

HIGHER NARRATIVES

COMMUNICATING UNIVERSITY REPUTATION AND RESEARCH
THROUGH STORYTELLING, HERITAGE AND CULTURE



THE WORLD 100 REPUTATION NETWORK ANNUAL CONFERENCE 2016



05 - 07 OCTOBER 2016
UNIVERSITY COLLEGE DUBLIN



University College Dublin

PROUD SPONSORS

OF THE WORLD 100 REPUTATION NETWORK ANNUAL CONFERENCE 2016

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



WELCOME

from the Chair and Director

How appropriate to be in Dublin, the crucible of creativity, and home to James Joyce, UCD's most famous alumnus, for our 2016 World 100 conference devoted to storytelling and 'higher narratives'. If anyone can tell a good story, it has to be the Irish, and we are going to be sharing creative tips and techniques this week that could be applied to higher education, starting with one of UCD's own international playwrights, Frank McGuinness, as well as a host of other communication and reputation experts from top universities around the world.

2016 is also a momentous time to be in the capital, as it marks the 100th anniversary of the Easter Rising. You can visit the General Post Office on O'Connell Street, in the heart of Dublin where the insurrection took place. During 2016 there has been a major drive to contextualise this period of Irish history and UCD has been one of the most active institutions with extensive faculty participation. One of the projects created by UCD is "Signatories", an extraordinary piece of theatre written by eight international writers (who all hail from the University). The play is returning to the stage in Dublin during the week of our conference so you have an opportunity to see it in the flesh and our host, Ellis O'Brien, will be giving us the inside track at the end of the conference on how this was pulled together and produced.

Other international highlights of the conference include Paul Andrew, Vice President for Public Affairs and Communications, Harvard University, Dan Dillon, Senior Vice President and Chief Marketing Officer, Arizona State University and Ovidia Lim-Rajaram, Chief Communications Officer, NUS. There will be workshops too to share senior thinking and creativity, and we'll all be experiencing the pressure of speed storytelling on Thursday to learn the art of being engaging – not something universities are always very good at!

And if this sounds like hard work, our social programme will give you plenty of chance to unwind and enjoy the gastronomy and famed hospitality of Dublin. World 100 members will visit the Guinness Storehouse on Wednesday to hear about this international brand story, no doubt enjoying a taste of the 'black stuff' at the same time, whilst the delegate dinner on Thursday will be held in the spectacular 1837 Brasserie in the Guinness Storehouse, a newly refurbished space with fantastic views over the night time Dublin skyline.

So enjoy the company, the craic and the creativity, this year, courtesy of our wonderful host, UCD, and our sponsors.



LOUISE SIMPSON

Director, The World 100 Reputation Network



MARK SUDBURY

Chair, The World 100 Reputation Network
Pro Vice Chancellor for Global Engagement,
St Mary's University Twickenham

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CONFERENCE COMMITTEE 2016



MARK SUDBURY

Chair

The World 100
Reputation Network



LOUISE SIMPSON

Director

The World 100
Reputation Network



LARA MCKAY

**Executive Director of Marketing
and Communications**

The University of Melbourne



ANDREA FARQUHAR

**Assistant Vice-President of
Public and Government Relations**

McMaster University



EILIS O'BRIEN

**Director of Communication
and Marketing**

University College Dublin



KATHERINE MA

Director of Communications

The University of Hong Kong



COR JANSEN

**Director of Communications
and Marketing**

Utrecht University

About 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.

The Network connects senior directors responsible for reputation in world-class institutions, and remains the only professional network for directors of communications, marketing, and international. Although global in outlook, the Network offers members the opportunity to become part of 'local' community existing to share good practice, transfer knowledge and overcome common challenges.

Equally important as our events is the research which our members undertake. The Network engages in one annual research project that pushes forward the boundaries of knowledge around reputation and helps those in charge of their university's image to understand it and better amplify it.

Now comprising 50 world-class institutions from all continents, we believe that our international diversity is one of the reasons members find the Network so valuable.

Please refer to the membership brochure included in your conference pack to learn more about the W100 Network and to find out how you could become a member.

Become a World 100 Member

To find out more about membership, please contact:

Sarah Thomas, Communications and Events Manager

info@theworld100.com





WORLD 100 MEMBERS

- D Aarhus University, Denmark
- D University of Adelaide, Australia
- R University of Alberta, Canada
- D Australian National University, Australia
- R Universitat Autònoma de Barcelona, Spain
- D University of British Columbia, Canada
- D University of Birmingham, UK
- D University of Cape Town, South Africa
- D Cardiff University, UK
- R University of Copenhagen, Denmark
- R University College Dublin (UCD), Ireland
- R The University of Edinburgh, UK
- R University of Glasgow, UK
- R University of Groningen, The Netherlands
- R University of Helsinki, Finland
- D City University of Hong Kong, Hong Kong
- D The University of Hong Kong, Hong Kong
- R Keio University, Japan
- D King's College London, UK
- R Korea University, Korea
- R Kyushu University, Japan
- R University College London (UCL), UK
- R London School of Economic and Political Science (LSE), UK
- D Lund University, Sweden
- D University of Luxembourg
- D Universidad Autónoma de Madrid, Spain
- R University of Malaya, Malaysia
- R The University of Manchester, UK
- R McMaster University, Canada
- R The University of Melbourne, Australia
- R University of Michigan, USA
- A University of Navarra, Spain
- D University of New South Wales, Australia
- D University of Oslo, Norway
- R University of Padova, Italy
- D Pohang University of Science and Technology, Korea
- D Pompeu Fabra University, Spain
- R Queen Mary University of London, UK
- D University of Queensland, Australia
- D Royal Holloway, University of London, UK
- R University of Sheffield, UK
- R National University of Singapore, Singapore
- R University of Southampton, UK
- D University of St Andrews, UK
- D The University of Sydney, Australia
- D University of Toronto, Canada
- R Utrecht University, The Netherlands
- D University of Western Australia, Australia
- D University of Western Ontario, Canada
- R University of York, UK

R = Research Member

D = Discover Member

A = Associate Member





University College Dublin

Conference Hosts **UNIVERSITY COLLEGE DUBLIN**

University College Dublin has its origins in the mid-nineteenth century under the leadership of the renowned educationalist, John Henry Cardinal Newman. Since its foundation in 1854, the University has flourished and made a unique and substantial contribution to the creation of modern Ireland, based on successful engagement with Irish society on every level and across every sphere of activity.

UCD is one of Europe's leading research-intensive universities, an environment where undergraduate education, masters, and PhD training, research, innovation and community engagement form a dynamic spectrum of activity.

The international standing of UCD has grown in recent years; it is currently ranked within the top 1% of institutions world-wide. UCD is also Ireland's most globally engaged university with over 30,000 students drawn from over 120 countries, and includes 5,500 students based at locations outside of Ireland. The University's main Dublin campus occupies an extensive parkland estate of more than 130 hectares and offers world-leading facilities including the UCD O'Brien Centre for Science, UCD Sutherland School of Law, UCD Lochlan Quinn School of Business and UCD Student Centre.

As Ireland's largest university, with its great strength and diversity of disciplines, UCD embraces its role to contribute to the flourishing of Ireland, through the study and discussion of people, society, business, economy, culture, languages and the creative arts, as well as through research and innovation.



W100 Member Activities

W100 Members have the option to participate in a number of additional networking activities during their time in Dublin. Activities are offered at no extra cost and have been designed to give you the chance to make new connections whilst experiencing all that Dublin has to offer.



WEDNESDAY 5TH OCTOBER

W100 MEMBERS' DAY

- 10.30 Tour of The Guinness Storehouse
- 12.30 Lunch at The Market Bar
- 14.00 Walking tour of Dublin led by historian Donal Fallon
- 16.00 Free time
- 18.00 W100 Committee Meeting, DoubleTree by Hilton
- 20.00 W100 Members' dinner at Roly's Bistro, Ballsbridge

THESE ACTIVITIES ARE FOR W100 NETWORK MEMBERS ONLY
 THOSE WISHING TO PARTICIPATE MUST HAVE REGISTERED IN ADVANCE



CONFERENCE DAY 1 - THURSDAY 6TH OCTOBER 2016

8.45 ▼ 9.30	REGISTRATION AND COFFEE <i>O'Reilly Hall</i>		
9.30 ▼ 9.45	WELCOME & OVERVIEW LOUISE SIMPSON, Director, The W100 Network MARK SUDBURY, Chair, The W100 Network		
9.45 ▼ 10.00	WELCOME TO UCD PROFESSOR ANDREW J DEEKS, UCD President Introduced by EILIS O'BRIEN, UCD Director of Communication and Marketing		
10.00 ▼ 10.30	PLENARY THE POWER OF THE STORYTELLER FRANK MCGUINNESS, Playwright and Professor of Creative Writing, UCD.		
10.35 ▼ 11.00	PLENARY CONNECTIVE CAMPAIGNS: STORYTELLING IN THE AGE OF ENGAGEMENT PAUL ANDREW, Vice President for Public Affairs and Communications, Harvard University		
11.00 ▼ 11.45	Q & A followed by COFFEE BREAK <i>O'Reilly Hall</i>		
11.45 ▼ 12.45	HOW UNIVERSITIES COMMUNICATE RESEARCH Discussion with a panel of W100 directors from The University of British Columbia, The University of Melbourne, The University of Helsinki and The University of Edinburgh.		
12.45 ▼ 13.45	LUNCH <i>O'Reilly Hall</i>		
13.50 ▼ 14.50	WORKSHOP 1 <i>Boardroom 1, Ardmore House</i>	WORKSHOP 2 <i>The Robing Room, O'Reilly Hall</i>	WORKSHOP 3 <i>Boardroom 2, Ardmore House</i>
	CAMPAIGNS WITH CLOUT PAUL ANDREW Vice President for Public Affairs and Communications, Harvard University	TELLING THE RESEARCH STORY THROUGH CONTENT AND THE MEDIA STEPHEN THOMPSON Head of Digital Engagement, Sheffield University	INSIGHTS FROM RANKINGS FOR IMPACTFUL RESEARCH COMMUNICATIONS RICHARD COOK Manager, External Benchmarking, University of Sydney
15.00 ▼ 15.45	UCD RESEARCH CAFES Visit some of UCD's leading academics in their research environments and discuss how they communicate their research stories and brand. Open to all delegates, pre-registration necessary. Tea, coffee and cakes will be provided!		
16.00 ▼ 17.00	SPEED STORYTELLING <i>O'Reilly Hall</i> Move around the room to tell your institutional story and listen to colleagues, at speed.		
17.15	BUSES BACK TO HOTELS <i>From outside O'Reilly Hall</i>		
19.45 ▼ 23.00	DRINKS RECEPTION AND CONFERENCE DINNER <i>The Guinness Storehouse</i> Coaches will collect from The Guinness Storehouse at 23.00.		



CONFERENCE DAY 2 - FRIDAY 7TH OCTOBER 2016



8.45
▼
9.30

COFFEE | *O'Reilly Hall*

9.30
▼
9.45

WELCOME AND OVERVIEW | *O'Reilly Hall*
MARK SUDBURY, Chair, The W100 Network

9.45
▼
10.10

PLENARY | VISUALISING THE STORY: "MADE OF MORE." JUST HOW DOES GUINNESS DO IT?
EIBHLIN COLGAN, Archive Manager at The Guinness Storehouse and member of the Diageo global brand team

10.15
▼
10.40

PLENARY | BRAND BRINKMANSHIP. APPLYING COMMERCIAL BRAND PLANNING TO AN ACADEMIC CULTURE AND LIVING TO TELL THE TALE!
DAN DILLON, Senior Vice President and Chief Marketing Officer, Arizona State University

10.40
▼
11.05

PANEL DISCUSSION

11.05
▼
11.30

COFFEE BREAK | *O'Reilly Hall*

WORKSHOP 1
Boardroom 1, Ardmore House

11.30
▼
12.30

MARKETING HEALTH CHECK
DAN DILLON
Senior Vice President and Chief Marketing Officer, Arizona State University

WORKSHOP 2
Boardroom 2, Ardmore House

HOW TO TELL YOUR STORY TO PROSPECTIVE STUDENTS
DASHA KARZUNINA
International Education Specialist, QS Intelligence Unit

WORKSHOP 3
The Robing Room, O'Reilly Hall

GRABBING THE DIGITAL AUDIENCE - BECAUSE YOU HAVE JUST EIGHT SECONDS
OVIDIA LIM-RAJARAM
Chief Communications Officer, NUS

12.30
▼
13.30

LUNCH | *O'Reilly Hall*

WORKSHOP 4
The Robing Room, 1st Floor, O'Reilly

13.30
▼
14.30

CHANGING THE BRAND NARRATIVE
GRAHAM BETHUNE
Office of Marketing and Communications, University of Queensland

WORKSHOP 5
Boardroom 1, Ardmore House

THE POWER OF AUTHENTIC STORY TELLING THROUGH BRAND JOURNALISM
DAVID ESTOK
Vice-President, Communications, University of Toronto

WORKSHOP 6
Boardroom 2, Ardmore House

DARE TO BE GREY - UTRECHT STUDENT CAMPAIGN. USING SOCIAL MEDIA AND ACADEMIC LOGIC TO TACKLE EXTREMISM
Students from Utrecht University on their award-winning campaign

14.30
▼
15.00

COFFEE BREAK | *O'Reilly Hall*

CONFERENCE DAY 2 - continued

15.00



15.30

SIGNATORIES. UCD'S ROLE IN RETELLING THE STORY OF IRISH INDEPENDENCE AND THE EASTER RISING

EILIS O'BRIEN, UCD Director of Communication and Marketing

15.30



15.45

Q & A | *O'Reilly Hall*

15.45



16.00

W100 ANNUAL CONFERENCE 2017: THE NETHERLANDS

COR JANSEN, Director of Communications and Marketing, Utrecht University

Followed by conference summary & close

16.00



17.00

DRINKS RECEPTION | *O'Reilly Hall*

Informal networking, Irish music and dancing

17.15

EVENT CLOSE

Bus to airport



SPEAKER PROFILES

WELCOME AND OVERVIEW



LOUISE SIMPSON | Director, The W100 Network

Louise is an expert in education reputation management, with a focus on research-intensive universities. She consults widely in the UK, and further afield in Europe and Japan, helping universities shape their brand messaging and strategic purpose. In 2014, she completed an MPhil on how reputation is measured and the impact of rankings at Manchester Business School. In 2016, she also launched the first World 100 Academy to professionalise further the practice of reputation management.

Before consultancy beckoned, Louise was Director of Communications for the University of Cambridge, advising on public relations and public affairs across the universities and colleges. She lives in Cambridge, and when not thinking about reputation, she thinks about garden design.

WELCOME TO UCD



PROFESSOR ANDREW J DEEKS | UCD President

Professor Andrew J Deeks is the President of University College Dublin, Ireland's largest and most globally engaged university. He is responsible for the University's overall direction, in consultation with the Governing Authority, and, in accordance with the Universities Act, manages and directs the University in its academic, administrative, financial, personnel and other activities. Last year, under his leadership, the University published a Strategy for 2015-2020, setting out a clear vision for ensuring UCD is known around the world as Ireland's Global University.

He is highly respected for his research in structural mechanics, structural dynamics and dynamic soil structure interaction. His strong commitment to students is acknowledged in the awards he holds for teaching excellence and innovation.

Previously, he was Pro-Vice-Chancellor, Science, at Durham University, where he led the development of their global strategy and extensive international and industry partnerships.

PLENARY

THE POWER OF THE STORYTELLER

Frank McGuinness tells the story of how his most famous play – “Observe the Sons of Ulster Marching Towards the Somme” - travelled from his native Donegal to be performed at the Somme on the 100th anniversary of the battle. His work demonstrates the power of the Irish storyteller and the reach of Hiberno-English across the globe.



FRANK MCGUINNESS | Playwright and Professor of Creative Writing, UCD

McGuinness was born in Buncrana, Co Donegal and graduated from UCD with BA in 1974 and MPhil in 1976. As well as his own works, which include *The Factory Girls* (1982), *Observe the Sons of Ulster Marching towards the Somme* (1985), *Someone Who'll Watch Over Me* (1992), *Dolly West's Kitchen* (1999) and *The Hanging Gardens* (2013), he is recognised for a strong record of adapting literary classics, having translated the plays of Racine, Sophocles, Ibsen and Strindberg to critical acclaim.

He previously lectured at the University of Ulster and at NUI, Maynooth. A member of Aosdána, Frank McGuinness has been Professor of Creative Writing in UCD since 2007.

PLENARY

CONNECTIVE CAMPAIGNS: STORYTELLING IN THE AGE OF ENGAGEMENT

At a time of deep mistrust of institutions, and in what some have called the 'post-fact' era, what attributes make for leading institutions and how can communicators contribute? Connection, integration, engagement and values are among the key ingredients.



PAUL ANDREW | Vice President for Public Affairs and Communications, Harvard University

Paul Andrew oversees the University's core external communications functions, as well as regulatory and community engagement efforts in Boston and Cambridge, and Harvard's relationships with federal, state, and local policy makers and stakeholders.

As Vice President, Andrew has developed and implemented coordinated communications and advocacy strategies for key University priorities and strategic initiatives. He also acts as spokesperson and adviser to the President, Provost, and other University leaders.

Prior to joining Harvard, Andrew was Executive Vice President and chief growth officer at Weber Shandwick in Boston, a leading global strategic communications consultancy, where he advised governments, non-profits, trade organizations, and companies around the world.

A native of the United Kingdom, Andrew has also served as an adviser to Gordon Brown, then Britain's Chancellor of the Exchequer, and as director of communications for the European Parliamentary Labour Party in Brussels. He has extensive experience in international affairs, having led communications strategies for the National Democratic Institute; the Caribbean Community; and the UN-supported International Trade Center in Geneva. He has also advised governments and leaders in Asia, Europe, Latin America, the Middle East and Africa on communications and message development.

Andrew began his career as a reporter and has been a frequent commentator for the BBC, CNN, and Fox on politics and international affairs. He has presented on communications, reputation management, message development, and crisis strategy for a wide range of organizations including CASE Europe and the Building Universities Reputation International Conference at the Universidad de Navarra in Spain.

DISCUSSION

HOW UNIVERSITIES COMMUNICATE RESEARCH | Chaired by **LOUISE SIMPSON** Director, The W100 Network

All global universities prioritise research, but it isn't easy to engage audiences in serious research topics with so many stories and channels competing for their attention. As well as an overview of findings from our World 100 project on research communications, the four Directors below will discuss their techniques for communicating research effectively.



IAN CONN | Director of Communications, Marketing and External Affairs, The University of Edinburgh

Dr Conn is Director of Communications, Marketing and External Affairs for The University of Edinburgh, and is responsible for enhancing public awareness of the contribution that staff, students and the University make to society; for building relationships with the communities the University serves; and for managing the University's global reputation and its communications, marketing and public affairs activities worldwide.

He has extensive experience of marketing and communication in the private and public sectors as both a practitioner and as a consultant, holds BA and MBA degrees as well as a Doctorate from Edinburgh University for his work on higher education research policy - looking at how policy is actually made as distinct to how it is presented as having been made. He is a Fellow of the Chartered Institute of Marketing, Member of The Marketing Society and the Chartered Institute of Public Relations, and a Fellow of the Institute of Chartered Secretaries and Administrators.



DISCUSSION

HOW UNIVERSITIES COMMUNICATE RESEARCH - continued...



KIRSTI LEHMUSTO | Director of Communication and Community Relations, University of Helsinki

Kirsti Lehmusto has a strong background as marketing director in Finnish retail, bookstore and publishing business. She is a member of the board in notable Finnish foundations, such as the Kone Foundation Artist in Residence program.

She has studied at the Helsinki School of Economics and Business Administration and International Executive Program course at INSEAD.

She has been working in her current position at the University of Helsinki from February 2011. With her lead, the university has opened up several new innovative science communication spaces and formats: Think Corner co-learning space, Think Company student entrepreneur platform, Vox science communication format and Helsinki Challenge, the university's 375 year anniversary science competition.



LARA MCKAY | Executive Director, Marketing and Communications, University of Melbourne

Lara oversees a team responsible for the development of university-wide strategies and policies to successfully market and communicate The University of Melbourne's brand and reputation. In this role, Lara works in partnership with internal and external stakeholders to ensure a collaborative and multi-disciplined approach in the areas of marketing, brand management, digital engagement, market research, communications, media, and issues management.

Prior to joining The University of Melbourne, Lara held senior executive roles in the Queensland Government, leading the marketing, communications, and events functions in Queensland Health and in the Department of Premier and Cabinet. Lara also worked extensively in leading marketing communications roles in the Victorian Government and Austin Health.



JULIE OVENELL | Director of Communications, The University of British Columbia

An award-winning journalist, author and corporate communicator, Julie Ovenell knows that university researchers are a vein of gold in an information wasteland—but they often need a little help dragging the riches to the surface! At Simon Fraser University she developed a story-telling course and toolkit that inspired hundreds of professors, senior administrators and graduate students to face the media with confidence. Now, as Director of Communications within the VP Research and International office and the Provost's office at UBC, she continues to work with academics (and their faculty communicators) to help tell UBC's research story to the broadest possible audience.

WORKSHOP 1

CAMPAIGNS WITH CLOUT

This interactive discussion will engage participants in sharing case examples and viewpoints on the big issues facing higher education communicators. Why audiences matter and how do we engage with them? How do we integrate across platforms? What messages do we want to send? What breaks through?



PAUL ANDREW | Vice President for Public Affairs and Communications, Harvard University

Please see page 13 for information on Paul Andrew.

WORKSHOP 2

TELLING THE RESEARCH STORY THROUGH CONTENT AND THE MEDIA

Stephen will look at strategies and tactics for using a variety of digital content to communicate research stories in the media.



STEPHEN THOMPSON | Head of Digital Engagement, Sheffield University

Steve Thompson is the Head of Digital Engagement at the University of Sheffield, with a focus on digital communications and showcasing research and its impact.

The University of Sheffield COP 21 communications campaign won the 2016 CASE European District Circle of Excellence Platinum award for Best Practices in Communications and Marketing. His team is responsible for the production of the latest #weareinternational film, created to re-launch the campaign in the wake of the UK EU referendum. This campaign and film is supported by a number of sector bodies and over 100 universities and organisations across the UK.

WORKSHOP 3

INSIGHTS FROM RANKINGS FOR IMPACTFUL RESEARCH COMMUNICATIONS

A research-oriented perspective to examine the synergies between research analytics, marketing and communications. We will explore the mutual benefits of collaboration between research offices and marketing to develop meaningful stories out of the global rankings.



RICHARD COOK | Manager, External Benchmarking, University of Sydney

Richard leads a team responsible for the strategic reporting of research performance and global rankings. Working closely with the Research Portfolio, faculties and Marketing and Communications divisions, Richard's team provides strategic advice on the use and interpretation of research performance data.

Prior to joining The University of Sydney, Richard worked for Bain & Company, a leading global management consultancy. He worked as head teaching consultant at Brown University and conducted research in Astrophysics and Cosmology. He has a PhD in Physics from Brown University and an MSci in Astrophysics from University College London.



WELCOME AND OVERVIEW



MARK SUDBURY | Chair, The W100 Network
Pro Vice Chancellor for Global Engagement, St Mary's University Twickenham

Mark is currently Chair of the World 100 Reputation Network. For the past 9 years, he was Director of Communications and Marketing at UCL, where he helped the organisation to become recognised as one of the world's top universities. He recently joined St Mary's University Twickenham in London, as Pro Vice Chancellor for Global Engagement, leading international, communications, marketing and recruitment teams for the UK's largest catholic university.

Earlier in his career, Mark worked for the UK government where he managed communications around legislation which led to a ban on smoking in public places. He was Head of Public Affairs at the Football Association, the governing body for soccer in England, and started his career at the University of Sussex.

PLENARY

VISUALISING THE STORY: "MADE OF MORE" JUST HOW DOES GUINNESS DO IT?

Guinness has always been synonymous with iconic advertising and, over the past eight decades, has produced a masterclass in branding. Its 'Made of More' campaign has won dozens of awards and has built widespread, cultural traction for the brand.



EIBHLIN COLGAN | Archive Manager at Guinness Storehouse and member of the Diageo global brand team

Eibhlin Colgan is the Manager of the Guinness Archive, located in The Guinness Storehouse, Home of Guinness, in Dublin, Ireland. The Guinness Archive is recognised as a leading global example of a corporate brand archive. As Company Archivist, for the past 15 years Eibhlin has been responsible for this unique collection, providing access to the past to inform the future of the brand.

Eibhlin also curates and is responsible for the content development of new exhibitions within The Guinness Storehouse Visitor Experience, and works as part of the Guinness Global Marketing team in the authentication and promotion of the brand. She passionately believes in maximising the heritage of the brand to inform future innovations and commercial developments for Guinness.

A graduate of the HDip in Archives and Records Management at UCD, Eibhlin also holds a Diploma in Public Relations from the Fitzwilliam Institute.

PLENARY

BRAND BRINKMANSHIP. APPLYING COMMERCIAL BRAND PLANNING TO AN ACADEMIC CULTURE AND LIVING TO TELL THE TALE!

This presentation will detail how Arizona State University has approached brand management and brand building efforts, using commercial brand planning tools and models.



DAN DILLON | Senior Vice President and Chief Marketing Officer, Arizona State University

Dan Dillon, Jr. was appointed SVP Chief Marketing Officer for Arizona State University in September 2013. In this role, he is responsible for raising the prestige of, and affinity for, ASU.

Dan's passion for marketing began when he was 10 years old accompanying his father on the weekends to General Mills World Headquarters where his father was the Director of Marketing for Big G Cereals. This early childhood experience led to a 28-year marketing career in the Consumer Packaged Goods and Restaurant industries. Dan has helped build some of the biggest and most successful consumer brands throughout the United States and Europe such as Weight Watchers, Ore-Ida, Healthy Choice, Diet Coke, and Coke Zero. The last seven years were spent as Chief Marketing Officer for Outback Steakhouse and most recently as EVP Chief Branding Officer for Ruby Tuesday, Inc.

WORKSHOP 4

BRAND HEALTH MONITORING AND MANAGEMENT

How do you prove the value of reputation management if you don't measure impact? Dan Dillon will share some of the ways he measures, monitors and manages brand building efforts at ASU. Delegates are then invited to share their own evaluation thoughts and issues.



DAN DILLON | Senior Vice President and Chief Marketing Officer, Arizona State University

Please see previous page for information on Dan Dillon.

WORKSHOP 5

HOW TO TELL YOUR STORY TO PROSPECTIVE STUDENTS

Your students are your best brand ambassadors. This is widely overlooked by universities, however. The session delves into why talking to current and prospective students is important, citing case studies and international student trends from all over the world.



DASHA KARZUNINA | International Education Specialist, QS Intelligence Unit

As International Education Specialist in the QS Intelligence Unit, Dasha combines a largely public-facing role with extensive involvement in the unit's research, analysis and rankings delivery. Leading on key partner and client relationships, she regularly liaises with university officials and presents at higher education conferences worldwide. She has been leading on the QS University Rankings: Emerging Europe and Central Asia project since its inception in 2014.

Dasha specialises in qualitative research, having run focus groups with prospective international students all over the world. She comes from a student leadership background, having represented the academic interests of over 30,000 students in one of the biggest Students' Unions in the UK. She has a BSc in Maths and Philosophy from the University of Nottingham.

WORKSHOP 6

GRABBING THE DIGITAL AUDIENCE - BECAUSE YOU HAVE JUST EIGHT SECONDS

The average attention span has dropped from 12 seconds in the year 2000 to eight seconds in 2013. How do you deal with shortening attention spans? How do you keep your publicity efforts relevant, while meeting internal objectives? We'll take a look at a recent integrated publicity campaign by the National University of Singapore, and talk about what worked, and what didn't.



OVIDIA LIM-RAJARAM | Chief Communications Officer, NUS

Ovidia oversees institutional communications at the National University of Singapore (NUS). Her remit includes reputation management, strategic communications, branding and marketing communications, digital communications, special events and protocol, issues management as well as crisis communications for a diverse community comprising 17 schools and 27 university-level research institutes across three campuses. She is the press secretary to the university president, and university spokesperson. In her earlier life, Ovidia was a newspaper reporter, broadcast journalist, and a media studies lecturer. She graduated from NUS in political science and history, and holds an MA in International Communication from Macquarie University.



WORKSHOP

CHANGING THE BRAND NARRATIVE

Storytelling can be a powerful and effective tool. Great stories help us connect with people and they often form the basis of our strongest memories and recollections. But what about the stories we tell when we are under pressure? How do they differ from stories told around the camp fire? Join Graham for a stroll through three stories told under pressure and some of the lessons for managing a brand narrative.



GRAHAM BETHUNE | Office of Marketing and Communications, University of Queensland

Graham has been Director of Marketing and Communications at the University of Queensland (Brisbane, Australia) since 2010, following a period as General Manager of Marketing and Communications for a Brisbane-based utility company. Prior to this, Graham had 15 years in senior, public sector marketing and communications roles in New Zealand. This included five years as Director of Public Relations and Marketing for the University of Waikato and three years as Communications and Marketing Services Manager for Auckland City Council. For five years Graham was Communications and Marketing Manager for the Ministry of Health in New Zealand, with responsibility for the delivery of social marketing programmes for five national health screening programs.

Graham holds Bachelors, Diploma and Masters qualifications from the University of Waikato, is a Fellow of the Public Relations Institute of New Zealand and has won national awards for his work across the market research, public relations, advertising and marketing industries. Graham is a Graduate of the Australian Institute of Company Directors and has a Graduate Certificate in Executive Leadership from The University of Queensland.

WORKSHOP

THE POWER OF AUTHENTIC STORYTELLING THROUGH BRAND JOURNALISM

Telling stories that people can remember is a critical step in building brand. Content-rich universities are filled with interesting people who are working to solve the problems of the world. This session looks at how to tell authentic, memorable stories about people and build brand at the same time.



DAVID ESTOK | Vice-President, Communications, University of Toronto

David oversees a team of marketing and communications professionals in digital media, brand marketing, media relations and communications. David has years of experience working in a collaborative manner in complex organizations in both the private and public sectors.

Prior to joining U of T, David was Vice-President, Communications for SickKids Hospital Foundation for five years. During that time, the Foundation was recognized for numerous awards in marketing and communications including a Silver Lion at Cannes for the "Better Tomorrow" campaign. He was the Editor in Chief of The Hamilton Spectator, a large, suburban newspaper for three and a half years. Under his leadership the newspaper was nominated for 11 National Newspaper Awards, two Michener awards, dozens of Ontario Daily Newspaper Awards and was named best large-scale media organization in Canada.

David is also the former Associate Vice President for Communications and Public Affairs for The University of Western Ontario and has also worked as a writer and senior editor for a number of publications including Macleans Magazine and The Financial Post. He regularly lectures on communications, marketing and journalism. He teaches communication and leadership at Western University. He is the recipient of numerous awards including "Journalist of the Year", and the Queen Elizabeth II's Diamond Jubilee Medal for his community service and achievements.

David holds a Master's degree in Journalism from Carleton University and an Honours BA in English and History from The University of Western Ontario.

DARE TO BE GREY. USING SOCIAL MEDIA AND ACADEMIC LOGIC TO TACKLE EXTREMISM

Dare to be Grey aims to put a stop to the polarization that is dividing our society. By creating a platform with room for personal stories anyone's opinion can become the focal point of tomorrow's debate. Go beyond black and white thinking and Dare to be Grey!



SANDY VAN HEERDE | Corporate Communications Manager, Utrecht University

Sandy van Heerde is the corporate communications manager at Utrecht University. Interaction, building connections and cooperation are key concepts in her work. Her work at Utrecht University largely consists of telling stories and helping to build connections between people. Before she worked in the field of higher education, Sandy was communications consultant and spokesperson at the Dutch Railways. She graduated from Utrecht University in Dutch Language and Culture.



MAARTEN DE LEEUW | Student from Utrecht University

"My name is Maarten de Leeuw and I am taking a Bachelor's degree in History at Utrecht University. As part of my degree programme I have specialised in international relations and in the Middle East. At the beginning of Dare to be Grey I was primarily involved in research into radicalisation and polarisation. Later in the campaign I took on the role of photographer and content producer. I also became involved in monitoring the success of the campaign."



MEHRABAN MAMELI | Student from Utrecht University

"My name is Mehraban Mameli and I have just started my Master's degree in International Relations and Law. This summer I completed my Law degree. I am very active in Dare to be Grey in all kinds of ways. First of all I was chair of the campaign's Strategy and Implementation team, I am currently coordinator of our educational programme, Generation Grey, and during the final in America, I gave the final presentation along with four other team members."

SIGNATORIES. UCD'S ROLE IN RETELLING THE STORY OF IRISH INDEPENDENCE AND THE EASTER RISING

As part of its public engagement programme to commemorate the Decade of Centenaries (which began with the 3rd Home Rule Bill in 1912 and finishes with the end of the Irish civil war in 1921-22), UCD commissioned this magical theatre piece in which eight world-class Irish writers present the seven signatories, along with Nurse Elizabeth O'Farrell, in a series of monologues, bringing the audience into their innermost thoughts.



EILIS O'BRIEN | UCD Director of Communication and Marketing

Eilis O'Brien joined UCD in 2004. Since her appointment she has been responsible for the development of a coherent external image and identity for the university. She created and led the UCD Horizons campaign to explain and promote the introduction of modularisation at undergraduate level. She leads the media relations strategy that helps spread information regarding academic expertise and achievement to a broad audience in Ireland and internationally. She manages the external communications messaging through mass-media channels including web.

Prior to joining UCD, Eilis spent three years in Dublin City University where she established the office of communications and marketing. Prior to that, she was Director of Communications, Education and 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 Gáis Éireann for five years.

In addition to her industry experience, Eilis worked in consultancy where she specialised in strategic communications in the health and environment sectors.

Eilis O'Brien graduated from UCD in 1983 with a BA (Hons) in Political Economy & Geography. She was awarded an MBA from UCD in 1991.



W100 ANNUAL CONFERENCE 2017: **THE NETHERLANDS**

We are delighted to announce that next year's World 100 Annual Conference will take place at Utrecht University on 5th and 6th October 2017. Cor Jansen will be our host and hopes to whet your appetite with this brief introduction to Utrecht University.



COR JANSEN | Director of Communications and Marketing, Utrecht University

Cor has served as Director, Communication & Marketing at Utrecht University since 2011. Prior to Utrecht University, Cor worked in the field of Communication & Marketing for several institutes of higher education including: University of Groningen, Vrije Universiteit Amsterdam, and HU Utrecht University of Applied Sciences and Utrecht Community College. He is also President of the Business Peloton Utrecht.



SAVE THE DATE!

**NEXT YEAR'S CONFERENCE
WILL BE AT:**

UTRECHT UNIVERSITY

STUDY TOUR:

01 - 03 OCTOBER 2017

CONFERENCE:

04 - 06 OCTOBER 2017

WORLD 100 RESEARCH 2016 / 17

World 100 research provides evidence-based insights into how global universities manage their reputation, brand and recruitment. Our main research project looks at Ranking Influencers, whilst our first syndicated research project will be looking at resources for digital communications.

We have lots of research activity planned for the 2016/17 membership year, including one of our most interesting annual research projects to date – exploring decision making behind the reputation surveys that influence world rankings. We will also be delving more into the online world with a proposal to benchmark resources and structures for digital communications and the launch of the W100's first social media ranking.

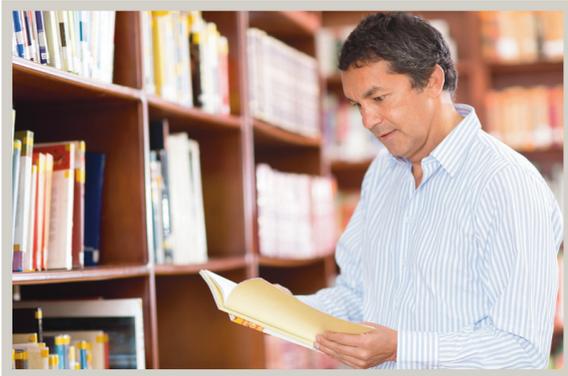
Visit W100 Research Manager, Lisa Bould, during the breaks at the 'W100 Research hub' in the O'Reilly Hall conservatory to find out more about W100 research and see how your university ranks for Twitter engagement compared to the world's top 200 universities!



ANNUAL RESEARCH PROJECT - Free to all W100 Research members

THE RANKING INFLUENCERS:

HOW ACADEMICS AND EMPLOYERS DETERMINE THE BEST OF THE BEST



“The opinion of scholars and employers is the main indicator in the world university rankings, and we will be looking at what influences their selection processes and the extent to which good communications and brand play a part...”

Academics and universities know that data matters when it comes to world university rankings. As a result, tremendous effort goes into getting research in the right journals and maximizing citations. However, what is sometimes forgotten is that the biggest indicator of ranking is reputation, i.e. the opinion of published scholars and employers. This actually forms a third of the final THE score and half of the QS score. Thousands of academics and employers from across the globe determine which universities are the best in their fields.

How do they make their choices? What influences them to consider their nominated universities to be the absolute best of a world-class elite group? How readily could their estimations be altered year to year? And ultimately, what can those in charge of universities' reputation management do to highlight their institutions for these audiences? As Louise Simpson, Director of the Network says, *“the opinion of scholars and employers is the main indicator in the world university rankings, and we will be looking at what influences their selection processes and the extent to which good communications and brand play a part.”*

SYNDICATED RESEARCH - Open to all universities in the world's top 200

THE DIGITAL APPROACH: RESOURCES AND STRUCTURES FOR ONLINE COMMUNICATIONS

Digital communications is essential for all global organizations but critical for those aimed at young people. How are world-class universities resourced and structured to achieve best practice in digital communications?

“How are world-class universities resourced and structured to achieve best practice in digital communications”



How does your university compare to others in your region and globally? The World 100 Network is proposing a global survey of Heads of Digital (or equivalent) exploring budgets, teams, in-house capacity, outsourcing, approaches to monitoring and evaluating digital communications, policies and guidelines, internal training and more! Reporting will include benchmarking.

W100 SOCIAL MEDIA RANKING



The World 100's first social media ranking will be based on Twitter engagement and will benchmark the world's top 200 universities. The rank will be updated regularly to reflect the most recent tweets. See W100 Research Manager, Lisa Bould, to find out where your university ranked for August 2016 and find out more about data analysis products available to W100 members! We hope to cover other social media platforms in the future.

AURORA: W100 INTERNATIONAL MEDIA MONITORING



Aurora, our unique qualitative and quantitative media monitoring tool, captures all English language international press coverage once a month, and demonstrates the impact the articles make in terms of tone, reach and content. This is particularly useful for analysing the impact of your media, discovering which articles make the most impact, and comparing your reach with other World 100 universities. Quantitative snapshot – free to all research members. Depth qualitative analysis, £3500 per annum.

For more information, contact: research@theworld100.com

USEFUL INFORMATION

WEDNESDAY 5TH OCTOBER

MEMBERS' DINNER AT ROLY'S BISTRO

20.00

Coaches will collect Members from the DoubleTree by Hilton, Burlington Road at 19.45

Return coaches at 23.00. (Roly's is a 20 minute walk from the hotel if you prefer to get some exercise!)

THURSDAY 6TH OCTOBER

DRINKS RECEPTION FOLLOWED BY CONFERENCE DINNER

19.45

At the Guinness Storehouse. The Dress code for the evening is smart.

Coaches will collect delegates at 19.10 from the DoubleTree by Hilton

Return coaches at 23.00

AIRPORT TRANSFERS

The W100 has organised a bus to take delegates to Dublin Airport after the conference closes at 17.00 on Friday 7th October. Please meet outside O'Reilly Hall for this bus if you have booked your place on it.

AIRPORT BUS

The airport bus runs regularly throughout the day to the city, the hotels and UCD.

The Aircoach stops in front of the DoubleTree by Hilton hotel. The bus stop is just beside the entrance gates. It is every 20 minutes and is on the route towards Leopardstown. The return fare is €14.00. (Route 700: Dublin Airport to Leopardstown/Sandyford). Approximate journey time is 40 minutes, the stop name is Leeson Street Upper/Burlington. The Aircoach also stops at N11 - UCD slip road (opposite UCD).

Between the hotel and UCD, you can also take the 46a Dublin bus.

Details available at: <http://www.aircoach.ie>

TAXIS

UCD recommends the following taxi company:

LYNK TAXI'S: +353 1 473 1122

GETTING TO THE CONFERENCE

The W100 will run a free shuttle service to and from the conference venue on Thursday 6th and Friday 7th October. The pick-up point will be the DoubleTree by Hilton Hotel. Delegates should meet outside O'Reilly Hall for the return journey to the hotel. Timings will be as follows:

THURSDAY 6TH OCTOBER

08.20 Coach departs from DoubleTree by Hilton for UCD

17.15 Coach departs UCD for DoubleTree by Hilton

FRIDAY 7TH OCTOBER

08.20 Coach departs from DoubleTree by Hilton for UCD

17.15 Coach departs for airport from O'Reilly Hall

