annual World 100 research project looked at what factors influenced academics to change jobs, and how certain motivators ranked against one another when it came to choosing between jobs in different countries.

#### **How should we, could we and do we measure reputation? (breakout discussion)**

Discussing reputational measures, along with Phil Baty, editor of The THE reputational survey

Director of The World 100 Network and higher education consultancy, The Knowledge Partnership, Louise is an expert in education reputation management, with a focus on research-intensive universities. In 2008, she created The World 100 Network, a network and a research group evaluating the communications of the World Top 100 universities. She consults widely on reputation for universities in the UK and further afield in Europe. She has recently completed a thesis (MPhil) on how reputation is measured and the impact of rankings on reputation in higher education undertaken at Manchester Business School. Before consultancy beckoned, Louise was director of communications for the University of Cambridge and worked there for 10 years, advising on public relations and public affairs across the university and colleges. She lives in Cambridge, and, when not thinking about university communications and reputation, thinks about gardens.

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### Simon Pratt

*Product Manager, Institutional Research, Thomson Reuters (ranking panel)*

As the product manager for Institutional Research at Thomson Reuters, Simon Pratt oversees the development and implementation of the Institutional Profiles initiative which aims to capture a comprehensive picture of academic institutions around the globe. Simon is directly responsible for all the major components of the project including the academic reputation survey,

data collection, validation and analysis. Simon has more than 14 years of business management and specialised technical experience in the scientific information industry spanning Europe, North America and Asia. A proficient Japanese speaker, he was previously Senior Manager, Business Operations at Thomson Reuters, Tokyo, where he was in charge of the domestic business operations, marketing and technical support departments.

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### Patricia Brennan

*Director of Product Strategy and Research Analytics, Thomson Reuters*

#### **Defining and Implementing Institutional Higher Education Performance and Impact Metrics (breakout discussion)**

In this workshop we will discuss higher education performance metrics. We will use a program theory approach to contextualize metrics within the framework of institutional impact goals.

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### Phil Baty

*Editor-at-Large, Times Higher Education and Editor, Times Higher Education Rankings*

#### **What makes a great university? Times Higher Education's World University Rankings unpicked (ranking panel)**

How should we, could we and do we measure reputation? Discussing reputational measures, as well as The THE reputational survey (breakout discussion)

Phil has been with Times Higher Education magazine since 1996, as reporter, chief reporter, news editor, deputy editor, and currently, as Editor-at-Large. He received the Ted Wragg Award for Sustained Contribution to Education Journalism in 2011, part of the Education Journalist of the Year Awards, run by the Chartered Institute of Public Relations. He was named among the top 15 'most influential in education' 2012 by The Australian newspaper. In 2011, Times Higher Education was named Weekly Magazine of the Year and Media Brand of the Year (business category) by the Professional Publishers' Association. Phil is a regular speaker at international conferences, contributing in 2011 to events organized by the United Nations

Educational, Scientific and Cultural Organization, the World Bank, the Organization for Economic Cooperation and Development, British Council and others. Phil writes regularly on global higher education for leading newspapers. Phil can be found on Twitter at @phil\_baty

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### Bob Morse

*Director of Data Research*, U.S. News & World Report, Washington DC

#### **What has been the impact of U.S. News Best Colleges Rankings in the US? (ranking panel)**

Robert Morse is director of data research for U.S. News & World Report and has worked at the company since 1976. He develops and is in charge of the methodologies and surveys for the Best Colleges, Best Graduate Schools, and other academic annual rankings, keeping an eye on higher-education trends to make sure the rankings offer prospective students the best analysis available. He is also the author of the widely read Morse Code: Inside the College Rankings blog, which provides deeper insights into the methodologies and is a forum for commentary and analysis of college, grad, and other rankings.

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### Ben Sowter

*Head of Research*, QS (ranking panel)

Ben is fully responsible for the operational management of all major QS research projects and is actively involved in the collection, compilation and tabulation of all data that leads to, amongst others, the World University Rankings™ research in which he has been involved since its initial inception in 2004. A frequent contributor to the press, Ben's opinion and expertise on global education trends is used regularly by major global publications. Ben has travelled to 45 countries and spoken on his research in over 20. He has personally visited over 40 of the world's top 100 universities and is also a regular on the conference speech circuit. His lectures, seminars, workshops and opinions are highly sought after.

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### Hong Chen

*Director*, Office of Overseas Promotion, Tsinghua University

#### **Chinese Universities' Ranking Performance and Institutional Progression Compared with the West (breakout discussion)**

Prof Chen identifies the key ranking indicators for benchmarking university performances. She compares the scores of Chinese and Western Universities and summarizes the progress of Chinese universities in recent years.

Professor Hong Chen is the Director of Overseas Promotion at Tsinghua University in China, where she has been in that role and that of Deputy Director since 1999. Before then, she was Associate Professor, Dept. of Thermal Engineering, Tsinghua University. She is a member of the China International Federation of Translators.

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### Day Two

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### Jun Ki Kim

*Vice President of International Affairs*, Seoul National University

#### **Bridging between Developed and Developing Nations: SNU's Globalization Strategy (plenary)**

Seoul National University, Korea's premier university, has a broad program for international engagement, with offices around the world, attracting students from both the developed and developing nations. Professor Kim explains their ambitious strategy.

Jun Ki Kim is an expert on state-owned enterprise sector reform and privatization, with experience of consultancy for many leading organizations around the world, including the World Bank. He is a professor of Public Policy at Seoul National University, served as the Associate Dean of College of Public Administration, and is currently the Vice President of International Affairs. Before his tenure at SNU, he was deputy director of the public enterprise programme at the Harvard Institute of International Development (1992–1996). He received his bachelor's degree at London School of Economics, and his PhD in Public Policy at Harvard University.



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### Pauline van der Meer Mohr

*President of the Executive Board, Erasmus University Rotterdam*

#### **Forging a strategic alliance: how three Dutch Universities respond to global challenges (plenary)**

Whilst The Netherlands are just behind the US and the UK in research impact, none of the 13 Dutch universities are in the global top 50. Three of them (Erasmus, Delft and Leiden) are joining forces to pool resources and create a world leading alliance.

Pauline van der Meer Mohr is President of the Executive Board of Erasmus University Rotterdam. A lawyer by training, she started her career as an attorney, followed by several senior executive positions with Shell, TNT and ABN AMRO bank. She is a non-executive director of listed companies ASML and DSM and she serves on the Monitoring committee for the banking sector in The Netherlands and the Economic Development board of Rotterdam. She is married with four children and is consistently mentioned as one of the most influential women in The Netherlands.

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### Peter Pang Yu Hin

*Assistant Vice-President (University & Global Relations), National University of Singapore*

#### **Strategic international partnerships: the NUS experience (plenary)**

NUS is recognized as one of the most modern and ambitious universities in the world, providing English speaking degrees in the heart of the tropics, but also looking overseas to its future. Professor Pang will be talking about the NUS experience, and its many new alliances, including the Duke-NUS Graduate Medical School, the Yong Siew Toh Conservatory of Music (joint with the Peabody Institute of Johns Hopkins University), and the Yale-NUS College, explaining how these collaborations help NUS move towards its vision of becoming a “leading global university centred in Asia”.

Peter Pang received his BSc in mathematics and physics from the University of Toronto and his PhD in mathematics from the University of Illinois at Urbana-Champaign. He joined the National University of Singapore as a lecturer in 1988 and

is currently associate professor of mathematics, and assistant vice-president. He has also held visiting research positions at Brown University, University of Montreal, Michigan State University, University of Valenciennes, University of Vienna, University of Toronto, and East China Normal University. Peter served as director of the NUS University Scholars Programme (USP) from 2003 to 2009. In 2006, he received the Public Administration Medal (Bronze) from the President of the Republic of Singapore.

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### Elizabeth Scarborough

*CEO and Partner, Simpson Scarborough*

and

### David Roberts

*Managing Partner, The Knowledge Partnership*

#### **Leveraging brand through market research and message (breakout discussion)**

Universities often try to change their brand propositions, strategy or communications by doing the superficial stuff – creating new graphic designs, imagery or web pages – rather than researching how to assess and communicate propositions with key audiences, and making tough delivery decisions that illustrate a new message or proposition. This session looks at some specific examples of what universities have discovered when they undertake market research (not always what they expect!), and how they have used the findings to take themselves forward with real impact.

**Elizabeth** is a widely recognized in the U.S. as an expert in the use of research to drive higher education marketing and branding efforts. With 20 years of experience conducting market research studies, she is an industry leader in providing strategic solutions that are designed to impact image, enrollment, and giving. Elizabeth is an expert in survey instrument design, sampling plan development, data analysis, and the compilation and presentation of both qualitative and quantitative marketing intelligence. She currently serves on the CASE Industry Advisory Council and her clients include Purdue University, Michigan State University, MIT Sloan, London Business School, American University, and the

University of California system. She lives in the Washington, DC suburbs.

**David** leads The Knowledge Partnership higher education marketing practice and has over 20 years, director-level experience, having been the first marketing director in the UK higher education sector in the late 1980s. He was the lead consultant on two groundbreaking sector-wide projects that have contributed to the development of new approaches to course development (i-MAP) and strategic university-wide marketing (MaXimizE), and has published numerous reports on topics such as the student experience, the market impact of tuition fees and league table rankings, distance education markets and word of mouth marketing. He is credited with coining the term 'the student journey' now a stock phrase used in marketing and student experience circles. In addition to consulting in the UK, David also works with clients in Australia, New Zealand and Europe.

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### Mark Sudbury

*Director of Communications, UCL*

and

### Ian Rowley

*Director of Development, Communications and Strategy, University of Warwick*

and

### Dorothy Albrecht

*Executive Director, Marketing and Communications, Monash University*

### The benefits and challenges of co-branding and alliances (breakout discussion)

Three university senior directors involved in major co-branding initiatives will run a workshop looking at the processes, benefits and hurdles involved in global university alliances, covering the UK, Australia, the US and China.

**Mark Sudbury** is UCL's Director of Communications, responsible for developing the corporate profile and reputation of the university with its key audiences, and for international student recruitment. Mark joined UCL in 2007 from the UK central Government, where he led

communications for the Public Health White Paper that introduced a ban on smoking in public places. He also worked at the Cabinet Office in support of communications initiatives for Prime Minister Tony Blair. Mark was Head of Public Affairs at the Football Association, the governing body for football in England, leading campaigns against racism in the game and championing women's football.

**Ian Rowley** joined The University of Warwick as Director of Communication in 2000, taking on responsibility for overseeing the development and implementation of the University's corporate strategy, and leading the University's fundraising and alumni relations teams. Ian oversees a number of activities designed to enhance the University of Warwick's reputation and for increasing engagement with stakeholders across the world. He is the administrative lead for The Warwick Commission, Warwick Prize For Writing and the Digital Press – all activities within the international section of the University's Strategy. Ian was founding chair of the UK's Chartered Institute of Public Relations Education Group and joined Warwick from the Royal Shakespeare Company where he was Head of Press and Public Affairs.

**Dorothy Albrecht** became Director of Marketing for Monash in 2010, and spearheads its international alliances, including that with Warwick University. Before Monash, she was at Swinburne University of Technology where she held the position of Director Marketing Services and General Manager for Marketing and Communications with CSIRO. She has won both national and state marketing excellence awards (including the 2010 IABC Gold Quill Award of Merit in business communication) as well as organisational awards for her ability to pull diverse groups together for large collaborative projects.

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### Scott Jaschik

*Editor, Inside Higher Ed*

#### **How international universities can tell their stories without obsessing over rankings (breakout discussion)**

In the global higher ed market, leading universities barrage journalists with ideas designed to influence their rankings. This talk will challenge that approach, and will suggest better journalism and better coverage might result from less focus on rankings.

Scott Jaschik is editor and one of the three founders of Inside Higher Ed. With Doug Lederman, he leads the editorial operations of Inside Higher Ed, overseeing news content, opinion pieces, career advice, blogs and other features. Scott is a leading voice on higher education issues, quoted regularly in publications nationwide, and publishing articles on colleges in publications such as The New York Times, The Boston Globe, The Washington Post, Salon, and elsewhere. He has been a judge or screener for the National Magazine Awards, the Online Journalism Awards, the Folio Editorial Excellence Awards, and the Education Writers Association Awards. From 1999–2003, Scott was editor of The Chronicle of Higher Education. Scott grew up in Rochester, New York, and graduated from Cornell University in 1985. He lives in Washington.

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### Rob Moore

*President and CEO, Lipman Hearne*

#### **Building World-Class HE Brands: adapting product marketing to academic worlds (plenary)**

Brand management grew out of the command-and-control world of consumer products. In the decentralized world of academe, it's far more complex. Branding goals are often less clear; the self-interests of faculty, staff, students, and alumni are not always in alignment; and the timeframe for measuring success extends far past the current fiscal quarter. Brand marketing that is based on the institutional mission, coloured by a clear understanding of the effective personality of the institution, driven by a compelling "Big Idea", and delivered through an appropriate range of media can create internal cohesion and external impact.

This session will show you how, drawing on real world examples from The University of Sydney and the University of Chicago's Booth School of Business.

Rob Moore is the president and CEO of Lipman Hearne, a leading higher education marketing communications firm in the United States. Rob has more than 25 years of experience providing communications counsel to colleges, universities and nonprofit organizations. He is a frequent presenter at national conferences and a leading contributor to industry periodicals, including CASE Currents, Change, Advancing Philanthropy, and Trusteeship. His book on higher education branding – The Real U: Building Brands That Resonate with Students, Faculty, Staff, and Donors – was published by CASE in 2010. Rob's higher education clients have included Brown University; Duke University; Georgia Institute of Technology; UNITECH South Africa; University of Arizona Foundation; University of Chicago; University of Illinois; University of Iowa; University of Miami; University of North Carolina at Chapel Hill; University of Sydney (AU); University of Washington; and Vanderbilt University. Rob holds a BA from the University of California, Santa Cruz; an MA from the University of Idaho; and a PhD from the University of Illinois at Chicago.

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### Kirsti Lehmusto

*Director of Communications and Community Relations, University of Helsinki*

#### **Lessons from the creative world: a campaign-based approach to HE marketing (plenary)**

Kirsti will reflect on a University of Helsinki case, which shows how ideas from book publishing, retail, media, design process, customer experience and event marketing are implemented in a university context. New opportunities for media cooperation, a university pop up store and World Design Capital 2012 Helsinki are just some of the projects she touches on.

Kirsti Lehmusto was educated in Helsinki, Finland at the Helsinki School of Economics and Business Administration. She has a strong background in Finnish retail business and as a marketing director. She is a board member of notable Finnish

foundations, such as the Kone Foundation, which promotes Finnish academic research, arts and culture. Kirsti has participated in the executive education of Insead Fontainebleu. She came to the University of Helsinki from the Ogilvy/Taivas group, which is an advertising, marketing and public relations agency. Her interests include modern literature, among them contemporary Chinese and Indian literature.

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### **Paula Barrow**

*Director of Marketing, The University of Manchester*

#### **Changing the brand narrative (plenary)**

The challenges of shaping a meaningful brand proposition around one of the largest UK universities.

Paula started her career with News International, the UK's biggest news publishing group, before specialising in agency marketing for brands ranging from PolyGram Home Entertainment to American Express. Client-side, she was Marketing Manager for Levi Strauss Europe (with a position on the global marketing team), then Head of Brand Development for the UKTV division of the British Broadcasting Corporation (BBC) Worldwide. Paula spent a number of years as Director of Marketing and Communications for Manchester Business School, refining the brand proposition and promoting a more systematic and commercially-driven approach to marketing. She moved to a broader remit across the parent institution The University of Manchester in November 2011.

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### **Robin Hoggard**

*Director of External Relations, The London School of Economics and Political Science*

#### **Dodgy Donors and the Engagement Agenda: a case study from the LSE and Libya (breakout discussion)**

When Saif Gaddafi turned his back on reform and publicly supported his father in the early days of the Libyan uprising, the British media lost no time in condemning LSE for its engagement with the Gaddafi regime. But what are the wider questions the episode raises for all universities? When should universities engage with unsavoury

regimes and characters in order to promote positive reform, and when should they walk away? Should universities be held to higher ethical standards than companies? Is there ever such a thing as 'clean money'?

Robin joined the British Diplomatic Service in 1982 and spent 25 years on a variety of postings including Japan (twice). He recalls the challenges of engaging, as desk officer for Romania, with the deeply unpleasant regime of Nicolae Ceauşescu until the latter was shot dead by his own people in the uprisings against communist rule which swept Europe in 1989. Robin joined LSE in 2007 as its first Director of External Relations and has focused on expanding LSE's historical mission to bring its academic expertise to bear on the problems of the 'real world'.

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### **Doug Durack**

*Director of Public Affairs, The University of Western Australia*

#### **Building a great Australian brand: anecdotes from the Antipodes (breakout discussion)**

UWA is one of Australia's most ambitious universities, occupying a prominent position on the west coast of Australia, and in the same zone as 60 per cent of the world's population and the nations offering the greatest economic promise of the 21<sup>st</sup> Century. Doug will talk about UWA's recent bold positioning, its Asian perspectives, and its future challenges, opening up the discussion to other universities seeking to 'build the brand'.

Doug has had more than 35 years' experience as a communications professional in both the public and private sectors. In his current role at UWA, he is responsible for a group delivering services which include strategic communications planning, issues management, external relations, communications (both internal and external to the university), marketing and media relations.



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### Chris Coe

*Director of Public Engagement, King's College London*

and

### Richard Duschl

*Waterbury Chaired Professor of Secondary Education, College of Education, Penn State University*

#### Public Engagement. Why bother? What to do? How to measure? (breakout discussion)

Engaging the public with the work of universities has become increasingly important as HEIs, often prompted by Government, seek to explain their value to society, and the taxpayer. Such activity can also improve the student experience. What works and what doesn't? How can the impact of such activities be measured? Chris and Richard will facilitate an honest and lively discussion on the challenges, pains and pleasures of public engagement.

**Chris Coe** joined King's College London as Director of Communications in 1999, and in 2011 was appointed Director of Public Engagement with responsibility for establishing the College's public engagement function. He directs and advises on a wide range of engagement activities at the College and externally, that underline its historical mission to work 'in the service of society'. These include special events, lecture programmes, and partnerships with science and arts festivals, that not only engage a wider public with the work of King's, but which help inform research and enrich the student experience. Chris's career in public relations has included heading the communications department of an international charity and that of a major teaching hospital. He is British representative at EUPRIO, the communications association of European universities, and sits on the Council of the PRCA (Public Relations Consultants Association) of the UK.

**Richard A. Duschl**, (PhD 1983 University of Maryland, College Park) is Waterbury Chaired professor of secondary education College of Education, Penn State University. Prior to joining Penn State in 2008 Richard held the position of Chair of Science Education at King's College London and was professor of science education

Graduate School of Education, Rutgers University and executive member of the Rutgers Center for Cognitive Studies. He recently served as Chair of the National Research Council research synthesis report Taking Science to School: Learning and Teaching Science in Grades K-8 (National Academies Press, 2007).

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### Rich Mintz

*Vice-President, Strategy, Blue State Digital*

#### Creating a global fanbase. Using the internet to win the influencing game (closing plenary)

Universities increasingly need to engage people, in order to do what they need to do – raise money, acquire the best students and staff, and change the world... And of course the internet – and the many forms of social media – are the most effective way to reach thousands of people. However, they can only be as good as the messages you put out. Rich talks about what makes a social media campaign really sing, how to acquire people and then move them through a cycle of engagement and cultivation with content that's refreshed on a regular basis so they don't get tired. He discusses some of the themes, techniques and storytelling that Blue State Digital has deployed, to help arts, political parties and businesses engage people effectively, and enduringly, in their campaigns, and influence the world!

Rich manages major account development in BSD's strategy practice, and provides executive sponsorship and senior program support to several of BSD's large engagements in the nonprofit, academic, cultural, and healthcare markets, including institutional change management, annual fund, membership development, and stewardship programs. Over his professional career in direct response fundraising and engagement programs, Rich has provided strategic direction and support to direct mail and internet programs at a long list of nonprofit, political, and commercial organizations, including the DSCC and three Democratic Presidential campaigns; more than 100 nonprofits and issue advocacy organizations; and corporate programs. He holds an AB degree from Harvard College and lives in lower Manhattan, in a former commercial building two blocks from the World Trade Center site.

# General Information

### Indemnity

In the event of industrial disruption, or other unforeseen circumstances, the Conference organizers cannot accept responsibility for any loss of monies incurred by delay or cancellation. The programme may be subject to change.

### Privacy statement

In registering for this event, relevant details may be incorporated into a delegate list for distribution at the conference or to sponsors. All delegates will have been invited to remove their names from this list in advance of the conference.

### Useful local numbers

- American University Public Safety, Emergency Line : 202.885.3636
- Police, Fire, Ambulance – Emergency dial 911
- American University Office of Communications and Marketing: 202.885.2101
- The international dialling code to call from the US is 011.

### Conference website

Changes to the events and other messages, will be posted on the conference website, so please check this from time to time at **[www.theworld100.com](http://www.theworld100.com)**

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2012 World 100 INTERNATIONAL HIGHER EDUCATION CONFERENCE



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