

An Introduction to 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.

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WELCOME TO ICG

Dear Reader,

It is my pleasure to introduce the Illuminate Consulting Group (ICG).

In 2002, ICG was founded on 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. I am proud to note that our high level of commitment to our clients is affirmed by our clients' willingness to call us back repeatedly to assist them with new strategic challenges.

We look forward to serving our clients, as well as the international higher education community in general, in 2009 and beyond.

Please do not hesitate to contact us with any questions. Contact information is listed at the back cover of this document, as well as in the Leadership Team section.

Yours sincerely,

Dr. Daniel J. Guhr,
Managing Director

ABOUT ICG

Mission

ICG operates as a strategic academic consulting firm with the mission to combine three client service areas, in order to deliver the best possible advice for our clients:

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

History and Organization

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

Members

ICG is firmly embedded in the academic world: Our members, half of whom hold doctoral degrees, are connected to eight of the world's Top 10 universities. 16 of our members have served or continue to serve as university faculty members, and 18 hold academic administration experiences.

Half a dozen ICG members have been trained in leading strategy consulting firms such as the Boston Consulting Group and PwC. With most of our members having lived and worked in two or more countries, we are collectively fluent in more than ten languages. In total, our members have published more than 80 books and 900 journal articles.

Client Service

We are dedicated to deliver well researched, comprehensively reasoned, and honest advice to our clients. Earning our clients' trust and forming long-term relationships with them means, for us, to never compromise these values.

Practice Areas

Our advisory service is based on eight Practice Areas. These Practice Areas develop and codify our consulting knowledge and drive client engagements. They are fundamentally grounded in academic research, administrative practice, and client service.

PRACTICE AREAS (I)

Alumni Networks

This is our largest practice area. Our expertise is driven by our members' experiences as alumni of leading universities, their volunteer service, and our extensive knowledge sharing at conferences and through publications. For example, in 2008 ICG jointly presented with Caltech and MIT at the CASE Leadership Summit, and ran three sessions at the CASE Europe Annual Conference.

Client engagements include a nation-wide alumni survey for the New Zealand Ministry of Education, the analysis of branch activities for the University of Oxford, a global survey of alumni for the University of Melbourne, and a comprehensive audit and creation of a alumni relations development roadmap for Monash University.

Information Technology

More than ten ICG members hold high-level information technology expertise, with experiences ranging from service with firms such as PwC to technology entrepreneurship to lecturing in computing science. ICG members frequently present on information technology issues in higher education.

Client engagements include an alumni and donor database software selection project for Monash University, and a joint online community solution RFP for six universities in three countries.

Institutional Development Strategy

This cross-functional Practice Area underpins most client engagements. ICG has developed a set of analysis and implementation tools such as multi-level scorecards, implementation roll-out maps, and organizational design blueprints, tools which allow for rigorous institutional development.

Client engagements include an analysis of the institutional role of colleges at UC Santa Cruz, the scoring of multi-million dollar research funding applications for German universities, the evaluation of international capacity development models for British universities, and the generation of development decision-making parameters for the IDEA League.

PRACTICE AREAS (II)

Institutional Positioning (Marketing & Communication)

ICG has authored in-depth research reports on positioning academic institutions and education systems, and frequently presents its research and case studies at conferences. Our analysis tool kit contains 35 marketing and communication tools, as well as the eight-factor Academic Brand Matrix™.

Client engagements include the creation of a development roadmap for rolling out a new M.A. at the John-F.-Kennedy-Institute at the FU Berlin, the international re-positioning of King's College's LLM degree, and the development of a communication and marketing roadmap for an international, multi-institutional liaison office.

International Strategy

ICG has published on numerous international strategy issues, including capacity development, outreach, partnering, and policy-making strategies. Our unique analysis tools include a decision-tree based seven-step international engagement methodology, as well as a resource allocation-oriented Market Opportunity Matrix™.

Client engagements include the analysis of international strategies for Imperial College London, the mapping of research areas to potential European partners for the University of Queensland, the development of an international partnering strategy for the Melbourne Law School, and the analysis of Imperial College London's North American research relationship landscape.

Online Communities & Social Media

ICG has a strong footprint in the online community and social media landscape based on our original research, publications, conference presentations, and client work. Our advisory practice is driven by a holistic approach, taking technology and organizational considerations as much into account as behavioral trends and cultural preferences.

Client engagements include advisory work for Monash University, research reports, various CASE Masterclasses and conference sessions, and a market entry and competitor analysis for an online community software solution provider.

PRACTICE AREAS (III)

Talent Acquisition (Recruiting & Admissions)

Higher education institutions are fundamentally based on recruiting talent at a high rate of turnover, with students entering and exiting the institutions on clearly defined, relatively short degree cycles. Given this perpetual need for talent, managing for strategic process excellence is vital. To this end, ICG has developed the Strategic Talent Acquisition™ model.

Client engagements include research reports, the analysis of international recruiting dynamics at the University of Arizona, and the creation of a network-centric recruiting strategy for the Faculty of Arts at the University of Tasmania.

Health Care Capacity Development

ICG's most recent established Practice Area is run by senior academics in medical administration and research positions. ICG is also home to a number of consultants with experience in health care benchmarking, business development, and financial controlling.

During 2009, ICG will roll out a project package for international agencies and institutions interested in building or improving institutional health care teaching and research capacity.

The Practice Area is guided by its own Advisory Board and is headed by Prof. Michael Wilkes.

KNOWLEDGE SHARING (I)

Select 2009 Conference Contributions

AIEA, Atlanta.

- *Divergence or Convergence: Best Practices in International Recruitment* (chair of session with the University of Arizona and Purdue University).
- *The (surprising) Role of International Alumni Networks in Internationalizing the Campus* (chair of session with MIT).
- *Branch Campuses – What Works, What Doesn't Work, and the Road Ahead.*

CBIE, Toronto.

- TBA.

CEC, St. John's.

- *Best Practices in International Marketing, Recruiting, and Admissions.*
- *Looking Beyond the Global Economic Crisis – International Education Ten Years Out.*

EAIE, Madrid.

- *How Alumni Networks can Help to Drive Internationalization* (joint session with Coventry University).
- *Recruiting and Branding in Online Communities: What Works and What Doesn't* (joint session with Bocconi and Caltech).

Ivy Plus, Cambridge, MA.

- *The Future of Alumni Networks: Change and Disruption.*
- *Strategy Session with Ivy Plus Executive Directors.*

ICG/Chronicle/Imperial College, London.

- *How the Global Economic Crisis is Shaping Competitiveness Ten Years Out -- International Recruiting, Research, and Relationships.*

NAFSA, Los Angeles.

- *2009 ICG Thought Leader Session (invitation-only session).*

KNOWLEDGE SHARING (II)

2008 Conference Contributions (I)

AIEA, Washington DC.

- *Best Practices in Higher Education Capacity Creation: Dubai and Singapore* (chair of session with Dubai International Academic City and Nanyang Technological University).

AIEC (IDP), Brisbane.

- *How Online Communities Change International Education.*

APAIE, Tokyo.

- *Best Practices in Higher Education Capacity Creation: Singapore and Dubai* (chair of session with the National University of Singapore and Dubai Knowledge Village).

CASE, Brighton.

- *What do Alumni Really Want? How Well do You Know Global Behavioural Trends?*
- *The Online Community Agenda: How to Get the Most From the Web* (chair of session with Oxford Brookes University).
- *Success Strategies for Directors Managing International Alumni Relations Programmes – The Long Term View.*

CASE, New York.

- *Community and Affinity in an Online World* (presentation with Caltech and MIT).
- *Online Communities, Institutional Strategy and Advancement: What the Future Holds* (joint workshop with CASE).

CBIE, St. John's.

- *How Alumni Networks can Help to Drive Internationalization.*
- *International Education: Strategic Responses to Online Communities & Platforms.*

KNOWLEDGE SHARING (III)

2008 Conference Contributions (II)

CEC, Montreal.

- *An Introduction to Marketing and Recruiting in Online Communities.*
- *A Primer to Advanced Network-centric Recruiting and Marketing.*
- *CEC-ICG Roundtable on International Positioning Initiatives.*

EAIE, Antwerp.

- *Web 2.0, Alumni, and International Student Recruiting: How it all Fits Together* (chair of session with Education New Zealand, LMU München, and MIT).
- *Building an International Alumni Network: A Practical Toolkit* (chair of workshop with Coventry University, Universität Göttingen, and MIT).

ENZ, Auckland.

- *Best Practice Web Workshop.*
- *High Growth Markets* (panel with International Education Consultants, JWT, and Language Travel Magazine).
- *All-New Zealand International Alumni Network Meeting* (organized by the Ministry of Education).

Going Global (British Council), London.

- *Middle East and North Africa Research: Report on Trends and Developments.*
- *British Council-ICG Roundtables on Market Entry in the Middle East and North Africa.*

Pacific Conferences, Singapore.

- *Why Alumni Matter More Than Ever: Advancing the Institution Across all Dimensions.*

NAFSA, Washington DC.

- *2008 ICG Thought Leader Session (invitation-only session).*

KNOWLEDGE SHARING (IV)

Institutional and International Development Seminars

About Seminars

Since 2004, ICG has run more than 30 international and institutional development seminars. Seminars draw on more than a dozen anchor topics and are fully customizable. ICG also runs seminars and workshops which are sponsored by institutions. For more details please refer to the 2009 seminar schedule documents.

Institutional development topics include:

- Building an alumni network and professionalizing alumni relations
- Creating a strategic institutional footprint
- Technology acquisition and deployment
- Strategic controlling: Concepts, tools, and scorecards

International development topics include:

- International engagement methodology
- Strategic talent acquisition™
- Deconstructing rankings for competitive advantage
- Tuition-based competition™

Select past seminars were held at:

- Council for Advancement and Support of Education (CASE), UK
- Chinese University of Hong Kong, Hong Kong
- German Academic Exchange Service (DAAD), Germany
- Hessen Department of Education, Germany
- LMU Munich, Germany
- Massachusetts Institute of Technology, USA
- National University of Singapore, Singapore
- Nanyang Technological University, Singapore
- New Zealand Ministry of Education, New Zealand
- Queensland Department of Education, Australia
- University of Auckland, New Zealand
- University of California, Senior International Leadership Council, USA
- University of Cambridge, UK
- University of Michigan, USA
- University of Zurich, Switzerland

KNOWLEDGE SHARING (V)

ICG in the Media

Select 2009 Media Coverage

- *Report Underscores Britain's Competitive Advantage in Helping Rebuild Iraqi Academe.* The Chronicle of Higher Education, 23 June 2009.
- *Internationally, the Business of Education Is Booming.* The Chronicle of Higher Education. 23 May 2009.
- *Failure of George Mason U.'s Persian Gulf Campus Sparks Concern.* The Chronicle of Higher Education. 13 March 2009.

Select 2008 Media Coverage

- *Obsession With Rankings Goes Global.* The Chronicle of Higher Education. 17 October 2008.
- *Learning Web 2.0, or Gen-Y Speak.* The Australian. 20 August 2008.

Select 2007 Media Coverage

- *Boom's Blow for Foreign Students.* The Australian. 7 November 2007.
- *Universities Told Going With Internet Flow Beats Feathering, Wins Students.* Sydney Morning Herald. 9 October 2007.
- *At the Mercy of the Market.* The Australian. 7 March 2007. Op-ed.

Select 2006 Media Coverage

- *Öffentliche Hochschulen Sammeln Milliarden.* Opensource. 10-11 2006.
- *Germany Awards "Elite" Status and Extra Funds to 3 Universities.* The Chronicle of Higher Education. 10 October 2006.
- *Mergers Fraught with Peril.* The Australian. 24 May 2006. Op-ed.

Select 2005 Media Coverage

- *Mehr als ein Grusswort.* Welt am Sonntag Kompakt. 6 October 2005.
- *Hochschulen Entdecken Ihre Ehemaligen.* Welt am Sonntag. 30 August 2005.
- *Nabelschnur zur Alma Mater.* Forsch Magazin, Universität Bonn. July 2005.

KNOWLEDGE SHARING (VI)

Research, Publications, and Events

- **Academic Research**

Our Advisory Board is home to more than a dozen scholars in the fields of economics, education, history, political science and sociology. Board Members have contributed substantially to the understanding of issues ranging from the history of higher education to tuition fee models to analyzing comparative higher education systems.

- **Thought Leader Sessions**

At NAFSA Annual Conferences, ICG hosts an invitation-only Thought Leader Session. In 2007, nine institutions from six countries presented best practice international development initiatives with participants representing more than 20 leading universities as well as public agencies. The 2008 Thought Leadership Session focused on three international university alliances: IARU, the IDEA League, and Universitas21. Representatives commented on origins, development trajectories, and future directions of the three alliances.

- **Roundtables**

ICG conducts invitation-only Roundtables at select Annual Conferences. These Roundtables bring together senior international education and advancement administrators, respectively, an expert-driven format. Roundtables offer the opportunity to discuss salient issues in a deep, collaborative, and trusted format.

- **Strategy Perspectives**

ICG occasionally publishes Strategy Perspectives on issues such as strategic talent acquisition, online communities, alumni engagement, and policy initiatives.

- **Research Newsletter**

Quarterly Research Newsletters are available on a subscription basis to our clients. Newsletters contain commentary on current trends, policy analysis, and data compilations.

EXPERTISE (I)

Research Reports (I)

- ***Higher Education Sector Developments in the Middle East and North Africa.***

ICG on behalf of Universities UK and the British Council: 2009 (forthcoming).

- ***New Zealand International Alumni Survey: Experiences, Attitudes, and Engagement.***

ICG on behalf of the New Zealand Ministry of Education: 2009 (forthcoming).

- ***Third Annual ICG Thought Leader Session: Looking Beyond the Global Economic Crisis – International Education Ten Years Out.***

ICG: 2009, 32 p. This report is based on the Thought Leader Session ICG organized at the 2009 NAFSA Annual Conference. It includes presentations from Caltech, the Chronicle of Higher Education, the FU Berlin, and ICG.

This report is available free of charge from ICG.

- ***UK Higher Education Engagement with Iraq.***

ICG on behalf of Universities UK, and the Department of Innovation, Universities, and Skills: 2009, p. 68. An assessment of the higher education landscape in Iraq, developments over the last five years, and the potential for cooperation under consideration of competitor dynamics

This report is available free of charge from ICG.

- ***Second Annual ICG Thought Leader Session: University Alliances.***

ICG: 2008, 20 p. This report is based on the Thought Leader Session ICG organized at the 2008 NAFSA Annual Conference. It centers on presentations covering three university alliances: IARU, the IDEA League, and Universitas21.

This report is available free of charge from ICG.

EXPERTISE (II)

Research Reports (II)

- ***First Annual ICG Thought Leader Session: Best Practices in International Education.***

ICG: 2007, 38 p. This report is based on the Thought Leader Session ICG organized at the 2007 NAFSA Annual Conference. It centers on nine institutions from six countries presenting best practices in international education, including the University of Arizona, Dubai Knowledge Village, Education New Zealand, Griffith University, Hessen and Queensland Departments of Education, Leiden University, the University of Tasmania, and Tübingen University.

This report is available free of charge from ICG.

- ***Trends, Strategies, and Best Practices in International Student Recruiting.***

ICG on behalf of Education New Zealand: 2007, 94 p. The report provides a survey of student recruiting and mobility trends in five key countries; a discussion of 13 international positioning approaches, an analysis of the effectiveness of 35 positioning tools. It includes nine case studies.

This report was made available by ENZ to New Zealand education providers.

- ***Market Research in the Education Sector of Western Europe.***

ICG on behalf of the Australian Government Department of Education: 2006, 170 p. This report contains a survey of marketing trends and tools; a summary of 70 Australian education provider interviews; an assessment of six European countries; policy recommendations, and further documentation. The report covers the following countries: France, Germany, Italy, Sweden, Switzerland, and the United Kingdom.

This report is commercially available from DEST/AEI.

EXPERTISE (III)

Research Reports

- *Opportunities for Australian Education Providers in Europe, the Middle East, and Africa.*

ICG on behalf of the Australian Trade Commission: 2005, 232 p. The report provides a survey of trends and tools for Australian education providers; an analysis of 27 MENA recruiting markets; and an extensive appendix. The report covers the following countries: Austria, Belgium, Botswana, Czech Republic, Denmark, Egypt, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Mauritius, the Netherlands, Norway, Poland, Russia, Saudi-Arabia, Slovakia, Spain, Sweden, Switzerland, Syria, Turkey, the United Arab Emirates, and the UK.

This report is commercially available from ICG.

- *International Academic Development.*

ICG on behalf of the German Academic Exchange Service (DAAD): 2004, 29 p. This report investigates three areas of international academic development initiatives in the US and Europe: Alumni networks, fundraising, and outreach activities which include recruiting. Institutions covered include: ETH Zurich, Harvard, Johns Hopkins, LSE, MIT, Stanford University, and Oxford.

This report is available free of charge from ICG.

CLIENTS

Client Service

ICG is dedicated to delivering well researched, comprehensively reasoned, and honest advice to our clients. ICG's first priority is to its clients. We invest significant time and effort in evaluating our research methods and quality in order to offer honest and comprehensive advice to our clients. Earning our clients' trust and forming long-term relationships with them is at the forefront of our efforts.

Geographic Coverage

Our client base is global: We have conducted advisory work in more than 30 countries.

Select Client Portfolio

ICG strategy engagements clients include:

- Bonn University, Germany
- Free University Berlin, Germany
- Griffith University, Australia
- IDEA League, Europe
- Imperial College London, UK
- King's College London, UK
- Monash University, Australia
- National University of Singapore, Singapore
- University of Arizona, USA
- University of California at Santa Cruz, USA
- University of Melbourne, Australia
- University of Oxford, UK
- University of Tasmania, Australia

Major research reports authored by ICG were commissioned by:

- Australian Government Department of Education, Science and Training
- Australian Trade Commission
- Education New Zealand
- German Academic Exchange Service
- Ministry of Education, New Zealand
- Universities UK & British Council

ACADEMIC ADVISORY BOARD

Member Overview

ICG's Academic Advisory Board includes academics, researchers, administrators, and professionals in six countries:

- Mr. Louis Alexander, Massachusetts Institute of Technology, USA
- Mr. Nicholas Bova, Junction Solutions, USA
- Dr. Stephanie Busch, openBC/Xing, Germany
- Ms. Angela Chapman, Nanyang Technological University, Singapore
- Prof. Bruce Chapman, Australian National University, Australia
- Prof. Russell Cummings, US Air Force Academy, USA
- Dr. Paul Davis, Boise Technology, USA
- Prof. Rui de Figueiredo, UC Berkeley, USA
- Prof. Claudius Gellert, Universität Halle-Wittenberg (retired), Germany
- Dr. Francine Gordon, Stanford University (retired), USA
- Dr. Ulrike Hillemann-Delaney, Imperial College London, UK
- Prof. Erich Leitner, Universität Klagenfurt, Austria
- Dr. Philip McLauchlan, Imagineer Systems/MirriAd, UK
- Mr. Ian Moore, Coventry University, UK
- Mr. Dirk Radzinski, Humboldt Innovation, Germany
- Dr. Maurits van Rooijen, Compostela Group of Universities, UK
- Prof. Sheldon Rothblatt, UC Berkeley (retired), USA
- Dr. Maximilian Senges, Knowledge Entrepreneur, USA
- Mr. Andrew Shaindlin, Caltech, USA
- Prof. John-Raphael Staude, UC San Diego & San Diego State University, USA
- Prof. Wilhelm Vossenkuhl, LMU München, Germany
- Mr. Patrick Zielinski, Quirling, Eisenmann & Zielinski, Germany

Member Background

ICG's Academic Advisory Board members have taught and conducted research at universities such as the Australian National University, Harvard University, LMU München, Stanford University, the University of Cambridge, the University of Sydney, and UC Berkeley.

Academic Advisory Board members have advised public agencies including the Brookings Institution, the European Commission, the German Academic Exchange Service (DAAD), the OECD, and the World Bank. Advisory Board members have also served in consulting firms such as the Boston Consulting Group and Andersen Consulting (now Accenture).

HEALTH CARE ADVISORY BOARD

Health Care Capacity Development Advisory Board

ICG's Health Care Capacity Development Advisory Board was formed in 2008 to address the need for comprehensive, expert advice on how to create, build-out, and improve health care teaching and research capacity both in the US and internationally. We will add new members and roll out additional capabilities throughout 2009.

Member Overview

ICG's Health Care Capacity Development Practice Area Advisory Board includes academics, researchers and professionals in three countries:

- Mr. Arnold Chazal, VUEMED, USA
- Mr. Seong Chen, Roche Diagnostics, Switzerland
- Mr. Frank Lönies, IVG Funds, Germany
- Ms. Lana Makhanik, VUEMED, USA
- Prof. Stuart Slavin, St. Louis University, USA
- Prof. Michael Wilkes, University of California at Davis, USA

Member Background

Advisory Board members have studied, taught, conducted research, and served as residents at Columbia University, Harvard University, New York University, the Sorbonne, the University of Melbourne, UC Berkeley, UC Davis, and UC Los Angeles.

Practice Area Advisory Board members can draw on a highly diversified set of experiences, including research and teaching, health care policy analysis, financial planning in pharmaceutical development, health care insurance controlling, and clinical research services.

CONSULTANTS & RESEARCHERS

Member Overview

ICG's consultant and researcher network includes accomplished researchers, administrators, professionals, and consultants in three countries:

- Mr. German Eichberger, Sony and UC San Diego, USA
- Dr. Daniel J. Guhr, ICG, USA
- Mr. Hannes Klöpfer, Columbia University, USA
- Ms. Hildegard Mader, Wirtschaftsfachhochschule Wien, Austria
- Ms. Sheila Pakir, ICG, USA
- Dr. Emily O'Brien Maniscalco, Massachusetts General Hospital, USA
- Mr. Gurpreet Singh, Queensland University of Technology, Australia
- Ms. Sonja Steinbrech, American University, USA

Member Background

ICG's consultants and researchers have studied, conducted research, and served as administrators and lecturers at Bonn University, Harvard University, the Max-Planck-Institut für Bildungswissenschaft, UC Berkeley, UC San Diego, Universität Freiburg, the University of Oxford, and the University of Washington.

Our consultants and researchers can draw on a rich set of experiences, including running International Offices, service in consulting firms such as the Boston Consulting Group, work for governmental agencies, and a range of administrative roles within higher education institutions.

The specific skills which ICG consultants and researchers have to offer encompass IT expertise (including programming), financial modeling and controlling, process auditing, broad intercultural expertise, and multilingual abilities.

LEADERSHIP TEAM (I)

Dr. Daniel J. Guhr, ICG Managing Director

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.

He has authored more than twenty-five research papers and studies. In 2007-08, he contributed to 38 sessions and workshops at international conferences. In addition, he comments frequently on educational topics in the press.

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

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.

Ms. Sheila K. Pakir, Head Of Research

Ms. Pakir serves as ICG's Head of Research. Her previous experience includes an internship with Alliance Bernstein Capital Management in Singapore. She has also held various teaching and research support positions at Brown University.

Ms. Pakir has both been a world school debating championship contestant as well as a public speaking coach. In addition, she has been engaged in international academic development topics while at Brown.

Ms. Pakir obtained a B.A. with highest honors from Brown University.

Ms. Pakir can be contacted by e-mail at pakir@illuminategroup.com.

LEADERSHIP TEAM (II)

Prof. Claudius Gellert, Head of the Institutional Development Strategy Practice Area

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 (BMBF), 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.

Prof. Michael Wilkes, Head of the Health Care Capacity Creation Practice Area

Prof. Wilkes serves as Vice Dean of the School of Medicine and Director of the Global Health Program at UC Davis. His prior experiences include service as a faculty member at UCLA and Columbia University, as well as multiple leadership roles as director, chair, and dean.

He has commented extensively on medical issues in the media, including as medical consultant and producer for ABC, CBS, and NBC, as columnist for the New York and L.A. Times, and as commentator for NPR. In addition, he has published more than 60 journal articles.

Prof. Wilkes obtained a B.A. from Vassar College, a M.P.H from Columbia University, a Ph.D. from the UCLA School of Public Health, and a M.D. from the University of Connecticut. He completed residencies at the New York University Medical Center, Columbia University and New York City, and UCLA's Department of Internal Medicine.

Prof. Wilkes can be contacted by e-mail at wilkes@illuminategroup.com.

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To contact an individual ICG member, please send them an e-mail at their lastname@illuminategroup.com.

To sign up for Roundtables, please send an e-mail to roundtable@illuminategroup.com.

Questions regarding the ICG Research Newsletter should be addressed to newsletter@illuminategroup.com.

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

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