



World 100 Annual Conference 2014

Transformation: where world-class universities have to change to survive



Conference Programme

7TH – 8TH OCTOBER 2014 UNIVERSITY OF MICHIGAN, ANN ARBOR, USA

HOSTED BY THE WORLD 100 REPUTATION NETWORK AT THE UNIVERSITY OF MICHIGAN



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Welcome from the Chair and Director

Welcome to the World 100 Reputation Network conference 2014. This year our delegates represent 45 world-class institutions from 15 countries. We are delighted that you, the experts, have travelled the globe to participate in this the 5th World 100 conference.

We hope that you will be inspired by the beautiful surroundings in which you find yourselves here at University of Michigan. What better setting for an event dedicated to maintaining prestige, pursuing excellence and pushing the boundaries of global reputation than the campus of our gracious hosts, the University of Michigan, which ranked 18th in the 2013–2014 THE world rankings.

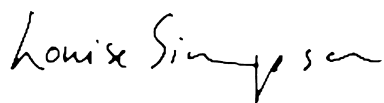
Though the location changes and the delegate list becomes more geographically diverse, the premise of this annual event remains unchanged: an opportunity for senior figures from the best universities in the world to discuss, debate and develop new approaches to reputation management.

This year we will consider transformation by discussing and exploring where world-class universities have to change to survive. Your expertise, be it internationalisation, communications, marketing, public affairs, strategy, leadership or development, is integral not only to the success of this event, but to your contemporaries facing similar issues and to the perception of world-class reputation more broadly. So we encourage you to network, to share and to get involved.

Conference social activities have been designed to give delegates the opportunity to network informally while experiencing the best of Ann Arbor, Michigan. As well as sampling the fruits of Michigan vines, delegates will enjoy locally sourced produce at a gala dinner in the fabulous University of Michigan Museum of Art (UMMA), which will open especially for the World 100 conference. Delegates can immerse themselves in all that this exquisite venue has to offer before appreciating performances from some of University of Michigan's most talented and creative student performers.

Testament to the relevance of this conference is the calibre of our contributors, including Professor Dame Nancy Rothwell, President, University of Manchester. Each of our speakers is here to share their expertise in specific aspects of reputation management, which are as innovative as they are inspirational.

As ever, we look forward to hearing your views; views which help shape the world 100 Reputation Network and without which we would not be here.



Louise Simpson
Director, The World 100 Reputation Network



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

The World 100 Reputation Network

The World 100 Reputation Network is a group of the world's most prestigious universities undertaking research that enhances reputation management, international relations and strategy. Since forming in 2006 it has become a global network connecting senior officials responsible for reputation in 43 world-class universities from 17 countries. Over the past eight years our members have helped to develop the network by hosting and participating in conferences and study tours. Every event, from our first conference at the University of Hong Kong in 2010 to our 2014 conference at the University of Michigan, enables members to offer unique insight and share innovative perspectives on reputation, international relations and global brand building. In short, from global outlook has evolved a 'local' community, existing to share good practice, transfer knowledge and overcome common challenges. Equally as important as the network is the annual research project which its members undertake. Reputation is fast moving, and universities are constantly forced to evaluate their actions, friends and audiences. That is why our research projects are much valued by our network members and are at the heart of what we do. Research informs practice, explains budgetary decisions, progresses strategy and enables reputation managers to excel in their jobs. Our most recent project looking at PhD student decision making is probably one of the biggest qualitative exercises of its kind, and produced some fascinating quantitative insights too. Our next project looks at structures and strategies for reputation, as well as that tricky subject of resource allocation! This is essential for directors who are interested in benchmarking their teams with other world-class universities.

Louise Simpson, Director of the World 100 Reputation Network, "We believe that a global outlook and international community supported by ground-breaking research is the only way to push the boundaries of reputation for universities that consider themselves – and are considered to be – world-class".

2014 Conference Committee



Lee Doyle
Director, Communications Policy and Administration
University of Michigan



Andrea Farquhar
Assistant Vice-President, Public & Government Relations
McMaster University



Ulla Gjølring
International Director
Aarhus University



Lara McKay
Executive Director, Marketing and Communications
The University of Melbourne



Louise Simpson
Director
The World 100 Reputation Network



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

World 100 conference sponsors

The World 100 Reputation Network is grateful to the following sponsors whose support has been invaluable during the planning and promotion of this significant event:



THE CHRONICLE
of Higher Education

Chronicle.com



Conference host: the University of Michigan

The University of Michigan was founded in 1817 and was one of the first public universities in the nation. Today it remains one of the most distinguished universities in the world. It is consistently ranked among the world's best universities. The 51,000 students at the University of Michigan come from all 50 states and over 100 foreign countries, from Afghanistan to Zimbabwe. Almost 50 percent come from the top five percent of their graduating high school.

The University of Michigan boasts one of the largest health care complexes in the world and the best university library system in the country.

Michigan's teaching and research staff is considered one of the top five faculties in the United States. It has included an astronaut, distinguished world authorities, Pulitzer Prize winners, internationally acclaimed performing artists and composers, Supreme Court justices, best-selling novelists, artists, and filmmakers.

The diversity of the University's research activities, from medical to social to cultural, is a major contributor to Michigan's capacity for growth and development.

The University of Michigan's size, complexity, and academic strength, its impressive array of resources and opportunities, the quality of its faculty and research institutes – all these elements contribute to the rich environment where students learn and challenge themselves as they come into contact with people, cultures and ideas from all over the world.



World 100 members 2014

- Aarhus University, *Denmark* ^R
- University of Aberdeen, *UK* ^R
- University of Adelaide, *Australia* ^N
- Australian National University, *Australia* ^R
- Universitat Autònoma de Barcelona, *Spain* ^R
- The University of Bristol, *UK* ^R
- University of Cape Town, *South Africa* ^N
- Cardiff University, *UK* ^R
- The University of Chicago, *USA* ^N
- University of Copenhagen, *Denmark*
- University College Dublin, *Ireland* ^R
- Trinity College Dublin, *UK* ^N
- The University of Edinburgh, *UK* ^R
- University of Glasgow, *UK* ^R
- University of Helsinki, *Finland* ^R
- Hokkaido University, *Japan* ^N
- City University of Hong Kong, *Hong Kong* ^N
- Keio University, *Japan* ^R
- Korea University, *Korea* ^R
- King's College London, *UK* ^N
- UCL, *UK* ^R
- London School of Economic and Political Science, *UK* ^R
- Lund University, *Sweden* ^R
- Universidad Autónoma de Madrid, *Spain* ^R
- The University of Manchester, *UK* ^R
- McMaster University, *Canada* ^N
- The University of Melbourne, *Australia* ^R
- University of Michigan, *USA* ^N
- Monash University, *Australia* ^N
- The University of Nottingham, *UK* ^R
- University of Oslo, *Norway* ^N
- University of Padova, *Italy* ^R
- Queen Mary University of London, *UK* ^R
- University of Sheffield, *UK* ^R
- University of Southampton, *UK* ^R
- University of Sydney, *Australia* ^R
- The University of Tokyo, *Japan* ^R
- University of Toronto, *Canada* ^N
- The University of Warwick, *UK* ^R
- University of Waterloo, *Canada* ^N
- University of Western Australia, *Australia* ^N
- Western University, Ontario, *Canada* ^N
- The University of York, *UK* ^R

Key: ^R Research Level Member, ^N Network Level Member

Become a World 100 member

To become a member or to find out more about the World 100 Reputation Network please contact:

Jennifer Vance
Communications and Events Manager
jennifer.vance@theworld100.com

Pre- Conference Member and Social Activities

Monday 6th October

(Members only)

3.00pm Tour of 'The Big House' University of Michigan's football stadium.

7.00pm Dinner at the Gandy Dancer

Tuesday 7th October

(All delegates)

7.00pm Drinks reception at University of Michigan Museum of Art.
During this time delegates may explore the museum's exhibitions.

8.00pm Gala dinner, hosted by University of Michigan.
The evening will feature a student performance by the School of Music, Theatre & Dance.

Wednesday 8th October

Study Tours to University of Chicago and Western University, Canada.

5.15pm All delegates attending study tours to board buses from the Michigan League.

5.30pm Buses leave for Chicago and London Ontario.

NB: Useful information including dress code, directions and taxi information can be found on p23 of the programme.



University of Michigan Museum of Art

Conference programme

Tuesday 7th October 2014

Morning theme: Strategy and Leadership – How Universities Have to Adapt and Change to Thrive

8.45am Delegate registration in the Concourse at the Michigan League
Refreshments available in the Ballroom

9.30 – 9.45am **Plenary 1: Conference Welcome**
Mark Sudbury, Chair of The World 100 Reputation Network and Director of Communications and Marketing, UCL and Louise Simpson, Director, The World 100 Reputation Network

9.45 – 10.15am **Plenary 2: Today's Higher Education Communications: Social/Global/Brand**
Lisa Rudgers, Vice-President for Global Communications and Strategic Initiatives at University of Michigan

10.20 – 10.50am **Plenary 3: A Reputation for Excellence – Communications Focus at The University of Manchester**
Professor Dame Nancy Rothwell, President, University of Manchester

10.50 – 11.15am Panel discussion

11.15 – 11.45am Coffee/tea break

11.45 – 12.45pm **Please choose one of the following breakout sessions:**

Discussion: Changing Presidents – The Reputational Agenda

Tracy Chalk, Director, Marketing, Australian National University, and Mark Sudbury, UCL *Michigan Room*

Masterclass: Creating an International Strategy and Global Reputation as a Non-English Speaking Country

Amaya Mendikoetxea, Pro Vice-Chancellor for International Relations, Universidad Autónoma de Madrid and Dr Lluís Quintana Trias, International Vice-Rector, Universitat Autònoma de Barcelona *Hussey Room*

Discussion: The Global Game – Solo or Partnership Model?

Tina Murray, Senior Advisor, International Strategies, KTH Royal Institute of Technology, Stockholm, Sweden *Kalamazoo Room*

Masterclass: Asian Tigers: Cultural and Practical Issues of Reputation Management and Internationalisation in Hong Kong and Korea

Katherine Ma, Director of Communications, University of Hong Kong and Prof. Sung Jin Kang, Vice-President, International Affairs, Korea University *Koessler Room*

12.45 – 1.45pm Lunch in the Vandenberg Room

Tuesday 7th October 2014

Afternoon Theme: World-Class Brand Building

1.45 – 2.15pm **Plenary 4: Brain Brands: Image Transformation Without Losing Academic Credibility**

Julie Peterson, Vice-President for Communications, University of Chicago

2.20 – 2.50pm **Plenary 5: Creating the Fizz Factor: Reputational Lessons from Coca-Cola and the Corporate World Applied to Higher Education**

Michael Stopford, Executive Vice-President, Global Corporate Strategy and Higher Education, Weber Shandwick

2.50-3.15pm Panel discussion

3.15- 3.45pm Coffee/tea break

3.45pm-4.45pm **Please choose one of the following breakout sessions:**

Masterclass: Leveraging the Oxford Brand Abroad for Alumni and Business Gain

Alison Beale, Director, Japan, University of Oxford in Japan

Koessler Room

Discussion: Canadian Edge Cutters – How Western Evolved its Communications to Reflect Sectorial and Social Change and Sharpen its Act

Helen Connell, Associate Vice-President, Communications and Terry Rice, Director, Marketing and Creative Services, Western University

Michigan Room

Masterclass: Seeking the Right Note: Adelaide's New Brand Campaign Drawing on Light and Music

Benjamin Grindlay, Director, Marketing and Communications, University of Adelaide, Australia

Hussey Room

4.45pm Conference close

7.00pm Drinks reception

University of Michigan Museum of Modern Art

8.00pm Gala dinner at University of Michigan Museum of Art

** Useful information including dress code, directions and taxi information can be found on p23 of the programme.

Wednesday 8 October 2014

Morning theme: Stakeholder Engagement and Social Media

9am Coffee, tea and refreshments available in the Ballroom

9.15 – 9.45am **Plenary 1: Dr Why? How Top PhD Students Choose the Best Universities and Use Reputation in their Decision Making**
Louise Simpson, Director, The World 100 Reputation Network

9.50 – 10.20am **Plenary 2: Rules of Engagement: How Texas Built a Social Media Strategy to Fortify Itself**
Geoff Leavenworth, Chief Communications Officer and Mike Horn, Director of Digital Strategy, The University of Texas Austin

10.25 – 10.55am **Plenary 3: Encouraging Staff to Share and Tell Research Stories for Maximum Impact**
Liz Smith, Vice-President, Global Internal Communications, Elsevier

10.55 – 11.15am Panel discussion

11.15 – 11.45am Coffee/tea break

11.45 – 12.45pm **Please choose one of the following breakout sessions:**

Masterclass: Understanding the Online Customer
Steve Evans, Net Natives *Hussey Room*

Masterclass: The Implications of a Crisis on Brand and Communications – How the Breivik Massacre Impacted on Oslo
Marina Tofting, Director of Communications, University of Oslo *Koessler Room*

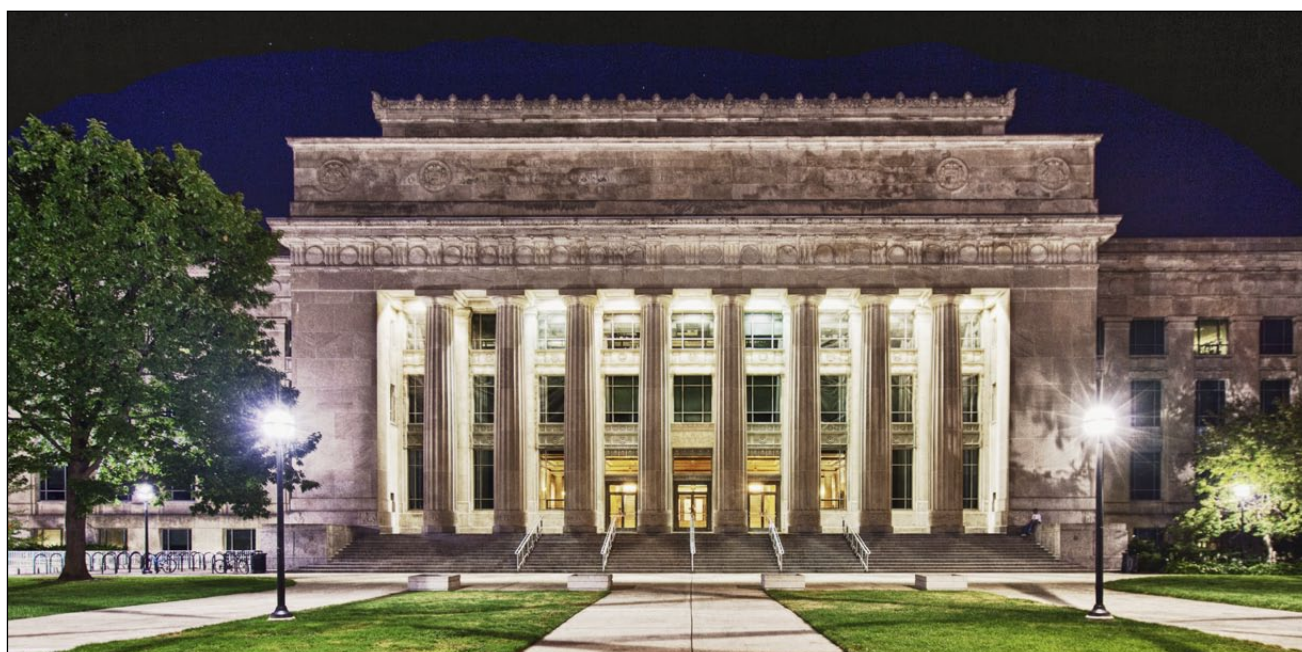
Discussion: Multi-Language Communications Across Multiple Platforms
Bill Foreman, Associate Director of International Communication at the University of Michigan *Kalamazoo Room*

Discussion: Language is Power: The Role of English in Leveraging Recruitment and Research Reputation
Scott L. Montgomery, Herry M. Jackson School of International Studies, University of Washington, Seattle *Michigan Room*

Wednesday 8 October 2014

Afternoon theme: Rankings and Recruitment

12.50 – 1.50pm	Times Higher Education sponsored Lunch in the Vandenberg Room
1.55 – 2.25pm	<p>Plenary 4: Influencing the Influencers: A Key to Reputation Management at Boston University</p> <p><i>Amy Hook, Associate Vice-President, Marketing and Communications and Amy Schottenfels, Creative Director, Boston University</i></p>
2.30 – 3.00pm	<p>Plenary 5: The Best Universities in the World 2014: The Editor's Exclusive Data Interpretations of the Newly Announced Climbers</p> <p><i>Phil Baty, Editor at Large and Rankings Editor, Times Higher Education, World University Rankings</i></p>
3.00pm – 3.20pm	Panel discussion
3.20pm – 3.45pm	Coffee/tea break
3.45 – 4.15pm	<p>Plenary 6: Game on! The Use of Athletics in the Global Michigan Brand</p> <p><i>Hunter Lochmann, Chief Marketing Officer for Athletics, Steve Busch, Brand Manager, University of Michigan</i></p>
4.15 – 5.15	<p>Conference cocktail hour</p> <p>Delegates are invited to gather for classic cocktails and informal networking</p> <p style="text-align: right;"><i>Hussey Room</i></p>
5.30pm	Buses to Chicago and Western leave from the Michigan League



Speaker profiles

(In order of appearance)

Lisa Rudgers

Vice-President for Global Communications and Strategic Initiatives, University of Michigan



Today's Higher Education Communications: Social/Global/Brand

Lisa M. Rudgers is the University of Michigan's Vice-President for global communications and strategic initiatives. Rudgers is responsible for developing communication strategies to enhance U-M's visibility locally, nationally, and internationally. As an executive officer, she is a member of the senior management team and advises Deans, Directors, Executive Officers, and the President regarding communications.

Lisa also served as the University Vice-President for communications from 2000-2007. She played a crucial role in developing the public outreach messaging and related strategies surrounding the University's defense of the admissions lawsuits up to the U.S. Supreme Court.

Lisa left the University in 2007 to launch her own consulting firm, Lisa Rudgers & Associates. Her client portfolio included the University of Michigan, the University Research Corridor, the University of Chicago, and the University of Texas-Arlington. Previously, Lisa also served as Assistant Vice-President and Director of public relations at Michigan State University.

Professor Dame Nancy Rothwell

President, The University of Manchester



A Reputation for Excellence – Communications Focus at The University of Manchester

Professor Dame Nancy Rothwell, FRS, is President and Vice-Chancellor of The University of Manchester. She joined the Victoria University of Manchester in 1987, became Professor of Physiology in 1994 and held an MRC Research Chair from 1998 to 2010. Concurrent with her faculty posts she has also held university roles as Vice-President for Research (2004-2007) and as Deputy President & Deputy Vice-Chancellor (2007–2010). Her own research in the field of neuroscience, which is ongoing, has contributed towards major advances in the understanding and treatment of brain damage in stroke and head injury.

She was elected Fellow of the Royal Society in June 2004 and made Dame Commander of the Order of the British Empire in June 2005, in recognition of her services to science.

Professor Rothwell became President and Vice-Chancellor in July 2010, the first woman to lead The University of Manchester or either of its two predecessor institutions. She was the founding President of the Society of Biology, and is currently a non-executive Director of AstraZeneca, co-Chair of the Prime Minister's Council for Science and Technology, a Royal Society Council Member, a Deputy Lieutenant for Greater Manchester and a member of the Greater Manchester Local Enterprise Partnership (LEP) Board.

Professor Rothwell takes a strong and active interest in public communication of science and regularly gives talks to schools and the public and contributes to television, radio and press.

Mark Sudbury

Director of Communications and Marketing, UCL

and



brand engagement to domestic and international audiences. Having rebranded the University in 2010, her focus now is on positioning ANU in an increasingly competitive market.

Tracy Chalk

Director, Marketing, Australia National University



Amaya Mendikoetxea

Pro-Vice Chancellor for International Relations Universidad Autónoma de Madrid



Changing Presidents – The Reputational Agenda

A change in leadership often represents a change in culture. This session discusses how brand custodians can maximize the opportunities this presents while minimizing risks – internally and externally.

Mark Sudbury is UCL's Director of Communications and Marketing, responsible for developing the profile and reputation of one of the world's leading universities. He runs an integrated team covering media relations, web / social media, corporate events, student recruitment marketing and international recruitment. Mark joined UCL in 2007 from the UK Government, where he led communications for major legislation that introduced a ban on smoking in public places. He was previously Head of Public Affairs at the Football Association, the governing body for soccer in England, and started his career at the University of Sussex.

Tracy Chalk is a senior brand strategist specialising in high profile public endeavours. After working in design and communication agencies for ten years managing some of Australia's most iconic retail brands, Tracy turned her attention to the complex area of public sector branding.

Not frightened by impossible brand challenges or difficult clients, Tracy established the brand and communication framework for the Australian Taxation Office and led the strategic development and implementation of the Prime Minister's APEC Australia 2007 year.

Now, as head of marketing for The Australian National University (ANU), Tracy oversees the strategic development and delivery of cross-channel

Creating an International Strategy and Global Reputation as a Non-English Speaking Country

In this session we defend the view that internationalisation is not primarily driven by reputational issues. Instead, it is a tool for quality improvements, which our two top Spanish institutions have used successfully against a backdrop of increasing competition in Europe to retain our position as top destinations for international students in Spain.

Amaya Mendikoetxea Pelayo holds a DPhil in Linguistics from the University of York (UK). She has been a visiting scholar at several universities in Europe and the USA (Massachusetts Institute of Technology, UCLA, Lancaster University) and is currently a senior lecturer in the department of English Philology at the Universidad Autónoma de Madrid (UAM). She specializes in the syntax and semantics of Romance and Germanic languages, an area in which she has directed several independently funded research projects and has published around thirty papers in journals and specialised volumes. She has had an active involvement in the management of the University as Head of Department, Associate Dean for Undergraduate Studies and Pro-Vice-Chancellor for International Relations, a position which she has occupied since 1st September 2013.

Prof. Lluís Quintana Trias

International Vice-Rector, Universitat Autònoma de Barcelona



Creating an International Strategy and Global Reputation as a non-English-Speaking Country

Professor of the Faculty of Education at the Universitat Autònoma de Barcelona (UAB) **Dr Lluís Quintana Trias** earned a Doctorate Degree in Catalan Philology by the UAB in March 1993, and also graduated in Spanish Philology (1977).

Named Vice-Dean of the Faculty of Education in 2008 until 2011, he has held the position of Vice-Rector since July 2012.

He was visiting professor at Westfälische Wilhelms-Universität Münster (Germany) February–June 2007, at Venice International University (Italy) February–June 2007 and February–June 2012. Visiting scholar at Brown University (USA) October 2005; and at Albert-Ludwigs-Universität Freiburg (Germany) March–May 2006.

His current research focuses on the critical edition of modern texts and on memory in contemporary literature.

Christina Murray

Senior Advisor International strategies, KTH Royal Institute of Stockholm, Sweden.



The Global Game Solo or Partnership Model

As globalisation is proving to be a lasting trend and maybe a necessity, how does this reflect on the university profiles and the education that we offer?

Since 1992, **Tina Murray** has been working with matters related to the internationalisation of the education at KTH, initially as international coordinator at school level, focusing primarily on exchange programs for students. In January 2000, Tina moved to the position as Project Manager of EU-funded programmes at the International Relations Office, where she was responsible for internal coordination and information within KTH, as well as external communication and negotiations with project partners and extensive contacts with the European Commission.

She has held her present position since January 1st 2013. She and her team are responsible for providing strategic support and advice to the KTH management on issues regarding the internationalisation of education and related areas.

Prof. Sung Jin Kang,

Vice-President, International Affairs, Korea University

and

Katherine Ma

Director of Communications, The University of Hong Kong



Asian Tigers: Cultural and Practical Issues of Reputation Management and Internationalisation in Hong Kong and Korea

Vice-President **Sung Jin Kang** acquired his PhD. at Stanford University and he was an assistant professor at University of Tsukuba, Japan, between 1999 and 2003. He is currently a Vice-President for International Affairs, a professor in the Economics department, and a Director of the Institute of Sustainable Development and the Institute for International Development Cooperation at Korea University.

His main research fields are sustainable development such as green growth, climate change and economic development, including poverty reduction and foreign aid etc. He has published several articles and books on international and development economics.

He has served various government posts in succession: a member of the Presidential Council for Future and Vision, policy consultant for the committee of Ministry of Education, Science and Technology, policy consultant for the committee of Ministry of Unification, and an advisor of National Research Council for Economics, Humanities and Social Science.

As Director of Communications at HKU, **Katherine Ma** is in charge of the University's communication strategies and holds the custodianship of the University's reputation and brand.

Katherine is a communications specialist with over 25 years of experience in journalism, corporate communications and public affairs.

Katherine Ma holds a Bachelor's degree in Social Sciences from the Chinese University of Hong Kong and a Master's degree in International and Public Affairs from the University of Hong Kong.

Julie Peterson

Vice-President for Communications,
University of Chicago



Brain Brands: Image Transformation Without Losing Academic Credibility

Promoting a strong brand requires differentiating your institution from others, yet the academic culture values all knowledge equally, and views marketing as unnecessary. In this session we will discuss how to elevate your brand in a way that is accepted by your faculty as authentic and appropriate.

As Vice-President for Communications, **Julie Peterson** is responsible for strategically communicating the distinctive intellectual culture and educational experience of the University of Chicago and the resulting innovations and impact on the city, the nation, and the world.

In addition to overseeing a sophisticated communications capability within the University's central administration, she advises President Zimmer and other senior officers on a broad range of internal and external communications.

Before joining the University of Chicago in 2007, Julie served as interim Vice-President of communications at the University of Michigan.

Julie holds a BA in Journalism and Psychology with high distinction from Indiana University and an MBA in Marketing from IU's Kelley School of Business.

Michael Stopford

Executive Vice-President, Global Corporate Strategy and Higher Education,
Weber Shandwick



Creating the Fizz Factor: Reputational Lessons from Coca-Cola and the Corporate World Applied to Higher Education

In today's highly competitive global landscape, universities have to be as intentional as corporations in framing their reputation and attracting students, faculty, administrators and funding. A transformational communications agenda.

Michael Stopford serves as global corporate strategist for Weber Shandwick and leads the firm's international higher education practice. He focuses on international strategic communications and reputation management, issues and crisis communications, global public affairs and stakeholder engagement for leaders of multi-nationals, the global public sector and higher education. He has had extensive experience advising corporate CEOs and university presidents on reputation management, communications strategy, public affairs, global government relations and international expansion. Prior to joining Weber Shandwick, Michael held senior positions with NATO. In an earlier assignment Michael served as Senior Assistant for International Affairs to the President of American University, Washington DC. Michael also serves on the boards of various institutions of higher education, and has taught at Georgetown's School of Foreign Service, American University, Johns Hopkins SAIS and currently teaches at Milan University for Design and Communications.

Alison Beale

Director of Oxford Japan Office, The University of Oxford



Leveraging the Oxford Brand for Business and Alumni Gain

This masterclass will explore how the University of Oxford uses its globally recognised brand in Japan to build mutually beneficial relationships for the university with businesses, alumni, foundations individuals and journalists.

Alison Beale is Director of the University of Oxford Japan, a post she has held since September 2012. The Japan Office is a representative office aiming to build mutually beneficial relationships for the University in Japan. Before that she was a long-serving staff member of the British Council, holding senior posts in Japan, Trinidad and Tobago, Shanghai, and most recently Tokyo, where she was Deputy Director Japan from 2009 – 2012. In this post she had particular responsibility for Higher Education projects, focusing on collaboration and knowledge transfer, skills development for PhD students, student and staff mobility and alumni relations, strategic planning and partnership development.

Helen Connell

Associate Vice-President, Communications, Western University
and



Terry Rice

Director (Marketing and Creative Services), Western University



Canadian Edge Cutters- How Western Evolved its Communications to Reflect Sectorial and Social Change and Sharpen its Act

As Associate Vice-President of Communications and Public Affairs, **Helen Connell** oversees Western's community and media relations, employee and fundraising communications, Western News and the Western Alumni Gazette magazine, and all university-wide marketing and advertising programs.

Terry Rice completed the High Potentials Leadership Program at Harvard Business School (Executive Education) in 2014. He earned his Bachelor of Fine Arts degree (1998) and his Master of Arts degree (Journalism 2000) from Western University and since August of 2000 he has worked full-time in the University's Department of Communications and Public Affairs. His diverse background has included an internship and contract work at CBC Sports (Hockey Night in Canada) as well as a variety of positions at Western where he is currently the Director of Marketing and Creative Services.

Terry leads a team at Western that sets strategy and produces print and electronic projects that support: undergraduate recruitment, alumni and development communications, homepage web design, social media and mobile communications.

Benjamin Grindlay

Director, Marketing and Communications, The University of Adelaide



Seeking the Right Note: Adelaide's New Brand Campaign Drawing on Light and Music

Responding to a new strategic plan, which draws strength from founding values to fulfil research and teaching aspirations, a successful brand campaign was developed showcasing the distinctness of the University.

Benjamin Grindlay joined The University of Adelaide in 2009 after more than a decade of working for top-tier marketing and research consultancies, both domestically and internationally. His specific area of expertise is the understanding of major market trends that impact on the sustainability and profitability of organisations. In his current role, Benjamin leads the development and implementation of marketing and communication strategies that help achieve the University's goals and build its reputation. With a PhD in Psychology and a passion for understanding human behavior, Benjamin combines research with innovative ways of solving marketing problems.

Louise Simpson

Director, The World 100 Reputation Network



Dr Why? How Top PhD Students Choose the Best Universities and Use Reputation in Their Decision Making

Louise Simpson presents the results of the recent and extensive W100 research project, examining postgraduate student attitudes to reputational decision making, information sources, and brand positioning at leading universities.

Louise is an expert in education reputation management, with a focus on research-intensive universities. In 2006, she created The World 100 Network, a network and a research group evaluating the communications of the world's top 100 universities. She consults widely on reputation for universities in the UK and further afield in Europe and Japan. She has an MPhil from Manchester Business School on how reputation is measured and the impact of rankings on reputation in higher education. 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.

Geoff Leavenworth

Chief Communications Officer,
The University of Texas at Austin



and

Mike Horn

Director of Digital Strategy,
The University of Texas at Austin



Rules of Engagement. How Texas Built a Social Media Strategy to Fortify Itself

Geoff and Mike will tell the story of how, in the face of political attack, UT Austin shaped an engagement strategy that used social media – as well as traditional media relations, third party advocacy, and digital platforms – to successfully defend the institution and its leadership, set fundraising records, and build broad public support.

Geoff Leavenworth is responsible for the university-wide communications plan.

Prior to being named UT's first Chief Communications Officer, Geoff served four University presidents as special assistant and Head of Presidential Communications.

He previously served as associate editor and Houston bureau chief for Texas Business magazine. His work as a journalist has appeared in The New York Times, Time Magazine, Texas Monthly, The Christian Science Monitor, and many other publications. He is the author of three books and more than 500 articles

Mike Horn is an online strategist with extensive experience driving digital communications and e-commerce marketing strategies. He currently serves as the Director of Digital Strategy for the University Communications department at UT Austin, where he oversees digital content and platforms including utexas.edu, social media, and mobile apps. Previously, Mike worked as a product manager at Dell, driving new products from idea conception to launch with over 50 successful global launches over the course of 11 years. Mike holds an MIS degree from the University of Tulsa and an MBA from the McCombs School of Business at UT Austin.

Liz Smith

Vice-President, Global Internal Communications, Elsevier



Encouraging Staff to Share and Tell Research Stories for Maximum Impact

Social media offers a unique opportunity for creating employee advocates, benefitting your institution, your customers and the employees themselves.

Liz Smith has been weaving communications strategy into her work throughout her 21-year career in scholarly publishing, starting with her very first role copy-editing research papers in preparation for publication. In her current role, Liz and her team help 7000 global employees connect, care and collaborate, through news and video channels and one-to-one work with managers. She helped launch an employee advocacy programme in 2012, which she manages in tandem with Elsevier's social media director. Liz is originally from St Louis, Missouri, but after 22 years in England and endless cups of tea, she considers herself a Brit with an American accent.

Steve Evans

Founder and CEO, Net Natives



Understanding the Online Customer

A case study led master-class exploring the use of social and digital media to reach, attract, engage and convert stakeholders. Backed up with proven metrics from outcome-focused campaigns.

As founder of Net Natives – a social and digital advertising agency with a purpose, **Steve Evans** combines leadership and strategy of this pioneering company with the delivery of social and online media strategy for leading universities. A regular speaker at higher education marketing, and digital/social media conferences, Steve goes beyond the theory of digital marketing and uncovers the science behind, and practical uses of, the world's fastest-growing and highest-performing media.

Marina Tofting

Director of Communications, University of Oslo



The Implications of a Crisis on Brand and Communications. How the Breivik Massacre impacted on Oslo

On Friday, July 22, 2011, a total of 77 people were killed by the terrorist Anders Behring Breivik in Norway. A large number of the dead and wounded were students. How did our crisis communications and emergency planning stand up to an event that no one could have ever expected? What are the lessons learned?

Marina Tofting joined University of Oslo (UiO) in 2009, first as Deputy Director of Communications and since 2012 as Director of Communications. She is a part of the top management at the University and is an advisor to the management. Prior to joining UiO, Marina was head of Radio News in Norwegian Broadcasting. She has also been a foreign correspondent and a political correspondent. Her areas of expertise include: political communication, public policy and agenda setting, linking communication to corporate strategies, change management and the use of strategic communication in large organisations, preparedness and crisis management.

William Foreman

Associate Director of International Communications, University of Michigan



Multi-Language Communications Across Multiple Platforms

If a university wants to share its stories worldwide, it must provide content in a variety of languages. How this can be done, and using which platforms, will be covered in the talk.

William Foreman began his career as a journalist and spent 10 years as a bureau chief for The Associated Press in Asia. He left the AP in 2010 to do the Knight-Wallace Fellowship at the University of Michigan. When the year-long programme ended, he was hired by the University of Michigan to promote its international initiatives. William leads a five-person team that produces content in English, Chinese, Hindi, Portuguese and Spanish.

Scott L. Montgomery

Henry L. Jackson School of International Studies, University of Washington, Seattle



Language is Power: The Role of English in Leveraging Recruitment and Research Reputation

Scott L. Montgomery is an affiliate faculty member in the Jackson School, where he has taught courses in several disciplines, including energy resources, the geopolitics of oil, English as a global language, and the politics of communication. Trained as a geoscientist, with 25 years' experience in the energy industry, he is the author of many scientific and policy-related publications, including the well-received volume *Powers that Be: Global Energy for the 21st Century and Beyond* (2010). He has also written extensively about scientific communication, translation, and language studies. Two of his other books include *The Chicago Guide to Communicating Science* (second edition forthcoming) and, most recently, *Does Science Need a Global Language? English and the Future of Research*.

with aid from a complete homepage redesign, an updated logo including specific guidelines for its use, and the launch of the daily online news site BU Today. Since 2004, these efforts have garnered nearly a hundred CASE Awards as well as other honours. Amy earned both her BS and MBA from Boston University.

Amy Schottenfels, Creative Director of Print & Design, came to Boston University in 2008 to kick off BU's brand initiative. Her background is in marketing, advertising, and branding. She was a Creative Director and Art Director at Mullen Advertising and Digitas in Boston, and numerous agencies in New York City, including the branding firm of Siegel & Gale. She has worked with clients such as Nikon, AT&T, and OnStar, and won awards for her work in the One Show, Communication Arts, and the Clios. Amy was also one of the originators of Take Our Daughters to Work Day. At Boston University, Amy is responsible for the creative output of multiple art directors and supervises projects ranging from the campus signage system, undergraduate and graduate admissions materials, diverse alumni publications, to the yearly annual report.

Amy Hook

Associate Vice-President, Marketing and Communications, Boston University



and

Amy Schottenfels

Creative Director, Boston University



Influencing the Influencers: A Key to Reputation Management at Boston University

Amy Hook and Amy Schottenfels will co-present.

Amy Hook, Associate Vice-President for Strategic Communications, joined Boston University in 1997. She currently oversees the University's in-house agency, Creative Services, which produces world-class, awarding-winning, brand-centric print collateral and websites for the University and its 17 schools and colleges. The department includes 60+ full-time employees working in web and print design, photography, editorial services, and project management. Under Amy's leadership, central University communications offerings have grown in number and impact, and the BU brand has flourished,

Phil Baty

Editor at Large and Rankings Editor, Times Higher Education



The Best Universities in the World 2014: The Editor's Exclusive Data Interpretations of the Newly Announced Climbers

Hot off the press, the editor's exclusive data interpretations of the newly announced climbers in the 2014-15 Times Higher Education World University Rankings.

Phil Baty is editor at large of Times Higher Education magazine and editor of the Times Higher Education World University Rankings. Phil has been with the magazine since 1996, as reporter, chief reporter, news editor and deputy editor. 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 a runner-up for the annual Paul Foot Award for Campaigning Journalism, run by The Guardian newspaper and Private Eye magazine in 2007. He was named among the top

15 “most influential in education” by The Australian newspaper in 2012. Phil is a regular speaker at international conferences, contributing recently to events organised by the United Nations Educational, Scientific and Cultural Organization, the World Bank, the Organization for Economic Cooperation and Development, British Council, British Academy and others. Phil contributes regularly on global higher education matters for leading newspapers and broadcasters. He was the co-chair of the 2013 World Academic Summit in Singapore and also chaired the 2010 conference, “Building a World-Class University” at London’s Royal Institution. His publications include chapters for *Blue Skies: New Thinking About the Future of Higher Education* (Pearson) and for *Rankings and Accountability in Higher Education* (Unesco). Phil can be found on Twitter at @phil_baty and @THEworldunirank.

Hunter Lochmann

Senior Associate Athletic Director/Chief Marketing Officer, University of Michigan

and

Steve Busch

Brand Manager, University of Michigan

Game On! The Use of Athletics in the Global Michigan Brand

Hunter and Steve will co-present:

Can a university successfully marry academic excellence with athletic achievement? Hear first-hand how the University of Michigan developed an overarching strategy to connect academic and athletic excellence in a manner that benefits the entire University and its broad range of constituents.

Hunter Lochmann joined Michigan Athletics in December 2011 as the school’s first Chief Marketing Officer (CMO).

Hunter oversees many aspects of the Michigan Athletics business side, including ticket sales, licensing, IMG, branding, event presentation and all marketing.

Prior to coming to Michigan, Hunter was Vice-President for Marketing with the New York Knicks since 2005. He was responsible for leading all marketing, advertising, promotional, and branding

efforts for the Knicks, with the primary objectives of customer acquisition and retention, brand engagement, and promotion activation.

A native of Andover, Massachusetts, Hunter earned a Bachelor’s degree in Sports Management from the University of Kansas in 1994. He received his Master’s degree in Sports Management from the University of Massachusetts-Amherst in 1996.

Steve Busch began as the University of Michigan’s first Brand Manager in 2012. In this role, Steve has refreshed and bolstered the “Block M,” transitioning the iconic ‘M’, from a mark of school spirit and sports affinity, into a logo that reinforces the ground-breaking achievements of one of the world’s great public higher education institutions. Prior to his current role, Steve spent five years as Creative Director and then interim Marketing & Communications Director for U-M’s top-ranked Ross School of Business. Steve has enjoyed a 20-year career as a Creative Director, working with significant international brands, including Audi, Ford, Microsoft, Reebok, Sony, and many others from the agency and corporate ‘sides of the table’.



Campus map



University of Michigan Conference Venues:

Michigan League
 911 North University Ave,
 Ann Arbor,
 MI 48109
 (734) 764-0446

University of Michigan Museum of Art
 525 South State Street
 Ann Arbor,
 MI 48109
 (734) 764-0395

Michigan Stadium
 1201 South Main St.
 Ann Arbor,
 MI 48104
 (734) 647-2583

umich.edu

Hotels/restaurants:

The Dahlmann Campus Inn
 615 East Huron Street,
 Ann Arbor,
 MI 48104
 (734) 769-22
campusinn.com

Bell Tower Hotel
 300 South Thayer St.,
 Ann Arbor,
 MI 48104
 (734) 769-3010
belltowerhotel.com

Gandy Dancer
 401 Depot Street,
 Ann Arbor,
 MI 48104
 (734) 769-0592
muer.com

Useful information

Contacts

From Saturday 4th October delegates can leave messages for Jennifer Vance or Louise Simpson at The Dahlmann Campus Inn – (+1) 734.769.2200

The conference registration desk in the Michigan League Concourse opens at 8.45am on Tuesday 7th October.

Transport

From the airport

Detroit Metropolitan International Airport (DTW) is 20 miles from Ann Arbor, about a 45 minute drive.

Shuttle service: Myairride provides a regular shuttle service from both terminals at Detroit airport to various bus stops around Ann Arbor. A one way costs \$15 or you can book in advance online for \$12. Information on schedule and pick up locations can be found at www.myairride.com

Taxi companies: You may also travel to Ann Arbor by taxi at a cost of approximately \$70. We recommend that you use one of the following taxi companies. There is also an official taxi rank at the Airport, and taxis cost about \$80 with tip to Ann Arbor.

- Amazing Blue Taxi
<http://www.amazingbluetaxi.com/>
(+1) 734.846.0007
- Michigan Green Cabs
<http://www.migreencabs.com/>
(+1) 877-476-8294
- Select Ride
<http://www.selectride.com/>
(+1)734.662.4444

Getting around Ann Arbor

All conference venues are easily accessible on foot from the recommended conference hotels. Please refer to the Michigan Campus maps on p21 or the map contained in your conference bag.

If you would prefer not to walk then we recommend using the taxi companies listed.

Meeting Points

Michigan Stadium tour: We recommend that delegates travel to stadium by taxi. Delegates should meet at 2.45pm at the Jack Roth Stadium Club entrance, on the east side of the stadium, north of the Crisler Centre.

Gandy Dancer: Delegates should make their own way to the Gandy Dancer and reference World 100 conference upon arrival. Please note that dinner is 7pm arrival for 7.30pm sit down.

Gala dinner: Delegates who wish to explore the exhibitions should arrive at UMMA at 7pm. Dinner will be served at 8pm.

Dress code

It is important to us that you are comfortable throughout the conference. We invite you to dress casually on both conference days.

Gala dinner: As this is something a little special we invite delegates to dress smartly. We recommend a jacket and tie for gentlemen and cocktail attire for ladies.

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

Privacy statement

In registering for this event, relevant details may be incorporated into a delegate list for distribution at the conference or to sponsors.

Indemnity

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



WORLD 100 ANNUAL CONFERENCE 2014