**W100 Research Project 2024 - Resourcing and Structures**

Thank you for taking the time to contribute to this international research project. Building global reputation is a key priority for leading universities. This survey aims to build a picture of the approaches to reputation management being taken by the world’s best universities and the resources they are deploying. The purpose is to provide global benchmarks to help leaders develop their operations. The results of this survey will be compared to previous iterations completed in 2007, 2015 and 2020, providing insights into global trends.

The project is being delivered by the World 100 Reputation Network – a group of 50 of the world’s best universities spanning 13 countries, managed by Times Higher Education. The network focuses on membership engagement opportunities, research, communications evaluation and training. More information about the Network is available at <https://theworld100.com>.

The summary findings will be available to all those who complete the questionnaire. A more detailed report is available to members of the W100 Network. Further details of W100 Research projects are available at [Research Projects - The World 100.](https://www.theworld100.com/research/research-projects/)

This survey is being sent to leaders in reputation management / communications / marketing at universities in the top 200 of the leading global rankings. We are also conducting focus groups and interviews with members of the World 100 Reputation Network, please email [info@theworld100.com](mailto:info@theworld100.com) if you would like to be involved in an interview or focus group. The findings will not be attributed to individual universities or respondents. But it will help us if you provide your name and university, so that we can analyse findings in more depth and explore if there are correlations or patterns; it will also allow us to ask you for more detailed explanations or examples where that is necessary or useful.

Thank you very much for your time and support.

**BACKGROUND**

First Name

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|  |

Last Name

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Email

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|  |

Job title

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University name

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Are you: Please **mark an X** to all that apply

1. An academic?
2. An administrator with a university background?
3. A public relations professional with educational background?
4. A public relations professional with a commercial background?
5. Other \_\_\_\_\_\_\_\_\_\_

**COMMUNICATIONS, ROLES AND RESPONSIBILITIES**

What do you call the department responsible for reputation/communications/marketing within your university?

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Which of these activities does your department have responsibility for? Please **mark an X** in the boxes that best represents your department’s responsibility.

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| --- | --- | --- | --- | --- |
|  | I have overall responsibility | Lead responsibility is elsewhere in the University but I contribute | I have very little input into this area | N/A |
| Corporate strategy |  |  |  |  |
| International media relations |  |  |  |  |
| Public affairs/government relations |  |  |  |  |
| Fundraising |  |  |  |  |
| International strategy |  |  |  |  |
| Alumni relations |  |  |  |  |
| Marketing |  |  |  |  |
| Events |  |  |  |  |
| Internal communications |  |  |  |  |
| Website content |  |  |  |  |
| Public engagement |  |  |  |  |
| Community relations |  |  |  |  |
| Brand identity |  |  |  |  |
| Engaging with students' parents and families |  |  |  |  |
| International relations/partnerships |  |  |  |  |
| Student admissions |  |  |  |  |
| Communications with graduate employers |  |  |  |  |
| Social media management |  |  |  |  |
| Undergraduate student recruitment |  |  |  |  |
| Postgraduate student recruitment |  |  |  |  |
| International student recruitment |  |  |  |  |
| Domestic media relations |  |  |  |  |

Where is Reputation / Communications / Marketing located within your university’s management structure? Please **mark an X** next to your choice.

1. The Reputation / Communications / Marketing lead is a member of the most senior management group
2. The Reputation / Communications / Marketing lead reports to a member of the most senior management group
3. Neither of the above (please explain) \_\_\_\_\_\_\_\_\_\_

**UNIVERSITY STRATEGY**

Does your University have a strategic plan for reputation / communications / marketing? *A strategic plan would as a minimum include the identification of the key audiences, clear objectives and an outline of the means by which these objectives are to be achieved. If these plans are publicly available, we would appreciate copies or links to the documents - please e-mail these to* [*info@theworld100.com*](mailto:info@theworld100.com)*.* Please **mark an X** next to your choice.

1. Yes, we have a comprehensive strategy that covering all the main areas of reputation / communications / marketing
2. We have a number of individual plans relating either to a function (such as the web or publications) or an audience (such as students, parents, the media, etc.), but they are not integrated into a family of plans.
3. We do not have written reputation plans
4. Other (please specify) \_\_\_\_\_\_\_\_\_\_

Is there a clear relationship between the strategy for the University as a whole and the reputation / communications / marketing strategy? For example, if they share objectives, or if the communication objectives are clearly designed to support the achievement of university goals. Please **mark an X** next to your choice.

1. Yes, there is a clear relationship between the strategy for the University and the reputation strategy
2. There is some relationship between the strategy for the University and the reputation strategy
3. No, there is no clear relationship between the strategy for the University and the reputation strategy

**UNIVERSITY PRIORITIES**

What are currently your top priorities for building your university’s reputation? Please **mark an X** next to the options that apply to you. You can add in any other priorities in the space provided.

1. Developing the university’s vision and distinct position
2. Raising the profile of the leader (President, Vice-Chancellor, Rector...)
3. Protecting the university’s reputation (crisis management)
4. Ensuring the institution enjoys a strong international media profile
5. Providing an effective response to media enquiries
6. Supporting major fundraising projects
7. Attracting the best students
8. Attracting the best staff
9. Enhancing the University’s overall reputation
10. Maintaining relationships with stakeholders and government agencies
11. Ensuring the university community is well informed and that morale is high
12. Supporting a sense of community
13. Attracting more students
14. Events
15. Communicating the success of your University
16. Other (please specify) \_\_\_\_\_\_\_\_\_\_

Which best describes how strategically important reputation / communications / marketing is considered within your university and how well-resourced it is? Please **mark an X** next to your choice.

1. It is very important and well-resourced
2. It is very important but poorly resourced
3. It has a low priority but well-resourced
4. It has a low priority and poorly resourced

**STAFFING AND RESOURCES**

For this section, we will be asking about budget, so please indicate the currency you will be reporting figures in.

Currency used for income and budgets

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|  |

What is the total annual income of your University from all sources?

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What is the annual budget for the central university reputation/ communications/marketing department?

|  |  |
| --- | --- |
|  | Annual budget |
| Staffing: |  |
| Operational costs: |  |

What is the annual budget for university reputation / communications/marketing activity across the whole university?

|  |
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What is the salary of the lead reputation / communications / marketing professional?

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How many staff work in your main central communications / marketing department? This is the department you described in a previous question. Please include all staff with a communications, PR or marketing related role

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How many staff in the central team work in the following areas:

|  |  |
| --- | --- |
|  | Number of staff |
| Media relations |  |
| Digital communications (web, social media) |  |
| Internal communications (staff/students) |  |
| Strategic communications |  |
| Stakeholder engagement |  |
| Public affairs / political engagement |  |
| Community / public engagement |  |
| Brand management / institutional marketing |  |
| Student recruitment marketing |  |
| Other student recruitment functions |  |
| Alumni engagement |  |
| Fundraising |  |
| Rankings management |  |
| Events management |  |
| Other (please specify alongside number of staff) |  |

How many other staff do you estimate have a communications or marketing role across the institution? Please include all staff working in academic faculties / departments or other administrative areas.

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How would you describe the structure of them reputation / communications / marketing operation within your university? Please **mark an X** next to your choice.

1. Fully centralised
2. Hub and spoke (central team plus staff in devolved structure – faculties / schools etc reporting directly into central team)
3. Shared services (communications/ marketing staff located alongside other professional services)
4. Highly devolved (staff in devolved structures not reporting into central team)
5. Agency model

Please provide any insights into details of your structure – e.g. do you deploy different elements of these structures

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Do you use external agencies to deliver communications / marketing activity? Please **mark an X** next to your choice.

1. Yes
2. No
3. Other (please specify) \_\_\_\_\_\_\_\_\_\_

**REPUTATION PRIORITIES**

In terms of developing your university’s overall reputation, which of these stakeholder groups are the most influential? Please **mark an X** in the five boxes that you consider to be the most important influences on your reputation in your home country and the five most important on an international basis.

|  |  |  |
| --- | --- | --- |
|  | Domestic | International |
| Academic faculty in other universities |  |  |
| Teachers and school advisers |  |  |
| Politicians |  |  |
| Public servants in government agencies |  |  |
| Business leaders |  |  |
| Your own alumni |  |  |
| Community leaders |  |  |
| Prospective students |  |  |
| Journalists |  |  |
| Campaigning organisations / Nongovernmental organisations |  |  |
| Your own students |  |  |
| Professional bodies and networks |  |  |
| Your own staff |  |  |

How does your university engage with university rankings as part of its reputation management activity? Please **mark an X** next to your choice.

1. We have a rankings strategy that aims to maximise our performance in the rankings and reputational benefits from rankings positions
2. We actively promote our ranking position but do not engage strategically with the rankings process
3. We explain our ranking positions when asked about them by third parties but we do not actively promote our rankings
4. We try to avoid all references to our position in the university rankings

Which university ranking do you think is the most important in terms of building your university’s overall reputation and standing?

|  |  |
| --- | --- |
|  | Ranking |
| On the international stage |  |
| In your home country |  |

We would be grateful for comments to explain your answer:

|  |
| --- |
|  |

Which are the 5 universities in your country that your university compares itself to in terms of their reputation / communications / marketing activity?

|  |  |
| --- | --- |
|  | Universities |
| 1 |  |
| 2 |  |
| 3 |  |
| 4 |  |
| 5 |  |

Which are the 5 universities globally that your university compares itself to in terms of their reputation / communications / marketing activity?

|  |  |
| --- | --- |
|  | Universities |
| 1 |  |
| 2 |  |
| 3 |  |
| 4 |  |
| 5 |  |

On what basis did you choose those institutions?

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Which universities do you think have significantly improved their reputation in the past 10 years?

|  |  |
| --- | --- |
|  | Universities |
| 1 |  |
| 2 |  |
| 3 |  |
| 4 |  |
| 5 |  |

A good reputation is often regarded as the most important asset of a university. Which of the characteristics do you think are the most important for a university’s reputation? Please **mark an X** next to your top 5 characteristics from the list below.

1. The financial wealth of the university
2. The age and history of the institution
3. The current university rankings position
4. An upward trend in its university ranking position
5. The number of Nobel Prize/Fields Medal winners amongst the faculty or alumni
6. The achievements of alumni (fame, occupy influential positions, earnings, and so on)
7. The quality of students enrolling to the university/admissions scores
8. The range and quality of academic research
9. The quality of the institution’s business partners/supporters/clients
10. The number of international students or staff
11. The number/quality of international academic partners
12. The record and quality of the president or vice chancellor
13. The quality and beauty of the campus or facilities
14. The image of the host city or community
15. The university’s contribution to culture and society
16. Famous inventions that originated on campus
17. The number and value of donations
18. The number and value of scholarships for the best students
19. Sporting prowess and achievements
20. The number of books authored by the faculty
21. Student satisfaction
22. Quality of the academic programmes
23. Graduate employability
24. External awards (e.g. THE Awards)

We would appreciate a comment that explains your choices:

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How do you currently evaluate or benchmark your communications / marketing activity? Please **mark an X** next to all that apply.

1. Media coverage obtained
2. The satisfaction of users of communication channels such as publications, the website etc.
3. Campus visitor experience obtained
4. Student application quality or quantity (for recruitment media)
5. Audience awareness levels of the University
6. Audience attitudes to the University
7. Audience knowledge of the university
8. Conversion of enquiries or applicants for study or for employment
9. Entering award programmes
10. Periodic independent audits
11. Search engine performance
12. Web visitor metrics
13. Social media activity (likes, comments, retweets etc.)
14. Other (please specify)

What are the biggest challenges you face in terms of enhancing your university’s reputation? Please **mark an X** next to all that apply.

An old-fashioned visual identity

1. Lack of unified vision/no institutional strategy on which to base a communications strategy
2. Academics who don&#39;t want to engage with the media or public
3. A poor website
4. Insufficient budget
5. Insufficient number of people in the team responsible for communications
6. Lack of access to leaders
7. Lack of understanding of reputation management across the university
8. Low pay for people managing a university&#39;s reputation compared to commercial sector
9. Lack of comprehensive digital strategy
10. Other (please specify)

We would appreciate a comment that explains your choices:

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| --- |
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Which channels do you regard as being the most important for projecting your university’s international profile? Please list any publications, broadcast or social media

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