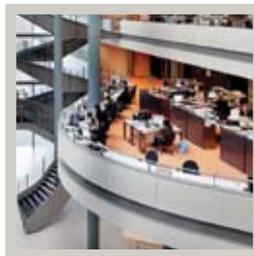


CIRCLES OF INFLUENCE

PUTTING YOUR UNIVERSITY AT THE HEART OF THE CONVERSATION



THE WORLD 100 REPUTATION NETWORK ANNUAL CONFERENCE 2017



04 - 06 OCTOBER 2017

UTRECHT UNIVERSITY, NETHERLANDS



Utrecht University

 INTELLIGENCEUNIT

THE CHRONICLE
of Higher Education
Chronicle.com

PROUD SPONSORS

OF THE WORLD 100 REPUTATION NETWORK ANNUAL CONFERENCE 2017

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



Utrecht University

QS INTELLIGENCE UNIT

THE CHRONICLE
of Higher Education
Chronicle.com

WELCOME

from the Chair and Director

At a time of turbulent change for universities and communities in many parts of the world, it is wonderful to be able to once again convene this group of practitioners interested in reputation - here in a country and a city renowned for debate, scholarship and openness to the world.

The theme of this year's World 100 Reputation Network conference, Circles of Influence, recognises that in this dynamic environment, universities need to be at the very heart of the conversation and be proactive in contributing to its pace and rhythm.

Utrecht is one of the best connected cities and regions in Europe; and Utrecht University has a really impressive track record as a world-leading university connected with the international academic world and with its many partners locally.

Our host, Cor Jansen, embodies this spirit of connection. He has recently taken up the role of Director of Regional Co-operation and Strategic Alliances at Utrecht University, and will be empowering relationships between the university and its partners in the city and region. We can't think of a better person for that role; and we look forward to hearing both from Cor and Professor Bert van der Zwaan, Rector of Utrecht University, about the work they do to put their institution firmly at the heart of the conversation.

We have a range of international speakers with other perspectives which will shine a light on opportunities and challenges in different parts of the world. We know many of you will be eager to hear from Joanna Regulska, Vice Provost and Associate Chancellor for Global Affairs at University of California, Davis, about how American universities are navigating changing times. Saskia Kapinga, Vice President External Relations at Shell International will give us a multinational perspective on strategic direction. We also have contributors from Europe, Canada, Australia and Asia.

Our workshops will provide the opportunity to discuss and debate key issues, including new techniques in student recruitment; connecting with employers and industry and city influence. And we will be visiting the Utrecht Science Park to hear from leading academics about how they influence global research and respond to international challenges.

We will also be celebrating the 10th anniversary of the World 100 Network at the conference, with one of the founders and our first Chair Mark Sudbury looking back at some of the changes of the past decade in the world of university reputation. And he will be getting out his crystal ball to anticipate the big themes of the next decade.

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 that, as well as showcasing Utrecht's history, culture and cuisine. Members of the World 100 Network will be touring the famous canals and other sites; and our conference dinner is being held in the University's historic Aula. And don't miss the famous stroopwafel.

What finer motif could there be for a gathering of communicators than the waffle! Enjoy the conference. Proost!



LOUISE SIMPSON
Director, The World 100 Reputation Network



ANDREA FARQUHAR
Chair, The World 100 Reputation Network
Assistant VP of Public and Government Relations,
McMaster University

CONTENTS

Welcome from the Chair and Director of The W100 Network	1
About The World 100 Network	2
2017 Conference Committee	2
W100 Members	3
Conference Hosts: Utrecht University, Netherlands	4-5
Social Activities	6
Agenda - DAY 1	7
Agenda - DAY 2	8-9
Speaker Profiles	10-18
W100 Annual Conference 2018	19
W100 Research	20-21
Map & Useful Information	22

COMMITTEE



ANDREA FARQUHAR
Chair, The World 100
Assistant VP of Public and
Government Relations
McMaster University



LOUISE SIMPSON
Director
The World 100
Reputation Network



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



ALAN FERNS
Associate Vice-President for
External Relations and Reputation
The University of Manchester



KAREN CARRIERO (KCEE)
Associate Vice-President,
Communications
The University of British Columbia

About The World 100 Reputation Network

The World 100 Reputation Network is a group of the world's most prestigious universities undertaking research that enhances reputation management, international relations and strategy.

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

The Network engages in one annual research project that pushes forward the boundaries of knowledge around reputation and helps those in charge of their university's image to understand it and better amplify it.

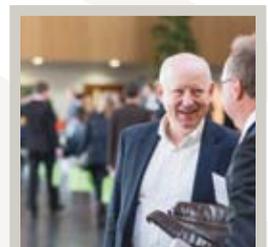
Now comprising 44 world-class institutions from all continents, we believe that our international diversity is one of the reasons members find the Network so valuable.

BECOME A WORLD 100 MEMBER

To find out more about membership please contact:

Sarah Thomas, Communications and Events Manager

info@theworld100.com





WORLD 100 MEMBERS

- A Aalborg University, Denmark
- R Aarhus University, Denmark
- A Dublin City University, Ireland
- R Hanyang University, South Korea
- R Keio University, Japan
- R King's College London, UK
- R Korea University, South Korea
- R Kyushu University, Japan
- R London School of Economics and Politics (LSE), UK
- R Lund University, Sweden
- D Maastricht University, The Netherlands
- R McMaster University, Canada
- R National University of Singapore, Singapore
- R Newcastle University, UK
- R Queen Mary University of London, UK
- R Queen's University Belfast, UK
- R University College Dublin (UCD), Ireland
- R Universitat Autònoma de Barcelona, Spain
- R University of Alberta, Canada
- A University of Alcalá, Spain
- R University of Amsterdam, The Netherlands
- R University of British Columbia, Canada
- R University of Calgary, Canada
- R University of Cape Town, South Africa
- R University of Copenhagen, Denmark
- R University of Dundee, UK
- R University of Edinburgh, UK
- R University of Exeter, UK
- R University of Glasgow, UK
- R University of Groningen, The Netherlands
- R University of Helsinki, Finland
- R University of Leeds, UK
- R University of Liverpool, UK
- R The University of Manchester, UK
- R University of Melbourne, Australia
- R University of Michigan, USA
- A University of Navarra, Spain
- R University of New South Wales, Australia
- R University of Sheffield, UK
- R University of Southampton, UK
- R The University of Sydney, Australia
- R University of Toronto, Canada
- R University of York, UK
- R Utrecht University, The Netherlands

R = Research Member

D = Discover Member

A = Associate Member





Utrecht University

Conference Hosts

UTRECHT UNIVERSITY

Founded in 1636 and located in the heart of the Netherlands, Utrecht University is one of Europe's oldest and leading research universities. It played a prominent role in the golden age of Dutch science. Nowadays Utrecht University has an enrolment of over 30,000 students and over 5,000 faculty and staff.

Utrecht University focuses its research on four strategic themes that direct Utrecht University towards important contributions to societal issues such as health, governance, climate, environment and upbringing.

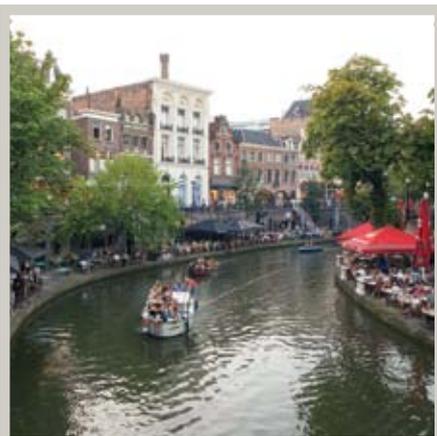
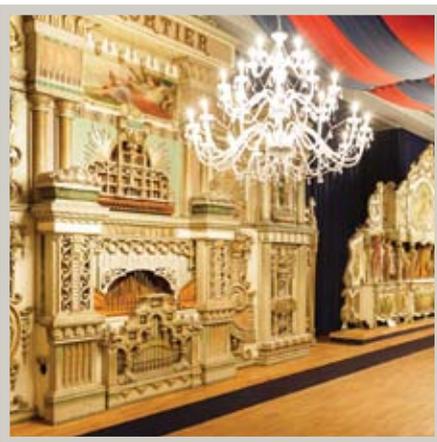
All education at Utrecht University is embedded in a vision based on a stimulating study environment and teaching that does justice to the various ambitions and talents of students. The main principles of the Utrecht Educational Model are: a clear distinction between the Bachelor's and Master's phase; flexibility and freedom of choice; personal and activating learning experiences and professional development of lecturers.

Utrecht University has three main campuses. There is the city centre, with its canals, and historic buildings such as the University Hall where the Utrecht Treaty was signed in 1579. The Faculty of Humanities and the Faculty of Law, Economics and Governance are located in the centre. A few kilometres further away, the International Campus is home to Utrecht University College, the International Honors College of Utrecht University. Utrecht Science Park De Uithof is the largest of Utrecht University's campuses, and is located in the east of the city. Utrecht Science Park houses most of the university's faculties. Furthermore, De Uithof is home to the University Medical Center Utrecht, several faculties of the HU University of Applied Sciences, the Botanic Gardens, a number of research institutions and research businesses, student housing, sports and leisure facilities, restaurants and shops.



W100 Member Activities

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



WEDNESDAY 4TH OCTOBER

W100 MEMBERS' DAY

- | | |
|---------------|--|
| 10.30 | Meet at Karel V reception to walk as a group or meet at Oudegracht (opposite number 85) at 10.50 |
| 11.00 | Boat tour along the beautiful canals of Utrecht |
| 12.30 | Buffet lunch in Paushuize (House of the Pope) |
| 14:00 – 15:00 | Guided tour and a visit to the Central Museum |
| 15:00 – 16:30 | Partnership Lounge at Karel V (pre-booking required) |
| 16:30 – 17:30 | W100 Committee Meeting, Graaf van Egmond Room, Karel V Hotel (World 100 Committee members only) |
| 19:00 | World 100 Members' Dinner at Museum Speelklok. Please meet at Karel V Hotel at 18:45 for 'walking bus' to Museum Speelklok |

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

CONFERENCE DAY 1 - THURSDAY 5TH OCTOBER 2017 AT TIVOLI VREDENBURG

8.45 ▼ 9.30	REGISTRATION AND COFFEE Pandora Foyer		
9.30 ▼ 9.45	WELCOME & OVERVIEW Pandora Hall ANDREA FARQUHAR, Chair, The W100 Network LOUISE SIMPSON, Director, The W100 Network		
9.45 ▼ 10.05	WELCOME TO UTRECHT COR JANSEN, Director of Regional Co-operation and Strategic Alliances, Utrecht University		
10.05 ▼ 10.35	PLENARY 1 THE FUTURE OF THE UNIVERSITY PROF BERT VAN DER ZWAAN, Rector of Utrecht University and Chair of the LERU		
10.35 ▼ 11.05	PLENARY 2 AMERICAN UNIVERSITIES: NAVIGATING IN CHANGING TIMES PROFESSOR JOANNA REGULSKA, Vice Provost and Associate Chancellor for Global Affairs, University of California, Davis		
11.05 ▼ 11.20	Q & A		
11.20 ▼ 12.00	COFFEE BREAK Pandora Foyer Don't forget to visit Nadya at the Research Lounge!		
12.00 ▼ 13.00	WORKSHOP 1 <i>Pandora Room 1</i>	WORKSHOP 2 <i>Pandora Room 2</i>	WORKSHOP 3 <i>Pandora Hall</i>
	BEYOND DEGREES: NUS' APPROACH TO ATTRACTING MILLENNIALS ARLENE TAN Associate Director, Strategic Communications, Office of Corporate Relations, NUS	MANAGING THE RADICAL VOICE IN A LIBERAL CONTEXT JOANNA REGULSKA Vice Provost and Associate Chancellor for Global Affairs, University of California, Davis	CITY INFLUENCE: BRAND, ENGAGEMENT AND CIVIC POWER TANIA RHODES-TAYLOR Vice Principal, External Relations, The University of Sydney ALAN FERNS Associate Vice-President for External Relations and Reputation, The University of Manchester
13.00 ▼ 14.00	LUNCH Pandora Foyer Don't forget to visit Nadya at the Research Lounge!		
14.15 ▼ 14.45	BUSES TO SCIENCE PARK Please meet on the ground floor of Tivoli Vredenburg to be shown to the coach		
15.00 ▼ 16.00	RESEARCH CAFES		
16.00 ▼ 17.00	DRINKS IN BOTANICAL GARDENS		
17.00 ▼ 17.30	BUSES BACK TO GRAND HOTEL KAREL V		
19.30 ▼ 23.00	DRINKS RECEPTION AND CONFERENCE DINNER Aula (University Hall)		



CONFERENCE DAY 2 - FRIDAY 6TH OCTOBER 2017 AT UTRECHT UNIVERSITY (ACADEMIEGEBOUW)

8.45



9.30

COFFEE | *Senaatszaal*

9.30



9.45

WELCOME & OVERVIEW | *Aula*

ANDREA FARQUHAR, Chair, The W100 Network

LOUISE SIMPSON, Director, The W100 Network

9.45



10.15

PLENARY 3 | COLLABORATION TOWARDS A SHARED PURPOSE

SASKIA KAPINGA, Vice President External Relations at Shell International

10.15



10.45

**PLENARY 4 | MASTERMINDING METAMORPHOSIS:
TAKING STAFF AND STAKEHOLDERS IN A BOLD NEW DIRECTION**

RACHEL SANDISON, Executive Director of External Relations, University of Glasgow

10.45



11.15

**PLENARY 5 | INFLUENCING THE INFLUENCERS:
HOW TO PERSUADE ACADEMICS AND EMPLOYERS TO VOTE FOR YOU IN THE RANKINGS!**

LOUISE SIMPSON, Director of The World 100 Network

11.15



11.30

PANEL DISCUSSION

11.30



12.00

BREAK | *Senaatszaal* | Don't forget to visit Nadya at the Research Lounge!

WORKSHOP 4

Zaal 1636

**CONNECTING WITH
EMPLOYERS AND INDUSTRY
AS A WAY TO STRENGTHEN
GLOBAL INFLUENCE**

DASHA KARZUNINA

Market Insights Manager,
QS Intelligence Unit

12.00



13.00

WORKSHOP 5

Maskeradezaal

**FROM POTHOLES
TO PERFORMANCE:
BUILDING A TOP UNIVERSITY
RELATIONS FUNCTION
FROM SCRATCH IN A VERY
SHORT TIME**

DIANE KENYON

Vice-President, University Relations,
University of Calgary

KIM LAWRENCE

Associate VP, Marketing,
University of Calgary and
International Brand Master (IBM)

WORKSHOP 6

Westerdijkkamer

**THE WORLD 100@10:
THE LAST DECADE
IN REPUTATION
AND THE SHAPE OF
THINGS TO COME**

MARK SUDBURY

Head of Global Network
Development, The World 100
Reputation Network

13.00



14.00

LUNCH | *Senaatszaal* | Don't forget to visit Nadya at the Research Lounge!

CONFERENCE DAY 2 - continued

WORKSHOP 7

Maskeradezaal

FLEXING SOCIAL MEDIA: THE USE OF WEIBO

KATHERINE MA

Director of Communications,
University of Hong Kong

COMMUNITY BUILDING THROUGH SOCIAL MEDIA

JESSICA WINTERS

Head of International Student
Recruitment, Utrecht University

WORKSHOP 8

Zaal 1636

PUNCHING ABOVE YOUR AGE: HOW TO INFLUENCE AS A YOUNG GLOBAL UNIVERSITY?

ULLA GJØRLING

Head of Rector's Office,
Aalborg University, Denmark

DENIS ANCION

Director of Marketing and
Communications,
Maastricht University

WORKSHOP 9

Westerdijkkamer

COMMUNICATING THE BENEFITS OF RESEARCH INTENSIVE UNIVERSITIES TO WIDENING PARTICIPATION STUDENTS

SARAH ASKEW

Senior Market Research Manager,
The Knowledge Partnership

BARBARA HERRING

Senior Project Manager,
Newcastle University

14.00

▼

15.00

15.00

▼

15.15

COFFEE BREAK | *Senaatszaal* | Don't forget to visit Nadya at the Research Lounge!

15.15

▼

15.45

PLENARY 6 | RESCUING THE SOUL OF A LIBERAL EDUCATION: THE DUTCH INFLUENCE ON THE GLOBAL STAGE, AND THE CREATION OF THE DUTCH LIBERAL ARTS COLLEGE

JAMES KENNEDY, Dean of the Utrecht University College

15.45

▼

16.00

W100 ANNUAL CONFERENCE 2018: CANADA

KAREN CARRIERO (KCEE), Associate Vice-President, Communications, University of British Columbia

16.00

▼

17.00

DRINKS RECEPTION | *University Garden*

17.00

EVENT CLOSE



Photograph by: Frans van Bragt



SPEAKER PROFILES - DAY 1

WELCOME AND OVERVIEW



LOUISE SIMPSON | Director, The World 100 Network

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



ANDREA FARQUHAR | Chair, The World 100 Network
Assistant Vice President for 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 and community relations, and internal communications. Her early career was in media, where she was a reporter and newsreader.

WELCOME TO UTRECHT UNIVERSITY



COR JANSEN | Director of Regional Co-operation and Strategic Alliances

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 7 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.

PLENARY 1

THE FUTURE OF THE UNIVERSITY

Bert will outline the ancient problems and modern dilemmas of a higher education institute, based on impressions from over 80 fellow rectors and university administrators throughout Europe, North America and Asia. Crucially, he will examine key factors for change in the coming decades while imagining higher education in 2040 and the contours of the university of the future, focusing on reputation as a crucial element in this transition to 2040.



PROF BERT VAN DER ZWAAN | Rector of Utrecht University and Chair of the LERU

Since the start of his academic career in 1982, Bert van der Zwaan has been working at Utrecht and Nijmegen universities in the Netherlands, and has held many positions outside of academia. Being trained as a palaeontologist, his main research interest involved (paleo)ecology, although already early in his career he participated in many interdisciplinary programs. Through his work he became very interested in the (regional) impact of universities on innovation. After becoming dean of the Faculty of Geosciences in 2006, he left the chair of Biogeology at Utrecht University in September 2008 and became completely involved in science management. He was appointed Rector Magnificus of Utrecht University in 2011.

PLENARY 2

AMERICAN UNIVERSITIES; NAVIGATING IN CHANGING TIMES

In a constantly evolving environment – with new national policies influencing research, collaborations, and the mobility of students and scholars – American universities are faced with challenges but also with dynamic opportunities. The role of higher education in preparing students as global citizens, fostering intercultural competency, and welcoming students and scholars of all backgrounds is more important than ever.



PROFESSOR JOANNA REGULSKA | Vice Provost and Associate Chancellor for Global Affairs, University of California, Davis

Professor Joanna Regulska currently serves as the Vice Provost and Associate Chancellor at University of California, Davis, where she is also a professor of Gender, Sexuality and Women's Studies program. With over 30 years of international experience in higher education, she has developed and led large-scale educational projects and programs that have transformed institutions, established new degree programs and collaborative partnerships, and substantially improved the delivery of internationally focused services to students, faculty, and staff.

Her commitment to diversity, social justice, and the empowerment of women led her to establish graduate degree programs in gender studies at the Central European University (Hungary) and Tbilisi State University (Republic of Georgia). In 2011, she received a Doctor Honoris Causa from the Tbilisi State University in recognition of the importance of her work in Georgia.

A respected scholar, Professor Regulska's research concentrates on women's political activism, grassroots mobilisation, decentralisation, democracy, and democratisation, with a focus on Europe and the Caucasus. She is the author or co-author of seven books and the author of over a hundred articles, chapters, and reviews. The National Science Foundation, the American Council of Learned Societies, and the Polish Academy of Sciences have supported her research.

WORKSHOP 1

BEYOND DEGREES: NUS' APPROACH TO ATTRACTING MILLENNIALS

What does it mean for the University's branding and reputation when stories of successful young alumni are used in an admissions publicity campaign to ignite coffee conversations amongst students and their influencers? Join us for a discussion as we share some insights and ideas on how to engage millennials wanting an education that is just beyond degrees.



ARLENE TAN | Associate Director, Strategic Communications, Office of Corporate Relations, NUS

Arlene looks after branding and strategic communications at the National University of Singapore (NUS). She oversees branding campaigns that draw from NUS' strengths through integrated strategies to raise the visibility of the University and help shape its global profile.

Prior to NUS, Arlene was with MediaCorp, Singapore's free-to-air broadcaster, working closely with the media development authority to develop compelling content for the community in Singapore. Over the past 12 years, she has held brand communication roles in the advertising, media and telecommunications industries.



WORKSHOP 2

MANAGING THE RADICAL VOICE IN A LIBERAL CONTEXT

This workshop enables participants to share the challenges they face and the solutions they develop at their institutions in managing expressions of diverse points of view. Through recent university examples, the workshop also examines strategies in engaging various stakeholders, developing communication, and implementing policy.



PROFESSOR JOANNA REGULSKA | Vice Provost and Associate Chancellor of Global Affairs, University of California, Davis

Please see page 11 for more information on Professor Joanna Regulska.

WORKSHOP 3

CITY INFLUENCE: BRAND, ENGAGEMENT AND CIVIC POWER

As cities increasingly develop and measure their civic brands and promote these to diverse audiences, this workshop will explore how this can impact, for good or bad, on a University's reputation. What are the challenges and opportunities presented by a City brand and in what way can universities leverage or overcome these? This is an interactive and candid workshop based on real examples and should be of interest to anyone who has or is about to consider the role of place as part of their reputation strategy.



TANIA RHODES-TAYLOR | Vice Principal, External Relations, University of Sydney

Tania Rhodes-Taylor joined The University of Sydney in February 2017 as Vice Principal, External Relations. Tania leads the work to improve coordination of the University's external engagement activities and in developing ways of ensuring that staff and students can easily and effectively move between the University and our external partners.

Prior to joining The University of Sydney, Tania was Director of Marketing and Communications at Queen Mary University of London where she had overall responsibility for external relations and reputation development including international partnerships, marketing, communications and student recruitment.

Tania has previously worked in the corporate and government sectors and began her career with Unisys, including a period working in Asia, before moving to work for government agencies and, since 2007, within the higher education sector.



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.

He has worked in the field of University communication since 1983 at the Universities of Lancaster, Salford and Manchester.



SPEAKER PROFILES - DAY 2

WELCOME AND OVERVIEW



LOUISE SIMPSON | Director, The World 100 Network

Please see page 10 for more information on Louise Simpson.



ANDREA FARQUHAR | Chair, The World 100 Network
Assistant Vice President for Communications and Public Affairs, McMaster University

Please see page 10 for more information on Andrea Farquhar.

PLENARY 3

COLLABORATION TOWARDS A SHARED PURPOSE

Society around us is changing rapidly, from ways of communicating to societal expectations and the roles of organisations, government and consumers. What does this mean for the future of reputation management? In the Netherlands, the Shell team formulated a disruptive strategy, based on creating shared value. It focuses on the stakeholders of society, rather than the stakeholders of the company. This approach embodies the vision of Shell's External Relations organisation which was founded in 2015, and brought new leadership in communications, CSR, stakeholder relations.



SASKIA KAPINGA | Vice President External Relations at Shell International

Saskia is responsible for communications and reputation management for Shell in the Netherlands, France, Belgium and Luxembourg. Her accountabilities include the positioning and the role of Shell in the Energy Transition, but also the communication around Shell's refineries and chemical plants; Shell's Upstream division (NAM); Shell innovation and technology; retail and trading; and head-quarter related topics for the Netherlands based company. Saskia joined Shell in 2204 and has since held roles covering communications, media and stakeholder relations globally and at business level, including Integrated Gas, New Business Development, Exploration and Unconventional resources.

Prior to joining Shell, Saskia spent more than ten years in the Middle East, where she managed communication and marketing for a number of companies and brands, including Lufthansa, Taj Hotels, Ferrari, Jaguar, Range Rover, Armani, Gucci, Saint Laurent, Kenzo and Guerlain.

PLENARY 4

MASTERMINDING METAMORPHOSIS: TAKING STAFF AND STAKEHOLDERS IN A BOLD NEW DIRECTION

A case study on change management and strategic communications to support the University of Glasgow's bold future ambitions. The session will outline the why, how and now of a number of strategic reputational initiatives that have been developed successfully at the University of Glasgow – brand development, global profiling, communicating research excellence and fundraising – under the umbrella of the University's 2020 Strategic Plan – “Inspiring People, Changing the World”.



RACHEL SANDISON | Executive Director of External Relations, University of Glasgow

Rachel Sandison is the Executive Director of External Relations at the University of Glasgow, UK, where she has responsibility for leading an integrated service covering Marketing, Recruitment & Admissions, International Affairs and Development & Alumni Relations. Rachel is also the University's Universitas 21 network Senior Leader.

Rachel is a Chartered Marketer; Chair of the Glasgow Economic Leadership HE/FE Marketing group; and a member of CASE's US Commission in addition to sitting on a number of sector advisory boards. She is also a member of Faculty at the CASE Europe Strategic Marketing Institute and a current School Governor.

Previously, Rachel was the Director of Marketing, Student Recruitment and Alumni Relations at the University of Aberdeen, UK.

PLENARY 5

INFLUENCING THE INFLUENCERS: HOW TO PERSUADE ACADEMICS AND EMPLOYERS TO VOTE FOR YOU IN THE RANKINGS!

Three of the world rankings base the highest proportion of their results on reputation surveys of academics. But do academics know this, and how much effort do they put into filling out these surveys? Do they vote for their connections or the best universities? And what can universities do to ensure they are influencing others to vote for them? Louise will look at what this new World 100 research discovered.



LOUISE SIMPSON | Director, The World 100 Network

Please see page 10 for more information on Louise Simpson.

WORKSHOP 4

CONNECTING WITH EMPLOYERS AND INDUSTRY AS A WAY TO STRENGTHEN GLOBAL INFLUENCE

QS has always felt that a university's standing with global employers was an important measure of institutional performance and global influence. Universities are more and more likely to be judged on the employability of their graduates, with university rankings increasingly including employability as a metric and students increasingly choosing to study abroad in the pursuit of better employment prospects. In turn, rankings results further impact institutional influence. The question is then how universities can best engage with employers in a meaningful way, in order to strengthen their influence? This session will explore this question in detail and provide practical take-away points for institutions.



DASHA KARZUNINA | Market Insights Manager, QS Intelligence Unit

As Market Insights Manager in the QS Intelligence Unit, Dasha combines a largely public-facing role with extensive involvement in the unit's research, analysis and rankings. Leading on key partner and client relationships, she regularly liaises with university officials and presents new research at global higher education conferences.

Dasha specialises in market insight, executing research projects through focus groups, interviews and surveys with students, academic and employers worldwide. The research contributes to the QS thought leadership and provides important insight for higher education leaders on current issues affecting the sector.

WORKSHOP 5

FROM POTHoles TO PERFORMANCE: BUILDING A TOP UNIVERSITY RELATIONS FUNCTION FROM SCRATCH IN A VERY SHORT TIME

The University Relations division at UCalgary was created from scratch in mid-2011. From a skeleton staff of about a dozen to more than 65 members five years later, the team has established strong foundations and campus-wide credibility across the disciplines of strategic communications, marketing, government relations and community engagement. Join us as we share four key lessons that shaped our start-up journey and laid the groundwork for our strategic vision of building UCalgary advocates everywhere.



DIANE KENYON | Vice-President, University Relations, University of Calgary

Diane holds responsibility for a broad portfolio that includes brand, marketing, government relations, community engagement and internal and external communications. Under her leadership, University relations achieved a new level of excellence and professionalism. The division has been widely recognised with multiple awards for marketing, communications, issue management, and government and community engagement.

Diane has a 30-year background in public sector marketing, communication and government stakeholder engagement. She has developed and directed strategic programs with national and international impact and led integrated teams focused on building reputation, brand and engagement in a post-secondary education, broadcasting, and cultural industries.



KIM LAWRENCE | Associate VP, Marketing, University of Calgary and International Brand Master (IBM)

Kim has more than 25 years' experience in the marketing and communications field, covering the private and public sectors, both in Canada and internationally. From her early career learning the Marcom ropes on the ground in Thailand; to subsequent immersion in the dynamic high-tech start-up space in Canada, Israel and the U.S.; and then a transition into the post-secondary sector, Kim is a firm believer in structured brand ecosystems and an integrated approach to marketing – no matter how complex or dispersed the organisation.

Kim's portfolio included marketing strategy and positioning (including advertising), brand and identity, digital experience (including web and social channels), and creative solutions. She has spoken at local, national and international conferences on brand and identity topics as well as marketing principles, building of marketing teams and strategies, and creative marketing on a shoestring.



WORKSHOP 6

THE WORLD 100@10: THE LAST DECADE IN REPUTATION AND THE SHAPE OF THINGS TO COME

The World 100 Network is celebrating 10 years of leading discussion and debate on the growing importance of reputation for top global universities. This workshop will look at what has changed over the past year in the higher education reputation landscape. And we will explore what the next 10 years may have in store.



MARK SUDBURY | Head of Global Network Development, The World 100 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 and 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.

WORKSHOP 7

FLEXING SOCIAL MEDIA: THE USE OF WEIBO

Katherine will explore how The University of Hong Kong uses Weibo, one of the most popular social media sites in China and fast rising in the western world, to engage mainland Chinese students.



KATHERINE MA | Director of Communications, The University of Hong Kong

Katherine is in charge of the University's communication strategies, stakeholder relationship management and holds the custodianship of the University's reputation and brand. Her Office is responsible for the University's international and local media relations, public affairs, ceremonies and events, the university website, social media, online and print publications, editorial services and productions. The office also lends support to the communication activities of the 10 faculties and 100+ departments and centres of the University.

COMMUNITY BUILDING THROUGH SOCIAL MEDIA

Having a loyal community or following can mean the difference between being noticed and fading into the background noise of the internet. No longer can we reach our audience simply by pushing messages or by luring them in with expensive advertising. We now have to earn their attention by connecting and engaging with them with authentic and relevant content.



JESSICA WINTERS | Head of International Student Recruitment, Utrecht University

Jessica is Head of International Student Recruitment at Utrecht University, Netherlands. With 18 years' experience in international higher education, she specialises in online and social media marketing and communication and was an early adopter in the development and use of such tools in higher education. Prior to starting at Utrecht University, she was Head of Marketing at the University of Groningen. Jessica is a Steering group member of the EAIE Expert Community Marketing and Recruitment and of the Dutch international higher education recruitment board.

WORKSHOP 8

PUNCHING ABOVE YOUR AGE – HOW TO INFLUENCE AS A YOUNG GLOBAL UNIVERSITY?

League tables are often dominated by the old, rich and famous. Naturally so, you might say, but where does that leave the young, ambitious and less affluent universities? Should we bow our heads humbly, play ball in the fields of the Ivy League universities or start to realise that opportunities and circumstances for young universities differ for better and for worse? The session will give examples of how young universities may embrace and take advantage of their slender history and how the lack of tradition may be an opportunity to punch above your age.



ULLA GJØRLING | Head of Rector's Office, Aalborg University

At Aalborg University, Ulla is head of Rector's Office which also includes the central Communications Office. Her competencies cover support for the top university management, development and monitoring of strategy, strategic planning, political support, recruitment, branding, internationalisation and many other aspects of university management.

Prior to her job at Aalborg University she was International Director at Aarhus University, Denmark with responsibility for student mobility, staff mobility, housing, international recruitment, relocation and strategic support for the university management in international matters.

Ulla has also worked in consultancy within evaluation and assessment of the educational sector, as an expert on blended learning in the Danish Ministry of Education and as an editor of multimedia for education.



DENIS ANCION | Director of Marketing & Communications, Maastricht University

Denis Ancion is Director of Marketing & Communications at Maastricht University.

A history graduate, he started working at Maastricht University in 1997. Before working at the university, Denis produced radio programmes and worked as a spokesman at DSM, a Dutch chemical multinational. Since 2000, Denis has been active in national and international associations. For more than five years, he chaired DCM (the Dutch consultative body of directors of Marketing and Communications at the Dutch Research Universities) and is a former president of EUPRIO.

WORKSHOP 9

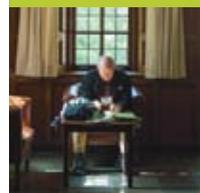
COMMUNICATING THE BENEFITS OF RESEARCH INTENSIVE UNIVERSITIES TO WIDENING PARTICIPATION STUDENTS

In this interactive workshop, you'll place yourself in the shoes of an English 17-18-year-old widening participation student, to identify messages and approaches that would encourage you to consider a research-intensive university. With evidence-based examples and insights from a recent research project to guide and inform you, you'll leave with a better understanding of the needs of 'most able, least likely' students, and action points to maximise your marketing and communications to them.



SARAH ASKEW | Senior Market Research Manager, The Knowledge Partnership

Sarah is a qualitative researcher with over 12 years' experience of running primary research projects for clients across the commercial, public and education sectors (including O2, Lloyds Banking Group, the HNS, Education Leeds and UWE Bristol) and with audiences including students, parents, employers, professionals and senior stakeholders. As an experienced moderator and specialist in observational and 'guerrilla research' approaches, she loves digging into the real roots of behaviour, and has a particular interest in segmentation; product and service development; and digital optimisation work.



WORKSHOP 9 CONTINUED...



BARBARA HERRING | Senior Project Manager, Newcastle University

Barbara is the Senior Project Manager for Realising Opportunities, an award-winning, national partnership of leading English universities collaborating on fair access, social mobility and widening participation. Based at Newcastle University, Barbara's responsibilities include financial and strategic planning; project governance; oversight of project evaluation; management of the project team; and ensuring that the profile of the project is high with key stakeholders. Barbara has previously worked in widening participation and student recruitment at Newcastle University, has worked in secondary schools and is a school governor for a local primary school. She has a Politics degree from Durham University and an MA in Global Governance.

PLENARY 6

RESCUING THE SOUL OF A LIBERAL EDUCATION: THE DUTCH INFLUENCE ON THE GLOBAL STAGE, AND THE CREATION OF THE DUTCH LIBERAL ARTS COLLEGE

At a time when Liberal Arts and Science colleges are under pressure in the United States, the Netherlands, unique in continental Europe, has seen the mushrooming of liberal arts programs. But what kind of difference can liberal education actually make in its new European setting?



JAMES KENNEDY | Dean of the Utrecht University College

James C. Kennedy is an American historian. He grew up in the United States and has been residing in the Netherlands since 2003. An expert in recent Dutch history, he has published widely in this field, including the recent book *A Concise History of The Netherlands*, but also on the cultural revolution of the 1960s and Dutch euthanasia policy.

In the past, he was a Professor of Contemporary History at the Free University. From 2007, Kennedy worked as a professor at the University of Amsterdam. During his time there, he was Professor of Dutch History from the Middle Ages and produced research on how people dealt with emerging minority groups in the Netherlands succeeding World War II, before becoming Dean of University College Utrecht in 2015.

Dr Kennedy has become renowned in the Netherlands for his research and has gained considerable recognition from the Dutch Organization for Scientific Research (NOW). He has also received multiple subsidies from multiple academic funding institutions to fund his research.

W100 ANNUAL CONFERENCE 2018: CANADA

We are delighted to announce that next year's World 100 Annual Conference will take place at The University of British Columbia on 24-28 September 2018. Karen Carriero will be our host and hopes to pique your interest with this brief introduction to The University of British Columbia.



KAREN CARRIERO (KCEE) | Associate Vice-President, Communications, The University of British Columbia

Karen Carriero was appointed Associate Vice-President Communications at the University of British Columbia (UBC) in June, 2017. In her role, Karen leads across the various UBC teams in public affairs, issues management, media relations, marketing, brand strategy, social media, internal communications and digital communications.

Prior to joining UBC, Karen was the Chief Marketing Officer for The University of Western Australia; and Chief Marketing Officer for Curtin University located in Perth, Australia.

Karen also has led university teams responsible for events and protocol, domestic and international student recruitment, and student admissions.

Karen's other career experience includes working within the insurance, auto club motoring, tourism and banking sectors.



SAVE THE DATE!

THE UNIVERSITY OF BRITISH COLUMBIA

STUDY TOUR:
24-25 SEPTEMBER 2018

CONFERENCE:
26-28 SEPTEMBER 2018



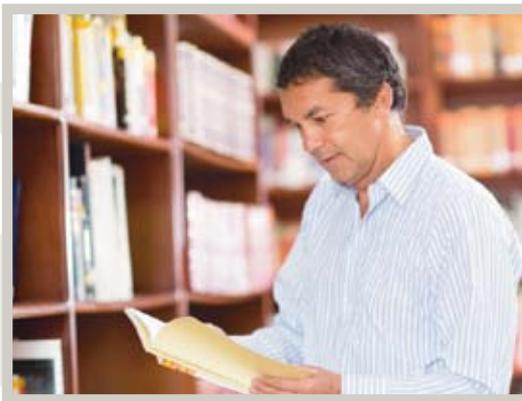
WORLD 100 RESEARCH 2017 / 18

World 100 research provides evidence-based insights into how global universities manage their reputation, brand and recruitment. Our main research project this year looks at Brand Snapshots.

Visit W100 Acting Research Manager, Nadya Anscombe, during the breaks at the 'W100 Research Lounge' in the Pandora foyer at the Tivoli Vredenburg and in the Senaatszal at Utrecht University to find out more about W100 research.

ANNUAL RESEARCH PROJECT - Free to all W100 Research Members

BRAND SNAPSHOT: MEASURING ONLINE BRAND STRENGTH IN WORLD-CLASS UNIVERSITIES



"How to articulate difference is something universities are all preoccupied with. It's about working out the strategic priorities but it also requires creative and strong communications. We know both academics and students are more likely to think well of a university that is different, and if branding can convey difference, rather than homogeneity, then it could create fundamental advantage."

Louise Simpson, Director, The World 100

Universities are putting more energy and thought into expressing their brand position as they compete for research funding, top students and world-class academics. But there is a very weak understanding of brand difference or any formal impact assessment in the higher education sector other than via the rankings. As websites are one of the main ways audiences interact with universities and universities articulate their 'brand', The World 100 Reputation Network's 2017/18 research project will look at brands online.

A top line report will look at the use of straplines, brand propositions, reputational boasts, campaign straplines and other key messages for universities in the network, as well as a selection of other top ranked universities from across the world. Each W100 research member will be invited to select five peers from the research sample for comparison with their own brand presence, giving a detailed look at the six bands in greater depth.

AURORA: W100 INTERNATIONAL MEDIA MONITORING



Aurora, our unique qualitative and quantitative media monitoring tool, enables you to compare the quantity of your media coverage over the last twelve months with more than 150 other institutions; analyse the types of stories and publications; instantly see the tone and reach of your coverage; and track the quality of your coverage against other subscribing institutions. This powerful new tool in Tableau format will help you see annual trends and benchmark your institution against some of the best in the world. Quantitative snapshot – free to all research members. Depth qualitative analysis - £5000 per annum.

Visit our website for further information or contact: research@theworld100.com

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 rank is updated regularly to reflect the most recent tweets. See W100 Acting Research Manager, Nadya Anscombe, to find out where your university ranked for Q2 2017 and find out more about data analysis products available to W100 members! We hope to cover other social media platforms in the future.

AVAILABLE NOW:

THE DIGITAL APPROACH: RESOURCES AND STRUCTURES FOR ONLINE COMMUNICATIONS

Digital communication is essential for all global organisations but critical for those aimed at young people. In addition to our annual research project for W100 members, The World 100 Reputation Network set out to explore approaches to online communications at top global universities. The research explores budgets, teams, in-house capacity, outsourcing, approached to monitoring and evaluating digital communications, policies and guidelines, internal training and more.



The survey was developed in conjunction with digital communications representatives from seven leading global universities in the UK, Europe and North America. The research findings are based on survey responses from heads of digital at 37 universities across 15 countries.

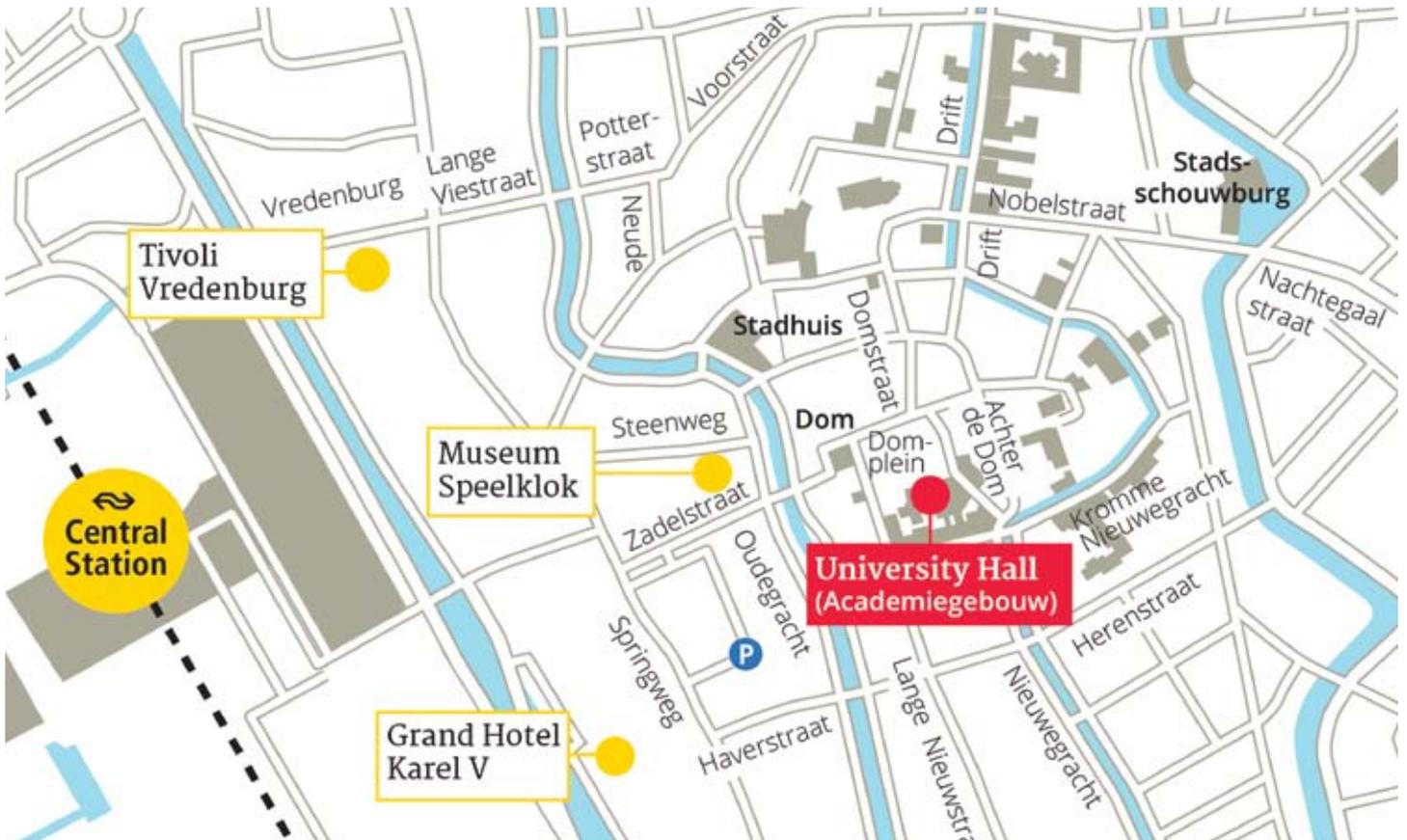
The full detailed report is available at the following rates:

W100 RESEARCH MEMBERS:	£1,000
W100 DISCOVER MEMBERS:	£1,500
NON-MEMBERS:	£2,000

For further information or to order the report, please contact: research@theworld100.com

WORLD 100 ACADEMY, CAMBRIDGE | 21-25 MAY 2018

World 100 Academies are senior-level practical reputation training programmes held in the beautiful and historic city of Cambridge. Booking is now open for the Academy 21-25 May 2018. Small classes will provide an intensive and focused experience. All W100 Academy trainers have in-depth expertise in directing communication, marketing and international relations at World 100 global research universities. Delegates are from the top 200 universities and include new or future directors.



USEFUL INFORMATION

GETTING TO THE CONFERENCE

It is a short walk from the hotels to the Tivoli Vredenburg and Utrecht University, please see map above for directions.

TAXIS

Utrecht University recommends the following taxi co:

UTRECHTSE TAXI CENTRALE: +31 30 2 300 400

ADDRESSES

Grand Hotel Karel V

Geertebolwerk 1
3511 XA
Utrecht, Netherlands

Apollo Hotel

Vredenburg 14
3511 BA
Utrecht, Netherlands

Museum Speelklok

Steenweg 6
3511 JP
Utrecht, Netherlands

Tivoli Vredenburg

Vredenburgkade 11
3511 WC
Utrecht, Netherlands

Utrecht University (Academiegebouw)

Domplein 29
3512 JE
Utrecht, Netherlands

Utrecht Central Station

3511 CE
Utrecht, Netherlands

COMMUNICATION

RESEARCH

REPUTATION

WORLD-CLASS

NETWORK

CONNECTION



Utrecht University

QS INTELLIGENCEUNIT

THE CHRONICLE
of Higher Education
Chronicle.com