

THE WORLD 100 REPUTATION NETWORK  
ANNUAL CONFERENCE 2018

# DIFFERENTIATION AND THE WORLD-CLASS UNIVERSITY

THE UNIVERSITY OF BRITISH COLUMBIA, CANADA

26-28 SEPTEMBER 2018



THE UNIVERSITY OF BRITISH COLUMBIA

THE CHRONICLE  
of Higher Education  
[Chronicle.com](http://Chronicle.com)



**WORLD 100**  
REPUTATION NETWORK



## WELCOME FROM THE CHAIR & DIRECTOR

What better place to once again convene our group of practitioners than a city and university renowned for world-class quality of life, education & research, stunning vistas and mountains, and of course sky-high real estate prices? Welcome to Vancouver and UBC for our Annual Conference, and the opportunity to engage with colleagues from across the globe.

The theme of this year's World 100 Reputation Network conference, Differentiation and the World-Class University, speaks to a key challenge for our institutions. As global competition increases, and academia comes under greater scrutiny in an increasingly turbulent media environment, how can we stand out from the pack?

UBC is an institution with a clear identity and a strong focus on differentiation. We will be hearing from President and Vice-Chancellor Santa Ono on his personal approach to brand building, and also about the development of UBC's new brand campaign.

There is a strong North American flavour to this year's conference, with US contributions from the University of Washington, hosts of the pre-conference World 100 Study Tour, and the University of Michigan, and also a range of Canadian perspectives.

To the rest of the world, Canada has an enviable reputation as a great place to live and to study, and Adam Brownfield from Destination Canada will help us to understand how that is achieved.

As well as hearing from Canadian universities on brand building, we are delighted to have academic input from Professor Niraj Dawar from the Ivey Business School at Western University, and to hear from pioneering Vancouver-based social media company Hootsuite.

Our workshops will provide the opportunity to discuss and debate key issues, featuring contributions from Asia, Australia and Europe on student recruitment, crisis communications, brand differentiation and city engagement. And we will be visiting a number of UBC locations to hear from leading academics to help understand how differentiation is brought to life.

Many of you who have been involved with the Network over the years emphasise the benefit of being able to spend time with colleagues facing similar challenges in different parts of the world. Our social programme will provide plenty of opportunities for networking, as well as showcasing UBC's unique West Coast environment and vibe.

Enjoy the difference!

**LOUISE SIMPSON**

**DIRECTOR,  
THE WORLD 100 REPUTATION NETWORK**

**ANDREA FARQUHAR**

**CHAIR,  
THE WORLD 100 REPUTATION NETWORK**

## CONTENTS

|   |    |
|---|----|
| ABOUT THE WORLD 100 NETWORK                                     | 2  |
| 2018 CONFERENCE COMMITTEE                                       | 2  |
| WORLD 100 MEMBERS   | 3  |
| CONFERENCE HOSTS: THE UNIVERSITY OF BRITISH COLUMBIA, VANCOUVER | 4  |
| AGENDA: MEMBERS' DAY  | 6  |
| AGENDA: CONFERENCE DAY 1  | 7  |
| AGENDA: CONFERENCE DAY 2  | 8  |
| SPEAKER PROFILES  | 10 |
| WORLD 100 RESEARCH & EVENTS                                     | 20 |
| MAP & USEFUL INFORMATION  | 21 |

## 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 a '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. For this year's research project, see page 20. Now comprising 52 world-class institutions from all continents, we believe that our international diversity is one of the reasons members find the Network so valuable.

---

### 2018 CONFERENCE COMMITTEE



**ANDREA FARQUHAR**  
CHAIR, THE WORLD 100  
REPUTATION NETWORK  
ASSISTANT VICE-PRESIDENT,  
COMMUNICATIONS AND  
PUBLIC AFFAIRS  
McMASTER UNIVERSITY



**ALAN FERNS**  
ASSOCIATE VICE-PRESIDENT  
FOR EXTERNAL RELATIONS  
AND REPUTATION  
THE UNIVERSITY OF  
MANCHESTER



**EILIS O'BRIEN**  
DIRECTOR OF COMMUNICATION  
AND MARKETING  
UNIVERSITY COLLEGE DUBLIN



**TANIA RHODES-TAYLOR**  
VICE-PRINCIPAL (EXTERNAL  
RELATIONS)  
THE UNIVERSITY OF SYDNEY



**COR JANSEN**  
DIRECTOR OF REGIONAL  
CO-OPERATION AND STRATEGIC  
ALLIANCES  
UTRECHT UNIVERSITY



**OVIDIA LIM-RAJARAM**  
CHIEF COMMUNICATIONS  
OFFICER  
NATIONAL UNIVERSITY  
OF SINGAPORE

## WORLD 100 MEMBERS

AALBORG UNIVERSITY  
AARHUS UNIVERSITY  
CONCORDIA UNIVERSITY  
DUBLIN CITY UNIVERSITY  
HANYANG UNIVERSITY  
KEIO UNIVERSITY  
KING'S COLLEGE LONDON  
KOREA UNIVERSITY  
KYUSHU UNIVERSITY  
LEIDEN UNIVERSITY  
LSE  
LUND UNIVERSITY  
MAASTRICHT UNIVERSITY  
MCMASTER UNIVERSITY  
NATIONAL UNIVERSITY OF SINGAPORE (NUS)  
NEWCASTLE UNIVERSITY  
QUEEN MARY UNIVERSITY OF LONDON  
QUEEN'S UNIVERSITY BELFAST  
THE UNIVERSITY OF EDINBURGH  
THE UNIVERSITY OF MANCHESTER  
THE UNIVERSITY OF SHEFFIELD  
THE UNIVERSITY OF SYDNEY  
TRINITY COLLEGE DUBLIN  
UNIVERSITY COLLEGE DUBLIN  
UNIVERSITY OF ALBERTA  
UNIVERSITY OF ALCALA  
UNIVERSITY OF AMSTERDAM  
UNIVERSITY OF BIRMINGHAM  
UNIVERSITY OF BRITISH COLUMBIA  
UNIVERSITY OF CALGARY  
UNIVERSITY OF CAPE TOWN  
UNIVERSITY OF COPENHAGEN  
UNIVERSITY OF DUNDEE  
UNIVERSITY OF EAST ANGLIA  
UNIVERSITY OF EXETER  
UNIVERSITY OF GLASGOW  
UNIVERSITY OF GRONINGEN  
UNIVERSITY OF HELSINKI  
UNIVERSITY OF LEEDS  
UNIVERSITY OF LIVERPOOL  
UNIVERSITY OF MELBOURNE  
UNIVERSITY OF MICHIGAN  
UNIVERSITY OF NAVARRA  
UNIVERSITY OF NEW SOUTH WALES (UNSW)  
UNIVERSITY OF NEWCASTLE (AUSTRALIA)  
UNIVERSITY OF SOUTHAMPTON  
UNIVERSITY OF SURREY  
UNIVERSITY OF TORONTO  
UNIVERSITY OF WARWICK  
UNIVERSITY OF WASHINGTON  
UNIVERSITY OF YORK  
UTRECHT UNIVERSITY





## CONFERENCE HOSTS

### THE UNIVERSITY OF BRITISH COLUMBIA

The University of British Columbia (UBC) is a global centre for teaching, learning and research, consistently ranked among the top 20 public universities in the world and recently recognized as North America's most international university.

Since 1915, our motto, *Tuum Est* (It is Yours), has been a declaration of our commitment to attracting and supporting those who have the drive to shape a better world. As a result, UBC students, faculty and staff continue to embrace innovation and challenge the status quo, placing us at the forefront of discovery, learning and engagement. UBC encourages bold thinking, curiosity and initiative, so you can realize your greatest potential.

With 16 faculties, 18 schools and two colleges, UBC faculty and staff members are creating learning opportunities that challenge over 65,000 students from more than 150 countries to excel and foster positive change throughout the world. With over \$600 million in research funding each year, UBC researchers are working with industry, university and government partners to advance knowledge and create countless new products, treatments and services.

UBC has two campuses — one in Vancouver and the other in Kelowna in the heart of British Columbia's Okanagan Valley. Also in Vancouver are UBC Robson Square, the UBC Learning Exchange and the Centre for Digital Media. We provide clinical education to Faculty of Medicine students at over 80 training sites across British Columbia. In addition, UBC's Asia Pacific Regional Office in Hong Kong and Liaison Office in New Delhi, India facilitate teaching and research partnerships and support international alumni engagement.



THE UNIVERSITY OF BRITISH COLUMBIA

## W100 MEMBER'S DAY WEDNESDAY, SEPTEMBER 26

**9:45-10:15** Coach pickup at West Coast Suites (9:45) and Downtown (10:15)

---

**10:15-11:15** Travel to Grouse Mountain and take the Skyride to the top

---

**11:15-12:00** Private wildlife ranger interpretive session with resident grizzly bears

---

**12:00-13:30** Lunch in the Observatory

---

**13:30-14:00** Opportunity to explore Grouse Mountain (including the great gift shop!)

---

**14:00-14:45** Lumberjack Show

---

**15:00-15:15** Skyride to base of Grouse Mountain

---

**15:30-16:45** Coach back to Downtown (16:15) and Campus (16:45). Light snacks will be provided

---

**17:30-18:15** Bus from Downtown (17:30) to The Chan Centre for the Performing Arts, arriving at 18:15

---

**18:30-20:00** UBC Connects with Michio Kaku at The Chan Centre for the Performing Arts

---

**20:00-21:00** Reception at the Great Performer's Lounge with drinks and canapés

---

**21:15** Coach departs to downtown hotels



## CONFERENCE DAY 1 THURSDAY, SEPTEMBER 27 2018

**8:45-9:30** REGISTRATION & COFFEE – GREAT HALL (LEVEL 2), THE NEST, UBC

---

**9:30-9:35** MUSQUEAM WELCOME  
Councillor Morgan Guerin

---

**9:35-9:45** WELCOME  
Philip Steenkamp, Vice-President, External Relations, UBC

---

**9:45-9:55** WELCOME & OVERVIEW  
Andrea Farquhar, W100 Chair

---

**9:55-10:25** PLENARY ONE | CONNECTING BRAND TO BUSINESS OBJECTIVES  
Adam Brownfield, Destination Canada

---

**10:25-10:55** PLENARY TWO | MANAGING A PUBLIC BRAND  
Bryan Daisley, Senior Director, Integrated Marketing Operations, University of Washington  
Alanya Cannon, Director, Brand Management, University of Washington

---

**10:55-11:15** Q&A  
Chaired by Philip Steenkamp, Vice-President, External Relations, UBC

---

**11:15-11:45** BREAK

---

**11:45-12:45** WORKSHOP ONE | ROOM 2504  
SMOOTHING THE ROCKY ROAD  
TO BRANDING SUCCESS  
Andrea Farquhar, Assistant  
Vice-President, Communications and  
Public Affairs, McMaster University  
David Estok, Vice-President  
Communications, University of Toronto

WORKSHOP TWO | ROOM 2314  
UBC BRAND DEVELOPMENT IN  
THE QUEST FOR DIFFERENTIATION  
Philip Steenkamp, Vice-President,  
External Relations, UBC  
Rick Hart, Senior Director,  
Brand & Marketing, UBC

WORKSHOP THREE | ROOM 2311  
TOWARDS A UNIVERSITY WITH WINGS  
& FEET: LOCAL AND REGIONAL  
ENGAGEMENT AS A DIFFERENTIATOR  
Cor Jansen, Director of Regional  
Co-operation and Strategic Alliances,  
Utrecht University

**12:45-13:45** LUNCH

---

**13:45-15:45** BRINGING REPUTATION TO LIFE AT UBC

Visit some of UBC's leading academics in their research environments and discuss how they communicate their research stories and brand.

- UBC BOTANICAL GARDEN & GREENHEART TREETWALK
- THE BEATY BIODIVERSITY MUSEUM
- INDIAN RESIDENTIAL SCHOOL HISTORY & DIALOGUE CENTRE
- STEWART BLUSSON QUANTUM MATTER INSTITUTE

Please wait at the Great Hall after lunch to be met by your hosts.

## CONFERENCE DAY 1 THURSDAY, SEPTEMBER 27 2018

- 16:00-17:45** FREE TIME (COACHES DEPART TO DOWNTOWN HOTELS AT 16:00)
- 
- 17:45-18:15** COACH PICKUP AT DOWNTOWN (17:45) AND WEST COAST SUITES (18:10) - DEPART TO MUSEUM OF ANTHROPOLOGY
- 
- 18:30-22:00** TOUR OF MUSEUM OF ANTHROPOLOGY, FOLLOWED BY DRINKS & CONFERENCE DINNER AT SAGE RESTAURANT

## CONFERENCE DAY 2 FRIDAY, SEPTEMBER 28 2018

- 8:00-9:00** INTRODUCING THE WORLD 100 INTERNATIONAL TRACKER | ROOM 2314
- 
- 9:30-9:40** WELCOME & OVERVIEW  
Mark Sudbury, Head of Global Network Development, World 100 Reputation Network
- 
- 9:40-10:05** PLENARY THREE | BRAND-BUILDING IN A BOWTIE: A PRESIDENTIAL PERSPECTIVE  
Professor Santa J. Ono, UBC President and Vice-Chancellor
- 
- 10:05-10:30** PLENARY FOUR | MAPPING MARKETS — HOW BRANDS ARE PERCEIVED  
Professor Niraj Dawar, Professor, Ivey Business School, Western University
- 
- 10:30-10:55** PLENARY FIVE | BRAND SNAPSHOT: MEASURING ONLINE BRAND STRENGTH IN WORLD-CLASS UNIVERSITIES  
Mark Sudbury, Head of Global Network Development, World 100 Reputation Network
- 
- 10:55-11:05** Q&A  
Chaired by Louise Simpson, Director, The World 100 Reputation Network
- 
- |   |  |  |  |
|---|--|--|--|
| <b>11:05-11:30</b> BREAK  |  |  |  |
| <b>11:30-12:30</b> WORKSHOP FOUR   ROOM 2504<br>UNIVERSITY REPUTATION: WHAT ATTRACTS HIGH SCHOOL STUDENTS<br>Professor Masahiro Okamoto, Professor Emeritus and Special Advisor to the President, Kyushu University | WORKSHOP FIVE   ROOM 2314<br>BUILDING A REPUTATION THROUGH HIGH PROFILE CONFERENCES<br>Anders Frølund, Head of Events and Communication Support, Aarhus University | WORKSHOP SIX   ROOM 2311<br>BRAND BUILDING THROUGH DIFFICULT TIMES; WHY A CRISIS DOESN'T HAVE TO BE A DISASTER<br>Tania Rhodes-Taylor, Vice-Principal (External Relations), The University of Sydney |  |
- 
- 12:30-13:30** LUNCH

## CONFERENCE DAY 2 FRIDAY, SEPTEMBER 28 2018

13:30-14:30

**WORKSHOP SEVEN | ROOM 2504**  
**GOING GLOBAL: USING REPUTATION AND PEOPLE STRATEGIES TO BUILD AN INSPIRING INTERNATIONAL OUTLOOK**

Jane Chafer, Director of Communications and Corporate Affairs, University of Exeter

Jacqui Marshall, Deputy Registrar and Director of People Services and Global Partnerships, University of Exeter

**WORKSHOP EIGHT | ROOM 2314**  
**W100 DISTINCTIONARY: PLAY YOUR CARDS RIGHT IN OUR W100 BRAND ID GAME**

Alan Ferns, Associate Vice-President for External Relations and Reputation, The University of Manchester

Louise Simpson, Director, The World 100 Reputation Network

**WORKSHOP NINE | ROOM 2311**  
**TACKLING THE UNIVERSITY AFFORDABILITY PERCEPTION — DEMONSTRATING THE VALUE OF YOUR UNIVERSITY TO SOCIETY THROUGH TARGETED CAMPAIGNS**

Elizabeth Parkinson, Assistant Vice-President for Marketing Communications, University of Michigan

14:30-14:45

**BREAK**

14:45-15:15

**PLENARY SIX | DIGITAL DIFFERENTIATION — BUILDING, PROTECTING & ADVANCING YOUR UNIVERSITY'S BRAND ON SOCIAL MEDIA**  
Naqaash Pirani, Principal Consultant, Value Realization, Hootsuite

15:15-15:30

**Q&A**

Chaired by Mark Sudbury, Head of Global Network Development, The World 100 Reputation Network

15:30-15:45

**W100 ANNUAL CONFERENCE 2019: MANCHESTER, UK**

Sally Sykes, Director of Communications and Marketing, The University of Manchester  
Alan Ferns, Associate Vice President for External Relations and Reputation, The University of Manchester

15:45-16:45

**DRINKS RECEPTION**

16:30

**COACH FOR AIRPORT DEPARTS**

17:00

**EVENT CLOSE**



## SPEAKER PROFILES DAY 1

### WELCOME & OVERVIEW



#### ANDREA FARQUHAR

##### ASSISTANT VICE-PRESIDENT COMMUNICATIONS AND PUBLIC AFFAIRS, McMASTER UNIVERSITY

Andrea leads a team at McMaster University that is responsible for strategic reputational management, marketing and media relations, digital media communications, fundraising communications and

the alumni magazine, government, neighbourhood and community relations, and internal communications. Her early career was in media, where she was a reporter and newsreader.

---

### PLENARY 1 | CONNECTING BRAND TO BUSINESS OBJECTIVES

A view on how a country's brand can be leveraged to meet your business objectives. If marketers can leverage their country's brand, or strongly held views about their destination, they can impact awareness or consideration for their post-secondary institutes. In addition, country brand can increase trust in the content a university publishes in order to influence prospective students. But brand measures are "soft" and registration numbers are hard; how can marketers prove that they are impacting decisions?



#### ADAM BROWNFIELD

##### BRAND MANAGER, GLOBAL MARKETING AT DESTINATION CANADA

A creative and curious producer of content, Adam is a hub bringing Destination Canada's storytelling to life through video. His work connects ideas to briefs to plans to productions to fruition, resulting in compelling content that is interesting to watch and that advances Destination Canada's

key messages and business objectives. With a background in Art History and Library Science, Adam brings a unique view to marketing and brand, putting more emphasis on why we are doing something and how it should resonate rather than looking at brand as a series of rules to be enforced.

---

### PLENARY 2 | MANAGING A PUBLIC BRAND

When the University of Washington (UW) launched its brand platform in 2014, it made brand management tools and guidance accessible to the entire community through a public web site, staying true to its own "public as a philosophy" pillar in doing so. This decision made all the difference. Find out from Alanya Cannon, Director of Brand Management, and Bryan Daisley, Senior Director of Integrated Marketing Operations, how the UW manages a brand and a comprehensive campaign in the public eye.



#### BRYAN DAISLEY

##### SENIOR DIRECTOR, INTEGRATED MARKETING OPERATIONS, UNIVERSITY OF WASHINGTON

Bryan Daisley directs operations for the University of Washington's 80-person central marketing team, including organization-wide management of its budget, personnel and workflow-related processes. In addition, he oversees the events, web development and project management programs, and is currently directing the creative program

on an interim basis. Bryan is a senior adviser to the UW's Chief Marketing and Communications Officer, drawing on a systems thinking approach and a background in community engagement to contribute to the development of UW's institutional brand strategy.

## SPEAKER PROFILES DAY 1



### ALANYA CANNON

#### DIRECTOR, BRAND MANAGEMENT, UNIVERSITY OF WASHINGTON

Alanya Cannon is the Director of Brand Management at the University of Washington, where she has enjoyed the last 18 years of her career. Her background is in Graphic Design, Art Direction, Creative Direction and project management. In her current role as one of the most enthusiastic ambassadors of

the UW's Boundless brand she says, "I act as both a brand cheerleader and the brand police here at the UW." She developed and manages the UW brand resources site, which provides tools and resources to aid the UW community in brand adoption.

---

## WORKSHOP 1 | SMOOTHING THE ROCKY ROAD TO BRANDING SUCCESS

Universities around the world are paying more attention to their brands and the need to differentiate their institutions. Where do you start? How do you get buy in? How do you integrate branding and marketing? The University of Toronto's Boundless campaign morphed from a fundraising initiative to its ongoing brand, and shapes a brand journalism program to support Canada's top-ranked university. McMaster University's Brighter World campaign aimed to get buy in from across campus to help develop the brand, and managed to bring the sceptics onboard. In their session, David and Andrea will share the hard knocks and strategies they've successfully used to deliver brands and marketing campaigns.



### ANDREA FARQUHAR

#### ASSISTANT VICE-PRESIDENT COMMUNICATIONS AND PUBLIC AFFAIRS, McMASTER UNIVERSITY

*Please see page 10 for more information on Andrea Farquhar.*



### 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 The University of Toronto, 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.

David 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 a World 100 Academy trainer.

## SPEAKER PROFILES DAY 1

### WORKSHOP 2 | UBC BRAND DEVELOPMENT IN THE QUEST FOR DIFFERENTIATION

While the higher education sector becomes increasingly competitive, convincing a public university to invest in its profile and reputation can be a difficult task. Further, capturing the diverse views of the internal and external stakeholders that shape the university can create a project of daunting scope. UBC has just concluded a comprehensive, 12-month brand definition process culminating in a new brand proposition and brand positioning campaign that launches on the eve of this year's W100 Conference. We will share the brand definition process the University of British Columbia (UBC) followed and the resulting creative campaign, how internal buy-in was attained and lessons learned.



#### PHILIP STEENKAMP

##### VICE-PRESIDENT, EXTERNAL RELATIONS, THE UNIVERSITY OF BRITISH COLUMBIA

Philip Steenkamp was appointed Vice-President, External Relations at UBC effective December 1, 2015. In his role, he is responsible for fostering the university's reputation as a globally influential university and heads up key areas including government and community relations, communications, marketing, media relations, campus planning, and ceremonies and events.

His 17-year career in public service includes a number of posts. In B.C., he was deputy minister of advanced education;

regional economic and skills development; tourism, culture and the arts; aboriginal affairs, and social development in the Premier's Office. In Ontario, he had concurrent responsibilities as deputy minister in the ministry of training, colleges and universities, and the ministry of education. Dr. Steenkamp holds a MA and PhD from Queen's University, Kingston, and a BA and BA honours from the University of Natal, Durban. His field of research and most of his teaching was in African history.



#### RICK HART

##### SENIOR DIRECTOR, BRAND AND MARKETING, THE UNIVERSITY OF BRITISH COLUMBIA

Rick joined UBC in 2013 and is responsible for brand strategy, brand identity and institutional level advertising, social media and digital communications.

The son of two academics, and an alumni of UBC's Sauder School of Business, it was only natural that Rick would one day apply his marketing experience to helping to grow UBC's profile and reputation.

Prior to joining UBC, Rick spent more than 20 years in integrated marketing communications agencies in Canada and the UK with his latest role being SVP, Client Strategy at McCann Worldgroup, Vancouver. A multiple CASSIE award winner for advertising effectiveness, Rick has helped guide brand and marketing communication strategies for international, national and local brands such as Hyundai, Cathay Pacific and BC Children's Hospital.

## SPEAKER PROFILES DAY 1

### WORKSHOP 3 | TOWARDS A UNIVERSITY WITH WINGS & FEET: LOCAL & REGIONAL ENGAGEMENT AS A DIFFERENTIATOR

Utrecht University's strategy is focused on being exclusive and inclusive at the same time: a global world-leading exclusive university (the wings) and a strongly regional rooted inclusive civic university (the feet). In his position as Director Regional Co-operation and Strategic Alliances Utrecht Region at Utrecht University, Cor Jansen is focused on consistently working on the concept of a university with feet: a civic, inclusive and diverse University with a strong and meaningful presence in the region by working together with the Utrecht municipality and the province of Utrecht and a broad range of societal and economic partners in the Utrecht region as well.

In this session, Cor Jansen will present the actions being taken to implement the concept of a Civic University into the Academic Core; he will discuss the importance and impact of this concept for realising a future-proof, world-class and civic university, especially in terms of reputation management.



#### COR JANSEN

##### DIRECTOR OF REGIONAL CO-OPERATION AND STRATEGIC ALLIANCES, UTRECHT UNIVERSITY

Since 2017, Cor has served as Director of Regional Co-operation and Strategic Alliances for Utrecht University, working on the concept of the civic and toward a more inclusive and diverse university. Previously, Cor worked at the university as Director, Communication & Marketing for nearly seven years. 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 (BPU). The BPU initiated and supports Utrecht's ambition of becoming the first city in the world to host all the major world cycling tours: the Giro d'Italia (2010), the Tour de France (2015) and the Vuelta a España in 2020.



## SPEAKER PROFILES DAY 2

### WELCOME & OVERVIEW



#### MARK SUDBURY

##### HEAD OF GLOBAL NETWORK DEVELOPMENT, THE WORLD 100 REPUTATION NETWORK

Mark joined World 100 Reputation Network as Head of Global Network Development and The Knowledge Partnership as Communications Consultant in 2017. He led communications and marketing activity at University College London (UCL) for nearly 10 years, helping to build reputation and establish it as a global brand.

Mark was one of a small group of Communications Directors who came together to establish the World 100 Reputation Network in 2007, and became its first Chair. He has presented at conferences around the world on

university reputation, communications and marketing. He has also played key roles in the networks of Communications Directors at the League of European Research Universities (LERU) and the Russell Group.

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 3 | BRAND-BUILDING IN A BOWTIE: A PRESIDENTIAL PERSPECTIVE

Professor Santa J. Ono is the President and Vice-Chancellor of the University of British Columbia, a global centre for research and teaching with over 65,000 students and 16,500 faculty and staff. The epitome of the university president in the digital age, he is a renowned social-media institutional champion. Professor Ono's keynote, Brand-building in a Bowtie: A Presidential Perspective, will explore how a strong, authentic brand differentiates UBC as a public university, and how as president he works to build the brand through authentic leadership.



#### PROFESSOR SANTA J. ONO

##### PRESIDENT AND VICE-CHANCELLOR, THE UNIVERSITY OF BRITISH COLUMBIA

Professor Santa J. Ono is the President and Vice-Chancellor of the University of British Columbia, a global centre for research and teaching with over 65,000 students, 16,500 faculty and staff, and a \$2.5-billion operating budget. Prior to his appointment in 2016, he served as president of the University of Cincinnati. *Inside Higher Education* named him America's most notable university president in 2015. In 2016, the American Council on Education awarded him the Reginald Wilson Diversity Leadership Award.

As a professor of medicine and biology, Professor Ono has worked at Harvard, Johns Hopkins, University College London, and Emory universities. He was also inducted by Johns Hopkins into its Society of Scholars, and as a Fellow of the Royal Society of Chemistry, the Canadian Academy of Health Sciences, the American Association for the Advancement of Science and the National Academy of Inventors, USA. Professor Ono's research encompasses the immune system, eye inflammation and age-related macular degeneration.



## SPEAKER PROFILES DAY 2

### PLENARY 4 | MAPPING MARKETS — HOW BRANDS ARE PERCEIVED

Where do brands exist, and where does competition between brands happen? This session will examine how brands are represented in the minds of buyers and consumers, and the strategic implications of their cognitive position. How is your brand perceived: is it Aspirational, Mainstream, Unconventional, or Peripheral relative to other brands in the category? Is it located where you want it to be? If there's a gap between where you are and where you want to be seen, how do you overcome it?



#### PROFESSOR NIRAJ DAWAR

**PROFESSOR, IVEY BUSINESS SCHOOL,  
WESTERN UNIVERSITY**

Niraj Dawar is Professor of Marketing at the Ivey Business School, Canada. Professor Dawar is a leading expert on market-based sources of competitive advantage. He is the author of the recent best-selling book, *TILT: Shifting Your Strategy From Products to Customers*, published by Harvard Business Review Press, November 2013, winner of the *Strategy+Business* Business Book of the Year Award. His publications have appeared in the *Journal of Marketing Research*, *Journal of Marketing*, *Harvard Business Review*,

*M.I.T. Sloan Management Review*, and many other academic and managerial outlets, and won several awards. Niraj Dawar has worked extensively with the senior management teams of companies including Algorithmics, Asahi Glass (Europe), BMW (AG), Cadbury-Schweppes (Global), HSBC (Asia), Microsoft (C.E.E.), Manulife Financial, McCain Foods (Worldwide), Telus (Canada), The Tribune Group (USA), L'Oreal (worldwide) and others.

---

### PLENARY 5 | BRAND SNAPSHOT: MEASURING ONLINE BRAND STRENGTH IN WORLD-CLASS UNIVERSITIES

Online brands are more important than ever for universities in an increasingly competitive and globalised environment. The 2017-18 World 100 Reputation Network research project analysed brand propositions, reputational boasts, campaign straplines and other key messages for universities in the network, as well as the 50 top world ranked universities. What are the key trends in online communication? Which universities are best at engaging with students and academics? Why do so many universities use blue as their corporate colour? Find out as Mark Sudbury unveils the first results from the survey.



#### MARK SUDBURY

**HEAD OF GLOBAL NETWORK DEVELOPMENT, THE  
WORLD 100 REPUTATION NETWORK**

*Please see page 14 for more information on Mark Sudbury.*

## SPEAKER PROFILES DAY 2

### WORKSHOP 4 | UNIVERSITY REPUTATION: WHAT ATTRACTS HIGH SCHOOL STUDENTS

Reputation is playing an increasing role in Japanese higher education; 46% of the scores in THE Japan University Rankings include reputation elements. Meanwhile, many Japanese high school students find it hard to decide where to undertake university study, and the current system encourages subject specialization very late in the process. With global problems increasingly requiring interdisciplinary solutions, Kyushu University has recently launched a new undergraduate school that blends humanities and social sciences with the natural sciences.

Professor Okamoto will introduce the current educational backgrounds and problems of high schools and undergraduate schools in Japan, and discuss what attracts high school students and the role of universities for global society.



#### PROFESSOR MASAHIRO OKAMOTO

##### PROFESSOR EMERITUS & SPECIAL ADVISOR TO THE PRESIDENT, KYUSHU UNIVERSITY

Professor Okamoto is Professor Emeritus and Special Advisor to the President at Kyushu University. He has been Dean of Graduate School of Systems Life Sciences at Kyushu University since 2015, where his research major is Synthetic Systems Biology and Systems Science of Complex System. He is also a Distinguished Professor.

Previously, Professor Okamoto worked as Associated Professor for 11 years at Kyushu Institute of Technology,

Japan, and spent three years as Postdoctoral Researcher at the University of Michigan Medical School, where he received his PhD in Systems Biology.

He was in charge of designing the new undergraduate school in Kyushu University, which distinguishes itself through its inclusion of Problem Based Learning (PBL) with Jigsaw method followed by the proposal of effective solutions against various kinds of global scaled social problems including SDGs.

### WORKSHOP 5 | BUILDING A REPUTATION THROUGH HIGH PROFILE CONFERENCES

Over the past ten years, Aarhus University has focused on attracting conferences in collaboration with the city and on professionalising the conference setup at the University. This workshop will focus on the unique collaboration between the city, the private sector and the University; the perspectives and challenges for the researchers; top management's desire to strengthen the University's reputation through high profile conferences; and the future perspectives in the connection between hosting international conferences and recruitment of international researchers.



#### ANDERS FRØLUND

##### HEAD OF EVENTS AND COMMUNICATION SUPPORT, AARHUS UNIVERSITY

Anders has 30 years of worklife at the University of Aarhus, with 20 of these in communications. He has been Head of the Nordic Universities Communications Group for eight years and frequently contributes to national and international conferences. He was responsible for building the university's web presence in the 1990s and dealt with most communications tasks, including press, crisis communication, marketing, social media and research

communication. Currently, he is Head of Events and Communications Support with special focus on major events, supporting researchers in attracting and planning major conferences and marketing the university in other areas. Aarhus University's events department is unique in the Nordic university sector and builds on strong collaborations with the city.

## SPEAKER PROFILES DAY 2

### WORKSHOP 6 | BRAND BUILDING THROUGH DIFFICULT TIMES: WHY A CRISIS DOESN'T HAVE TO BE A DISASTER

It used to be that a crisis was an occasional event that you hoped to get to the other side of with your community safe and your reputation intact. Global and social upheavals are having a significant impact on perceptions of the responsibilities of Universities; for many working in HE, this challenge has resulted in crisis management becoming normal rather than an exception.

What can we do to equip our teams to adapt to this new reality? We will explore some of the steps universities are taking and how a new approach can have positive results for a university's reputation.



#### TANIA RHODES-TAYLOR

##### VICE-PRINCIPAL (EXTERNAL RELATIONS), THE UNIVERSITY OF SYDNEY

Tania joined University of Sydney (USYD) as their first VP of External Relations during 2017. USYD, Australia's first university, is ranked in the top 50 universities globally, is probably the most comprehensive university in Australia, and has over 65,000 students, of which 42% are international. Her portfolio includes marketing and communications,

industry and community engagement, government and media relations, museums, events and student recruitment and mobility. Tania has worked in Higher Education for 11 years and was at the IOE and QMUL in London prior to Sydney. Her earlier career was spent in industry with extensive experience in Asia and the United States.

### WORKSHOP 7 | GOING GLOBAL: USING REPUTATION & PEOPLE STRATEGIES TO BUILD AN INSPIRING INTERNATIONAL OUTLOOK

The University of Exeter is a leading UK university, ranked in the world top 150, with ambitions to enhance its international profile and impact. Exeter's vision is to be a global 100 research leader and create graduates of distinction within a community of the most talented and creative minds. Jane and Jacqui will share experiences of bringing together reputation enhancement and human resources activities to build a new global strategy, ensuring that it remains rooted in the academic strengths and ambitions of the institution.



#### JANE CHAFER

##### DIRECTOR OF COMMUNICATIONS & CORPORATE AFFAIRS, UNIVERSITY OF EXETER

Jane has had a marketing and communications career that has taken her from mining, through chocolate to telecoms and now higher education. In February 2014, Jane joined the Executive team at the University of Exeter as the Director of Communications and Corporate Affairs. A Chartered Marketer and Fellow of the Chartered Institute of Marketing, Jane also holds the position of Chair for the Universities Marketing Forum.

The role at Exeter is interesting and diverse; having responsibility for the successful delivery of the institution's communications, marketing, student recruitment and student admissions. Leading a team of over 200 colleagues, Jane has initiated a number of projects to put Exeter firmly on the map as a world class university.

In her spare time, Jane enjoys skiing and sailing and following Plymouth Argyle Football Club where she sits on the board as a Non-Executive Director.

## SPEAKER PROFILES DAY 2



### JACQUI MARSHALL

#### DEPUTY REGISTRAR AND DIRECTOR OF PEOPLE SERVICES & GLOBAL PARTNERSHIPS, UNIVERSITY OF EXETER

Jacqui is Deputy Registrar & Director of People Services and Global Partnerships at the University of Exeter. She is responsible for delivering all Human Resources, Organisational Development and Change, and Health, Safety and Wellbeing Services for the University. Jacqui also leads on the University Transformation programme and is Vice-Chair of the Russell Group HR Directors' network.

Jacqui joined the University as Director of HR in July 2013. Previously, Jacqui was a Senior Civil Servant in the Ministry of Defence (MoD), where her most recent role was leading the department-wide Cultural Change Programme.

Within her civil service career, she held a range of both HR and business appointments within the MoD including a secondment to DEFRA where she held the Board level appointment of HR Director for Rural Payments Agency.

Jacqui is a Fellow of the Chartered Institute of Personnel and Development, a Fellow of the Institute of Directors and a trained mediator and business coach. Jacqui is a trustee of Young Bristol, one of the largest youth charities in the South West and she mentors a range of people from both public and private sector.

---

## WORKSHOP 8 | W100 DISTINCTIONARY: PLAY YOUR CARDS RIGHT IN OUR W100 BRAND ID GAME

W100 Distinctionary: Play your cards right in our W100 brand ID game!

Come and see if you can identify W100 universities from their research strengths, location, student offer and vision in our fun yet highly competitive card game. Cheap prizes for the winning table! Alan Ferns will also reveal some of the tips behind the acclaimed research beacons at the University of Manchester, and invite you to share your own tips for playing a better brand game.



### ALAN FERNS

#### ASSOCIATE VICE-PRESIDENT FOR EXTERNAL RELATIONS AND REPUTATION, THE UNIVERSITY OF MANCHESTER

Alan Ferns is Associate Vice-President for External Relations and Reputation at The University of Manchester, the UK's biggest and most popular university. He is responsible for providing coordination, leadership and strategic direction for a wide range of external relations and reputation building activities and functions.

Prior to taking up his current role in January 2017, Alan was Director of Communications and Marketing at The University of Manchester where he managed the award-winning central communications and marketing team. He also provided the strategy and leadership for a wider community of communications and marketing professionals across the University responsible for delivering communications and engagement activity for 40,000 students, 11,000 staff and 350,000 alumni.



### LOUISE SIMPSON

#### DIRECTOR, THE WORLD 100 REPUTATION 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. She has an MPhil in how reputation is measured and the impact of rankings at Manchester Business School, and in 2017, established a reputation tracker to offer a deeper view of reputation across 12

different audiences. This is now being used by many UK universities.

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

## SPEAKER PROFILES DAY 2

### WORKSHOP 9 | TACKLING THE UNIVERSITY AFFORDABILITY PERCEPTION — DEMONSTRATING THE VALUE OF YOUR UNIVERSITY TO SOCIETY THROUGH TARGETED CAMPAIGNS

Many colleges and universities are struggling with common perceptions regarding college affordability and student debt. Another consideration for many institutions is how to increase access for historically underserved populations. Join the University of Michigan to learn how it utilized a combination of primary and secondary research to create a hyper-targeted campaign to increase interest and applications of lower-income students. Additionally, learn how the "Go Blue Guarantee" currently serves as a platform for messaging around overall university affordability. Research findings, campaign development and first year successes and learnings will be shared and discussed in this working session.



#### ELIZABETH PARKINSON

##### ASSISTANT VICE PRESIDENT FOR MARKETING COMMUNICATIONS, UNIVERSITY OF MICHIGAN

With over 30 years of marketing strategy work for Fortune 500 companies and as CMO for the State of Michigan and the Detroit Lions, Elizabeth brings a diverse and audience-centric approach to her responsibility for the overall marketing and brand strategy for the University. She works closely with the marketing and communication

teams at each of the schools, colleges, units and central administration offices to ensure that there's consistent messaging and leveraging of the brand on behalf of the overall university reputation. She also leads the university's Executive Marketing Council which is made up of the top marketing personnel across the University of Michigan.

### PLENARY 6 | DIGITAL DIFFERENTIATION — BUILDING, PROTECTING & ADVANCING YOUR UNIVERSITY'S BRAND ON SOCIAL MEDIA

In this session, Naqaash Pirani, Principal Consultant at Hootsuite, will share insights on how to differentiate your University's brand using social media. The presentation will begin with a discussion of Digital Differentiation and why it is critical for competing in today's higher education environment. From there, he will address three proven tactics for differentiating on social media: Student Engagement; Brand Protection; and Social Executives. Throughout the presentation, insights and recommendations will be shared with the group based on their responses to Hootsuite's Social Maturity Assessment.



#### NAQAASH PIRANI

##### PRINCIPAL CONSULTANT, VALUE REALIZATION, HOOTSUITE

For the past 10+ years, Naqaash has been helping organizations navigate the complex world of IT/Digital transformation. His experience has spanned the Healthcare, Financial Services, Retail, Media & Entertainment, Higher Education, Automotive and Commercial Real Estate sectors. As a Principal Consultant on the Value Realization Team at Hootsuite, Naqaash advises clients on how to build and execute strategic social media programs to improve their customer experience and drive business ROI.

Prior to joining Hootsuite, Naqaash was a consultant at PwC where he helped clients develop and execute enterprise-wide digital initiatives. He holds an MBA in the Management of Technology and Innovation, and is a certified Project Management and IT Services Professional.

## WORLD 100 RESEARCH AND EVENTS

### WORLD 100 INTERNATIONAL TRACKER

Reputation is increasingly seen as a key strategic issue for leading global universities. But how can we find better ways — beyond the rankings — of measuring reputation with key audiences?

World 100 members in the UK have come together over the past couple of years to develop the W100 Reputation Tracker, which surveys 11 key audiences. The Tracker provides a 360° view of reputation by national and international audiences including staff, students, prospects, opinion formers, agents, parents, teachers and business. It has quickly developed into a comprehensive management information tool to steer university communications, recruitment, campaigns, and senior management strategy.

We are now looking to develop an International Tracker for World 100 members around the globe. Come and hear about the UK experience, and help to shape the International Tracker at a breakfast meeting on the second day of the W100 Conference on Friday, September 28 at 8:00 in Room 2314, The Nest.

### 2018/19 RESEARCH PROJECT (FREE TO ALL W100 RESEARCH MEMBERS)

#### THE ROLE OF REPUTATION IN FORMING AND DELIVERING THE BEST INTERNATIONAL PARTNERSHIPS

How does the reputation of an institution influence to type and level of international partnerships that leading universities enter into? We have found with previous studies with international academics and PhD students that reputation is a key choice factor.

And how are top universities using their international partnerships to build their global reputations?

We will survey PVCs & International Directors to understand choice factors, the role of rankings, institutional versus faculty-based partnerships, how partnerships are used to build global profile, and the balance between research and student mobility within partnerships. The research will include video interviews, case studies with member universities and relevant partners, supported by desk research looking at available data in rankings and other sources on levels and types of partnership.

Outputs will include a report on survey with quantitative and qualitative analysis, good practice case studies, and recommendations on key strategies for successful partnerships that build global profile.

Visit W100 Research Manager, Lisa Bould, during the breaks at The University of British Columbia to take the International Challenge test.

### W100 SOCIAL MEDIA RANKING

The World 100's first social media ranking is based on Twitter engagement and benchmarking the world's top 200 universities. The ranking is updated regularly to reflect the most recent tweets. See W100 Research Manager, Lisa Bould, to find out where your university ranked for Q2 2018, and find out more about data analysis products available to W100 members! We hope to cover other social media platforms in the future.

### WORLD 100 REPUTATION ACADEMY 2019

#### MAY 19–24, CAMBRIDGE, UK

Aimed at deputies or directors new to higher education, we provide strategic training for communications, marketing and international staff in global universities. Small classes provide an intensive and focused experience, and trainers are all senior leaders from globally successful universities. Group project work also supports networking and interactive learning.



## USEFUL INFORMATION

- |   |   |
|---|---|
| <p><b>1 THE NEST</b><br/>6133 University Boulevard</p>  | <p><b>6 STEWART BLUSSON QUANTUM MATTER INSTITUTE</b><br/>2355 East Mall</p>             |
| <p><b>2 MUSEUM OF ANTHROPOLOGY</b><br/>6393 NW Marine Drive</p>                                 | <p><b>7 BEATY BIODIVERSITY MUSEUM</b><br/>2212 Main Mall</p>                            |
| <p><b>3 THE CHAN CENTRE FOR THE PERFORMING ARTS</b><br/>6265 Crescent Road</p>                  | <p><b>8 UBC BOTANICAL GARDENS</b><br/>6804 SW Marine Drive</p>                          |
| <p><b>4 SAGE RESTAURANT</b><br/>6331 Crescent Road</p>  | <p><b>9 WEST COAST SUITES</b><br/>5961 Student Union Blvd</p>                           |
| <p><b>5 INDIAN RESIDENTIAL SCHOOL HISTORY &amp; DIALOGUE CENTRE</b><br/>1985 Learner's Walk</p> | <p><b>LOCAL TAXIS</b><br/>Vancouver Taxi: 604.871.1111<br/>Yellow Cab: 604.681.1111</p> |

