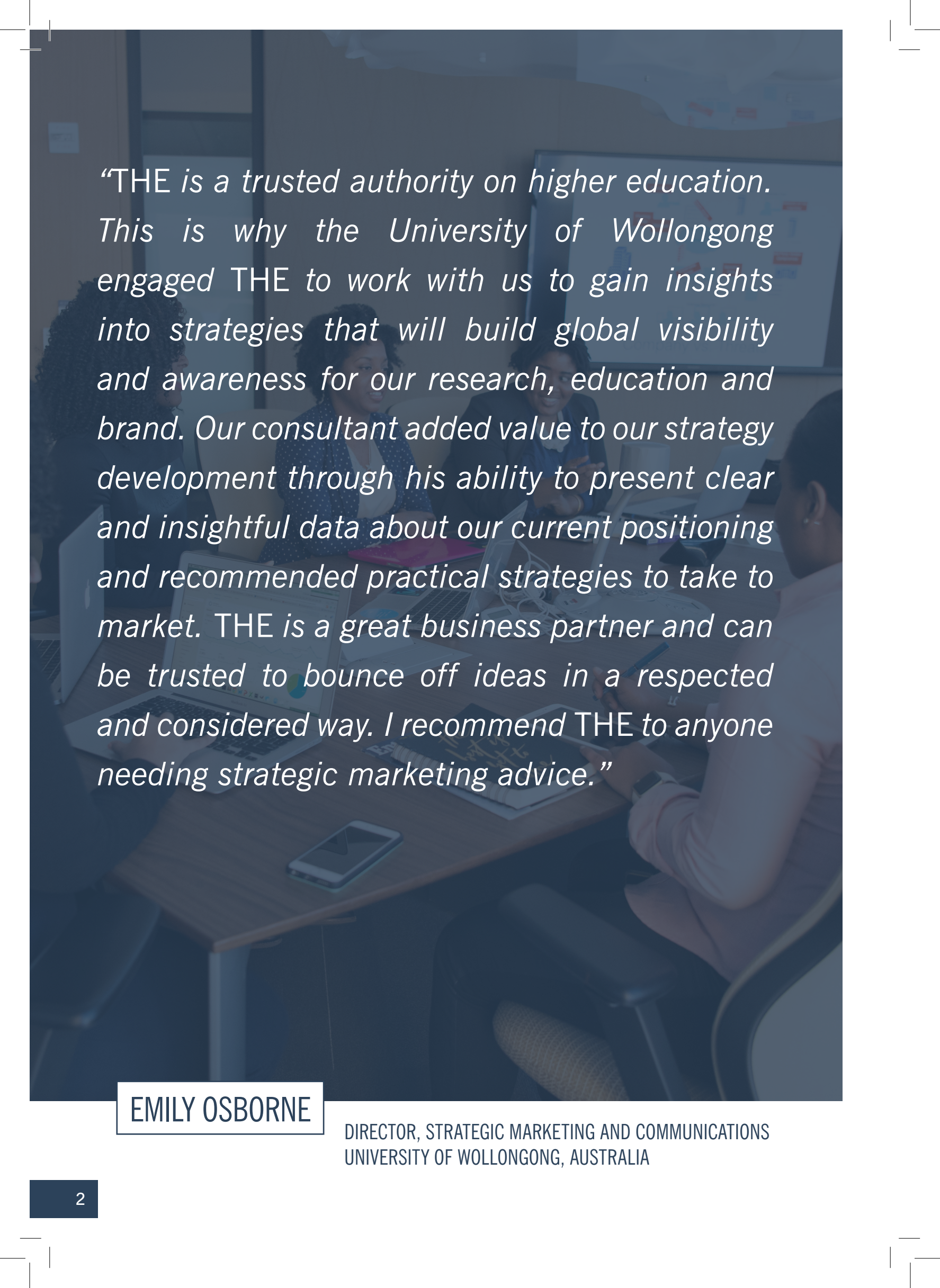


THE

CONSULTANCY

Providing bespoke data-driven insights and
expert guidance in global higher education



A group of people are seated around a conference table in a meeting room. They appear to be in a discussion, with some looking at laptops and others at each other. The room has a whiteboard in the background. The entire image is overlaid with a semi-transparent blue filter.

“THE is a trusted authority on higher education. This is why the University of Wollongong engaged THE to work with us to gain insights into strategies that will build global visibility and awareness for our research, education and brand. Our consultant added value to our strategy development through his ability to present clear and insightful data about our current positioning and recommended practical strategies to take to market. THE is a great business partner and can be trusted to bounce off ideas in a respected and considered way. I recommend THE to anyone needing strategic marketing advice.”

EMILY OSBORNE

DIRECTOR, STRATEGIC MARKETING AND COMMUNICATIONS
UNIVERSITY OF WOLLONGONG, AUSTRALIA

Introduction

THE Consultancy provides strategic, data-driven guidance for growth amid a fast-transforming global higher education landscape. As a trusted resource with a long history and deep expertise in the sector, *THE* partners with universities, higher education bodies and governments globally to build effective and sustainable strategies aligned to individual missions.

Understanding that all organisations are unique, *THE* uses proprietary and primary data to provide bespoke solutions. Our Consultancy practice harnesses *THE*'s strong network in the sector, taking into account all aspects of stakeholder engagement in our analyses. Offering both short-term and long-term solutions, our expert consultants diagnose areas for growth and provide evidence-based guidance on implementation of strategic solutions.

CONSULTANCY AREAS

THE Consultancy utilises its data and expertise to provide strategic insights across a range of interests. Our broad consulting areas include:

**INSTITUTIONAL
PERFORMANCE**

GLOBAL REPUTATION

**BRANDING AND
COMMUNICATIONS**

**SOCIAL AND
COMMUNITY IMPACT**

**TEACHING AND
STUDENT ENGAGEMENT**

GLOBAL ENGAGEMENT

Examples of consultancies within these areas can be found starting on pages 6 - 11.

THE Team



ZAINAB MALIK

Head of consultancy

Zainab has more than 13 years' experience in international education, research and consulting. Most recently, she was research director for the British Council's Education Intelligence, advising institutions and government entities on global higher education. She has authored influential research on education policy and the internationalisation of education and specialises in trend forecasting and student decision-making and mobility. She earned a bachelor's degree from Colgate University in New York and a master's degree from the University of Pennsylvania. She is based at *THE*'s Hong Kong office.



NICKI HORSEMAN

Lead higher education analyst

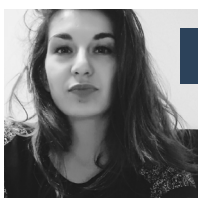
Dr Nicki Horseman joined *THE* to produce the World University Rankings in 2015, when the generation of the rankings was taken in-house, and she was instrumental in developing the *THE* data team. More recently, she has moved into a consultancy role, working with universities around the world helping them to analyse their performance and develop strategies and actions to tackle the challenges they face. To this she brings 13 years of experience working in higher education as assistant director of strategic planning at the University of Exeter.



KENNETH SIM

Lead higher education consultant

Prior to joining *THE* as lead higher education consultant, Ken spent more than 15 years with the Singapore Civil Service, where he served in key leadership roles across several departments. This included the Ministry of Education, where Ken was involved in formulating public policy on university governance and funding, as well as developing continuing education and skills training programmes. In addition, Ken worked with a non-profit micro-finance institution which provided education loans for financially needy students in Indonesia. He obtained a bachelor's degree from Columbia University.



DANAE BANETTE

Analyst

Danae Banette is an institutional analyst at *THE* where her focus is the World University Rankings. She is mainly involved in data collection and analysis of the rankings. Prior to joining *THE* in March 2017, she worked at QS in the benchmarking service, which offers detailed analysis and insights on key ranking metrics.



MICHAEL LUBACZ

Global brand director

Michael Lubacz leads *THE*'s global brand and strategic solutions team. He works closely with institutions to help raise their international profiles, build visibility around their research excellence, and create identities that differentiate their institutions in what is a competitive global market.



DUNCAN ROSS

Chief data officer

Duncan Ross is a leading data scientist, with experience across the commercial and third sector. As leader of the data team at *THE* Global he has built out both the team and the data product suite. He has masterminded the development of a set of teaching rankings that now include more than 1,500 universities in the US, Japan and Europe, and has seen the World University Rankings grow from 400 universities to more than 1,200. He is currently working on new projects including a way of evaluating the impact of higher education on the United Nations' Sustainable Development Goals. Prior to joining *THE* Global, he led the data science team at Teradata Inc, and was data director for Experian Ltd. He has been listed in the Top 50 Data Leaders in the UK by Information Age, and as one of DatalQ's Big Data 100. He was part of the UK government's Open Data User Group, and is the founder of DataKind UK. He regularly speaks at conferences, including keynotes at the Strata Conference and Berlin Buzzwords.



PHIL BATY

Chief knowledge officer

Phil Baty is a leading international authority on university performance and strategy, with more than 22 years of experience in global higher education, including a decade as editor of the prestigious *Times Higher Education* World University Rankings and its derivative analyses. He is an award-winning journalist, a sought-after speaker and commentator, and the creator of the *THE* World Academic Summits.



BILLY WONG

Lead data scientist

Billy Wong works closely with some of the top universities in the world to help them identify national and global competitors, understand their relative strengths and weaknesses, and formulate strategies that best suit the higher education needs of their countries. He studied in France and Hong Kong, and is involved with DataKind UK, which promotes the use of data science techniques in the charity sector.



EMMA DERAZE

Data scientist

Emma Deraze is a data scientist at *THE* where she works on teaching-quality rankings, among which are the *Wall Street Journal/THE* US College Rankings. She is involved in the analysis and processing of the data used in those rankings as well as development of the various methodologies, such as *THE*'s Global Business School Rankings and Japan University Rankings. She has an MSc in informatics (intelligent systems) and developed text-analysis systems for a business intelligence start-up before joining *THE* two years ago.



MARK CADDOW

Data scientist

Mark has 11 years' experience in data and analytics. In his role he takes raw data and converts it into the information that fuels *THE*'s rankings, benchmarking products and consultancy services. He has a particular focus on the Academic Reputation Survey, an annual survey of scholars that identifies the most prestigious institutions in the eyes of active researchers globally. He has a BSc(H) from the University of Edinburgh and an MSc from Cass Business School.

Institutional performance

For universities and governments that would like a customised assessment of university performance, *THE* offers a deep examination of strengths and weaknesses in a global context and provides strategic recommendations for growth based on the data and analysis.

UNIVERSITY PERFORMANCE CONSULTATIONS CAN BE CONDUCTED:

- With the overall institution in mind
- At the subject level
- As a simulation exercise at the overall and subject levels

THESE TAILORED AND INTERACTIVE SESSIONS EXPLORE:

- University data and performance in teaching, research and internationalisation in a global context
- A granular analysis of university performance compared with your peers' performance
- Inclusion criteria as well as detailed methodology of the *THE* World University Rankings
- Historic data and trends pertinent to performance
- Strengths, weaknesses and potential issues
- Strategic recommendations

The above session is available also as a simulation exercise for universities that are not yet ranked in *THE*'s World University Rankings.

AFTER THIS SESSION, PARTICIPANTS WILL HAVE A CLEAR UNDERSTANDING OF:

- *THE* World University Rankings methodology and data with answers to your individual questions
- Your university's strengths and challenges and the feasibility of your university's performance goals
- Defined strengths and areas of opportunity aligned with your university's mission and goals
- How your university compares with its peer and aspirant institutions

Global reputation

Reputation remains a pivotal factor in global higher education, influencing not only research impact but also international students, staff and collaborations. *THE* offers a bespoke examination of academic reputation using research data and evidence collected from researchers worldwide to interpret how others perceive your university and its work.

THESE TAILORED AND INTERACTIVE SESSIONS EXPLORE:

- How researchers in different geographies and disciplines view your university
- Historic changes in your university's reputation
- How academic reputation is impacting overall university performance
- The relationship between how academics see your university and other areas of university performance, such as research output and collaborations
- How closely related citation impact and reputation are for your university, overall and by subject
- Recommendations on how to strengthen academic reputation in areas specific to your university
- How your selected peers are perceived globally in comparison with your university
- A review of *THE*'s global Academic Reputation Survey

The above session is most valuable to universities that have received more than 50 votes in the *THE* Academic Reputation Survey in the past year.

AFTER THIS SESSION, PARTICIPANTS WILL HAVE A CLEAR UNDERSTANDING OF:

- Profiles of the types of researchers who positively perceive your university
- How awareness of your university's work measures against actual research performance
- Reasons why academics worldwide think positively of your university
- Strengths and areas of opportunity, as well as best practices in reputation management

Branding and communication

The importance of the alignment of a university's brand with its mission and unique value proposition cannot be overstated in today's quickly shifting higher education landscape. For universities aiming to evaluate and update their brand identity and communications, *THE* offers a diagnostic analysis and a series of relevant workshops.

A TAILORED DIAGNOSTIC SESSION INCLUDES AN ASSESSMENT OF YOUR:

- Strategic data: An overview of how your university is perceived by academics globally
- Brand and visual identity is aligned: How well your visual identity to your mission
- Public relations: How effectively your university and research are being covered in the media globally
- Advertising: The most appropriate media channels and messaging regarding the promotion of your institution
- Communications strategy: How well your institution is positioned and how your messages are resonating
- Social media: How effective your social media is in attracting students and academics, and promoting your research achievements to potential collaborators
- Website and search engine optimisation (SEO): How easily relevant information about your university is found online
- Events: Key events to consider in relation to communicating your institution's brand and objectives

This session is often followed by one or more training sessions or workshops in the above areas, such as in effective media relations, which provides guidance on how to most effectively interact with the international media, or in social media, which equips universities with the tools to best use the medium to reach their goals.

AFTER THIS SESSION, PARTICIPANTS WILL HAVE A CLEAR UNDERSTANDING OF:

- How your overall brand is perceived by students, staff and stakeholders
- Your institutional strengths, weaknesses, opportunities and threats based on global reputation
- Gaps in your university's branding and communications strategy
- How your university can engage further with the global media
- How to maximise global awareness of your university and its work
- Best practices and case studies for branding and marketing to enhance your reputation and overall performance

Social and community impact

The ‘third mission’ of the university, to positively impact society and the economy, is increasingly becoming a stated strategic focus.

THE OFFERS A RANGE OF CONSULTATIONS IN THIS AREA INCLUDING:

- The formation and implementation of an impact strategy
- Performance analysis for those who have been ranked – or wish to be ranked – in *THE*’s University Impact Rankings
- A comparative analysis of your university’s current practices and data collection

FOR UNIVERSITIES INTERESTED IN FURTHER DEVELOPING AN IMPACT STRATEGY AND ROADMAP, THE WORKS CLOSELY WITH ADMINISTRATORS TO:

- Assess your university’s current activities and goals with regard to the social, environmental and economic impact of its work
- Analyse the relevance of your university’s impact objectives with regard to institutional mission and local context
- Identify how impact is being measured by *THE* and provide guidance on evidence-gathering and reporting on key performance indicators (KPIs)
- Identify new KPIs and areas of impact that your university should be prioritising
- Analyse how the wider impact of your university’s work is being communicated and recognised
- Determine case studies and best practices for excellence in delivering impact
- Simulate and evaluate performance in the *THE* University Impact Rankings in the areas of impact

THE’s impact strategy consultancy is best delivered through a series of workshops with senior administrators.

UPON COMPLETION OF THIS CONSULTANCY, UNIVERSITIES WILL HAVE A CLEAR UNDERSTANDING OF:

- The impact goals they would like to prioritise
- Key performance indicators and targets aligned with their goals
- Best practices in measurement and reporting and how to employ those according to the local context
- Best practices in evidence-gathering with regard to the wider impact of institutional work
- Short-and long-term goals for social, economic and environmental impact work

Teaching and student engagement

For organisations that are concerned with student experience and outcomes, *THE* offers a student engagement consultancy to better understand student views on teaching and learning at your institution. This highly bespoke consultancy involves the collection of primary data from your students and then compares that with global counterparts.

THIS SESSION WILL EXPLORE:

- How successfully your university is providing training in critical skills
- Student views on the quality of teaching and learning
- How challenged your students feel by their curriculum
- How satisfied your students are with your university's teaching and learning
- Student views on costs and return on investment with regard to your university
- Satisfaction levels regarding university facilities
- The reasons that students chose your university
- The information and resources that were most useful to students prior to applying
- How your students' experiences compare with those attending other universities globally
- Student views by subject, year and type of student

This consultancy involves surveying students from your university as well as running focus groups, if desired, but requires minimal action from the institution itself.

AFTER THIS SESSION, PARTICIPANTS WILL HAVE A CLEAR UNDERSTANDING OF:

- How well aligned your teaching mission is with student experience
- With university experience has met student expectations
- How the quality of teaching and learning is perceived by your students
- How your students' views compare with those of students around the world
- The decision-making of prospective students who chose your university
- Strengths and areas of improvement regarding teaching and student engagement

Global engagement

For universities looking to evaluate their internationalisation efforts, *THE* offers a bespoke, interactive consultancy that not only assesses how your institution compares globally as a successfully internationalised organisation, but also reveals strengths and weaknesses in your strategies and goals.

THIS SESSION INCLUDES:

- An overview of internationalisation trends and drivers in higher education
- High-level overview of pertinent rankings data and methodologies
- An examination of global, regional and national performance with regard to internationalisation
- Analysis of your university's internationalisation performance, benchmarked against domestic and international peers
- Analysis of your university's internationalisation strategy
- International student decision-making, recruitment and retention: best practices and data
- International staff recruitment and retention: best practices and data
- International collaborations and reputation: best practices and data
- How to find the right international students, staff and partners
- Recommendations

Universities may elect for *THE* to collect primary data from their institution to further inform the consultancy.

THIS SESSION WILL PROVIDE A CLEAR UNDERSTANDING OF:

- Relevant internationalisation data benchmarking your institution against selected peers locally and globally
- Gaps and best practices in internationalisation efforts
- Bespoke strategies for international student recruitment and partnership engagement



THE

Contact us for further information at
consultancy@timeshighereducation.com