

 **WORLD 100**  
REPUTATION NETWORK

**MANCHESTER**  
1824

The University of Manchester

UNIVERSITY OF MANCHESTER

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**THE CHRONICLE**  
of Higher Education

# A Reputation for Relevance

**Universities Engaging with Society**

**INSIDE**  
HIGHER ED

**The World 100 Reputation Network  
Annual Conference 2019**

The University of Manchester, UK  
10 and 11 September 2019

Marketing  
Manchester®

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# WELCOME

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Welcome to The World 100 Reputation Network conference, and to The University of Manchester, our impressive hosts for this annual gathering of reputation leaders from around the globe.

As a founding member of the Network, Manchester has long been seen as an innovator in university communications and marketing, and with social responsibility embedded in its strategy, it also brings a unique focus to our conference theme of relevance and community engagement.

The city of Manchester also holds great attraction as a world-famous centre for innovation, football, the media and the arts. We will have the opportunity throughout the conference to appreciate what the city has to offer.

We come together at a time when universities around the globe are experiencing an unprecedented level of focus on the contributions they make to our wider society. Never before have universities come under such scrutiny; and the need has never been stronger to be leaders in professional approaches to reputation management, and to articulate clearly the benefits that institutions bring to this wider society. Helping us to highlight both these areas at the conference will be a range of speakers from around the world, bringing unique perspectives and providing opportunities for discussion and debate.

There can be few more visible examples of the way in which universities engage with a wider public than Brian Cox, Professor of Particle Physics at The University of Manchester and the brightest star in the firmament of 'public' academics in the UK. We will enjoy his unique perspective during his plenary talk on day one of the conference.

The challenges and opportunities of public engagement in different countries is a strong feature of the conference. We will have contributions from universities around the globe, including The Netherlands, North America, Australia, Asia, Spain and Ireland, showcasing engagement for different audiences, ages and socio-economic groups.

We hope you will find the discussions over the coming days stimulating and take the chance to get to know colleagues from around the world through the social programme, which is a particularly strong feature of this year's conference.

In anticipation of a great few days together, we offer our thanks in advance to everyone at the University who has worked so hard to make the conference a success, and also to our speakers and generous sponsors, The Chronicle of Higher Education and Inside Higher Ed.

Enjoy the conference! We hope you return home fortified with new knowledge, a stronger network of colleagues and refreshed enthusiasm as you help to build your university's community relevance and engagement.

**LOUISE SIMPSON**  
DIRECTOR,  
THE WORLD 100 REPUTATION NETWORK

**ANDREA FARQUHAR**  
CHAIR,  
THE WORLD 100 REPUTATION NETWORK

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## THE CHRONICLE of Higher Education

### **The Chronicle of Higher Education (Premier Media Partner)**

*The Chronicle of Higher Education* has the nation's largest newsroom dedicated to covering colleges and universities. As the unrivalled leader in higher education journalism, we serve our readers with indispensable real-time news and deep insights, plus the essential tools, career opportunities and knowledge to succeed in a rapidly changing world.



### **Inside Higher Ed**

Over 2 million monthly readers from around the world rely on *Inside Higher Ed* for the latest in higher education news. Position your sponsored content, leadership and brand alongside our engaging content to reach top thought leaders, influencers and rankings voters in the global academic community. Want to create a high profile in-person event in Washington, DC? Consider our custom leadership events or a salon dinner. Speak to Melanie Hardcastle at the conference (look out for her orange Inside Higher Ed pin), or email her at [melanie.hardcastle@insidehighered.com](mailto:melanie.hardcastle@insidehighered.com) for a special #World100 offer (first-time advertisers only) that will help elevate your brand with our audience.



### **Marketing Manchester**

Marketing Manchester promotes Greater Manchester on the national and international stage to visitors, investors, conference organisers and students. They are the region's destination marketing organisation and the tourist board for Greater Manchester.

# 2019 CONFERENCE COMMITTEE



**Andrea Farquhar**  
Assistant Vice-President,  
Communications and Public Affairs  
**McMaster University**



**Louise Simpson**  
Director  
**The World 100  
Reputation Network**



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



**Mark Sudbury**  
Head of Global Network Development  
**The World 100 Reputation Network**



**Eilis O'Brien**  
Director of Communications  
**University College Dublin**



**Tania Rhodes-Taylor**  
Vice-Principal (External Relations)  
**The University of Sydney**



**Ovidia Lim-Rajaram**  
Chief Communications Officer  
**National University of Singapore**



**Kirsti Lehmusto**  
Director of Communications  
and Public Relations  
**University of Helsinki**

## 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 50 world-class institutions worldwide, we believe that our international diversity is one of the reasons members find the Network so valuable.



- R** Aalborg University, Denmark
- R** Aarhus University, Denmark
- A** Concordia University, Canada
- A** Dublin City University, Ireland
- R** Eindhoven University of Technology, Netherlands
- R** Hanyang University, South Korea
- R** Keio University, Japan
- R** King's College London, UK
- R** Korea University, South Korea
- R** Lancaster University, UK
- R** Leiden University, Netherlands
- R** London School of Economics and Political Science (LSE), UK
- R** Maastricht University, Netherlands
- R** McMaster University, Canada
- R** McGill University, Canada
- R** Newcastle University, UK
- R** National University of Singapore (NUS), Singapore
- R** Queen Mary, University of London, UK
- R** Queen's University Belfast, UK
- A** Royal College of Surgeons in Ireland (RCSI), Ireland
- R** Trinity College Dublin, Ireland
- R** University College Dublin, Ireland
- R** University of Alberta, Canada
- A** University of Alcala, Spain
- R** University of Amsterdam, Netherlands
- R** University of Birmingham, UK
- R** University of British Columbia, Canada
- R** University of Dundee, UK
- R** University of East Anglia, UK
- R** University of Edinburgh, UK

## WORLD 100 MEMBERS

- R** University of Exeter, UK
- R** University of Glasgow, UK
- R** University of Groningen, Netherlands
- R** University of Helsinki, Finland
- R** University of Leeds, UK
- R** University of Manchester, UK
- R** University of Melbourne, Australia
- A** University of Navarra, Spain
- R** University of New South Wales (UNSW), Australia
- A** University of Newcastle, Australia
- R** University of Sheffield, UK
- R** University of Southampton, UK
- A** University of Surrey, UK
- R** University of Sussex, UK
- R** University of Sydney, Australia
- R** University of Toronto, Canada
- R** University of Warwick, UK
- A** University of Wollongong, Australia
- R** University of York, UK
- R** Utrecht University, Netherlands

- R** *Research Member*
- A** *Associate Member*

# CONFERENCE HOSTS

**T**he University of Manchester is a place where research has a global impact, where students experience outstanding teaching and learning, and where all activity is enriched by a commitment to social responsibility.

The first and most eminent of England's civic universities, Manchester opened its doors to its region's working population in the 19th century. Through our history, 25 Nobel laureates have worked or studied here.

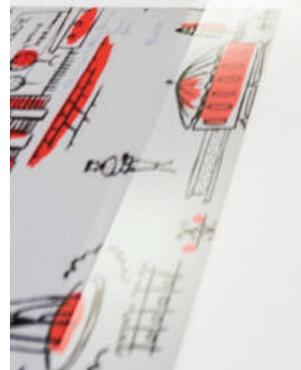
Today, we have more than 40,000 students from a diverse range of backgrounds, joining us from more than 160 countries, and we are placed 33rd in the 2019 Academic Ranking of World Universities. Our interdisciplinary research in advanced materials, cancer, energy, industrial biotechnology and global inequalities is helping find solutions to the world's biggest challenges.

We were the first university in the UK to set social responsibility as a core goal, sitting equally alongside our commitments to research and teaching. Our societal and environmental impact is ranked best in Europe and third in the world by

the 2019 *Times Higher Education* Impact Rankings, which rate universities for their contribution to the UN's Sustainable Development Goals (SDGs).

Our social responsibility initiatives make a difference to communities near and far. Locally, our unemployment initiative, The Works, has helped more than 4,000 people get back into work. Nationally, our School Governor Initiative has engaged more than 1,000 staff and alumni in supporting more than 400,000 schoolchildren across the country. Globally, our Equity and Merit programme gives academically gifted professionals from Sub-Saharan Africa access to a master's level education that will help them address global challenges.

We're proud to be part of Manchester, a city that gave birth to the Industrial Revolution and movements such as Chartism and the suffragettes. We're entering a new era, with devolution of the regional health and social care budget, and the government's plans for a Northern Powerhouse. The University will be a force for innovation in local and national agendas, delivering research and skills in key areas including advanced materials, biomanufacturing, health innovation and the creative sector.





**Whitworth Hall**  
Built between 1898 and 1902 to commemorate the Manchester engineer Joseph Whitworth (1803–1887)



**AMBS building**  
The Alliance Manchester Business School was redeveloped in 2019 to include a hotel, executive education centre and School buildings



**The Whitworth**  
Founded in 1889 as a gallery in the park for the people of Manchester



**Manchester Museum**  
Opened in 1887 to house collections that had belonged to the Manchester Natural History Society

Monday, 9 September 2019

9.15	Coach pick-up at Crowne Plaza hotel
10.00 – 12.00	Old Trafford Stadium tour/BBC MediaCityUK
12.00 – 14.00	Canal boat trip, including lunch
14.00 – 16.00	City tour followed by afternoon tea at the John Rylands Library
16.30	Arrive at hotel
18.15	Drinks reception and dinner at Manchester Museum



An international hub for technology, innovation and creativity, the BBC MediaCityUK has around 3,200 staff members in 26 departments, producing thousands of hours of content for television, radio and online. *BBC Breakfast*, *Match of the Day* and *Mastermind* are just some of the programmes which come from MediaCityUK.



Old Trafford Stadium, home to top football club Manchester United, is one of the most famous stadiums in the world thanks to the success the club has achieved over the last 30 years. It's the largest club stadiums in the UK with a capacity of more than 75,000.



Opened in 1900, the University's John Rylands Library was founded by Enriqueta Rylands in memory of her husband John Rylands.





Tuesday, 10 September 2019

Alliance Manchester Business School

8.45 – 9.30	<b>Registration and coffee</b>		
9.30 – 9.45	Welcome <b>Welcome to The University of Manchester</b> Alan Ferns, Associate Vice-President for External Relations and Reputation, The University of Manchester		
9.45 – 10.00	Mayor's welcome <b>Manchester: Universities, politics, partnerships</b> Andy Burnham, Mayor of Greater Manchester		
10.00 – 10.15	Overview <b>Overview from Day 1 Chair</b> Mark Sudbury, Head of Global Network Development, The World 100 Reputation Network		
10.15 – 10.55	Plenary 1 <b>Demonstrating impact: The story and purpose behind #madeatuni campaign</b> Nicky Old, Director of External Relations, Universities UK Nicole Martin, Associate Director, MHP Communications		
10.55 – 12:00	Plenary 2 <b>The expert strikes back: Research evidence and public engagement</b> Professor Brian Cox OBE, Professor of Particle Physics, The University of Manchester		
12.00 – 13.00	<b>Lunch</b>		
13.00 – 14.15	Workshop 1 <b>The liberty paradox: How should universities respond to freedom of speech challenges in relation to developments in both social media and in politics?</b> Renée Merckx, Director of Strategic Communications and Marketing, Leiden University Monique Mourits, Director of Strategic Communications and Marketing, Utrecht University	Workshop 2 <b>Should universities utilise the capacity of their fundraising teams to raise money for local initiatives in their cities and towns?</b> Ian Rowley, Director of Development, Communications and Strategy, The University of Warwick Richard Brabner, Director, UPP Foundation Kate White, Director of Development and Alumni Relations, The University of Manchester	Workshop 3 <b>Social engagement: The Asia experience</b> Ovidia Lim-Rajaram, Chief Communications Officer, National University of Singapore (NUS) Tomo Sato, Manager, Global Engagement Office, Keio University
14.20 – 14.50	Plenary 3 <b>Developing a civic university agreement – What does it mean in practice?</b> Professor Jane Robinson, Dean of Engagement and Place, Newcastle University		
14.50 – 15.20	<b>Break</b>		
15.20 – 16.30	Workshop 4 <b>Sustainability at the core: The experience of the University of Navarra</b> María Iraburu, Vice-President of Faculty Affairs, University of Navarra	Workshop 5 <b>Chinese international students: Managing reputation and expectations</b> Dr Miguel Lim, Lecturer in Education and International Development, The University of Manchester Darren Goodsir, Chief Communications Officer, UNSW	Workshop 6 <b>Community engagement: A winning strategy for universities' societal relevance and reputation – A case of two leading Canadian universities</b> Susan Mide Kiss, Senior Director – Community Engagement, University of Calgary Louis Arseneault, Vice-Principal (Communications and External Relations), McGill University
16.30 – 18.30	<b>Free time (optional private tour of the Whitworth art gallery at 18.00)</b>		
18.30 – 21.00	<b>Conference dinner at the University's Whitworth art gallery hosted by Professor Dame Nancy Rothwell</b> Drinks reception and dinner		

Wednesday, 11 September 2019

Whitworth Hall

8.30 – 9.00	<b>Coffee</b>		
9.00 – 9.15	Overview <b>Overview from Day 2 Chair</b> Louise Simpson, Director, The World 100 Reputation Network		
9.15 – 9.45	Plenary 4 <b>The University at the heart of Manchester</b> Professor Dame Nancy Rothwell, President and Vice-Chancellor, The University of Manchester		
9.45 – 10.15	Plenary 5 <b>Dutch city innovation ignition</b> Rowinda Appelman, Project Manager, City Deal in Education, Dutch Government		
10.15 – 11.10	Insight session 1 <b>Making an impact: The data underpinning the rankings</b> Mark Caddow, Data Scientist, Times Higher Education	Insight session 2 <b>Global connections: The role of reputation in international partnerships</b> Mark Sudbury, Head of Global Network Development, The World 100 Reputation Network	
11.15 – 12.45	The University of Manchester showcases Showcase 1 <b>Graphene research and innovation</b> James Baker, CEO Graphene@Manchester James Tallentire, Marketing and Communications Manager, Faculty of Science and Engineering		
	Showcase 2 <b>Improving social well-being in the community</b> Julian Skyrme, Director of Social Responsibility, and members of the community		Showcase 3 <b>Communications and openness around the sensitive topic of animal research</b> Graham Morrissey, Director of BSF, Faculty of Biology, Medicine and Health Jamie Brown, Head of Communications, Division of Communications and Marketing
12.45 – 13.45	<b>Lunch</b>		
13.45 – 14.45	Workshop 7 <b>Maximizing communications impact through your org chart</b> Philippe Beauregard, Chief Communications Officer, Concordia University, Johanna Lowe, Director Marketing and Communications, The University of Sydney David Estok, Vice-President Communications, University of Toronto	Workshop 8 <b>The distinctive contributions that can be made by higher education in addressing the needs of older adults</b> Christine O’Kelly, Age Friendly Coordinator, Dublin City University	Workshop 9 <b>Community engagement through sport – building resilience and mental well-being among schoolchildren</b> Tracy Chalk, Chief Marketing Officer, University of Newcastle, Australia
14.45 – 15.15	<b>Break</b>		
15.15 – 15.45	Plenary 6 <b>Rediscovering the public purpose of universities in times of uncertainty</b> Jonathan Grant, Vice-President and Vice-Principal (Service), King’s College London		
15.45 – 16.00	<b>W100 Annual Conference 2020: Reveal of next venue</b>		
16.00 – 17.00	<b>Drinks and refreshments</b> Crowne Plaza rooftop bar Study tour group depart 16.30 for airport (18.50 flight)		
17.00	<b>Event close</b>		

## WELCOME

### Welcome to The University of Manchester



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

Alan Ferns is responsible for providing coordination, leadership and strategic direction for a wide range of external relations and reputation-building activities and functions. The University of Manchester is the UK's most popular university and one of the largest.

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.

## MAYOR'S WELCOME

### Manchester: Universities, politics, partnerships

Andy will discuss the close links between the region and The University of Manchester (as well as the other local higher education institutions), outlining his views and experience of how the relationship can deliver mutual benefits, and will explore the challenges that universities face in demonstrating their relevance to wider society.



**Andy Burnham** | Mayor of Greater Manchester

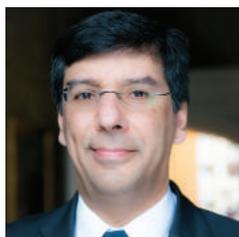
Andy Burnham was elected as Mayor of Greater Manchester in May 2017.

Prior to this Andy was MP for Leigh from 2001. In government, Andy has held Ministerial positions at the Home Office, Department of Health and the Treasury. In 2008 he became Secretary of State for Culture, Media and Sport, before returning to Health as Secretary of State in 2009.

In opposition, Andy has served as Shadow Education Secretary, Shadow Health Secretary and Shadow Home Secretary.

## OVERVIEW

### Overview from Day 1 Chair



**Mark Sudbury** | Head of Global Network Development, The World 100 Reputation Network

Mark joined The World 100 Reputation Network in September 2017. He led communications and marketing activity at University College London (UCL) for nearly ten 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 football in England, and started his career at the University of Sussex.

## PLENARY 1

### Demonstrating impact: The story and purpose behind #MadeAtUni campaign

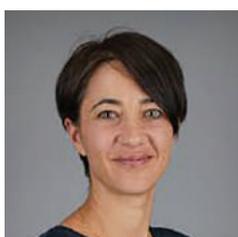
We all know what universities do and why they are important. Right? Well, sort of. In 2017/18 the UK university sector was increasingly in the media and political spotlight - but not for the reasons we wanted. Universities UK set out to understand what the British public knows, thinks and feels about universities to underpin an ambitious campaign to promote the public good of universities. This session tells the story of what we have learned so far.



#### **Nicky Old** | Director – Communications and External Relations, Universities UK

Nicky Old is Director – Communications and External Relations leading the in-house communications and external relations team, which covers UUK's media, government and political affairs, social media, digital and campaigning activities.

Before joining Universities UK, Nicky was Chief of Staff for the CEO and Head of Corporate Communications for the Education Funding Agency, part of the Department for Education. She also led on public affairs for the Building Schools for the Future programme. Before working in government, Nicky was a Head of Press and Information for the University of Oxford. She originally trained and worked as a print journalist.



#### **Nicole Martin** | Associate Director, MHP Communications

An education sector specialist and former *Daily Telegraph* journalist, Nicole provides communications advice to a range of educational institutions. She worked closely with Universities UK on designing and implementing the launch of the MadeAtUni campaign, which engaged with almost every university in the country to highlight the public good of universities. Prior to joining MHP, Nicole spent a decade at the *Daily Telegraph*, where she was a general news reporter, social media correspondent and media specialist. Nicole is also part of MHP's Strategic Media Unit, which provides media and crisis media training for organisations.

## PLENARY 2

### The expert strikes back: Research evidence and public engagement

As a world-renowned physicist and cosmologist known for his television and radio appearances promoting science, Professor Brian Cox is often at the heart of the media. Drawing on his experience of bringing science to the masses through TV and live events, he will explore the role that universities have in driving innovation and progress, and what they can do to engage further with the public and in particular, local communities, to make them aware of this role.



#### **Professor Brian Cox OBE** | Professor of Particle Physics, The University of Manchester

Professor Brian Cox OBE is Professor of Particle Physics at The University of Manchester, The Royal Society Professor for Public Engagement in Science and a Fellow of the Royal Society.

He is a hugely successful television presenter, and has received many awards for his work promoting science. His television and radio credits include *21st Century Space Race*, *Forces of Nature*, *Human Universe*, *Wonders of Life*, *Wonders of the Universe*, *Wonders of the Solar System*. He was the Science Advisor on Danny Boyle's science-fiction thriller *Sunshine*.

Brian co-wrote the books that accompany his television series *Forces of Nature*, *Human Universe*, *Wonders of Life*, *Wonders of the Universe* and *Wonders of the Solar System*, and a Christmas annual to accompany his popular BBC Radio 4 series *Infinite Monkey Cage*, which he co-hosts with comedian, Robin Ince.

## WORKSHOP 1

**The liberty paradox: How should universities respond to freedom of speech challenges in relation to developments in both social media and in politics?**

Universities – more than any other institutions – must be safe havens for the spoken and written word, and this calls for courage. This is only possible if we are prepared to conduct a serious debate with those who hold different views. Freedom of speech from the perspective of two Dutch universities: Leiden University and Utrecht University. In this workshop we like to share recent examples, our challenges, doubts, mistakes and successes. Come and debate with us.



**Renée Merckx** | Director of Strategic Communications and Marketing, Leiden University

Renée Merckx is the Director of Strategic Communications and Marketing at Leiden University. As the Director, she is responsible for overseeing the development and implementation of the marketing and communication policy for the university.

Before joining Leiden University, Renée worked in different areas of comms and marketing. She has held senior positions at KPMG, at an international construction company and within the health industry.



**Monique Mourits** | Director of Strategic Communications and Marketing, Utrecht University

Monique Mourits is Director of Strategic Communications and Marketing at Utrecht University. She has held the position of Director of Strategic Communications and Marketing for the past two years and works with her team on strengthening reputation, building strong relation management (including advocacy and funding), international marketing and strengthening the academic community.

Monique previously worked in the field of television and media for 20 years for several Dutch public broadcasting companies. In 2009, Monique returned to her Alma Mater as Director of the University museum and the student cultural centre. Together with her team she developed the Centre for Public Engagement of Utrecht University and transformed the museum into a platform where the public engages with science and the university.

## WORKSHOP 2

**Should universities utilise the capacity of their fundraising teams to raise money for local initiatives in their cities and towns?**

Last year's UPP Foundation Civic University Commission in the UK considered how universities could strategically support the places they are from, prompting a recommendation for universities to develop new models of civic fundraising to help attract donations for good causes in areas close to where they operate. Richard Brabner, Director of the UPP Foundation who established the Commission, will make the case for a new model of civic fundraising with delegates reflecting on the impact fundraising has on their own cities.



**Ian Rowley** | Director of Development, Communications and Strategy, University of Warwick

Ian Rowley is Director of the University's Engagement Group, which provides professional oversight of Warwick's reputation and brand. His remit is to increase understanding and support from the University's key constituents including philanthropic entities of all types, alumni and friends, and members of the University community.

Prior to Warwick Ian was Head of Public Relations at the Royal Shakespeare Company and held a number of senior marketing and communications positions within the cultural sector. Ian is currently chair of the Ross Group of Development Directors and will become chair of Judges for the CASE Europe Awards from 2020.



**Richard Brabner** | Director, UPP Foundation

Richard Brabner was appointed Head of UPP Foundation in July 2016 and was promoted to Director in 2018. Working with the trustees, he sets its strategy and leads on all aspects of the UPP Foundation's activities. Richard joined UPP in 2015 as Business Development Manager and his responsibilities included setting up the UPP Foundation.

Prior to joining UPP, he was Head of Policy at the University of Hertfordshire, advising the Vice-Chancellor and senior management team and leading the University's public affairs function. Before this, he worked as a researcher for two MPs in Parliament. He graduated from the University of Essex in 2007 and holds an MRes in Public Policy and Management from Birkbeck, University of London.



**Kate White** | Director of Development and Alumni Relations, The University of Manchester

Kate has been Director of Development and Alumni Relations at The University of Manchester since March 2016, and has 18 years experience in fundraising and communications. She joined the Manchester team as the University's first Head of Philanthropy for health in 2012, establishing a new philanthropy strategy for health which led to significant increase in both alumni and non-alumni giving to health programmes at the University.

Kate joined Manchester from the national cancer charity, Bloodwise, where she had worked for over ten years, latterly as the Director of Fundraising. She oversaw major changes at the charity, including a rebranding and the charity's 50th anniversary, and led a team which almost doubled the fundraising income.

### WORKSHOP 3

#### Social engagement: The Asia experience

The session will explore the different approaches to engagement at Asian universities. Ovidia will talk about the experience of community engagement in a small city state where the National University of Singapore plays a big role in society. In Japan with no historic customs around universities enhancing social engagement as a mission, Tomo will highlight the work done at Keio University around identifying social impact to support the UN Sustainable Development Goals, in the context of the recent *THE* Impact Rankings.



**Ovidia Lim-Rajaram** | Chief Communications Officer, National University of Singapore (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.



**Tomo Sato** | Manager, Global Engagement Office, Keio University

Since November 2015, Tomo has served as Manager at the Office for Global Initiatives. Responsibilities include corporate liaison for international affairs, international strategies, overseas public relations and communications and reputation management.

### PLENARY 3

#### Developing a civic university agreement: What does it mean in practice?

Jane Robinson, Dean of Engagement and Place, will set out the approach Newcastle University is taking to delivering its Engagement and Place Strategy, in the context of the recent UPP Foundation Civic University Commission. In particular, she will reflect on the opportunities and challenges of developing a Civic University Agreement and what that means in practice.



**Professor Jane Robinson** | Dean of Engagement and Place, Newcastle University

Jane joined Newcastle University in 2019 as its first Dean of Engagement and Place, focusing on building partnerships to enhance the University's contribution socially, economically and culturally. Previously, Jane was Durham University's Chief Operating Officer with strategic oversight of operations and external engagement.

Before taking up her position at Durham, Jane was Chief Executive of Gateshead Council. Jane also played a leading role in the establishment of the North East Combined Authority and the Commission on Health and Social Care Integration. Jane has also held leadership positions in the cultural sector, including Director of External Relations at Arts Council England, where she led major corporate initiatives that included Local Government liaison, creative industries development and overseeing capital programmes.

Jane holds an MBA and Master's and Bachelor's degrees in English Literature. She is also a Fellow of the RSA; Chair of Culture, Creativity and Education (an international charity which supports creative learning) and holds non-executive positions with the North East Local Enterprise Partnership, Durham Cathedral Council, and the Tyne Community Learning Trust.

## WORKSHOP 4

**Sustainability at the core: the experience of University of Navarra**

The presentation will focus on the contribution of the university to sustainability in its teaching, its research, and its campus life. In this context, three projects in the University of Navarra will be explored: the transformation of volunteering into service learning; a research project engaging the local community; and a social inclusion initiative that has transformed the University from within. This presentation is intended to be a space for sharing experiences with other universities and fostering dialogue about the challenges and opportunities of sustainability-related initiatives.



**María J. Iraburu** | Vice-President of Faculty Affairs, University of Navarra

María Iraburu is Vice-President of Faculty Affairs and Associate Professor of Biochemistry and Molecular Biology at University of Navarra. Prof. Iraburu earned her doctorate in Biological Sciences in 1992 at University of Navarra, and from 1993 to 1996 was post-doctoral researcher at Albert Einstein College of Medicine, in New York. Along with her research and teaching activities at the Schools of Sciences and Medicine, she has extensive experience in university management and governance. She has been a member of the governing board of the University of Navarra since 2005. Her interests include sustainability, liberal education and the role of humanities and science in shaping society.

## WORKSHOP 5

**Chinese international students: Managing reputation and expectations**

In this session, colleagues from The University of Manchester (UK) and the University of New South Wales (Australia) will present and discuss issues related to managing universities' international reputation with respect to Chinese international students. China is the world's largest source country for international students and the workshop will provide a venue to discuss best practices as well as emerging issues on how to attract, retain, and involve Chinese students in university reputation management.



**Dr Miguel Lim** | Lecturer in Education and International Development, The University of Manchester

Dr Miguel Antonio Lim is Lecturer in Education and International Development, Programme Director of the MA Education (International) and Research Coordinator at the Manchester Institute of Education at The University of Manchester. His research interests include performance metrics, internationalisation, and reputation management in higher education. He is task force leader on migration and higher education at the EU-Marie Curie Alumni Association.

Previously, he was EU-Marie Curie Fellow at Aarhus University, Denmark. He has worked on international partnerships for Sciences Po-Paris and taught at the London School of Economics (LSE). From 2010–2012, he was the Executive Director of the Global Public Policy Network Secretariat.



**Darren Goodsir** | Chief Communications Officer, University of New South Wales (UNSW)

Darren Goodsir is the Chief Communications Officer for UNSW, Sydney – responsible for the university's global brand, reputation, media and content, digital strategy, all internal and external communications, and Government relations. He has spent more than 30 years in journalism, communications and public affairs, having led the Sydney Morning Herald through transformative digital change, including technological reforms and wholesale organisational restructuring.

Darren was the Herald's Editor in Chief for four years, the culmination of nearly 20 years with Fairfax Media. Before this, he worked on *The South China Morning Post* in Hong Kong, the *Daily Telegraph*, and as a policy advisor for the NSW Police Commissioner and a press secretary for a State government minister. Darren is an experienced public speaker and has regularly chaired commercial and promotional functions. He holds a law degree from the University of Technology, Sydney, and is a twice-published author. His true crime novel, *Line of Fire*, published in 1991, formed the basis for the acclaimed ABC mini-series, *Blue Murder*.

## WORKSHOP 6

### Community engagement: A winning strategy for universities' societal relevance and reputation – The case of two leading Canadian universities

Join university experts from diverse parts of Canada to understand the guiding missions and values that drive community engagement to advance research, teaching and learning at their respective institutions. Learn about unique partnerships built on principles of collaboration and reciprocity to generate mutually beneficial impact – from a local, national and global perspective. Designed to encourage participation, this workshop will explore global challenges and potential solutions to emerging issues in community engagement.



**Susan Mide Kiss** | Senior Director – Community Engagement, University of Calgary

Susan is Senior Director – Community Engagement at the University of Calgary. She is an experienced Senior Director with a demonstrated history in Canadian charitable, health and higher education sectors, and is skilled in community engagement, social action, policy development, strategic planning, philanthropy and team leadership. Susan has an MA in Leadership from Royal Roads University.



**Louis Arseneault** | Vice-Principal (Communications and External Relations), McGill University

Louis Arseneault has been the Vice-Principal (Communications and External Relations) at McGill University since 1 February 2017. His expertise includes strategic communications and marketing, public affairs, economic development, government and media relations, as well as issues management. Mr Arseneault came to McGill after 11 years with Montréal International, an economic development agency serving the Greater Montreal area, where he worked as Vice-President (Talent Attraction, Promotion and Communications). Prior to joining Montréal International, he worked as Senior Director of Corporate Communications at Bell Canada, and as Assistant Director of Public Affairs at CAA-Québec.

As Vice-Principal (Communications and External Relations), Mr Arseneault is responsible for government relations, community engagement and the University's overall communications, public affairs and marketing portfolio.

## OVERVIEW

### Overview from Day 2 Chair



**Louise Simpson** | Director, The World 100 Reputation Network

Louise is Director of The World 100 Reputation Network, which she set up in 2007 to bring together reputation directors at leading global universities. She co-founded higher education consultancy, The Knowledge Partnership in 2004, after various communications posts including Director of Communications at the University of Cambridge for 10 years.

As a global reputation expert, Louise leads research for universities and government bodies to support reputation and international student recruitment. She wrote the business case for the Study in Europe brand for the European Commission, and a European marketing toolkit for Erasmus Mundus. She also helped the University of Manchester develop its academic beacons approach.

Measuring reputation is a key specialism. She created the World 100 Reputation Tracker in 2016, which now measures university reputation with annual audiences of 20,000, and this is being piloted internationally in 2020. She advises universities on strategy, vision and rankings.

## PLENARY 4

### The University at the heart of Manchester

Fresh from hosting the Global University Engagement Summit at The University of Manchester, with a key focus on community and civic engagement, President and Vice-Chancellor Professor Dame Nancy Rothwell will present at The World 100 Conference on the theme of civic partnerships and links forged by the University with its city-region, communities and stakeholders.

Nancy will cover the University's role as a civic anchor institution in the city and as a key player in regional partnerships – within the higher education sector, with businesses and public institutions, and with links through its people, research, innovation, social responsibility, the contribution of its students and the transformational impact of its capital projects.

As The University of Manchester enters its third century and is developing a new vision and strategic plan, Nancy will talk about the forces shaping the University's future, the city of Manchester and the wider region of the 'Northern Powerhouse'.



**Professor Dame Nancy Rothwell** | President and Vice-Chancellor, The University of Manchester

Professor Dame Nancy Rothwell, FRS, is President and Vice-Chancellor of The University of Manchester. Her research in the field of neuroscience, which is ongoing, has contributed towards major advances in the understanding and treatment of brain damage in stroke and head injury.

She joined the Victoria University of Manchester in 1987, became Professor of Physiology in 1994 and held an MRC Research Chair from 1998 to 2010. Concurrent with her Faculty posts she has also held University roles as Vice-President for Research and as Deputy President and Deputy Vice-Chancellor. She was elected Fellow of the Royal Society in June 2004 and made Dame Commander of the Order of the British Empire in June 2005 in recognition of her services to science.

## PLENARY 5

### Dutch city innovation ignition

The City Deal on Education was set up in 2017 as a national programme in the Netherlands to find solutions for social challenges in cities through the large-scale involvement of researchers, lecturers and students in higher education. The 19 biggest cities in the country all participate in the programme set up by the Ministries of Education and Interior Affairs, the HEI umbrella organisations VSNU and VH and research funder NWO. Over 12 universities, 28 universities of applied sciences and 12 institutes for intermediate vocational education participate in the programme and exchange best practices in a national network.



**Rowinda Appelman** | Programme Manager City Deal on Education, Dutch Government

After completing the Social Innovation Fellowship at the U.S. State Department as one of the first seven Europeans, Rowinda Appelman is now the national programme manager of the City Deal on Education. In this role, she is responsible for the design and implementation of the Deal in the 19 largest knowledge cities in the Netherlands. Appelman runs the national network, takes care of strategic cooperation with the Ministries, umbrella organisations and main partners, takes care of the communication with the Ministers and executives, coordinates all City Deal events and the exchange of knowledge at national and regional level. In addition, Appelman runs a social network for 3,900 expat members in Amsterdam and is a Global Shaper at the World Economic Forum.

## INSIGHT SESSION 1

### Making an impact: The data underpinning the rankings

Mark is at the centre of the analysis of data from the *Times Higher Education* Reputation Surveys which feed the World University Rankings and the Reputation Rankings. In this session, he will highlight key findings and look at the relationship between the data on reputation and the new *THE* Impact Rankings.



**Mark Caddow** | Data Scientist, *Times Higher Education*

Mark has 11 years' experience in data and analytics. In his role he takes raw data and converts it into the information that fuels *THE*'s rankings, benchmarking products and consultancy services. He has a particular focus on the Academic Reputation Survey, an annual survey of scholars that identifies the most prestigious institutions in the eyes of active researchers globally. He has a BSc(H) from the University of Edinburgh and an MSc from Cass Business School.

## INSIGHT SESSION 2

### Global connections: The role of reputation in international partnerships

How do universities choose global partners? Are institutions leveraging partnerships to build reputation internationally? This session will reveal the first results from the survey of international and communication leaders at global universities undertaken as part of the current World 100 Reputation Network annual research project. The workshop will also provide an opportunity for input into the development of a checklist for successfully exploiting reputation in partnerships.



**Mark Sudbury** | Head of Global Network Development, The World 100 Reputation Network

Please see page 10 for Mark Sudbury's biography.

## SHOWCASES

### University of Manchester showcases

#### Showcase 1: Graphene research and innovation

Explore the University's facilities relating to Graphene work (NGI, Royce Inst, GEIC) via a walking tour and hear from the Graphene Director and Materials Comms Manager who will discuss the research surrounding Graphene and examine the communications angle.

#### Showcase 2: Improving social well-being in the community

Meet the people that have benefited from three University community programmes and explore their case studies, with sessions facilitated by the Director of Social Responsibility and an opportunity for Q&A's.

#### Showcase 3: Communications and openness around the sensitive topic of animal research

Hear from the Communications team working in the area of animal research (media engagement, website, virtual tour) and the researchers within the facilities on their extensive programme of public engagement. This will be followed by a tour of the unit.

## WORKSHOP 7

## Maximizing communications impact through your org chart

Universities are highly decentralised institutions, and no two have the same reporting structure for marketing and communications. Too often, one hand – you – doesn't know what the other hundred hands are doing. And when the task is to demonstrate your relevance through broader community engagement, as the stakeholders multiply, so can the problems.

Hear from three university communications leaders about how centralising their function has helped them message efficiently and coherently with measurable impact, and how they navigate some of the challenges



**Philippe Beaugard** | Chief Communications Officer, Concordia University

Philippe Beaugard leads University Communications Services (UCS), the group that opens the channels of communication throughout the university and to the outside world. Guiding a team of communications, media relations, marketing, and digital communications professionals, Beaugard's role is to devise and implement strategies that enhance Concordia's reputation, develop and maintain the integrity of Concordia's brand and improve the communications between the university and its faculty, staff, students and their parents, alumni, the media and general public.

Prior to his appointment, he served as Associate Vice-Rector, Communications at the Université de Montréal. He has held a number of senior management positions at technology firm CGI and Ketchum Canada, and currently serves as a volunteer member of the Council of Trustees at Stanstead College, and of the boards of Les amis de la montagne and l'Institut du Nouveau Monde.



**Johanna Lowe** | Director, Marketing and Communications, The University of Sydney

Jo joined the University of Sydney in 2013 to lead the newly centralised marketing function and a refresh of the brand strategy. A comprehensive research institution, Sydney is ranked in the top 50 universities globally and has over 65,000 students and 8,000 staff. Jo leads a talented and creative marketing and communications team responsible for building reputation and advocacy with current and future students, parents, alumni, donors, industry, and staff.

Before joining higher education, Jo held brand and marketing roles in the not-for-profit and corporate sectors and has led highly effective teams large and small.



**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 organisations 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 recognised 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 largescale media organisation in Canada.

## WORKSHOP 8

### The distinct contributions that can be made by higher education in addressing the needs of older adults

In 2012, DCU established the concept and principles of an Age-Friendly University and was joined by Arizona State University and Strathclyde University in Scotland, to become the world's first Age-Friendly Universities Network (AFU). By working together to promote an inclusive approach to healthy and active ageing through our research agenda, focus on innovation to address specific issues affecting older adults, curriculum development and the enhancement of learning opportunities for people across the generations, our vision to develop an age-friendly university expanded to a global network of universities with diverse expertise working together for common goals. Since 2012 the network has developed to include 54 universities representing Europe, North America and South-East Asia and it continues to grow. This workshop focuses on the evolution and application of the Ten Principles of an Age-Friendly University and how they are implemented at Dublin City University, engagement with the community and how students have engaged with the programme on campus.



#### **Christine O'Kelly** | Age Friendly Coordinator, Dublin City University

Christine O'Kelly was appointed by DCU's President Brian MacCraith as Age-Friendly University Coordinator in September 2014. Christine has an extensive background in working with a range of agencies and networks engaged in enhancing the well-being of older adults. She was the former CEO of Ireland's Older Women's Network, a global network with a focus on gender and ageing. Christine was involved in a government working group to draft Ireland's National Positive Ageing Strategy and was a member of a team responding to residential nursing home abuse which resulted in the establishment of a national agency on advocacy in residential care. She is a member of the AGE Platform in the EU and is DCU's representative on the Dublin and Fingal Age-friendly Alliances and works on subgroups on housing and transport.

## WORKSHOP 9

### Community engagement through sport: Building resilience and mental well-being among schoolchildren

This session will explore strategies to prepare the next generation of learners for the rigours of life at University. Increasingly, universities are called upon to be custodians of young people as they transition to independent life beyond school. The University of Newcastle is reaching out to the community through sport to demonstrate how a balanced life can build resilience and aid good decision making. These skills transfer into university life, building a strong and positive cohort and supporting student experience and retention – factors that are increasingly important for demonstrating relevance in the community and building reputation for education excellence.



#### **Tracy Chalk** | Chief Marketing Officer, University of Newcastle, Australia

A senior leader specialising in strategic and structural transformation, Tracy recently joined the University of Newcastle as the Chief Marketing Officer overseeing the centralisation of brand, marketing, communication and student recruitment. This role followed two years at the University of the West of England where she led a complex transformation of marketing, communication, internal engagement, alumni relations and philanthropy. Tracy entered the higher education sector at The Australian National University where she spent seven years leading development of the University's brand and marketing strategies.

## PLENARY 7

### Rediscovering the public purpose of universities in times of uncertainty

The Canadian author, John Ralston Saul, talks about the "in-between time" in his book *The Collapse of Globalism* (2005). He sees this period as a "short positive moment of uncertainty...[where] it becomes possible to emerge into a less ideological and more humanitarian era". We are living in one of these in-between times, where the confidence of global liberalism is being challenged by the rise of local populism. As we transition to a new (as yet undefined) system it is likely that established and traditional institutions such as universities will come under attack. As this talk will explore, this will reopen the debate on the public purpose of universities in the 21st Century.



#### **Jonathan Grant** | Vice-President and Vice-Principal (Service), King's College London

Jonathan Grant is the Vice-President and Vice-Principal (Service) at King's College London and Professor of Public Policy at the Policy Institute at King's. Service has been identified as one of five strategic priorities in King's Strategic Vision 2029 and encapsulates King's commitment to society beyond education and research. Jonathan has been at King's for over five years and was Director of the Policy Institute between February 2014 and 2017.

Prior to joining King's Jonathan was President of RAND Europe between June 2006 and October 2012, where he oversaw the doubling of the organisation's activity in Europe and the establishment of the Cambridge Centre for Health Services Research, a joint venture with the University of Cambridge. Prior to joining RAND in 2002, Jonathan was Head of Policy at the Wellcome Trust.

# WORLD 100 INTERNATIONAL REPUTATION TRACKER

**2019/20 Research Project**  
(free to all W100 members)

Come to the Tracker Tent to kick-start your International Reputation 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?

Stemming from the UK Tracker's success, the network has begun development on The World 100 International Reputation Tracker – a reputation tracking tool surveying key stakeholder audiences, allowing World 100 members to benchmark themselves against each other.

Hear about the UK experience, find out more about the upcoming International Tracker pilot and pick up the latest International Tracker handbook (containing processes, survey questions and estimated sample sizes) by visiting Lisa Bould, Research Manager, and Emily Driscoll, Market Research Manager, during the breaks.

While you're there, why not have a go at the World 100 Tracker Challenge – created using real data from the UK Tracker – and see if you can guess which universities are considered the top 10 in the world by 13 key audiences!



**2019/2020**

**THE WORLD 100 INTERNATIONAL TRACKER**

A pilot International Reputation Tracker to track and measure the reputation of all World 100 members



## WORLD 100 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 2019 and find out more about data analysis products available to W100 members! We will also cover other social media platforms, such as LinkedIn, Instagram, Facebook and YouTube, in the future.

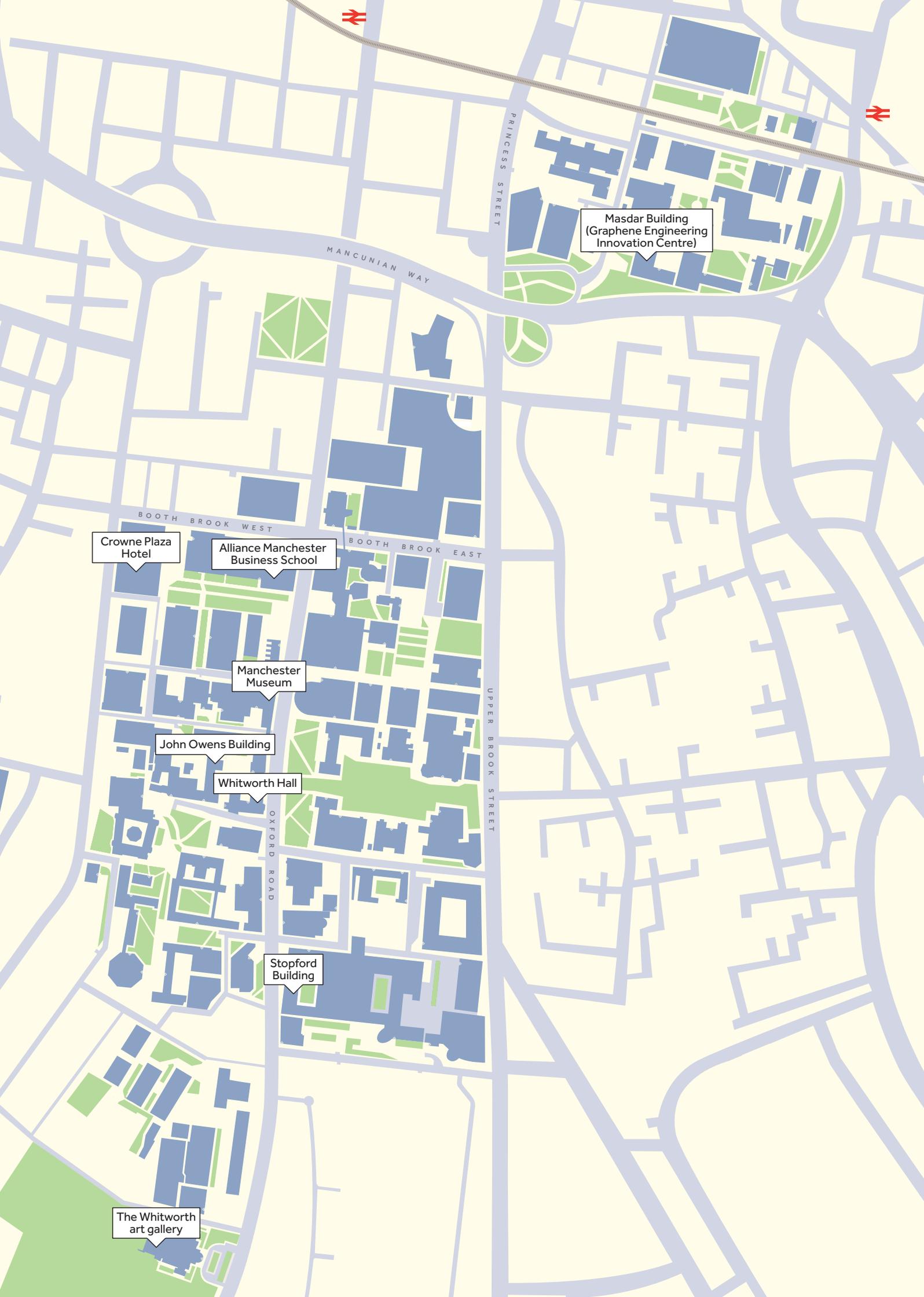
Find out more: [theworld100.com/twitterengagement](http://theworld100.com/twitterengagement)

## WORLD 100 REPUTATION ACADEMY 2020

18–22 May, 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.

Find out more: [theworld100.com/academy](http://theworld100.com/academy)



Masdar Building  
(Graphene Engineering  
Innovation Centre)

Crowne Plaza  
Hotel

Alliance Manchester  
Business School

Manchester  
Museum

John Owens  
Building

Whitworth Hall

Stopford  
Building

The Whitworth  
art gallery

MANCUNIAN WAY

PRINCESS STREET

BOOTH BROOK WEST

BOOTH BROOK EAST

UPPER BROOK STREET

OXFORD ROAD



## The Purple Wave

Every member of The University of Manchester's community is encouraged to make a real difference, both locally and globally. That's why each year thousands of staff, students and alumni come together in a 'Purple Wave' for the Simplyhealth Great Manchester Run, raising money for good causes.

In total, 1,881 students, staff and alumni donned the University's colour for the 10k and half marathon in May 2019, a number that increases to more than 2,500 when adding in shorter runs earlier in the year. Including training, the collective covered the equivalent distance of travelling to Singapore and back.

More than £11,000 was raised in total, benefiting causes such as Undergraduate Access Scholarships, which support students from disadvantaged communities, the University's medical research in areas such as cancer and dementia, and Equity and Merit Scholarships, which fund students from developing African countries to address societal challenges.

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