Context setting: reputation management, universities and the knowledge economy

Mark Sudbury, UCL
Chair, World 100 Reputation Network

The Academy

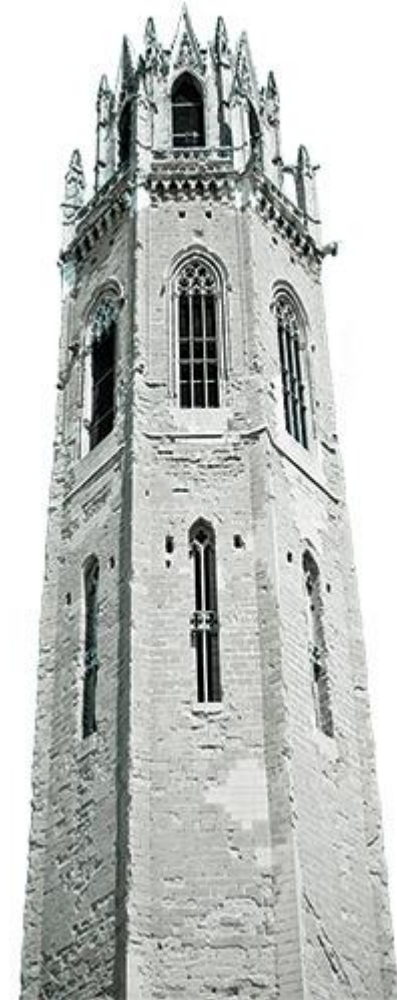Historical characteristics of the university sector:

- Ethos & values

- Frontiers of knowledge

- Global outlook - Choshu Five

The Ivory Tower

Historical characteristics of the university sector:

- Elitism

- Insularity

- Knowledge for its own sake

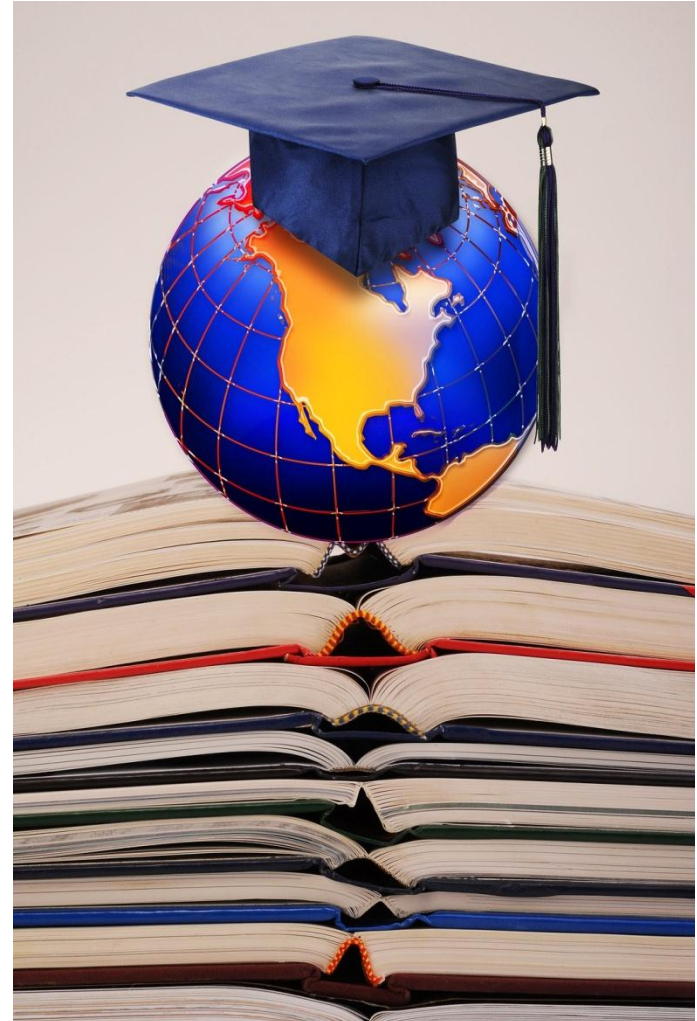- Lack of engagement with wider society
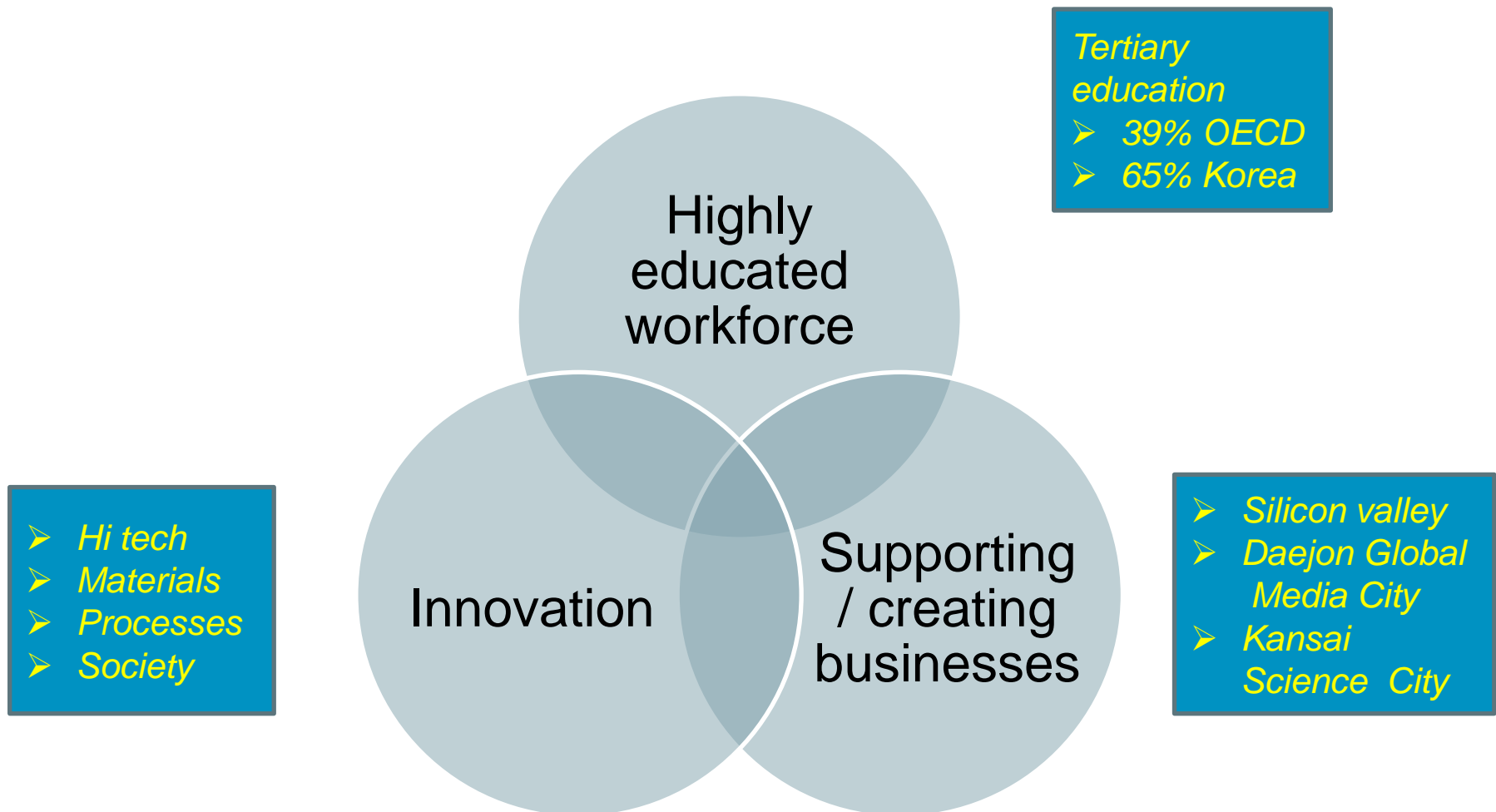
The Knowledge Economy

"An economy with a greater dependence on knowledge, information and high skill levels"

OECD

The centrality of education and innovation redefines the role of universities

Universities & the Knowledge Economy

Tertiary education
- 39% OECD
- 65% Korea

- Hi tech
- Materials
- Processes
- Society

Highly educated workforce

Innovation

Supporting / creating businesses

- Silicon valley
- Daejon Global Media City
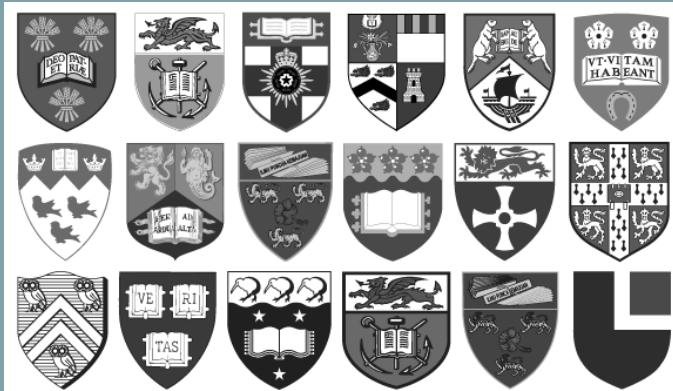- Kansai Science City

Some challenges

GLOBALISATION

COMPETITION

FINANCIAL CRISIS

Some challenges - communications
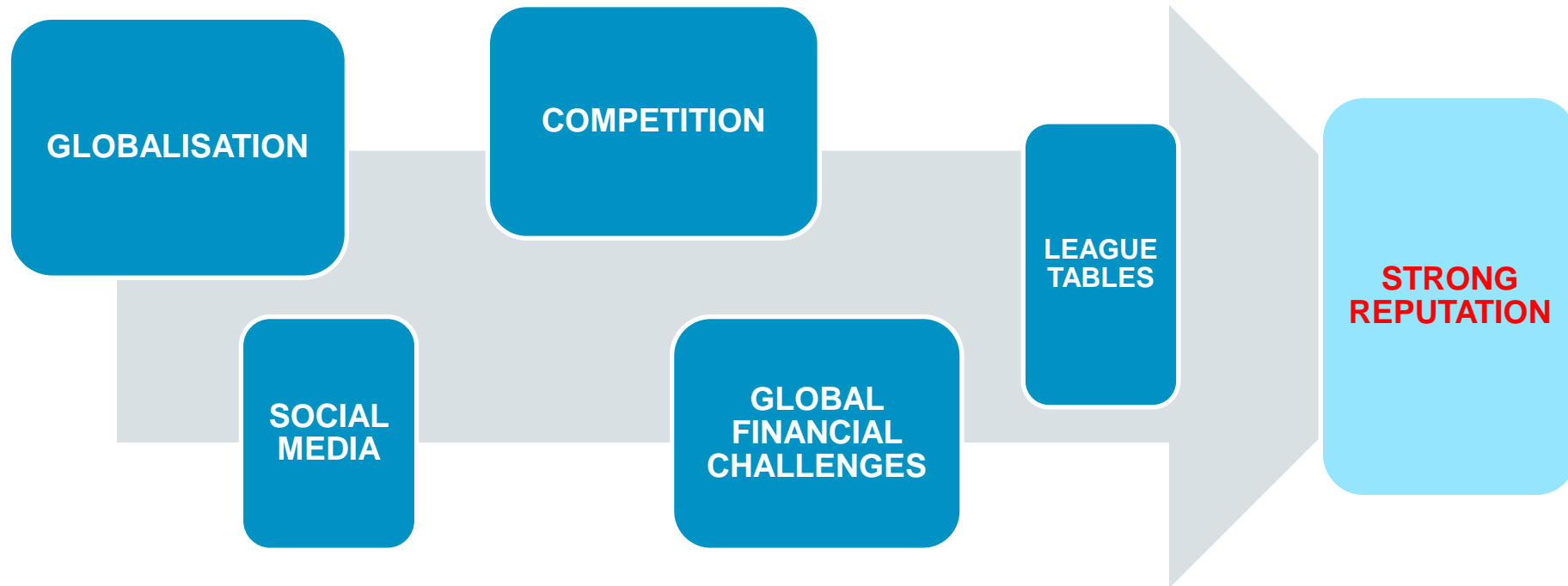

RISE OF THE LEAGUE TABLES

> - *Competitive focus*
> - *National targets*
> - *Different methodologies*

> - *1 in 4 use social networks globally*
> - *777m in Asia 2017*
> - *WhatsApp, Snapchat, Vine*

SOCIAL MEDIA

Meeting the challenges

GLOBALISATION

COMPETITION

SOCIAL MEDIA

GLOBAL FINANCIAL CHALLENGES

LEAGUE TABLES

STRONG REPUTATION

Where reputation makes a difference

- Helps to attract and retain the best **STAFF**

- Contributes to recruiting the best **STUDENTS**

- Affects **FUNDING** decisions

- Influences our ability to engage with the best **COLLABORATIONS** / partnerships

Staff & Students

- The best academic staff

  - Global competition / increased mobility

  - Reputation a key driver for international staff *(World 100 Research)*

- The best students

  - Globally, increased volume and contribution– up 78% in 10 yrs

  - Governments increasingly using rankings to direct scholarships

  - 56% of UK students placed reputation as top decision making factor in choice of institution

Funding & Partnerships

- Funding decisions

    – National governments focusing on research concentration

    – Strategic partnerships with commercial / charitable funders

- Collaborations / partnerships

    – Global academic partnerships

    – Increasing focus on scale

    – Business engagement
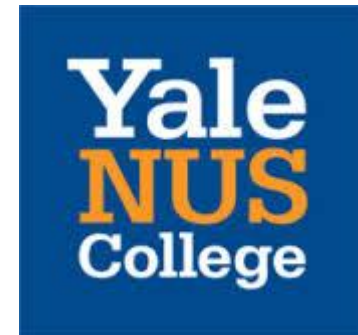
How do we build reputation?

- Identify strengths and focus through corporate strategy

- Achieve internal buy-in

- Understand key audiences and their drivers

- Structured and targeted communications

- Manage risks to reputation

Delivery of key academic mission and services

Who manages reputation?

- The whole university community

  - staff

  - students

  - alumni

- Senior leadership

- Professional Teams

UCL Communications & Marketing 2014

Media Relations

Publications & Marketing Services
(Prospectuses, marketing collateral)

Communications
(web, social media, multimedia, design, internal comms, corporate identity)

49 PEOPLE

Resources

Corporate Events

International Recruitment & Development

University of Sussex 1987

INFORMATION OFFICE

(Media relations, Marketing, Internal Communications Business relations, Alumni)

2 PEOPLE

Conclusion

- Our globalised, inter-connected world provides universities with huge challenges and opportunities

- Managing our reputations strategically and professionally plays a huge role in maximising our impact

Some reputation strategies

DIFFERENTIATION

MAJOR EVENTS	NEW OPPORTUNITIES - MOOCS	BRAND DEVELOPMENT
CONSTORIA	RESOURCES FOR REPUTATION	REGIONAL / NATIONAL BRANDS