

2008 CBIE ANNUAL CONFERENCE

**How alumni networks can help to drive
internationalization**

Introduction and Housekeeping

The Changing Role of International Alumni

Observations on External Change Factors

Observations on Internal Strategies and Organizational Design

Case Studies (SGSA, UTAS, MIT)

Outlook: How International Alumni Internationalize the Campus

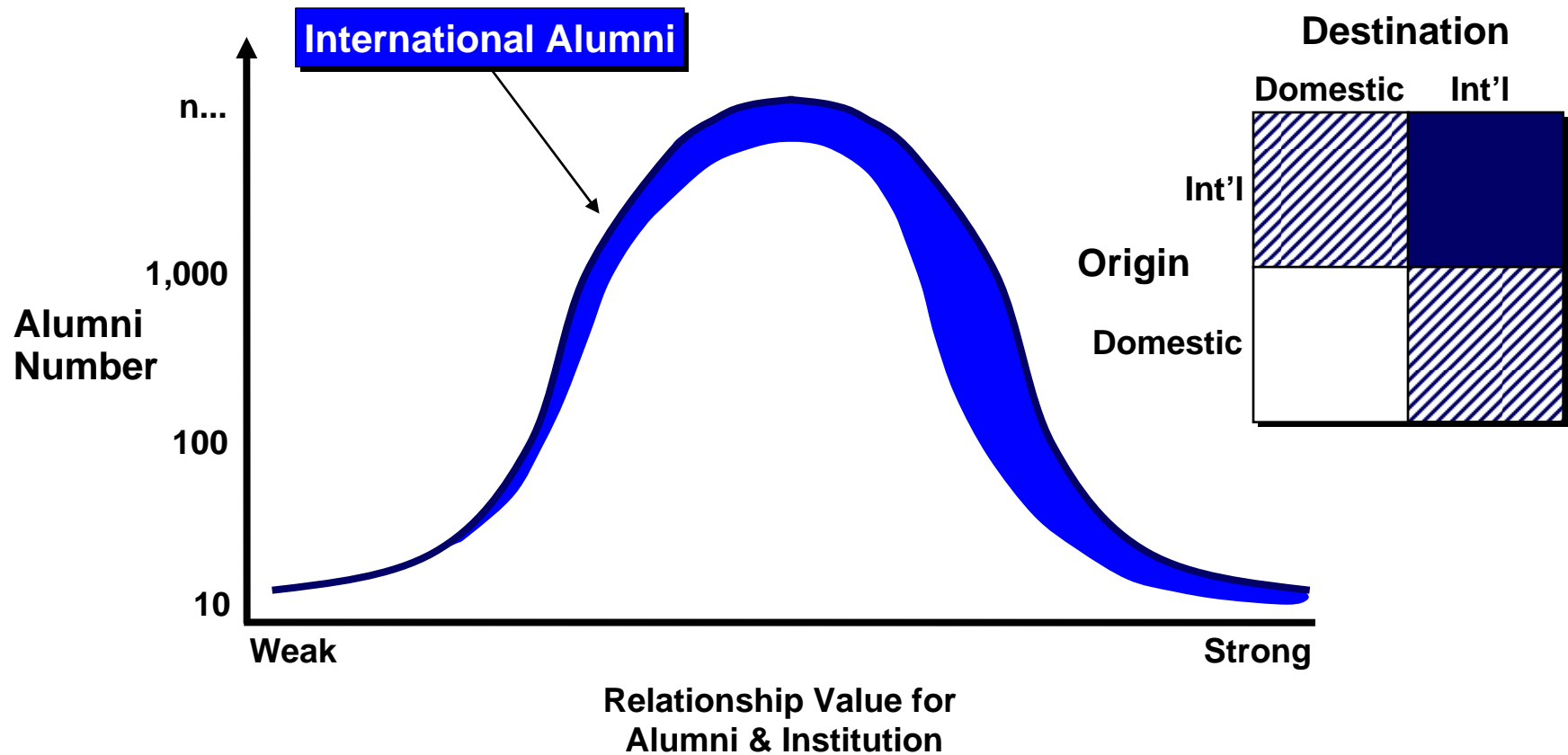
Discussion

- **75 minute session: two-thirds presentation and one-third discussion – please hold your questions until the discussion section**
- **Lou Alexander from MIT unfortunately had to cancel his conference participation. As a result, case studies have been shifted a bit**
- **The focus of this session is on (strategic) approaches to deal with a complex change process. It does not focus on the intrinsic value of internationalization – this is assumed to be a given**
- **The presentation will be posted on www.illuminategroup.com - There is no need to make notes**

- **CASE Leadership Summit (July)**
 - The Future of Community and Affinity in an Online World
 - The Online Communities Workshop: Metrics for Performance & Success
- **CASE Europe Annual Conference, Brighton (August)**
 - What do Alumni Really Want?
 - The Online Community Agenda: How to Get the Most From the Web
 - Success Strategies for Directors Managing International Alumni Relations Programmes
- **EAIE Annual Conference, Antwerp (September)**
 - Web 2.0, Alumni, and International Student Recruiting
 - Building an International Alumni Network: A Practical Toolkit
- **AIEC/IDP Annual Conference, Brisbane (October)**
 - How Online Communities Change International Education
- **CEC Annual Conference, Montreal (November)**
 - A Primer to Advanced Network-centric Recruiting and Marketing

- **Is your institution truly home to a proper alumni network?**
- **Has your institution built an international alumni network of any sorts? Is there a network with more than a half a dozen international chapters?**
- **Does your organization have a presence on Facebook / on LinkedIn? Do your (international) alumni have a presence? Do you know?**
- **Who is in charge of international alumni relations – Alumni Relations, the International Office, other?**
- **What are you utilizing international alumni for? Networking, recruiting, interviewing, job placements, sponsoring, fundraising, other?**
- **Does your institution have a strategy for making international alumni an integral support pillar of your institution?**

A PRIMER: INTERNATIONAL ALUMNI ARE DIFFERENT FROM DOMESTIC ALUMNI



All things being equal, international alumni should be prime supporters

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- **International alumni did not receive much attention in the past for multiple reasons: Too few, too far away, too expensive to communicate with, presumed to be unlikely to donate – or simply being lost...**
- **This was true for most but all higher education institutions both for a few elite US programs. Yet elite brands do not guarantee success: Oxford's branch network has regressed from an already weak performance status**
- **Changes started to occur in the 1990s with the advent of the Internet, a globalizing economy coupled with rising academic brand importance, and the sustained increase in international enrollments**
- **It is the compound effect of these changes which is driving international network development**
- **Given the relative recent emergence of international alumni networks, relatively little is yet known about their strategic value, development potential, and practical purposing/programming**

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- **Fragmentation**
- **Demographic shifts**
- **Global brand leverage**
- **Mutual relationship value**
- **Technology Diffusion**
- **Boundary dissolution**
- **Emerging micro-support models**

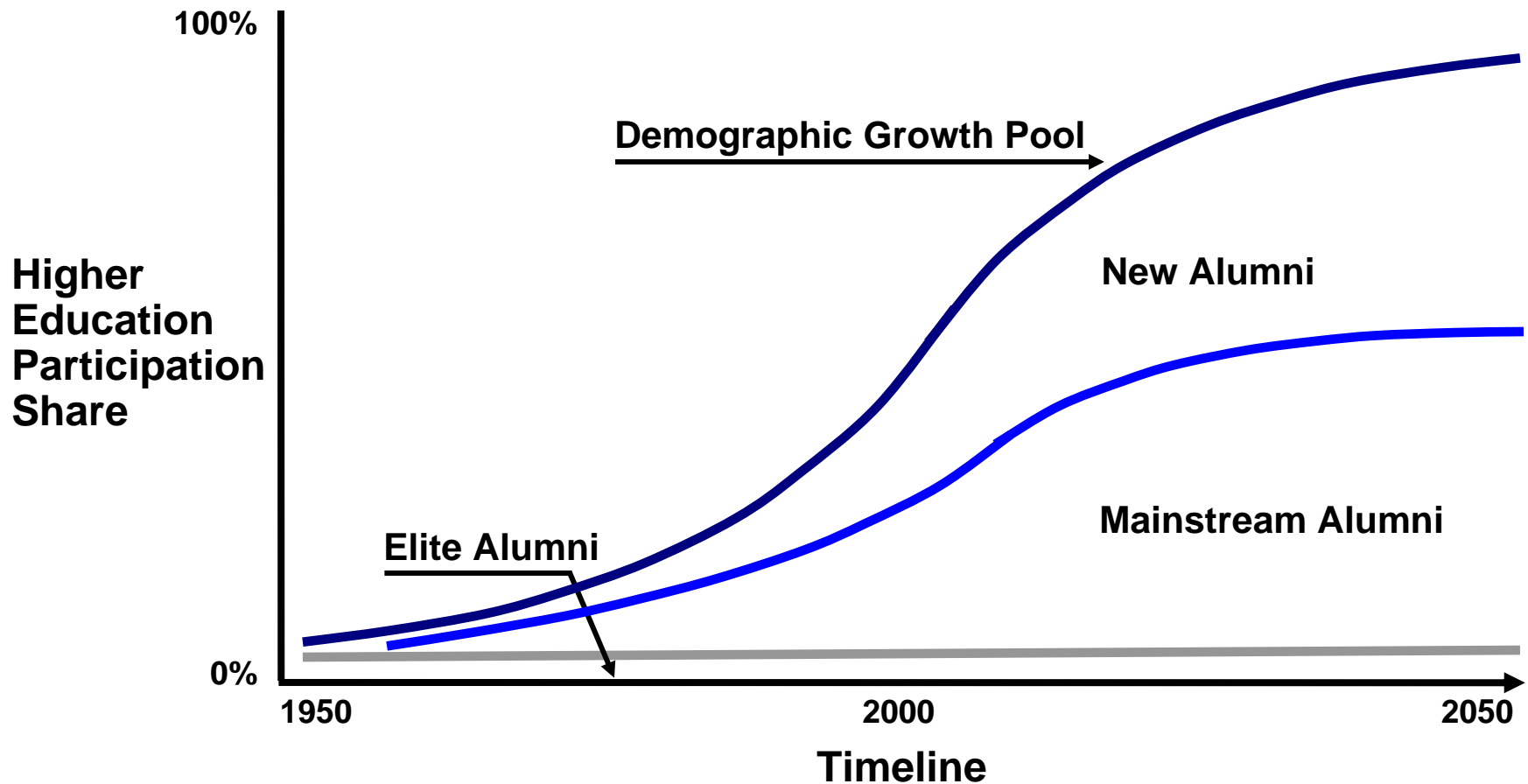
FRAGMENTATION

Also: Differentiation and Individualization

- **Alumni as a group have ceased to be homogenous. Instead, they have become fragmented along multiple lines**
 - **Age cohorts**
 - **Technology usage: Twitterers vs. “put it into the mail”**
 - **Value perspective: sentimentality vs. brand leverage**
 - **The degree of internationalization: globalization cannot be escaped**
 - **Divided loyalties: Bachelor versus multi-degree**
- **This change dynamic has already deeply affected alumni attitudes, behavior, and advocacy patterns. International alumni networks have seen the most pronounced changes**
- **Another important trend: The competitive value of first degree attainment is declining while the competitive value of a highly branded degree is increasing. This especially affects international students/alumni**

DEMOGRAPHIC SHIFTS

Tomorrow's International Alumni are Unlike Yesterday's



Notes: Elite alumni access leading universities and colleges. By definition, this segment is small and cannot grow in terms of share. Mainstream alumni account for the bulk of post-WW II alumni. Much of standard alumni programming is based on their behavior and needs. New alumni are a segment characterized by first-time higher education access, utility-based thinking, and different attitudes to fellow alumni and their alma maters. Higher education participation share relates as a conditioning factor for alumni pools.

Sources: ICG.

GLOBAL BRAND LEVERAGE

17-Years Old Know and Accept This

- **Alumni networks have begun to globalize along multiple lines (origins, destinations, labor force, technology enables, etc.)**
- **With the post-education world globalizing, alumni need to have their alma mater and their alumni network function as global brand levers. This is no longer a mere Harvard MBA issue**
- **If institutions supply brand leverage tools – chapters, online communities, active brand positioning, etc. – alumni will use these for leverage. If institutions do not supply tools alumni may build their own**
- **If institutions are incompetent in this area negative brand leverage ensues and alumni will positively not support their alma mater**

MUTUAL RELATIONSHIP VALUE

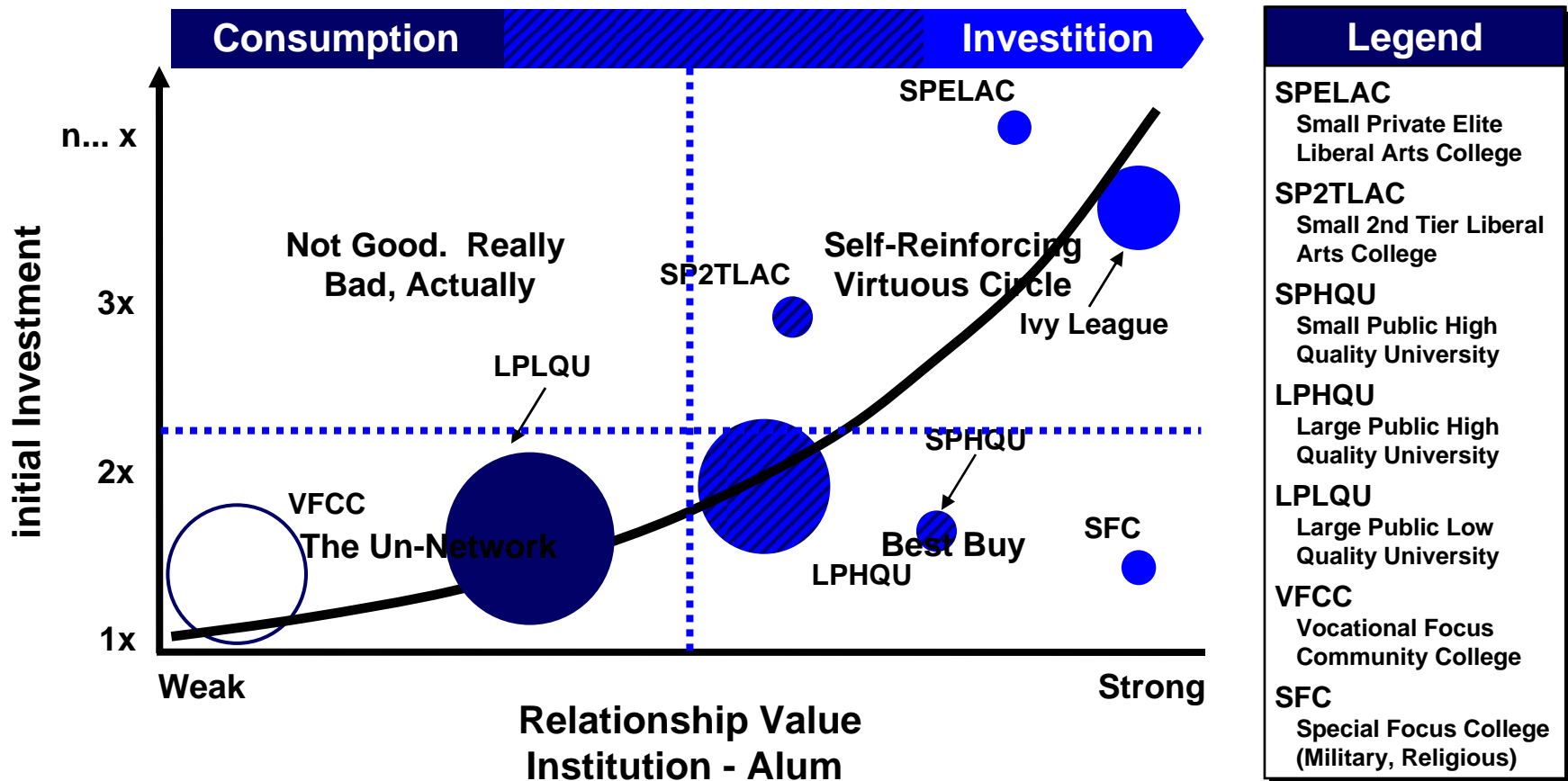
Wither Sentimentality

- **Traditional alumni relations programming has paid much heed to sentimentality as a key behavioral driver. This begs the questions: How many drinks receptions can one really attend?**
- **Sentimentality was as much a proper programming effort as it reflected a limited degree of institution-to-alum relationship value. Exceptions were far and in-between**
- **The compound effect of social, economic, technology, and educational change dynamics has induced a fundamental shift amongst alumni. Alumni relations programming has just begun to catch up**
- **Mutual relationship value is a concept which takes a comprehensive view of the complex, multi-modal institution-to-alum relationship under consideration of investment and return dynamics**

This concept applies with full force to international alumni

MUTUAL RELATIONSHIP VALUE

Four Relationship Value Segments Have Emerged



From sentimentality to ROI-driven behavior

Note: The initial investment scale is based on a quasi-log model and refers to a first degree (job market entry). The graphic is schematic.
Source: ICG.

- **We are experiencing a fundamental and far reaching transition in the way people communicate, relate, share, interact, advocate, and transact based on technology advances and availability**
- **Online communities and various communication tools have begun to assume a central infrastructure role in the social fabric of people. They are not just another channel, but facilitate and drive social development**
- **Community technology will change – rapidly – over the course of the next 10 years. Entirely new affinity patterns and networking models will emerge**
- **In order to reach young alumni today and all but most alumni in the future alumni relations offices need to embed themselves in the same social fabric as its alumni**

One constant: Persistent change

BOUNDARY DISSOLUTION

Towards Talent Flow

- **Traditional, rigid concepts of student vs. alumni are breaking down**
- **One reason is that this boundary increasingly less reflects needs of students to connect early into a network, as well as alumni looking for talented students (professional)**
- **Another reason is that life-long learning and therefore repeat educational experiences becoming a reality (alum = student)**
- **Similarly, early talent acquisition is bringing alumni and students into the recruiting game, either directly (e.g.; interviewing) or indirectly (e.g.; as part of online communities)**
- **Going forward, dealing with alumni will become increasingly free-flowing, with individuals moving around and connecting according to their preferences and not based on institutional organizational design**

SELF-ORGANIZING MICRO-SUPPORT MODELS

Entirely new Support Models are Emerging

- **Micro-support models are based on alumni self-directed, often but not always ad hoc, and issue or utility-based behavior**
- **Examples include issue-based on-the-side fundraising on online communities (e.g.; LinkedIn), ad hoc political support campaigns (e.g.; Tibet), network-of-network campaigns (e.g.; Obama '08), and the rise of mini-networks (e.g.; Ning)**
- **Three factors have contributed to the rise of micro-support models**
 - **Technology: Access, ease, and minimal costs of financial transactions**
 - **Social & behavioral changes: Entrepreneurial behavior, consumerism, credentialism, etc.**
 - **The growing importance of higher education, science, and research – being engaged can yield tangible benefits**
- **Top-down donor and institutional support models will have to be augmented with a framework for many small, bottom-up support models**

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HOW HAVE HIGHER EDUCATION INSTITUTIONS RESPONDED TO INTERNATIONALIZED NETWORKS?

- **For the most part institutional responses have been late, incomplete, and fragmented. Case in point: Harvard did not appoint a Director for international alumni relations issues until 2005**
- **Organizational responsibilities often have remain splintered between Alumni Relations, the International Office, and Faculties/Departments**
- **There is no one-size-fits-all strategic model to manage relationships with international alumni. However, there are best practice models to purpose, manage, communicate with, and leverage international alumni**
- **Even leading alumni relations programs have seldom pushed the envelope. More often than not, alumni themselves initiatives have driven practice, or created new opportunities**

International alumni networks are largely strategically non-integrated

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- **Founded in 1891**
- **Budget of around USD 3.4 billion**
- **Home to sixteen Nobel Prize winners**
- **Endowment of USD 17.2 billion**
- **Ranked 2nd in the 2008 Shanghai Jia Tong ranking**
- **6,759 undergraduates (425 international students); 8,186 graduates (2,728 international); 1,829 faculty members**
- **Around 180,000 living Stanford degree holders, including 72,000 undergraduate alumni, 90,000 graduate alumni and 18,000 dual-degree holders**

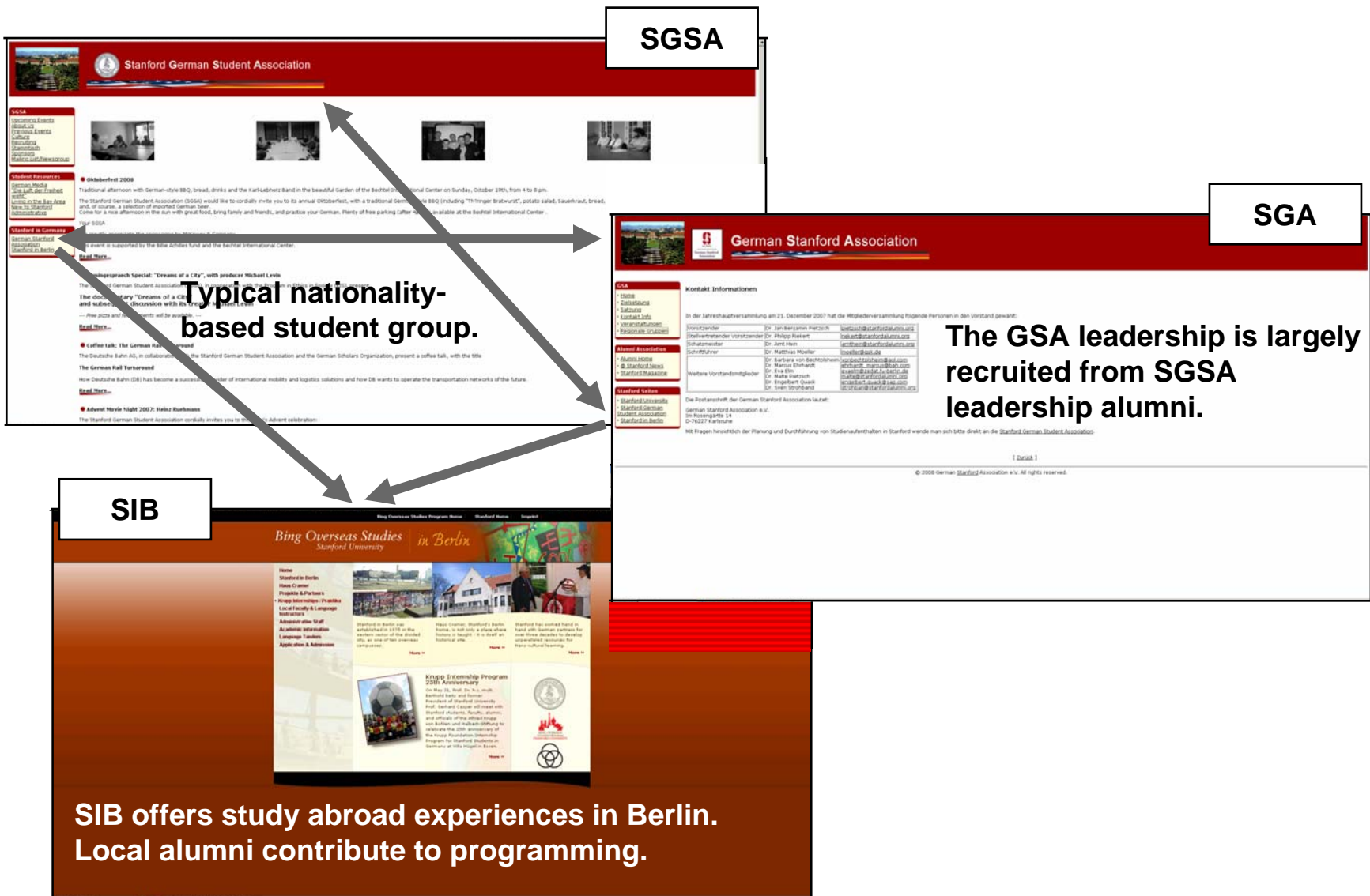
Stanford: An entrepreneurial mover embedded in Silicon Valley

THE RELATIONSHIP BETWEEN THE SGSA AND GERMAN STANFORD ALUMNI

- **The Stanford German Student Association was founded in 1997. It is a product of two countervailing forces – a German proclivity to organize and a post-1960s desire to not organize around Germany while abroad**
- **German students at Stanford are a sizable group (> 200 students), mostly enrolled at the graduate level, and with a concentration in hard and social sciences (not law, business, medicine)**
- **German Stanford alumni started their own club (with its own property) very early on – but remained effectively closed off. The German Stanford Association was only founded in 1999 and now acts as the “main” alumni group in Germany**
- **German students absorbed Stanford’s entrepreneurial culture and have fundamentally self-organized student and alumni activities. Stanford would probably not have it any other way**

A tight core – linking back to the center – strong branding

STUDENTS – ALUMNI – STUDY ABROAD LINKAGES



Source: Stanford German Student Association, German Stanford Association, Stanford in Berlin websites.

- **Founded in 1890**
- **Budget of around AUD 281 million (USD 258 million)**
- **Ranked 14th in Australia in 2007 Melbourne Institute ranking**
- **Ranked at position 303-401 in the 2008 Shanghai Jia Tong ranking**
- **13,274 FTE students (about 1,167 off-shore - 2,199 international); 871 academic staff; 1,138 general staff**
- **62,537 total alumni; 41,450 named alumni; around 11,000 alumni with e-mail addresses; four FTE alumni relations staff**
- **Currently four international alumni branches (South-East Asia)**

A small, sole provider, tightly knit university

A BACKGROUNDER ON ALUMNI RELATIONS AT THE UNIVERSITY OF TASMANIA

- **UTas is characterized by factors which impact alumni affinity: Sole provider status, remoteness, close-knit culture, out-bound migration**
- **Past alumni relations efforts were splintered amongst the Convocation, the Foundation, the Graduation office, and non-institutional alumni groups. As a result, no real alumni network existed beyond Tasmania**
- **More than four years ago University began to structurally address this issue through the introduction of a professional alumni & donor database as well as long-term strategic planning**
- **These change dynamics (still) require broad organizational change dynamics, including the realignment of decades-old units, as well as need for distinct campus units to collaborate**

UTas can draw on a distinct culture and past, basic alumni efforts

THE ROLL-OUT OF A GLOBAL ALUMNI NETWORK AT THE UNIVERSITY OF TASMANIA

Institutional Strategy

UTas developed the EDGE plan in 2004 (excellence, distinctiveness, growth and engagement).

Recruiting talent – both students and researchers – is a key component.

Another imperative is to tap into goodwill, sponsoring and scholarship funding.

Alumni are playing – and are being given – a key role in positioning UTas worldwide, with the US taking a leadership role.

Alumni Network Roll-Out

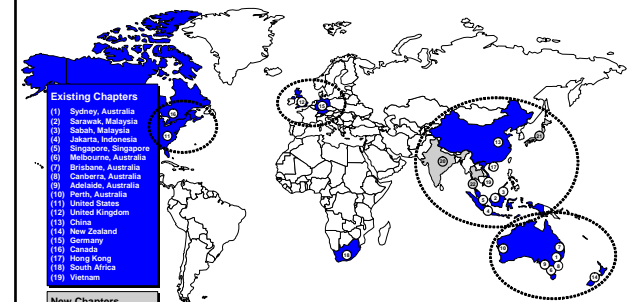
2005 UTAS ALUMNI NETWORK CHAPTERS



Sources: UTas, Illuminate Consulting Group.
ICG © 2005

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2013 UTAS ALUMNI NETWORK CHAPTER OPPORTUNITIES Four Regional Clusters



Sources: UTas, Illuminate Consulting Group.
ICG © 2005

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- **Founded in 1861**
- **Budget of around USD 2.18 billion**
- **Home to seventeen Nobel Prize winners**
- **Endowment of USD 11.06 billion**
- **Ranked 5th in the 2008 Shanghai Jia Tong ranking**
- **10,220 students (2,883 international); 1,008 full professors; 696 other faculty; around 11,100 employees**
- **Around 120,000 alumni; over 80,000 are registered in MIT online portal; about 5,000 alumni in Europe; 80 full-time staff in Alumni Association**

MIT: A global science and research powerhouse

- **Historically, clubs grew out of a desire by alumni to connect with each other. There was little assistance from the Alumni Association**
- **MIT invested into its European alumni network post-1993 because the alumni population was growing, there were active clubs, and it wanted a equality with services provided to alumni groups in North America**
- **There was no single plan for Europe, but some basic guidelines: Work with clubs to shift focus towards programs with professional relevance, encourage clubs to form connections with other MIT organizations, etc.**
- **One of the lessons that emerged was a redefinition of roles of alumni volunteers, Alumni Association staff, and the participants in programs**

MIT took a careful, balanced, frameworking approach

MIT'S EUROPEAN ALUMNI NETWORK WAS BUILT BY SELF-ORGANIZING ALUMNI

MIT Club of Germany

Home About Membership News Events QUICK LINKS

Introduction
Officers
Volunteering

Introduction

The Club of Germany e.V. is part of MIT's alumni network and is entirely run by volunteer. Members include alumni, professors, former visiting scientists and current students. Our primary activity is to organize events for our club members, including guest speakers, company visits and regional get-togethers.

To find out more, contact one of our [officers](#) or use the [Contact Us button](#) in the right column on any page of our site.

History

The Association of MIT Alumni and Alumnae, established in 1875, is an independent volunteer organization to help over 90,000 former MIT students stay in touch with one another, the faculty and MIT. Founded in 1992, the MIT Club of Germany e.V. presently has over 200 members representing a wide range of classes and majors.

Club's objectives

The Club's objectives are:
to serve as a forum for the exchange of social and professional experiences for Club Members by providing MIT faculty and top notch business speakers, and networking forums,
to bring MIT news to the alumni living in the area and to promote the MIT brand name and reputation in Germany, and
to work with other university and business school alumni groups present in Germany to stimulate discussion of current business and social issues.

Zweck des Vereins ist die Förderung von Wissenschaft und Forschung:
(a) Die Durchführung von wissenschaftlichen Lehr- und Vortragsveranstaltungen und die Herausgabe wissenschaftlicher Werke über die Inhalte und Themen dieser Veranstaltungen.
(b) Die Vergabe von Stipendien zur Durchführung von Forschungstätigkeiten und wissenschaftlichen Arbeiten an Universitäten und wissenschaftlichen Einrichtungen.
(c) Die Förderung der akademischen und wissenschaftlichen Zusammenarbeit zwischen der Universität Massachusetts Institute of Technology (MIT), Gastwissenschaftlern in

QUICK LINKS

- [MIT Alumni Association](#)
- [Check out Regional Clubs](#)
- [Explore Enterprise Forum](#)
- [Make a Gift](#)
- [Update Your Info](#)
- [Join an Alumni Mailing List](#)
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Notes

- About 15,000 alumni outside US, about 5,000 in Europe
- First European Club formed in 1917 in Paris, most recent Club 1999 in Sweden
- About 1,200 alumni in the UK, about 400 in Germany
- Clubs support MIT through signature event organization, marketing, fund-raising, networking
- \$ millions raised p.a.

MIT alumni increasingly drive advancement dynamics

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FIVE THEORIES ON INTERNATIONAL ALUMNI AND INTERNATIONALIZATION

- 1 International alumni infuse the external world into a campus which will be much more critical going forward than it was in the past
- 2 International alumni will act on behalf of their alma mater in new, innovative, rapid, and un-prompted ways
- 3 International alumni can provide global brand leverage for their alma mater in ways impossible just five years ago
- 4 International alumni will become more demanding with regards to their alma maters provisioning of a proper network/brand
- 5 Institutions which plan and organize for this change will reap rewards. Those who don't will enjoy little systematic support

Is your institution prepared to embrace this opportunity?

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