

International Strategy Seminars

A knowledge sharing service offered by the
Illuminate Consulting Group

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.

For more information about ICG, please visit us at www.illuminategroup.com.

WELCOME TO ICG

Dear Reader,

It is my pleasure to introduce the Illuminate Consulting Group's (ICG) 2009 *International Strategy Seminar* schedule.

When ICG was founded in 2002, it was guided by a simple yet ambitious vision: To offer our clients well researched, comprehensively reasoned, and honest advice based on our deep, global knowledge infrastructure.

Since our inception, this value framework has consistently guided our worldwide client engagements. Being called back repeatedly by clients to assist them with new strategic challenges is an affirmation of our commitment to our clients.

An important part of our client service during 2009 will be the delivery of strategy seminars. These seminars aim to provide specific, customized, and actionable insights.

I would like to specifically draw your attention to our special seminar on the global financial crisis which already has attracted substantial demand.

Please do not hesitate to contact us with any questions. Contact information is listed at the back cover of this document.

Yours sincerely,

Dr. Daniel J. Guhr,
Managing Director

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ICG INTERNATIONAL STRATEGY SEMINARS

What are ICG International Strategy Seminars?

ICG offers international strategy seminars to higher education institutions, ministries, and associations. Each seminar is customized for an institution's strategic situation and development requirements.

What Topics are covered in Seminars?

In 2009, ICG offers more than a dozen seminar topics covering strategy and planning, competition, recruiting, and regional topics. Seminars with durations of three or more hours can draw on more than one topic. More information is enclosed on pages 2-5.

Who Attends Strategy Seminars?

In general, seminars address two distinct audiences. First, thematically focused senior leadership seminars typically address not more than a dozen attendees. Second, larger and often more general line management seminars typically address up to three dozen attendees.

What are Examples of Past Seminars?

ICG has run more than 30 seminars in eight countries, including at Imperial College, LMU Munich, MIT, and the Universities of Auckland, Cambridge, Melbourne, Michigan, and Zurich. A more complete list is enclosed on pages 10-11.

What are Costs of a Seminar?

ICG charges a professional fee for delivering seminars. Fees vary based on the duration of the seminar as well as specific client requirements. ICG does not charge value added or sales tax. For further information please contact ICG.

Strategy Seminar Logistics

Seminars are typically run at a client location or conference venue.

SPECIAL TOPIC: UNDERSTANDING RISK AND MANAGING FOR OPPORTUNITIES IN THE GLOBAL ECONOMIC CRISIS (I)

The Crisis

During 2008 alone, the on-going global economic and fiscal crisis has wiped out well over USD 10 trillion in individual wealth worldwide. While some countries were hit especially hard – including the USA, the UK, and Russia – the crisis has demonstrated today's fundamental interconnectedness of national fiscal and economic systems.

This crisis has been compounded by other events such as the Madoff scandal which has resulted in higher education institutions and supporting foundations losing well in excess of USD 1 billion – and possibly much more. Higher education thus is not immune from these travails and it stands to reason that harsh lessons are still in store.

Systemic and Sustained Risk for Higher Education

ICG has created a seminar to assist higher education institutions with understanding the substantial, systemic risk this crisis poses on a multitude of fronts:

- The destruction of individual wealth has diminished many students' ability to self- or family-finance their education. Similarly, the curtailed access to student loans is proving troublesome
- International student mobility will be affected negatively. Yet dynamics will play out in highly granular ways, many of which will be subject to little influence from within higher education systems
- Philanthropic giving has already slowed down and is likely to be adversely affected for years to come. The trickle down effect into diminishing funding opportunities for students has already begun
- Policy responses to the crisis so far have paid little attention to higher education. Most initiatives can be expected to focus on capital expenditures, and domestic issues will trump areas such as international student mobility

ICG Background

ICG's background in both higher education as well as the business world – including strategy consulting and financial controlling – has allowed us to create analysis and insights which take into account both the underlying causes and complexities of the crisis as well as the levels of granularity within and between higher education systems.

SPECIAL TOPIC: UNDERSTANDING RISK AND MANAGING FOR OPPORTUNITIES IN THE GLOBAL ECONOMIC CRISIS (II)

The Seminar

The seminar is structured into six sections and contains a customized analysis and recommendation part for each given institution:

- What is the real story behind the global financial and economic crisis, and how bad is it really?
- What do Iceland, New Zealand, and Madoff have in common? And why does this matter to international education?
- The economic picture in key recruiting countries (customized for a given institution)
- Scenarios: What are already existing, likely, and possible impacts on international mobility dynamics?
- Implications (customized for a given institution)
- Discussion

The seminar is being offered in an one to two hours format.

Opportunities on the Horizon

It is crucial to understand that in this crisis some institutions and education systems will benefit from other actors' mistakes or impaired situation. Some will stumble into such gains by circumstance; most others will have to work hard for their gains.

Insights and Limitations

The goal of the seminar is to deliver three insights: First, the breadth and complexity of the current crisis. Second, the direct and indirect, as well as national and international effects on higher education. Third, the competitive advantage to be gained from expert analysis, strategy setting, rapid implementation of measures to understand risk, and the active management for opportunities.

The seminar is not intended to substitute for a business school lecture, nor does it center on forecasting the future. It also does not aspire to deliver a comprehensive account of all aspects of the crisis. Rather, it focuses on delivering actionable learnings.

SEMINAR TOPICS: STRATEGY & PLANNING

International Development Planning and Controlling

International education has boomed since the 1990s with now millions of students and billions of dollars in play. But as numerous under-achieving initiatives and outright failures demonstrate, many ventures suffer from a lack of proper planning, controlling, and execution.

This seminar introduces a comprehensive planning and controlling approach, including SWOT analysis and ICG's four-tier controlling scorecard.

The seminar is offered to executive and line management audiences with a range from two to four hours. Please note: The seminar contains substantial theoretical aspects.

International Engagement Methodology

Engaging internationally can no longer be pursued haphazardly nor based on whimsical preferences – but all too often this is still the case. To this end, ICG has developed a seven-step model for implementing a rigorous, analytics-driven, and strategy-based international engagement methodology.

The seminar includes the scoping of engagement options; deep benchmarking of potential partners; the creation of engagement scenarios; and a long-term roadmap for implementing and growing international engagements including controlling tools.

The seminar is offered to executive and line management audiences with a range from three to four hours. Please note: The seminar contains substantial theoretical aspects.

Strategic International Positioning Initiatives

This seminar is based on the structured discussion of an agreed-on selection of case studies, ranging from the marketing-recruiting-admissions process integration at the London School of Economics to German universities' liaison offices in the USA to the University of Arizona's international recruiting position to Dubai's tertiary capacity creation approach.

Each case study is analyzed for the quality level of research, planning, execution, and overall strategy setting. The seminar can draw on eight case studies. Most seminars discuss between two to four case studies.

This seminar is offered to executive and line management audiences with a range from two to four hours.

SEMINAR TOPICS: COMPETITION

Deconstructing Rankings for Competitive Advantage

Rankings have become an undeniable fact of life in international education. While so far few rankings seem ultimately sound, their impact on prospective students, the general public, and policy-makers alike is forcing institutions into developing a comprehensive ranking strategy. Such strategies need to be multi-dimensional, taking a respective institution's brand position as much into account as the inherent politicization and methodological flaws of various ranking surveys.

This seminar surveys key rankings, illuminates methodological problems and political issues, and deconstructs one ranking to highlight the potential for improving an institution's ranking position.

The seminar is offered to executive management in a two-hour setting.

Master's Degrees: Recruiting, Structure, and Competition

Master's Degree studies are an increasingly contested for international student recruiting segment, not least owing to often high profit margins. Anglo-Saxon systems have led the way, though challengers such as the EU's Erasmus Mundus Program have entered the market.

Six critical success factors will be analyzed by the seminar: Teaching vs. research mode, curriculum focus, duration and timing, quality and branding, students' requirements, and employer perspectives.

This seminar is offered to executive and line management audiences with a range from two to four hours.

Tuition-based Competition™

Tuition, fees, and funding are arguably the most competitive signaling devices to both attract talented international students as well as to modulate overall recruiting intake. Tuition-based Competition™ as a strategic concept is thus assuming a central and multi-layered function in international student recruiting.

This seminar centers on the discussion of ICG's five-step student decision-making model, institutional positioning options, as well as case studies.

This seminar is offered to executive and line management audiences with a range from two to four hours. The seminar can draw on eight case studies.

SEMINAR TOPICS: STUDENT RECRUITING

Student Recruiting in Online Communities

By now hundreds of online communities exist and some are home to dozens of millions of members. These communities function as a global recruiting arena, offering unprecedented access and informational depth. Yet successful recruiting in online communities differs notably from established recruiting models.

This seminar offers a comprehensive overview of relevant communities, recruiting opportunities and pitfalls, and best practice case studies.

The seminar is offered to executive and line management audiences with a range from two to four hours. The seminar can center on technical, marketing, behavioral, or risk management aspects.

Utilizing Alumni Networks for International Recruiting

Many institutions have discovered that alumni can offer valuable assistance with international student recruiting. Yet few institutions involve alumni systematically, and the majority of initiatives have been ad hoc in their nature without the benefit of integration into overall institutional recruiting strategy.

The seminar looks at the benefits and challenges arising from involving alumni in recruiting activities, and offers guidance on alumni expectations, prospective students' needs, best practices, and strategic integration.

This seminar is offered to executive and line management audiences with a range from two to four hours.

Strategic Talent Acquisition™

Higher education institutions are fundamentally based on recruiting talent – and in the case of students pushing them out it in clearly defined, relatively short degree cycles. Given this permanent flow of talent, managing for strategic and process excellence is vital. To this end, ICG has developed the Strategic Talent Acquisition™ model.

The seminar introduces a condensed version of ICG's Strategic Talent Acquisition™ model and offers a survey of all its building blocks, ranging from technology infrastructure to peer and competitor analysis to branding to forecasting and modeling.

This seminar is offered to executive and line management audiences with a range from three to four hours.

SEMINAR TOPICS: REGIONAL FOCUS

Student Recruiting Survey: Australia, Canada, Germany, New Zealand, Singapore, the UK, and the USA

International student recruiting has become a major source of revenue as well as talent for the world's leading recruiting countries. For example, Australia receives more than USD 10 billion from international students, and many hard science doctoral programs in the US enroll up to half non-US students.

This seminar discusses seven leading international student recruiting countries. These are surveyed based on past enrollment trends; a basket of institutional, system, marketing, employment, and policy factors enabling or hindering the recruitment of international students; and includes an outlook on near-term recruiting dynamics.

The seminar is offered to executive and line management audiences with two hour duration.

Europe: Bologna, Mobility, and Student Recruitment

No other educational realignment process has induced as many changes as the Bologna Process with its broad set of goals ranging from introducing a three-cycle degree system to increasing mobility and improving employability. It has triggered a comprehensive re-alignment of Europe's tertiary landscape, and has already begun to affect non-European higher education systems which strive to make their degree courses Bologna-compatible.

This seminar looks at opportunities and challenges connected to this unprecedented reform process, and provides the basis for adjustments of mobility schemes, student recruiting strategies, and research relationships.

This seminar is offered to executive and line management audiences with a range from two to four hours.

Educational Developments in the Middle East

The Middle East is emerging as a dynamic educational region. Yet development levels, policies, and directions differ and engagement successes with countries in the Middle East differ markedly. Above all, differences in culture and governance must be understood and addressed.

This seminar lays out a comprehensive economic, educational, policy, and competitive landscape complimented by risk management perspectives. It entails detailed case studies of successful initiatives, as well as examples of failures

This seminar is offered to executive and line management audiences with a range from three to four hours.

SELECT PAST ICG SEMINARS

Australia

- Australian National University
- Griffith University
- Monash University
- Royal Melbourne Institute of Technology
- University of Melbourne
- University of Tasmania

Germany

- Cologne University
- Hessen Department of Education
- LMU Munich
- Münster University

Hong Kong

- Chinese University of Hong Kong

New Zealand

- University of Auckland
- University of Canterbury
- Victoria Wellington University

Singapore

- Nanyang Technological University
- Singapore Tourism Board

Switzerland

- Bern University
- University of St. Gallen
- University of Zurich

United Kingdom

- Imperial College London
- University College London
- University of Cambridge

United States of America

- Massachusetts Institute of Technology (MIT)
- University of Arizona
- University of California, Senior International Leadership Council
- University of Michigan

Note

The above list includes seminars on international and advancement topics.

SELECT SPONSORED ICG SEMINARS

Council for the Advancement and Support of Education (CASE)

- Online Communities Masterclass, London
- CASE Alumni Masterclass, London

German Academic Exchange Service (DAAD)

- International Alumni Networks Seminar, Bonn

New Zealand Ministry of Education

- Alumni Workshop I, Wellington
- Alumni Workshop II, Wellington

Queensland Department of Education

- International Strategy Seminar, Brisbane

Note

The above list includes seminars and workshops on international and advancement topics which were solely run by ICG or which were subject to substantial ICG contributions. Each seminar or workshop was sponsored by a ministry, mobility service, or association.

ICG Seminar Leaders (I)

Dr. Daniel J. Guhr

Dr. Guhr serves as ICG's Managing Director. Prior to founding ICG, he served as a strategy consultant with the Boston Consulting Group, and as a Director of Business Development with SAP in Silicon Valley.

Dr. Guhr has authored more than twenty-five research papers and studies. In 2007-08, he contributed to more than 35 sessions at international conferences. In addition, he comments widely on educational topics in the press.

Dr. Guhr is the past President of the Oxford University Society's San Diego branch. He currently serves on the Council of the University of California at Santa Cruz's College Eight and the Board of the University of Bonn's Universitätsgesellschaft.

Dr. Guhr holds a D.Phil. in Higher Education and a M.Sc. in Educational Research Methodology from the University of Oxford, as well as a M.A. in Political Science from Brandeis University.

Dr. Guhr was also trained for three years in political science at Bonn and Harvard Universities, served as a research specialist at the Center for Studies of Higher Education at the University of California at Berkeley, and conducted research at the Max-Planck-Institute for Human Studies in Berlin.

Dr. Guhr can be contacted by e-mail at guhr@illuminategroup.com.

Dr. Rainer Haarbush

Dr. Haarbush serves as Head of ICG Europe. Before joining ICG, he served as a Senior Policy and Planning Officer at the LMU Munich's Strategy Division with responsibilities for the implementation of the Bologna Process, and the strategic development and implementation of LMU's Quality Management System.

Dr. Haarbush also served five years with the German Academic Exchange Service (DAAD) as director of the DAAD Information Centre in Accra and as the Director of the DAAD Information Centre in Sydney. He subsequently consulted with the International Bureau of the German Federal Ministry of Education and Research (BMBF).

Dr. Haarbush obtained a Ph.D. in Linguistics and a M.A. in Intercultural German Studies and History from Bayreuth University. Parallel to his career in education management, he taught linguistics at Bayreuth University, the University of Sydney, and at the University of Ghana, Legon.

Dr. Haarbush can be contacted by e-mail at haarbusch@illuminategroup.com.

ICG Seminar Leaders (II)

Prof. Claudius Gellert

Prof. Gellert has held academic appointments at Cambridge, Florence, Halle-Wittenberg, Harvard, Humboldt, Klagenfurt, LMU München, and Reading Universities.

He has been involved with many educational and policy organizations, including the German Academic Exchange Service (DAAD), the OECD, the Wissenschaftsrat, the German Federal Ministry of Education and Research (BMBWF), the European Union's Commission on Higher Education Systems, and the World Bank.

Prof. Gellert has published widely on comparative and international education topics, including a dozen monographs.

Prof. Gellert obtained a M.A. in Sociology, Philosophy, and Psychology from the Ludwig-Maximilians-Universität München, a Ph.D. in Social and Political Sciences from the University of Cambridge, and his Habilitation from the Humboldt Universität.

Prof. Gellert can be contacted by e-mail at gellert@illuminategroup.com.

Dr. Max Senges

Dr. Senges is a knowledge entrepreneur with a focus on Internet community and technology issues.

He holds broad, international project experiences with academic, governmental, and private organizations, centering on knowledge management, e-learning, communities, and IT governance.

Dr. Senges is involved in a number of associations, including the Internet Society (ISOC) and the Electronic Frontier Foundation (EFF).

Dr. Senges holds a Ph.D. and a Master's Degree in the Information and Knowledge Society Program from the Universitat Oberta de Catalunya (UOC) in Barcelona, as well as a Diplom in Wirtschaftsinformatik from the Fachhochschule Wildau in Berlin.

Dr. Senges can be contacted by e-mail at senges@illuminategroup.com.

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