

2013 WORLD 100 INTERNATIONAL HIGHER EDUCATION CONFERENCE

Communicating the global university:

Marketing, media and brand strategies for reputational impact

16–17th September 2013 • World 100 Conference

18–19th September 2013 • Study tour for World 100 Members

Delegate Programme:

Conference and Study Tour

Contents

- Welcome from the Chair, Director and Members 3
- World 100 Reputation Network Organising Committee..... 4
- The World 100 Reputation Network..... 4
- Become a World 100 member 4
- The World 100 members 2013 4
- Sponsors..... 5
- Map of York City 6
- Getting to The University of York:
the Conference venue 7
- The University of York: Campus Map 8
- Pre-conference and Social Events..... 9
- Conference Programme..... 10
- Study Tour: Edinburgh 14
- Speaker profiles 15
- General Information 27



Welcome from the Chair, Director and Members

Welcome to the World 100 conference September 2013, at The University of York, with our study tour to the magnificent University of Edinburgh. York is a stunning location - a campus university in naturalistic lakeside meadows, next to a Roman and medieval walled city. York represents many interesting paradoxes – its relative youth (50 years this year) contrasts with its heritage and learning. For those who keep an eye on rankings, it is regarded as one of the best universities in the UK, and one of the top in the world. In the recent THE world ranking of modern universities, it came out number 7.

We are delighted, as ever, that so many countries and experts are gathered together for this, our 4th World 100 conference, following on from Hong Kong, Washington and Japan. Thank you to those who have travelled from across the globe to be here!

The basic principle remains the same – a gathering of very senior people from the best universities in the world with expertise in reputation – whether defined as internationalisation, communications, marketing, public affairs, strategy, leadership or development.

We have fantastic guest speakers, Dr Masako Egawa from The University of Toyko, Lyse Doucet from the BBC, Joel Lohrey from Google, and Kerry-Anne Hoad from the British Council. We have generous sponsors who have supported the event for several years – the Chronicle of Higher Education, the Times Higher Education, and The Knowledge Partnership. Plus a new sponsor bringing us business and Japanese perspectives in Nikkei Business Publications. And, most importantly, we have amazing support from our two host universities, York and Edinburgh, and we have to thank their incredible directors, Hilary Layton and Ian Conn, for helping to put together the speakers and events.

The social programme will hopefully allow plenty of networking and stories that are beyond the realms of the plenaries, and this element is probably just as important as the formal part. Highlights include the conference dinner at the medieval Merchant Adventurers' Hall and, for the members, a contemporary British curry at Mumbai Lounge followed by a ghost tour of York. Then, once in Edinburgh, we look forward to a splendid evening with a Scottish feast at St Trinnean's in Edinburgh!

As ever, enjoy, discuss, connect, relate. We will be around to hear your views and stories. Thank you for coming.



Louise Simpson
Director, The World 100



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

World 100 Reputation Network Organising Committee

Ian Conn	<i>The University of Edinburgh</i>
Hilary Layton	<i>The University of York</i>
Matt Schlientz	<i>University of Michigan</i>
Louise Simpson	<i>The World 100 Network</i>
Mark Sudbury	<i>University College London</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 placed in the top 200 in the 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*.

Become a World 100 member

For information about becoming a member of the World 100 Reputation Network, please contact: members@theworld100.com

The World 100 members 2013

There are currently 32 members from 14 different countries:

- Aarhus University, *Denmark*
- University of Aberdeen, *UK*
- Australia National University, *Australia*
- The University of Bristol, *UK*
- University of Cape Town, *South Africa*
- Cardiff University, *UK*
- City University, *Hong Kong*
- University College Dublin, *Ireland*
- The University of Edinburgh, *UK*
- University of Glasgow, *UK*
- University of Helsinki, *Finland*
- Hokkaido University, *Japan*
- King's College London, *UK*
- Lancaster University, *UK*
- London School of Economics and Political Science, *UK*
- Lund University, *Sweden*
- The University of Manchester, *UK*
- McMaster University, *Canada*
- The University of Melbourne, *Australia*
- University of Michigan, *US*
- Monash University, *Australia*
- The University of Nottingham, *UK*
- University of Oslo, *Norway*
- Queen Mary University of London, *UK*
- The University of Tokyo, *Japan*
- University of Toronto, *Canada*
- Trinity College Dublin, *Ireland*
- UCL (University College London), *UK*
- The University of Warwick, *UK*
- University of Western Australia, *Australia*
- University of Western Ontario, *Canada*
- The University of York, *UK*

Sponsors

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

Venue and conference dinner sponsor

- The University of York

Study Tour sponsors

- The University of Edinburgh

Media sponsors

- The Chronicle of Higher Education
- Times Higher Education (THE)
- Nikkei BP

Lunch sponsors

- The Higher Education Academy

Member dinner sponsor

- The Knowledge Partnership



THE UNIVERSITY *of York*



THE UNIVERSITY
of EDINBURGH

THE CHRONICLE
of Higher Education



Map of York City

Map of York City



The University is two miles outside the city centre and details of how to get there are given opposite.

Getting to The University of York: the Conference venue

The conference takes place at the Ron Cooke Hub at the Heslington East campus which is 2 miles south east of the city centre.



The plenaries will take place in the auditorium.

Conference transport

We have arranged for coaches to collect delegates from outside the Cedar Court Grand Hotel at 9.00am on both mornings of the conference and to take delegates back to the hotel at 4.45pm when the programme finishes.

However, if you are making your own way there, you should find the following information useful.

By Bus

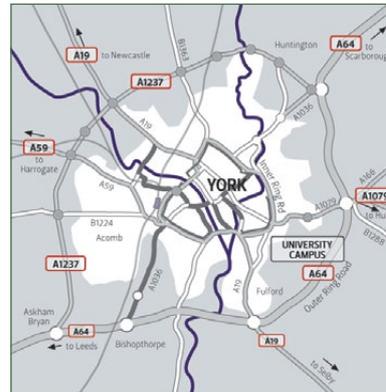
There are buses from the city centre approximately every 10 minutes during the day, and it takes around 20 minutes to reach the campus.

The **44 Unibus** service starts from Heslington East running through campus and stopping at the railway station and in the city centre. The bus stop is located outside the main station entrance.

By Taxi

A taxi from the railway station to the University will take approximately 15 minutes. There is a taxi rank just outside the station. It can often be just as quick, and significantly cheaper, to take a bus.

By car



We recommend drivers approach the University from the junction of the A64 and A1079 on the east of the city, from where the University is signposted.

Parking is limited and visitor parking is on a pay and display basis. The machines only accept coins. Parking is charged at a rate of £1 per hour or £6 per day, and is free at weekends and between 6pm and 8am.

Parking locations: <http://www.york.ac.uk/about/maps/campus/>

Parking charges: <http://www.york.ac.uk/admin/estates/transport/parking/paydisplay.html>

There are disabled parking spaces in all University car parks.

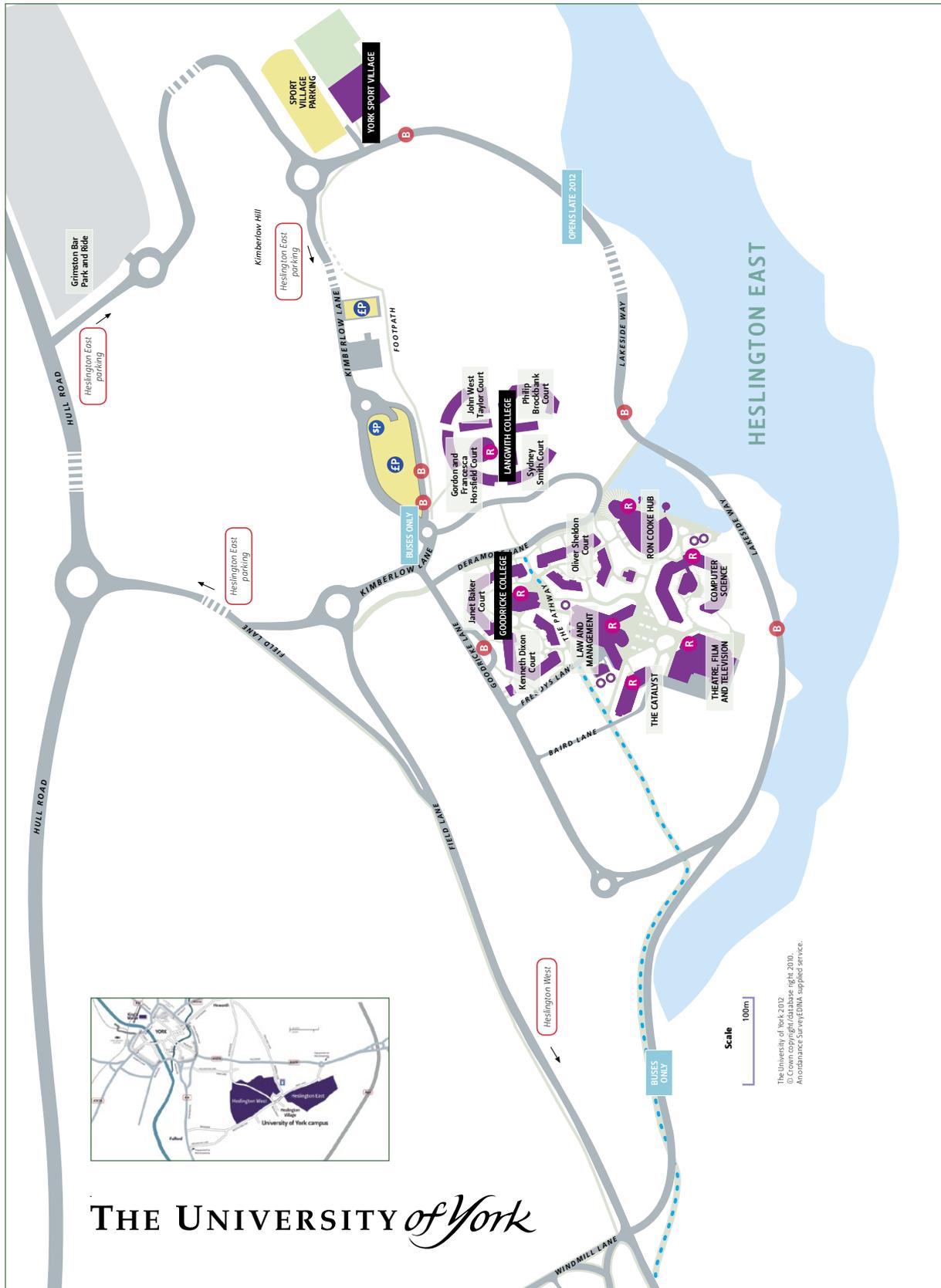
Heslington East

Access to parking for Heslington East, including the Ron Cooke Hub, is via **Grimston Bar Park and Ride** on Hull Road. There is no access from Field Lane. Parking for longer than 45 minutes is on a pay-on-foot basis at the end of your stay.

Satnav

For Heslington East we recommend using YO19 5LA, which will take you to Grimston Bar Park and Ride; vehicle access to Heslington East is clearly signed from there.

The University of York: Campus Map



Pre-conference and Social Events

Contacts

There will be a conference desk at The Ron Cooke Hub open from 8.30am on Monday 16th September and Tuesday 17th September to help you throughout the conference.

Messages can be left for Sarah Thomas or Louise Simpson, conference organisers, at The Cedar Court Grand Hotel - Tel +44 (0)1904 380038.

Wifi

The University of York will provide wireless accounts to all conference attendees. Guest access and instructions will be provided at registration.

Sunday 15th September

(Walking tour and High Tea only for those pre-booked)

York

12.45 Historical walking tour of York and the Minster
Please meet outside the Cedar Court Grand Hotel at 12.30.

14.30 High Tea at Betty's Tea Room

16.00 Evensong at York Minster

18.00 World 100 meeting for World 100 Members
Chairman's Suite, Cedar Court Grand Hotel

19.30 Dinner
You are free to make your own arrangements for dinner. See recommended restaurants list in your delegate pack.

Monday 16th September

Merchant Adventurers' Hall

18.30 *Meet at Cedar Court Grand Hotel to walk to dinner venue*

19.00 Champagne Reception
Sponsored by The Chronicle of Higher Education

19.45 Conference Dinner
Sponsored by The University of York

Tuesday 17th September

(members only)

19.00 *Dinner for World 100 members at Mumbai Lounge followed by a Ghost Tour of the City of York*
Please make sure you have reserved a place.
Meet at Cedar Court Grand Hotel at 18.45
Sponsored by The Knowledge Partnership.

Conference Programme

Day One: Monday 16th September 2013

Morning theme: Leadership and Global Challenges

9.00	<p>Registration opens.</p> <p><i>Shuttle buses leave from Cedar Court Grand Hotel at 9.00am to the Ron Cooke Hub, or the No. 44 bus leaves from York railway station to the Heslington East Campus every 10 minutes.</i></p>					
10.00	<p>Conference Welcome</p> <p><i>Mark Sudbury, Chair of The World 100 Reputation Network and Director of Communications and Marketing, UCL, UK, Louise Simpson, Director, The World 100 Reputation Network, and Hilary Layton, Director of Internationalisation, The University of York</i></p>					
10.10	<p>Welcome by the Vice-Chancellor, The University of York</p> <p><i>Brian Cantor, Vice-Chancellor, The University of York</i></p>					
10.15	<p>Steering institutional strategy to compete internationally.</p> <p><i>Dr Masako Egawa, Executive Vice President, The University of Tokyo, Japan</i></p>					
10.45	<p>The future landscape of world-class education: country branding, competition and consumer choice.</p> <p><i>Kerry-Anne Hoad, Head of Education and Innovation, The British Council, UK</i></p>					
11.15	<p>Discussion</p>					
11.30	<p>Coffee/tea</p>					
12.00–13.00	<p>Breakout Workshops (choose one)</p> <table border="1"> <tr> <td> <p>Breakout 1</p> <p>The impact of fees on reputation and student choice.</p> <p><i>Richard Stenelo, International Marketing Director, Lund University</i> <i>David Roberts, Director, The Knowledge Partnership</i></p> </td> <td> <p>Breakout 2</p> <p>Institutional strategies for globalization.</p> <p>Why Japanese universities know they have to globalize.</p> <p><i>Dr Takeshi Hirose, Associate Professor, Office for Promoting International Education, Kyushu University, Japan.</i></p> <p>—AND—</p> <p>The University of Toronto, the Canada brand and international recruitment.</p> <p><i>Michael Kurts, Assistant-Vice President, Strategic Communications and Marketing, University of Toronto</i></p> </td> <td> <p>Breakout 3</p> <p>Partners: how to choose partners to raise profile.</p> <p><i>Hilary Layton, Director of Internationalization, The University of York, UK and Sun Wen, Deputy Director of Office of International Cooperation and Exchanges, Nanjing University, China</i></p> </td> </tr> </table>			<p>Breakout 1</p> <p>The impact of fees on reputation and student choice.</p> <p><i>Richard Stenelo, International Marketing Director, Lund University</i> <i>David Roberts, Director, The Knowledge Partnership</i></p>	<p>Breakout 2</p> <p>Institutional strategies for globalization.</p> <p>Why Japanese universities know they have to globalize.</p> <p><i>Dr Takeshi Hirose, Associate Professor, Office for Promoting International Education, Kyushu University, Japan.</i></p> <p>—AND—</p> <p>The University of Toronto, the Canada brand and international recruitment.</p> <p><i>Michael Kurts, Assistant-Vice President, Strategic Communications and Marketing, University of Toronto</i></p>	<p>Breakout 3</p> <p>Partners: how to choose partners to raise profile.</p> <p><i>Hilary Layton, Director of Internationalization, The University of York, UK and Sun Wen, Deputy Director of Office of International Cooperation and Exchanges, Nanjing University, China</i></p>
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13.00–13.45	<p>Lunch in the Ron Cooke Hub</p>					

Day One: Monday 16th September 2013

Afternoon theme: Partnerships, Benchmarks and Rankings

13.45–14.15 Benchmarks for excellence, and what universities need to do to provide an education that is relevant for the future world.

*Craig Mahoney, Outgoing Chief Executive, The Higher Education Academy/
Principal and Vice-Chancellor, University of the
West of Scotland, UK*

14.15–14.45 Global connections. An international policy to support Danish excellence.

Professor Mette Thunø, Dean for Education and Arts, Aarhus University, Denmark

14.45–15.00 Discussion

15.00–15.30 Coffee/tea

15.30–16.30 **Breakout Workshops (choose one)**

Breakout 1

Nobel Prizes and Reputation - How citations predict Nobel Prizes.

Simon Pratt, Thomson Reuters

—AND—

The reputational and brand impact of winning a Nobel Prize.

Alan Ferns, Director of Communications, The University of Manchester, UK

Breakout 2

Club backing – the role and relevance of affinity groups such as the Russell Group, Group of 8, and the Group of 15 in the reputational offer.

Tracy Chalk, Director of Marketing, Australian National University, Australia. Dorothy Albrecht, Executive Director of Marketing and Communications, Monash University, Australia.

And Andrea Farquhar, Assistant Vice-President, Public and Government Relations at McMaster University, Canada

Breakout 3

Rankings workshop.

Ben Sowter, Head of Division, QS Intelligence Unit, QS.

16.45 Buses from conference centre to hotels

18.30 Conference Dinner - meet at the Cedar Court Grand Hotel
*Set off from hotel if going by foot to Merchant Adventurers' Hall. ***
Dress code: Smart.

19.00 Champagne reception sponsored by The Chronicle of Higher Education
Followed by the Conference Dinner at the Merchant Adventurers' Hall, sponsored by The University of York.

Dr Kate Giles, archaeologist with The University of York, will give a short talk about the history of this fascinating medieval building.

** This is a very pleasant walk through the historic city, which takes 20 minutes.

Ladies – if you are planning to wear high heels, you may want to wear flat shoes to do the walk, and carry your heels. Or take a taxi!

Day Two: Tuesday 17th September 2013

Morning theme: Communicating in an international world

9.00 Shuttle buses from Cedar Court Hotel to Ron Cooke Hub, or the No. 44 bus leaves from York railway station to the Heslington East Campus every 10 minutes.

9.30 Conference notes.
Louise Simpson, Director, The World 100 Reputation Network

9.45 Global or disconnected futures? The challenges of communicating and understanding in a segmented world.
Lyse Doucet, Chief International Correspondent, The BBC

10.15 Across the divides: the University of Cape Town's challenges and approaches to engaging diverse audiences.
Gerda Kruger, Executive Director, Communication and Marketing Department, University of Cape Town, South Africa

10.45 World 100 Phd Students – how they choose top universities.
Louise Simpson, Director, The World 100 Reputation Network

11.15 Discussion

11.30 Coffee/tea

12.00–13.00 **Breakout Workshops (choose one)**

Breakout 1

Major change management: moving communications from Schools to the Centre. The pain and the benefits!
Christina Breddam, Deputy Director of Communication and Ulla Gjørning, International Director, Aarhus University, Denmark

Breakout 2

Leveraging reputation through place and city communications.
Professor Jesper Falkheimer, Department for Strategic Communication, University of Lund, Sweden and Tania Rhodes-Taylor, Director of Marketing and Communications, Queen Mary University of London, UK

Breakout 3

People Power. A Twitter campaign with Stephen Fry.
Sandra Elliott, International and Marketing Director, Cardiff University, UK
and
Public Affairs to support UCD's institutional strategy.
Eilis O'Brien, Director of Communication, University College Dublin, Ireland.

13.00–13.45 Lunch in the Ron Cooke Hub

Day Two: Tuesday 17th September 2013

Afternoon theme: Media Relations, Internal Engagement and Brand Promotion

13.45–14.15 Global U: Developing a top 25 higher education brand and the role of sport in reputation building.

Matt Schlientz, Director of Communications and Marketing, University of Michigan, USA

14.15–14.45 A Better Way to Build Brands: How will technology change the way we build brands?

Joel Lohrey, Industry Head - Education, Government and Non-Profit at Google

14.45–15.00 Discussion

15.00–15.30 Coffee/tea

15.30–16.30 **Breakout Workshops (choose one)**

Breakout 1

Google Workshop:
Practical application of digital marketing tools to recruit students.

Joel Lohrey, Industry Head - Education, Government and Non-Profit at Google.

Breakout 2

Governance in university communications: using internal networks to raise quality and create cross-school collaboration.

Mark Sudbury, Director of Communications and International, UCL, UK. Jasper Steen-Winkel, Director of Communications, University of Copenhagen, Denmark

Breakout 3

Conducting and measuring research communications.

Charlotte Autzen, News Editor, University of Copenhagen, Denmark

Which research stories catch the world's media attention?

Adam Cresswell and Louise Simpson, World 100 Reputation Network.

16.45 Conference ends. Buses from conference centre to hotels.
Free time.

19.00 For World 100 Reputation Network Members only:

Dinner in York at Mumbai Lounge followed by a ghost tour of the city.

Sponsored by The Knowledge Partnership



Study Tour: Edinburgh

For World 100 Reputation Network Members only

Wednesday 18th September

- 9.00 Meet at Cedar Court Grand Hotel.
Train to Edinburgh (9.32am).
-
- 12.00 Arrive Edinburgh Waverley station.
Taxis to Hotel du Vin, Old Town to check in.
-
- 13.30 Buffet lunch and networking.
Evolution House, 78 West Port, Edinburgh, EH1 2LH
-
- 14.30 Discussions with University Senior Management.
-
- 16.30 Back to hotel and relaxation time.
-
- 19.00 Drinks reception followed by dinner hosted by The University of Edinburgh.
St Trinnean's, St Leonard's Hall, The University of Edinburgh, 18 Holyrood Park Road, Edinburgh, EH16 5AY

Thursday 19th September

- 9.00 Tea and coffee
Informatics Forum, 10 Crichton Street, Edinburgh, EH8 9AB
-
- 9.15 Talk: The importance of communications in leading-edge informatics research.
Professor Stuart Anderson, Deputy Head of School of Informatics.
-
- 10.30 Talk: Academics and engaging with the media.
Professor Tom Devine OBE, Personal Senior Research Chair of History; Scottish History and Director of the Scottish Centre of Diaspora Studies.
-
- 12.00 Talk: Roles of special collections in University branding and reputation.
Dr John Scally, Director of Library and University Collections.
Special Collections, Main University Library, 30 George Square, Edinburgh, EH8 9LJ
-
- 13.15 Buffet lunch in the Main Library
-
- 14.00 Visit to the Scottish Parliament.
Session with Jim Eadie MSP and Senior Communications staff, plus tour around public gallery and short time in debating chamber.
-
- 16.30 End of study tour.

Friday 20th September

Free time in Edinburgh for visiting Edinburgh Castle, Holyrood, The Royal Mile etc.

Speaker profiles

(in order of appearance)

Masako Egawa

Executive Vice President, The University of Tokyo

Steering institutional strategy to compete internationally

The University of Tokyo is implementing strategies to promote mobility and diversity of students and faculty members, including change in the academic calendar to “four-term” system in 2015, which is a step toward realization of autumn enrollment

Dr. Egawa joined the University of Tokyo in April 2009. From 2001 through 2009, she served as the Executive Director of the Japan Research Center of the Harvard Graduate School of Business Administration (Harvard Business School). Prior to joining Harvard, Dr. Egawa worked in the investment banking industry for 15 years in New York and Tokyo, advising corporations and governments on M&A and capital raising transactions for Salomon Brothers and S.G. Warburg (now UBS). She received a B.A. in international relations from the University of Tokyo, an M.B.A. from the Harvard Graduate School of Business Administration (Harvard Business School), and a Ph.D. in management from Hitotsubashi University. Dr. Egawa has served on the Tax Council (advisory body for the Prime Minister), the Financial System Council (advisory body for the Ministry of Finance), Council on Economic and Fiscal Policy (expert member) and Self-Regulatory Board of the Japan Securities Dealers Association. In 2013, she was appointed the chair of the U.S.-Japan Research Institute. Her recent publications include “Management with Weak Shareholder Orientation” (Nikkei, 2008) and “Case Studies of Japanese Companies” (Diamond, 2010). In her current role, Dr Egawa is responsible for overseeing public relations, alumni relations, development and international affairs.

Kerry-Anne Hoad

Head of Education and Innovation, The British Council

The future landscape of world-class education: country branding, competition and consumer choice.

An overview of country trends and global competition in higher education.

Kerry-Anne Hoad has a lifelong commitment to education and has taught at all levels of education from early childhood education and school education to higher education in Australia and in higher education in the UK. Kerry-Anne's research work, publications and conference presentations are in the areas of early childhood education, disability education, deafness studies and effective teaching and learning. Prior to joining the British Council in September 2012 Kerry-Anne was with the Australian Council for Educational Research (ACER) where she was the inaugural Director of the ACER Institute which she took from a start-up to a successful business delivering unique and innovative accredited higher education courses across Australia. She was also the inaugural Director of the ACER International Institute which she established as a bespoke service for the design and delivery of high level courses for policy makers, systems officials and education managers internationally. Kerry-Anne is committed to improving quality, access, excellence and enterprise in education at all levels through the stimulation of creativity and innovation in practice and policy that is grounded in research and focused on student learning.

Richard Stenelo

International Marketing Director, Lund University

and

David Roberts

Director, The Knowledge Partnership

The impact of fees on reputation and student choice

How higher fees are driving students to take a fresh look at what and where to study.

Richard Stenelo is currently the International Director and Deputy Executive Director for External Relations at Lund University. His responsibilities are International Marketing and Recruitment, Strategic Partnerships and Networks, externally funded projects, as well as Student Experience and Mobility. Richard has worked in different roles at Lund University since 1995, mostly in the international field. Before joining the Division for External Relations, Richard was the Director for Executive Education at Lund University. In 2010, the Swedish parliament passed a bill to introduce tuition fees for non-EU students and, after the bill was passed, Richard was in charge of the implementation of the bill and marketing strategies at LU to attract International Students.

David Roberts 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.

Takeshi Hirose

Associate Professor, Office for Promoting International Education, Kyushu University

and

Michael Kurts

Assistant-Vice President, Strategic Communications and Marketing, University of Toronto

Institutional strategies for globalization.

and

The University of Toronto, the Canada brand and international recruitment.

A session contrasting the different strategies in Japan and Canada for international recruitment.

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www.tslshop.co.uk/THE/thefa22

Having been educated at St. Antony's College, Oxford, **Dr. Takeshi Hirose** is a moral and political philosopher by training. He has, however, made his professional career not as an academic, but rather as an administrator with a specialty in international education. He has designed and managed a range of study abroad programmes, both inbound and outbound, for Japanese and U.S. colleges and universities. At Kyushu University where he currently works, Dr. Hirose is involved extensively with the University's on-going effort to expedite 'internationalisation of education' under the government-led Global 30 initiative. Reflecting his dual interests, his publications are in the areas of education and philosophy.

Michael Kurts has over 30 years of experience in communications and public service. Before coming to the University of Toronto, he was Assistant Deputy Minister, Tourism Policy and Development in the Ministry of Tourism and Culture at the Government of Ontario. In that position, he worked closely with executives in the public and private sectors to address challenges facing the Ontario tourism industry. Prior to that, Michael held senior roles in the Ontario Government, including a post as ADM, Corporate Communications in the Cabinet Office and ADM, Canadian Intergovernmental Relations in the Ministry of Intergovernmental Affairs. Michael was Director of Communications in a number of provincial ministries, including the ministries of Community and Social Services, Skills Development, Citizenship and Culture, Environment, and Education. He was also Director, Public Relations at Baycrest Centre for Geriatric Care, where he worked extensively with volunteers and donors to further the goals of that institution. He began his career in radio broadcasting, culminating in a position as Queen's Park bureau chief for Newsradio Limited.

Hilary Layton

Director of Internationalisation, The University of York

and

Sun Wen

Deputy Director of the Office of International Cooperation and Exchanges, Nanjing University

Partners: how to choose partners to raise profile.

The benefits of partnership are seen by research intensive universities in collaborations to solve big global problems. This brings international recognition as well as commercial benefits. But some of the best profile-raising comes from unexpected partnership outcomes. York and Nanjing will share their partnership story.

Hilary Layton has worked in communications, public affairs and internationalisation at York for many years. Previously she worked as a press officer at the UK development agency VSO, and in the British Foreign Office. She has a BA in Economics and Politics and an MSc in Communication Management. The international relations team at York focuses particularly on global strategic research alliances and in promoting international student mobility. They also strive to involve all members of the University community - whatever their role - to play their part in internationalisation.

Before coming to the Office of International Cooperation and Exchanges, **Sun Wen** taught in the Law School, Nanjing University from 1999. She is specialized in International Business Law and WTO rules. She has also given lectures to American students in Johns-Hopkins Nanjing Center in recent years. She received her training in Nanjing University (BA, 1996; MA, 1999 and Dr., 2005) and an MIPP in SAIS, Johns Hopkins University in 2001. She has published several articles in the field of international law and a monograph on Chinese Antidumping Law. She is also interested in the development of Chinese rule of law and co-translated several books on American Constitution law. As Deputy Director of the Office of International Cooperation and Exchanges, she will devote herself to the promotion of faculty and student exchanges at Nanjing University.

Craig Mahoney

Outgoing Chief Executive, The Higher Education Academy/ Principal & Vice-Chancellor, University of the West of Scotland

Benchmarks for excellence and what universities need to do to provide an education that is relevant for the future world.

In a modern world where technological advances have surpassed some of the wildest dreams of inventors, entrepreneurs, business people and educationalists, learners seeking access to higher learning want more information than ever before to make decisions about what and where to study. The responsibility for skilling students with compelling graduate attributes, transferable skills, rigorous academic knowledge and relevant abilities is becoming an even more central feature of unwritten expectations learners have of their alma mater. Providing higher learning relevant for the future should not be based on metrics of quality from the past. Excellence benchmarks and the resultant 'rankings' arising from their use merely reflect subjective decisions about which indicators to use and are further biased by the weighting chosen by the originators. This presentation will seek to explore existing benchmarks and identify their application for the future as well as discussing the challenges universities face if they are to maintain relevance in the future.

Craig Mahoney is Principal and Vice-Chancellor at the University of the West of Scotland (UWS), having taken up this post on 1 August 2013. UWS is Scotland's largest university with a distinctive and important regional role, offering a range of taught courses, Postgraduate Diplomas & Masters and research degrees over its four campuses.

Previously Craig was the Chief Executive of the Higher Education Academy (HEA). The HEA works in partnership with institutions, academic staff, funding bodies and governments to enhance teaching and improve the student learning experience.

Prior to joining the Higher Education Academy, Craig was Deputy Vice-Chancellor at Northumbria University. A Professor of Higher Education Strategy at Huddersfield University Craig has a strong interest in differentiated

student-centred learning, teaching excellence and internationalisation. He is an advocate of e-Learning, open educational resources and the use of technology. He has published widely in the areas of children's fitness, health, sport, exercise, performance and education, and been entered in each UK Research Assessment Exercise. Craig has been an Ambassador for the Volunteering England campaign.

Craig is also a Professor of Applied Psychology, a Chartered Psychologist and Associate Fellow of the British Psychological Society, a Fellow and past Chair of the British Association of Sport and Exercise Sciences and has an international reputation as a sports psychologist.

Mette Thunø

Dean of the Faculty of Arts and Dean for Education, Aarhus University

Global connections. An international policy to support Danish excellence

Modern universities need to be global players. In her presentation, Mette Thunø, Dean of Arts and Dean of Education, Aarhus University, will share her perspectives on how - through internationalisation and student and academic mobility - to nurture excellence in a world where research and knowledge transcend national borders.

Mette Thunø has held the position of Dean of the Faculty of Arts and Dean for Education at Aarhus University since 2011. Prior to this she was vice-dean for research and head of the graduate school at the Faculty of Humanities, Copenhagen University. Mette Thunø holds a PhD in modern Chinese studies from the University of Copenhagen.

Mette Thunø is responsible for spearheading the development of a university-wide strategy for education at Aarhus University. She is tasked with developing and implementing strategies and action plans through the development of common guidelines and policies. In her work, Dean Thunø is particularly focused on educational and teaching development, with an emphasis on actively involving students in the learning process, integration of entrepreneurship and innovation - and the possibilities offered by digital learning spaces.

Simon Pratt

Product Manager, Institutional Research, Thomson Reuters

and

Alan Ferns

Director of Communications, Media and Public Relations, The University of Manchester

Nobel Prizes and Reputation – How citations predict Nobel Prizes

and

The reputational and brand impact of winning a Nobel Prize.

A session devoted to what difference Nobel Prizes make and whether we can predict who will win them.

As the Product Manager for Institutional Research at Thomson Reuters, **Simon Pratt** oversees the Institutional Profiles initiative which captures key performance indicators on academic institutions globally and powers the Times Higher Education World University Rankings. Simon is also responsible for content acquisition for research evaluation and manages the Thomson Reuters Research Analytics Advisory Board. Simon has more than 17 years of business management and technical experience in the scientific information industry. Mr. Pratt graduated with a Bachelor of Science from the University of East Anglia and holds a Masters of Arts from University College London. He is a regular speaker at conferences on research evaluation across the world and contributes to articles and books on the evaluation of higher education and research.

Alan Ferns is Director of Communications, Media and Public Relations at The University of Manchester where he leads a 30-person team responsible for the University's corporate communications and marketing. Alan has worked in the field of University communications since 1983 at the Universities of Lancaster, Salford and Manchester.

Tracy Chalk

Director of Marketing, Australian National University

and

Andrea Farquhar

Assistant Vice-President, Public and Government Relations, McMaster University

and

Dorothy Albrecht

Executive Director of Marketing and Communications, Monash University, Australia.

Club backing – the role and relevance of affinity groups such as the Russell Group and the Group of 8 in the reputational offer.

There is strength in numbers. How can affinity groups best capitalize on their potential to influence policy and public opinion?

With a background in design and communication, **Tracy Chalk** specialises in strategic brand management for high profile public endeavours. As the principal brand strategist for the Prime Minister's APEC Australia 2007 year, Tracy managed the development and delivery of a unique and controversial Government-owned brand. More recently, as the Director of Brand Management for the Australian Taxation Office, Tracy oversaw the development of a strategic framework and national education program to support brand and marketing activity across the Department. Now the Marketing Director for The Australian National University, Tracy was responsible for delivering a new brand platform and marketing framework for Australia's national university.

As Assistant Vice-President of Public and Government Relations, **Andrea Farquhar** is responsible for communications, government relations, marketing, media relations, social media, internal communications, development and advancement communications, community relations, the alumni magazine, and issues and reputation management at McMaster University in Hamilton, Canada. McMaster is a research-intensive institution with 30,000 undergraduate and graduate students. The University is

Speaker profiles

internationally respected for founding evidence-based medicine and creating problem-based learning, which has been adopted at universities around the world.

Andrea has been at McMaster for the past 17 years but her first career was in media. After graduating from the University of Toronto with a degree in English and history, she became a radio news reporter. When she finished her eight-year radio career she was reading the news on CFRB, Canada's most listened to news station.

Dorothy is a highly experienced professional with more than 20 years of senior level marketing and communications experience across a diverse range of industries. Dorothy 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.

With an excellent reputation as a strong team player, significant depth and breadth of senior leadership experience, Dorothy continually demonstrates creativity and drive and delivery of outcomes.

Areas of expertise cover: driving significant culture change, building highly engaged teams, creative strategy and brand management, channel planning and new media integration, communications innovations. Dorothy is also a highly experienced senior level manager with demonstrated experience in building strong teams and managing complex change environments.

Ben Sowter

Head of Division, QS Intelligence Unit, QS

Rankings workshop

Trends, changes and future developments in the QS World Rankings. A chance to ask Ben Sowter your rankings questions.

Ben leads the QS Intelligence Unit who are fully responsible for the operational management of all major QS research projects including the QS Top MBA Applicant and Recruiter Research, the QS World University Rankings® and the QS Asian University Rankings.

Ben has travelled to over 40 countries and spoken on his research in over 20. He has personally visited over 35 of the world's top 100 universities amongst countless others and is also a regular speaker on the conference circuit.

Lyse Doucet

Chief International Correspondent, BBC

Global or disconnected futures? The challenges of communicating and understanding in a segmented world.

Lyse Doucet is the BBC's award-winning Chief International Correspondent and a Presenter for BBC World News TV and BBC World Service radio who is often deployed to anchor special news coverage from the field and report across the BBC. She played a key role in the BBC's coverage of the "Arab Uprisings" across the

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Middle East and North Africa. She is a regular visitor to Afghanistan and Pakistan from where she has been reporting for the past two decades. Her work has also focused on major natural disasters, including the Indian Ocean tsunami, and more recently Pakistan floods. Before joining the BBC's team of presenters in 1999, Lyse spent 15 years as a BBC foreign correspondent with postings in Jerusalem, Tehran, Amman, Kabul, Islamabad, and Abidjan. Lyse was born in eastern Canada and has a Masters degree in International Relations from the University of Toronto and a BA Honours from Queen's University at Kingston, Canada. She is the recipient of several honorary degrees from leading Canadian universities. In 2012, the University of York (UK) awarded Lyse an honorary doctorate in recognition of her outstanding journalism, and contribution to improving understanding in the world.

Gerda Kruger

Executive Director, Communication and Marketing Department, University of Cape Town

Across the divides: the University of Cape Town's challenges and approaches to engaging diverse audiences.

How universities communicate across social, racial and other divides, whilst maintaining world-class standards.

Gerda Kruger is the Executive Director: Communication and Marketing at the University of Cape Town in Cape Town, South Africa. She has held this position for thirteen years. Prior to this position she worked as a Senior Communication officer for AngloGold, one of the largest gold producers in the world. She holds a BA (Psychology), an Honours degree (Psychology) and a Post Graduate National Higher Education Teachers Diploma (NHED) from the University of Johannesburg and a Masters degree in Business Science (MBS) from the University of Cape Town. During her career she has been a teacher, journalist, investigative reporter, corporate communication officer and now Executive Director in Higher Education who is part of the senior leadership group at the University of Cape Town.

Louise Simpson

Director, The World 100 Reputation Network

World 100 PhD Students – how they choose top universities.

Louise Simpson, Director of the World 100 Reputation Network, will share the approaches to the W100 project to scope PhD student attitudes to university reputation and choice.

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 2006, 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. She has 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.

Christina Breddam

Deputy Director of Communication

and

Ulla Gjølring

International Director, Aarhus University, Denmark

Major change management: moving communications from Schools to the Centre. The pain and the benefits!

A merged institution with lots of different graphical identities, plenty of local autonomy and a not too strong taste for change. Add to that major organizational change in both academic and service structures, a strong commitment to quality assurance, a process of centralizing key functions such as communication and internationalization, and a profound ambition

to professionalize and become a world player. Is this even possible? - And what about the change management involved? Taking the major changes at Aarhus University as a point of departure, the workshop speaks about change, change management and the process of transforming a regional player into a World 100 university

As University Deputy Director of Communication at Aarhus University, **Christina Breddam**'s primary responsibilities include leading the development and implementation of the university's communications and marketing strategy and practices and securing the framework for the university's joint communication.

Christina runs a department with 8 units placed in different locations, supporting university senior management, faculties and departments. The communication department is responsible for all aspects of communication; design and maintenance of the web site, news service, marketing, internal communications, publication service, video and photography, student recruitment and events.

Since her appointment in August 2012 one of Christina's primary tasks has been, to support the implementation of a new organizational structure at Aarhus University, with one integrated administration and one level of communications support, bringing together the former locally based communication units and developing a new joint communication strategy

Ulla Gjørting is International Director at Aarhus University with prime responsibility for the International Centre and its activities.

International Centre provides services for student mobility in and out of AU, staff mobility, housing services, support to university management in international matters, partner portfolio, delegation visits, strategy and support of alliances, networks and partnerships that AU participates in.

Prior to her job at Aarhus University Ulla worked with evaluation and assessment within the educational sector, as an expert on blended learning with the Ministry of Education and as an editor of multimedia for education.

Professor Jesper Falkheimer

*Department for Strategic Communication,
University of Lund*

and

Tania Rhodes-Taylor

*Director of Marketing and Communications,
Queen Mary University of London*

Leveraging reputation through place and city communications

A sense of place is often a key driver of student choice, but location is often missing from university marketing. How can place be made more relevant to universities' communications?

Jesper Falkheimer, PhD, is Professor in Strategic Communication, Lund University and Rector, Campus Helsingborg, Lund University, Sweden. He has published several books and articles in journals such as International Journal of Strategic Communication, Public Relations Review and Journal of Contingencies and Crisis Management. His main research interest concerns crisis communication, place branding and communication strategy.

Tania Rhodes-Taylor is a marketing and communications professional with over 20 years' experience in these areas. She joined Queen Mary, University of London, in March 2012 to take on the newly created position of Director of Marketing and Communications and has overall responsibility for the development and implementation of the Marketing and Communications activities at Queen Mary. Prior to this Tania had spent five years as Head of Marketing, Development and Communications at the Institute of Education, University of London.

Most of Tania's earlier career has been in the private sector with large multi-nationals including extensive experience of living and working in and across Asia and the United States. She has also worked for a literacy charity and the Department for Education. Tania has an MBA in Higher Education Management, a PGDip in Marketing and a BA (Hons) in Art History.

Sandra Elliott

Director, Communications and International Development Division and Acting Director of International and Marketing, Cardiff University

and

Eilis O'Brien

Director of Communication, University College Dublin

People Power. Using stakeholders to positive effect.

Tweets and Twitters for brand amplification.

From student insiders to the Stephen Fry effect, Cardiff University shares insights into its social & digital media strategy in action

and

Public Affairs to support UCD's institutional strategy.

As the Celtic Tiger gives way to economic austerity, the relative position of public affairs over traditional marketing becomes more important for the higher education sector. This session will open up a discussion on how and why relations with stakeholders and Government funders need to be in the arsenal of the communication function.

Sandra currently leads Cardiff University's Communication and International Relations Division, which is responsible for identifying, promoting and co-ordinating the University's activities outside the UK, as well as managing the reputation of the University and for communicating its achievements, aspirations and other information to internal and external stakeholders throughout the world.

Prior to joining Cardiff University in 2005, Sandra worked in the travel and tourism industry for over 20 years. She was Deputy Chief Executive of Visit London (previously London Tourist Board) and has also worked for the Northern Ireland Tourist Board where she was responsible for all international marketing. She is a graduate of the University of Edinburgh.

Eilis has held a number of senior communication and marketing roles in a variety of sectors including finance, natural gas, food safety, health

and higher education. Her experience covers the public and private sectors.

In addition to her marketing experience in brand identity and corporate reputation, she has extensive strategic and operational experience in running media and corporate public relations operations with a high degree of crisis management. Within the realm of public affairs she has worked on clean air designation, tobacco control, food safety enforcement and Government funding.

Eilis is director of communication at University College Dublin. Previously she held a similar role at Dublin City University. Prior to that, she was director of communication, education & training during the start-up phase of the Food Safety Authority of Ireland. Eilis was public relations manager with Bank of Ireland for eight years and with Bord Gais Eireann, the national natural gas operator in Ireland, for five years.

Matt Schlientz

Director of Communications and Marketing, University of Michigan

Global U: Developing a top 25 higher education brand and the role of sport in reputation building.

Matt brings more than 20 years of professional branding and marketing experience to the University of Michigan. Before joining U-M in 2010, Matt co-led a 25-person creative agency, where—as a partner and part owner—he concentrated on building the education practice for the agency. Through this experience, he worked with more than 35 different educational organizations around the country, with a focus on creative development and implementation of branding and marketing strategies.

As Director of Marketing for the University of Michigan, he oversees the Marketing Enterprise which includes three internal units - Michigan Creative, Michigan Media, and Michigan Photography. Their mission is to work with University leadership, the 19 schools and colleges, and numerous departments across the institution to develop creative ideas and implement strategic marketing solutions that will advance the global brand image and reputation of the University of Michigan.

Speaker profiles

Matt's journeys have taken him around the country and around the globe, from Alaska to Australia and many points in between. All told, his professional and personal travels have taken him to 6 continents, more than 40 countries and territories, and to all 50 U.S. states. For him, both the benefits of travel and the benefits of education are key to broadening the mind, to embracing new ideas and cultures, to growing intellectually, and staying young.

Joel Lohrey

Industry Head - Education, Government and Non-Profit at Google

A Better Way to Build Brands: How will technology change the way we build brands?"

We've developed the combined thinking of brand and media planners at Google to develop a manifesto for how branding can be accelerated in a digital environment.

Joel was raised and educated in Australia, before moving to London at the beginning of 2011. He holds a Bachelor of Science degree majoring in Biology and a Bachelor of Law from the University of Wollongong. Joel started his career as a corporate lawyer working for Australia's largest law firm, Clayton Utz. Soon disillusioned with the long hours, he moved into consulting initially, before joining Google in 2006.

Joel's career at Google has seen him partner with businesses to help them develop and deliver on their digital ambitions. His client base runs the spectrum, from Mum and Dad business through to large multi-nationals, across a variety of sectors.

More recently Joel has been responsible for Google's Education, Non-profit and Government advertising business in the UK. He is tasked with leading the go-to-market strategy, coaching a team of amazing Googlers and helping Google's most important clients navigate the increasingly complex world of digital advertising.

In his spare time, Joel loves to travel and explore new cultures. He has already racked up over 50 trips abroad since arriving in London!

Mark Sudbury

Director of Communications and Marketing, UCL

and

Jasper Steen-Winkel

Director of Communications, University of Copenhagen, Denmark

Using internal networks to engage staff across the institution.

Universities that follow devolved governance models often need to spend even more time and energy on getting people to communicate well. This session explores some issues and solutions.



"It's great to be connected to the HEA. There have been a collection of interactions I have had with the HEA that have helped me, my students and my institution."

Professor Mark Russell, Director Technology Enhanced Learning, King's College, London

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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, and started his career at the University of Sussex.

Jasper Steen Winkel is Director of Communications at the University of Copenhagen. He is head of The Communications Division, which is responsible for the overall branding of the university including press relations, science communication, the website www.ku.dk and new media such as blogs and wikis, internal communications (intranet etc.), events, publications and graphic design. The division creates guidelines and coordinates the work of approximately 100 press officers and web editors at faculty and department level.

Jasper started his professional career in the Danish Ministry of Finance, followed by a career as a journalist and later managing editor of a Danish business newsletter. He has also worked as external lecturer at Copenhagen Business Schools MPA-programme (Master of Public Administration).

Specialities:

- Political communication, public policy and agenda setting.
- Linking communication to corporate strategies.
- Change management, mergers and the use of strategic communication in large organisations.
- Dealing with new communication channels and technologies including the use of new media
- Organizational IT and IT-governance

Charlotte Autzen

News Editor, University of Copenhagen, Denmark

Conducting and measuring research communications.

Conducting and measuring international research communications - a special challenge for non-English speaking universities.

Charlotte Autzen is Senior Executive Adviser in the Communication Department at the University of Copenhagen, where she is head of the team that coordinates both internal and external communication at the university. Charlotte has a background in physics and science communication. After working ten years as a weather forecaster at the national meteorological institute and another ten years as weather presenter and science programme planner on national television, Charlotte started as a communications officer at the university, where she has worked for the last eight years. As part of her current job, she is also doing a PhD study exploring strategies behind international research communication from universities.

Adam Cresswell

and

Louise Simpson

World 100 Reputation Network

Which research stories catch the world's media attention?

This session examines how the media creates stories out of research, increasing their impact with the public. How can universities increase the impact of their press releases and catch the attention of the media and the public?

Adam Cresswell has been a Market Researcher at The Knowledge Partnership since graduating from Aston University in 2009. He has been highly involved with the World 100 Reputation Network, organising the first annual conference at The University of Hong Kong in 2010. He has also worked on a number of research projects for the Network, including WASP, a website analysis tool and Aurora, the media impact monitoring service.

A series of horizontal dotted lines for writing notes.

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