

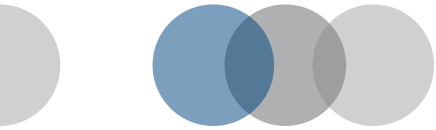


HOW THE GLOBAL ECONOMIC CRISIS IS SHAPING COMPETITIVENESS TEN YEARS OUT:

International Recruiting, Research, and Relationships

15 September 2009

Hosted by Imperial College London
Co-convened by Illuminate Consulting Group &
The Chronicle of Higher Education



Welcome to London and the ICG/Chronicle/Imperial senior leadership seminar

This one-day meeting was conceived to provide its participants with an intellectually honest, high-quality analysis and strategic perspective driven by presenters from Australia, the United Kingdom, and the United States who will reflect on practice as well as theory. Following Chatham House rules, a lively debate is expected.

The current global economic crisis serves as a jumping-off point, but the thematic focus of the seminar lies in the long-term development dynamics of three key institutional as well as national competitiveness areas: recruiting talent, research performance, and creating and deepening relationships with alumni and partners.

Seminar attendees have been invited from the senior leadership of UK as well as continental European, Asia-Pacific, and North American higher-education institutions. In addition, select higher-education policy experts have been asked to lend their perspectives.

We look forward to welcoming you at Imperial College and hearing your insights in our discussions.

On behalf of ICG

Dr. Daniel J. Guhr, Managing Director

On behalf of The Chronicle

David L. Wheeler, Managing Editor

On behalf of Imperial College

Sir Roy Anderson, Rector





Programme

08:30 ● 09:00

Morning tea

09:00 ● 09:15

Opening remarks

Speaker: David L. Wheeler

09:15 ● 10:15

Opening presentation:

HOW GLOBAL ECONOMIC &
POLICY TRENDS AFFECT
EDUCATIONAL COMPETITION DYNAMICS

Speaker: Daniel J. Guhr

10:15 ● 11:15

Research theme:

POSITIONING A UK RESEARCH
UNIVERSITY GLOBALLY

Speaker: Mary Ritter

11:15 ● 12:15

Alliance theme:

COLLABORATION AND COMPETITION—
THE FUTURE DEVELOPMENT OF
UNIVERSITY ALLIANCES

Speaker: Maurits van Rooijen

12:15 ● 13:30

Lunch break

13:30 ● 14:30

Students and alumni theme:
HOW TO REACH AN ALUMNI AND
STUDENT AUDIENCE—WHAT TO SAY,
AND HOW TO SAY IT

Speaker: Andrew B. Shaindlin

14:30 ● 15:30

Recruiting theme:
MANAGING RISK: MANAGING
RECRUITING IN A TIME OF CRISIS

Speaker: Madeleine Reeve

15:30 ● 15:45

Tea break

15:45 ● 16:45

Moderated discussion

Moderator: David L. Wheeler

16:45 ● 17:00

Wrap up and close-out

17:00 ● 18:30

Drinks and hors d'oeuvres reception





Biographies

Moderator David L. Wheeler

Mr. Wheeler serves as the Managing Editor of The Chronicle of Higher Education. He has been with The Chronicle for 23 years as a science writer, international editor, and a member of The Chronicle's senior management team. Mr. Wheeler holds a master's degree in journalism from Columbia University and a bachelor's degree from the University of Massachusetts at Boston. In addition, he was awarded a Vannevar Bush Fellowship in science journalism at the Massachusetts Institute of Technology.

Speakers Daniel J. Guhr

Before founding ICG, Dr. Guhr served as a consultant with the Boston Consulting Group and as a Director of Business Development with SAP. He holds a D.Phil. in Higher Education and a M.Sc. in Educational Research Methodology from the University of Oxford, as well as an M.A. in Political Science from Brandeis University. Dr. Guhr also trained at Bonn and Harvard Universities, and conducted research at Berkeley as well as the Max-Planck-Institute for Human Studies in Berlin.

Madeleine Reeve

Dr. Reeve has served as the Pro Vice-Chancellor (International and Development) at RMIT University since 2002. She has extensive experience in transnational education, international project management, and the education sector as a teacher and senior executive. Dr. Reeve received a bachelor's degree from Melbourne University, a bachelor's degree in Education from Monash University, a master's degree in Education from Canberra University, and a Ph.D. from James Cook University.

Mary Ritter

Prof. Ritter is the Pro-Rector (Postgraduate and International Affairs) at Imperial College London, one of the most internationalized universities in the world in terms of students, faculty, and research relationships. She is a member of numerous international research commissions and committees. At Imperial, she was instrumental in setting up two graduate schools. Prof. Ritter was awarded a bachelor's degree in Zoology and a D.Phil. in Immunology from the University of Oxford.

Maurits van Rooijen

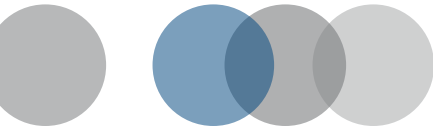
Dr. Rooijen recently retired from his position as the Executive Vice-President (International and Institutional) at University of Westminster. He holds leadership positions with many international higher-education associations, including the Presidency of the Compostela Group of Universities, a consortium of approximately 75 universities, and the Presidency of the Boston-based World Association for Co-operative Education. Dr. Rooijen received a bachelor's degree in History, a doctorate in Geography, and a doctorate in Economic History with Sociology from the University of Utrecht.

Andrew B. Shaindlin

Mr. Shaindlin serves as the Executive Director of the Caltech Alumni Association and served as the acting Assistant Vice President for Development & Alumni Relations at the California Institute of Technology. He previously worked at Brown University and the University of Michigan. Mr. Shaindlin serves on the CASE Board of Trustees and chairs the Commission on Alumni Relations, and publishes the blog Alumni Futures (www.alumnifutures.com). He holds a bachelor's degree from Brown and is pursuing a master's degree at Claremont Graduate University.



The Illuminate Consulting Group



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The Illuminate Consulting Group (ICG) is an international academic consulting firm advising the leadership of teaching and research institutions, foundations, and public agencies on strategic development issues.

HISTORY, ORGANIZATION, AND MEMBERS

ICG was founded in 2002 in California. ICG is organized as an international expert network of academics, administrators, consultants, and entrepreneurs. Since its inception, it has grown to an organization of more than 30 members in eight countries.

ICG is firmly embedded in the academic world: Its members, half of whom hold doctoral degrees, are connected to eight of the world's Top 10 universities. Sixteen members have served or continue to serve as university faculty members, and 18 hold academic-administration experiences. In total, the members have published more than 80 books and 900 journal articles.

Half a dozen ICG members have been trained in leading strategy consulting firms such as the Boston Consulting Group, and nine have founded businesses. With most of its members having resided in two or more countries, collectively they are fluent in more than ten languages.

CLIENT SERVICE

ICG is dedicated to deliver well researched, comprehensively reasoned, and honest advice to our clients. Earning clients' trust and forming long-term relationships with them means to never compromise these values. ICG's client services are based on three pillars, in order to deliver the best possible advice for its clients:

- The highest-quality academic analysis.
- The project-management skills of experienced strategy-management consultants.
- The institutional experience of education administrators.

CLIENTS

ICG serves clients globally, including:

- Universities: Arizona, Bonn, Imperial College, Monash, National University of Singapore, and Oxford.
- Agencies: Australian Department of Education, Department of Foreign Affairs and Trade Canada, Education New Zealand, German Academic Exchange Service, Universities UK.

PRACTICE AREAS

ICG's client advisory service is based on eight Practice Areas. These Practice Areas drive its research activities, codify its consulting knowledge and drive client engagements. They are fundamentally grounded in academic research, administrative practice, and client service.



The Illuminate Consulting Group

continued

KNOWLEDGE SHARING

ICG's academic heritage is expressed in a deep stream of research and analysis which it shares in a number of formats:

- Thought Leader Session™: ICG hosts the invitation-only, from-experts-for-experts Thought Leader Session at NAFSA.
- Conferences: In 2007-08, ICG chaired or contributed to 38 conference presentations and workshops around the world. Many involved experts in international-education and advancement fields.
- Seminars, workshops, and master classes: Over the last three years, ICG has run more than 20 of these from Singapore to the UK to the US to Australia and Germany.
- Roundtables: Roundtables are by-invitation discussion sessions for senior higher-education administrators at international conferences.
- Publications: ICG publishes its research in a variety of formats, including in *Strategy Perspectives*.
- Media: ICG provides background briefings, commentary, and opinion pieces to media outlets ranging from *The Chronicle of Higher Education* to *The Australian*.

The ILLUMINATE
Consulting Group

The Chronicle of Higher Education



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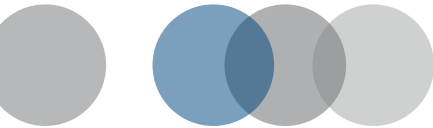
For over 40 years, The Chronicle of Higher Education has served the academic world as the most trusted authority on higher education. With headquarters in Washington D.C., The Chronicle's nearly 80 full-time writers, editors, and international correspondents deliver news, information, and analysis vital to the world of higher education.

Since its inception, in 1966, The Chronicle has extended well beyond its flagship print publication to provide a wide range of resources in a variety of formats. The Chronicle's Web site, Chronicle.com, offers timely coverage of breaking news and in-depth analysis of the day's most important issues. Blogs, advice columns, discussion forums, e-mail newsletters, and microsites are part of a vibrant online community that leads the academic conversation at colleges and universities.

Reaching nearly 325,000 readers in print each week and over 1.2 million unique visitors online each month, The Chronicle is also the most popular job service in all of higher education—helping colleges and universities fill more than 25,000 jobs each year. The Chronicle's interactive resources, including job alerts and portfolio-management tools, make it easy for recruiters to reach the best-qualified candidates and for job seekers to select the right institutions.

THE CHRONICLE
of Higher Education

Imperial College London



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Consistently rated as one of the world's best universities, Imperial College London is a science-based institution, whose reputation for excellence in teaching and research attracts students (13,000) and staff (8,200) of the highest international quality.

Innovative research at Imperial explores the interfaces among science, medicine, engineering, and business to deliver practical solutions for improving the quality of life and the environment, underpinned by a dynamic enterprise culture. Imperial staff are frequently consulted by government and departmental committees at both national and international levels. They also act as members of professional bodies, advise industry, and regularly work with the media to improve public awareness and understanding about Imperial's research and its impact on society.

Imperial's critical mass of expertise within its Engineering, Natural Sciences and Medicine Faculties and its Business School will help us take significant steps towards providing solutions to global problems. The high level of interaction between research areas creates a unique multidisciplinary research environment where collaborations within Imperial and with external organisations can flourish.

Since its foundation, Imperial has made several significant contributions to society, including the discovery of penicillin, the development of holography, and the foundations of fibre optics. Our commitment to applying research for everyone's benefit continues today, with a particular investment in multidisciplinary collaborations to improve global health, tackle climate change, develop clean and sustainable sources of energy, and increase safety and security throughout society.

Imperial nurtures a 'can-do' entrepreneurial culture and, as a result, has an enormous amount of intellectual capital. Our knowledge transfer activities lead to substantial licensing and industry-relevant opportunities, including about 70 spin-out companies to date, with an average of two new ones each month.

Imperial's strong links with industry mean that it receives more research income from industry than any other UK university, with a large proportion of its total research funding (>£250 million) coming from industrial partners. In addition, Imperial receives significant funding from private and charitable foundations, such as the generous donation in February 2007 from the Grantham Foundation for the Protection of the Environment to found the Grantham Institute for Climate Change.

Imperial College London was established by Royal Charter in 1907, bringing together the Royal College of Science, the City and Guilds College, and the Royal School of Mines in London's cultural heartland of South Kensington. Between 1988 and 2000 several London medical institutions merged with Imperial to form one of the largest medical schools in the UK. Imperial now has seven campuses in London and one in Berkshire. In July 2007, Imperial celebrated its Centenary and left the University of London to become an independent university institution.

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London**





