

Using Rankings to Drive Internal Quality Improvements: The Asian Experience

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Session Flow



Rising Asia-Rising Africa?



Dominant Global Ranking Systems



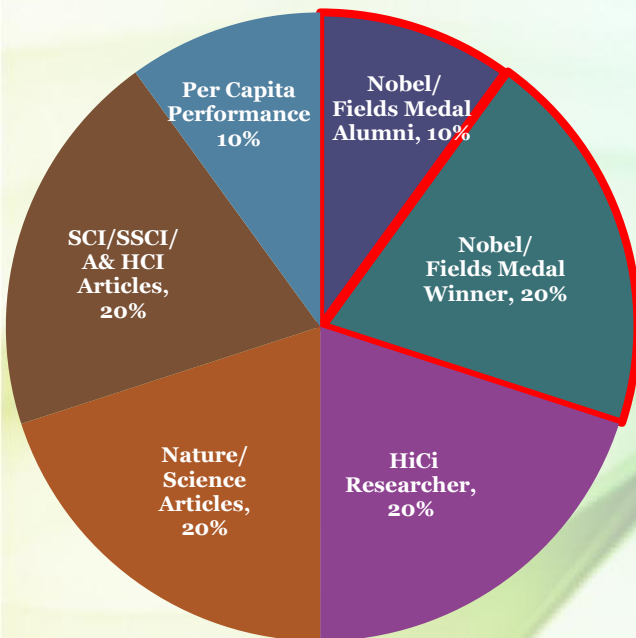
Benefits of Rankings



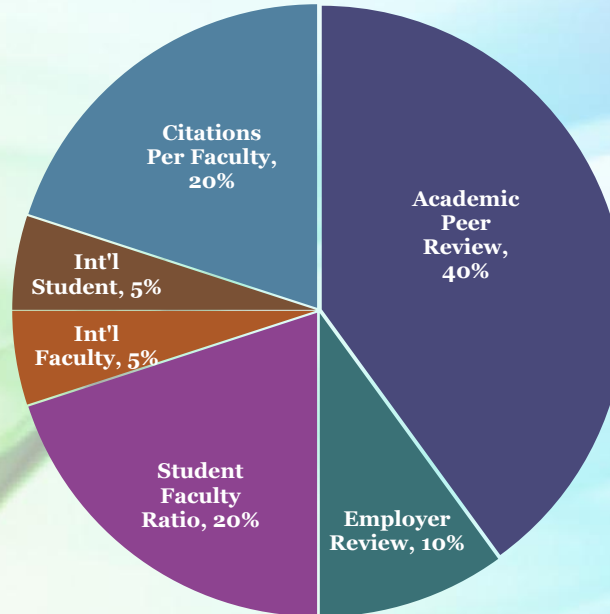
Conclusion

Ranking Systems - Criteria and Weighting

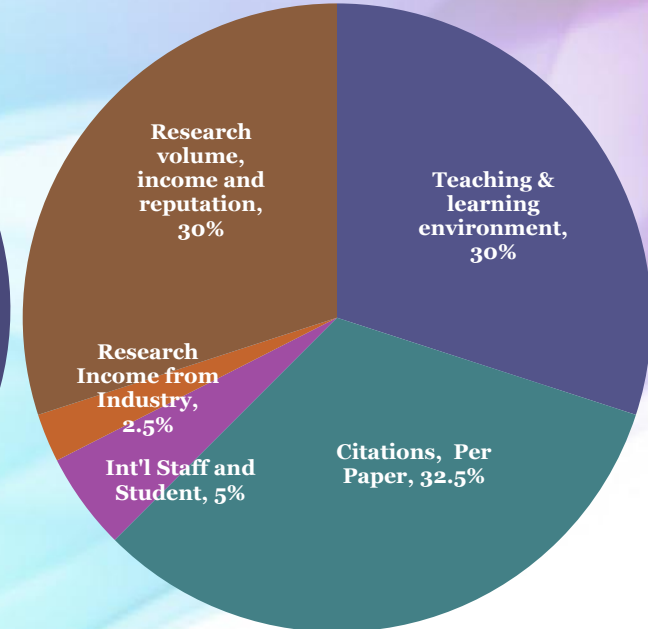
Academic Ranking of World Universities (ARWU)



QS World University Rankings (QS-WUR)



Times Higher Education of World University Ranking (THE)



QS-WUR vs. ARWU (Top 200)

Concordance Analysis – Kendall's W (2007-2010)



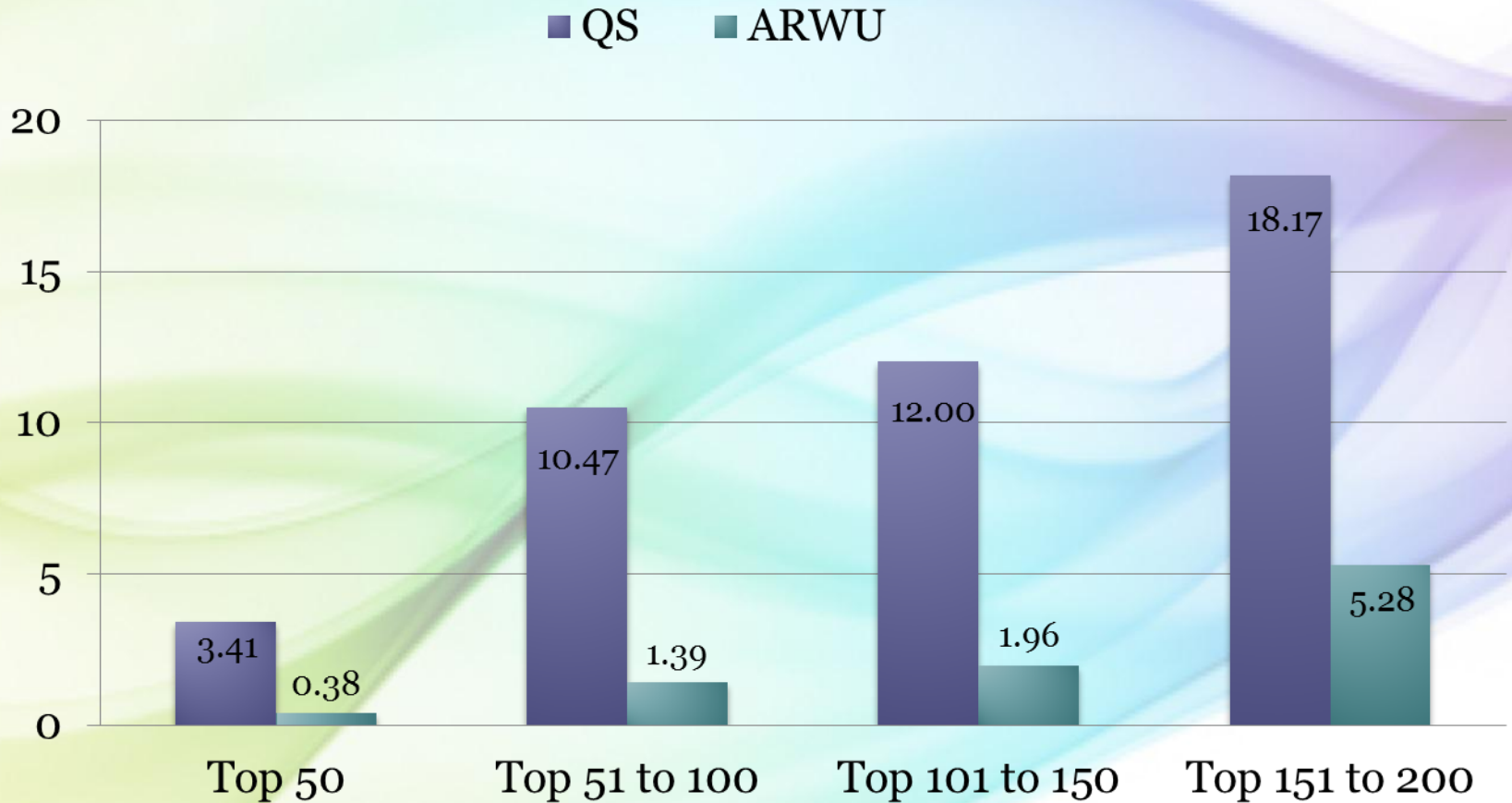
QS-WUR vs. ARWU (Asian Universities in Top 300)

Concordance Analysis – Kendall's W (2007-2010)

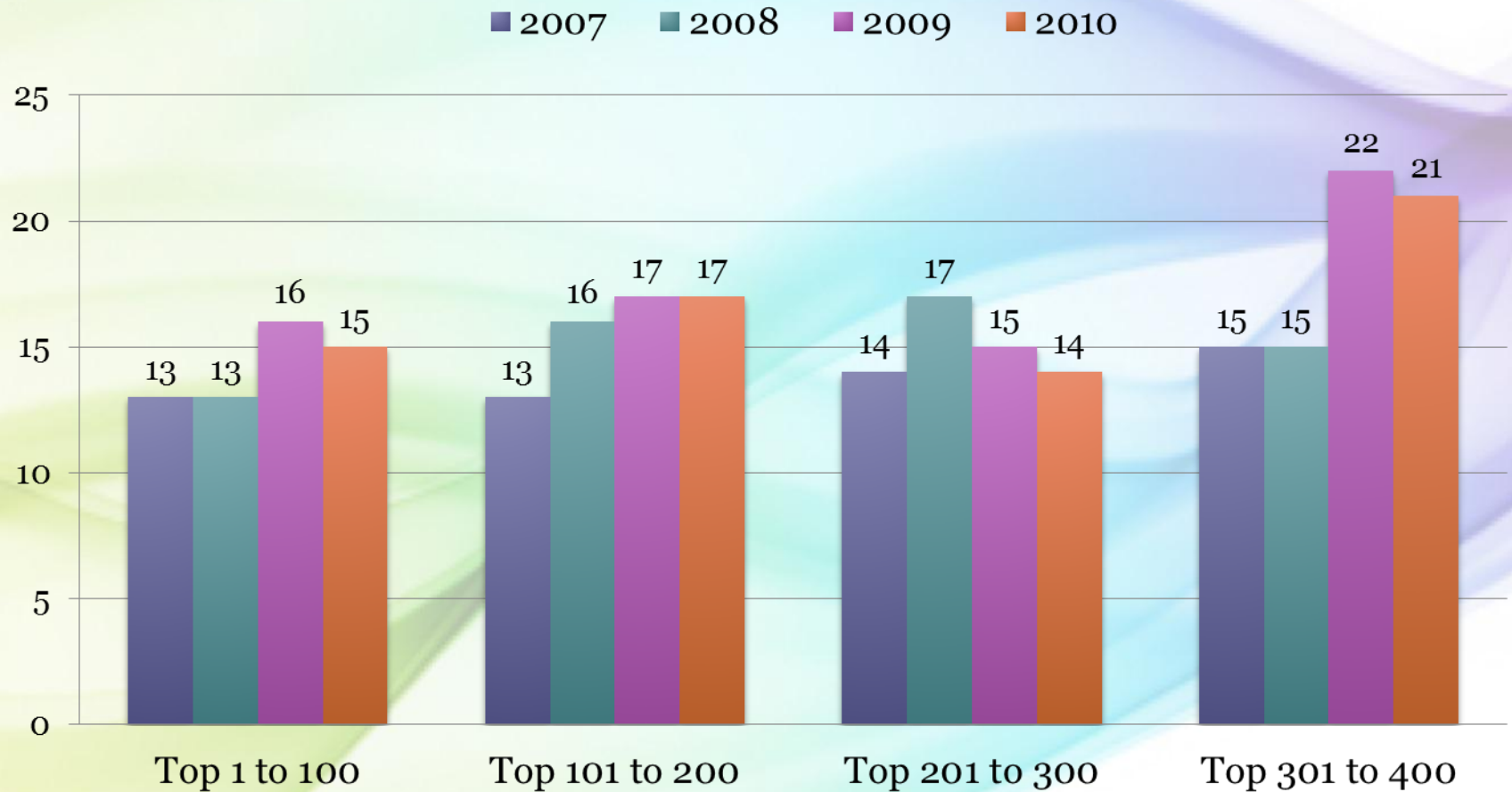


QS-WUR vs. ARWU (Top 200)

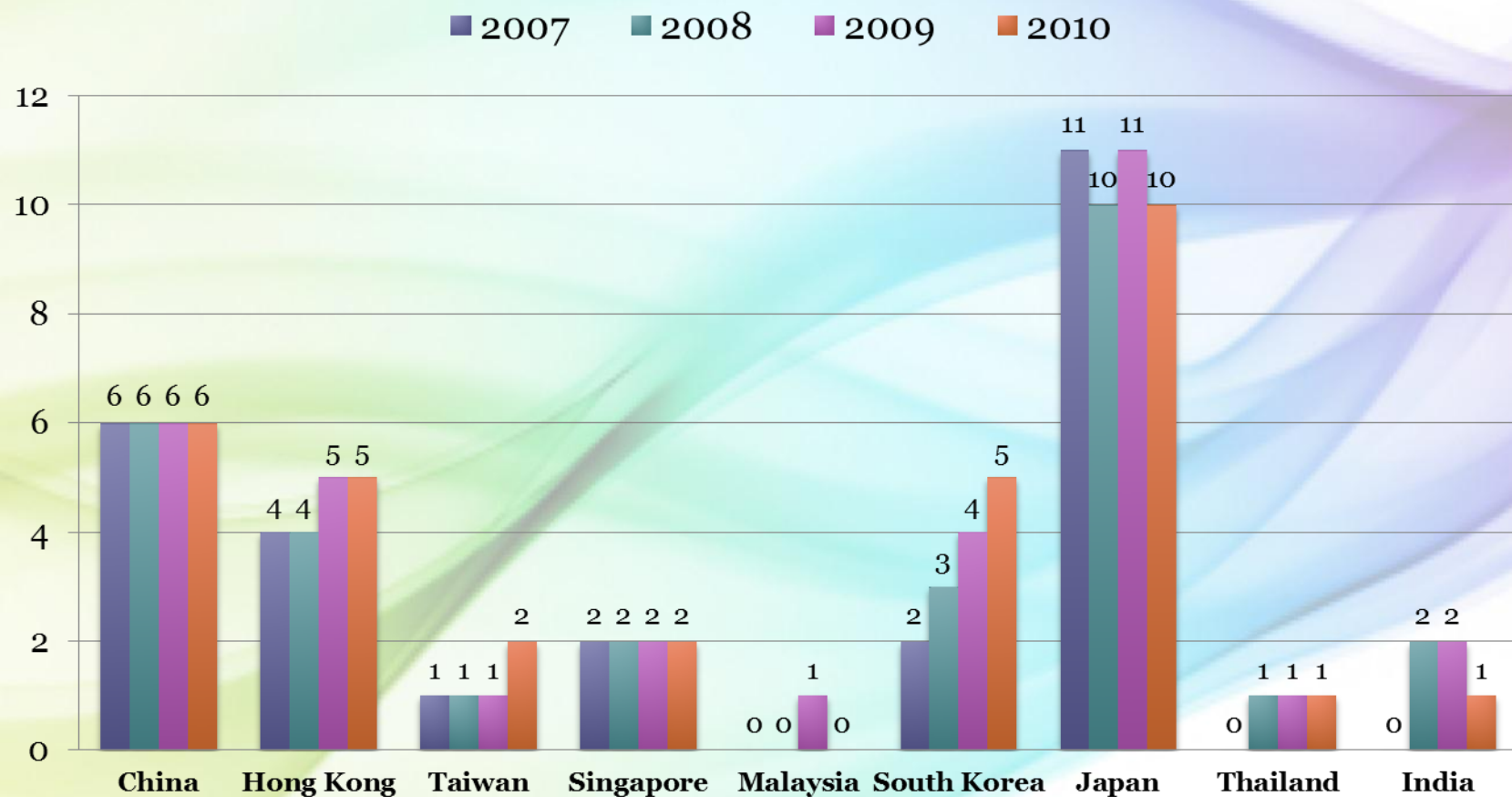
Mean Standard Deviation of Ranks (Over the Past 4 Years)



Number of Asian Universities in QS World University Rankings (2007 – 2010)

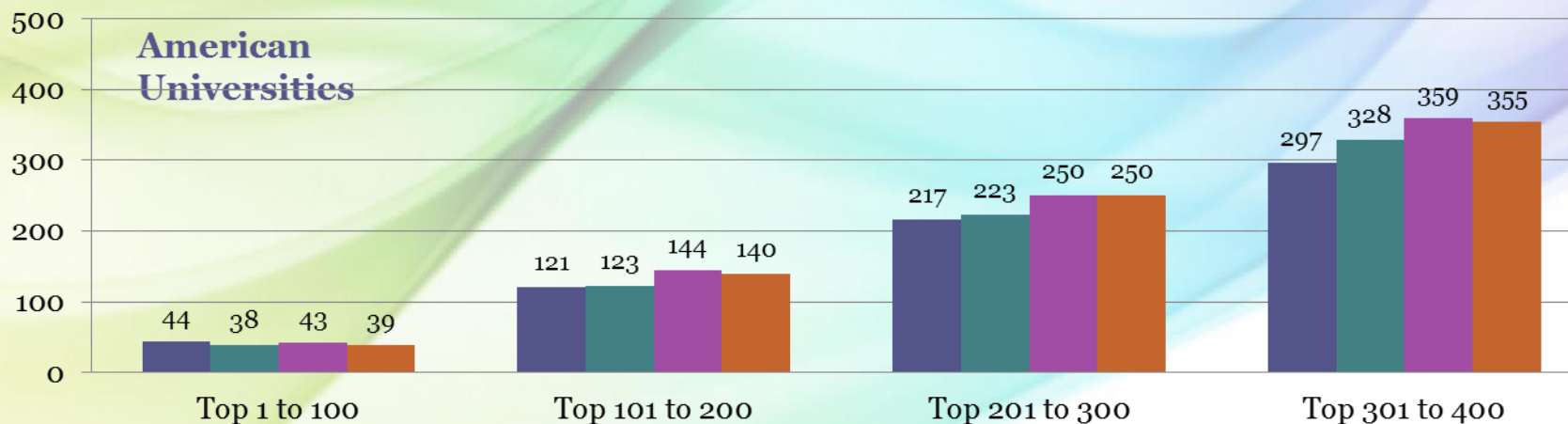
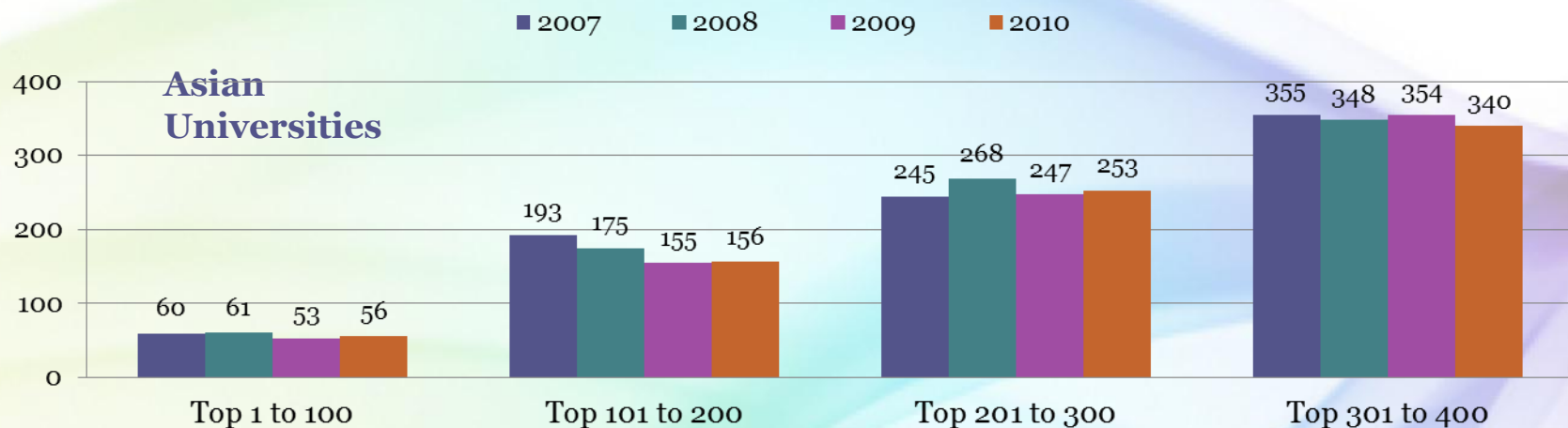


Asian Universities in QS-WUR Top 200 (By Country, 2007 – 2010)



Asian Universities vs. American Universities

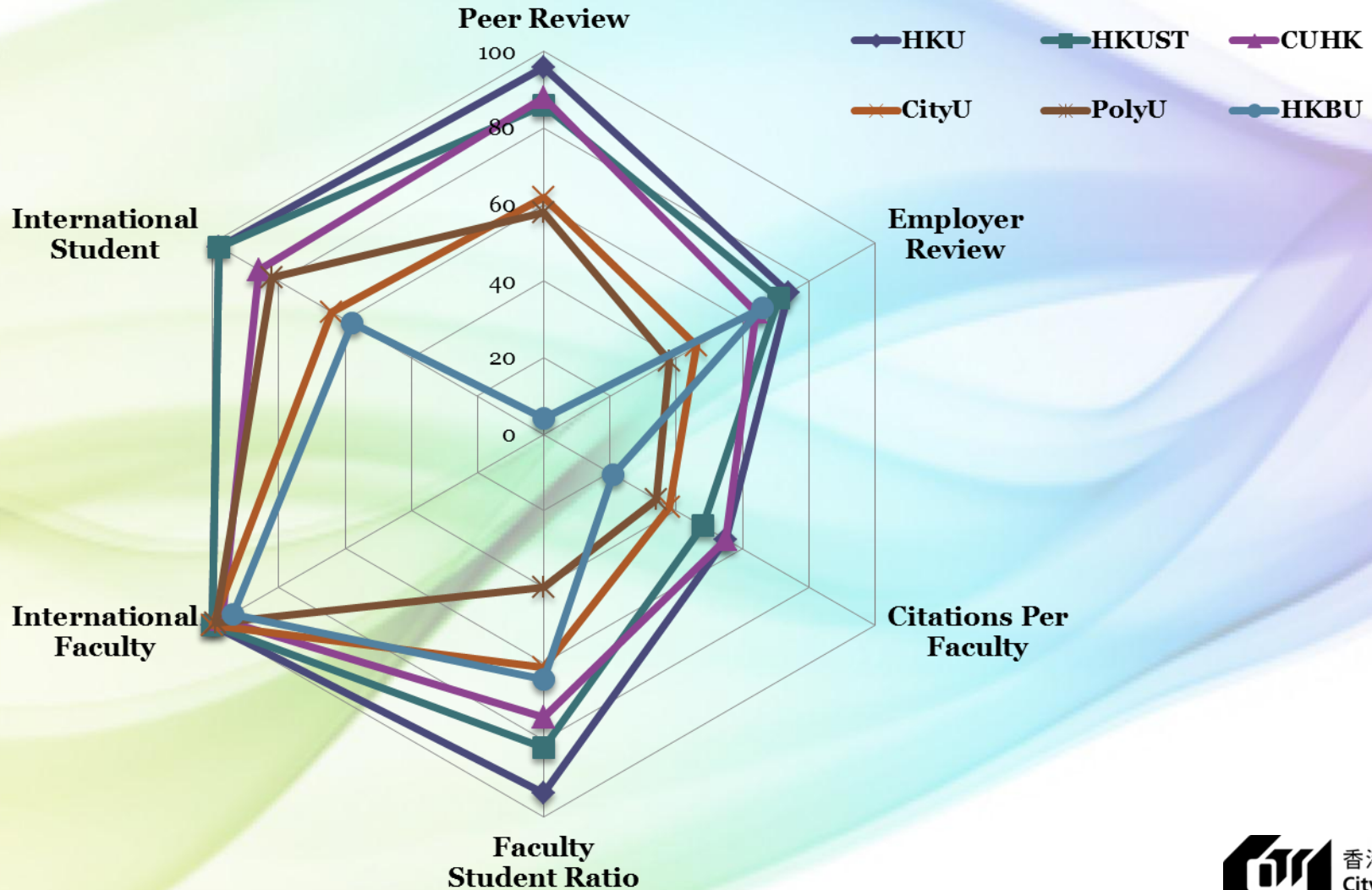
Mean Rank Comparison (QS-WUR, 2007 to 2010)



Hong Kong Institutions in QS World University Rankings (Top 400) in 2010

2010 Rank	2009 Rank	Institutions	Peer Review		Employer Review		Citations Per Faculty		Faculty Student Ratio		International Faculty		International Students	
			2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009
23	24	HKU	96	96	74	89	55	56	94	87	100	100	98	95
40	35	HKUST	86	89	71	86	48	54	82	84	100	100	98	99
42	46	CUHK	88	87	64	77	55	55	74	77	97	97	86	79
129	124	CityU	62	66	46	58	38	48	61	63	100	100	64	60
166	195	PolyU	58	57	38	49	34	54	40	30	99	100	82	75
342	307	HKBU	4	/	66	/	21	/	64	/	94	/	58	/

Comparative Analysis of Universities in Hong Kong (2010)



What's the use of rankings?

Global Market Demand

- International study trends show that world wide demand for education is on the rise. Higher Education is becoming more global and competitive.

Global Market Shaping

- University rankings shape the global market in higher education as much as (or more than) they describe it. By changing the rankings we alter global competition.

Global Market Value

- Knowledge is the key driver of international competitiveness. Ranking will raise global awareness of those institutions and universities being ranked.

Benefits of Rankings



Reputation and Visibility



Globalisation

- Global rankings are powerful weapon in the battle for talent.
- Attract quality foreign students and faculty members to enhance campus diversity and students' international perspective.

Cultural Globalisation

Economic Globalisation

- Propagate cross-border relationships and continuous global flows of people, information knowledge, technologies, products, and financial capital.

Research and Academic Development

- Attract international partners to undertake high impact research of potential academic or commercial values.
- International collaboration help cultivate multicultural perspectives of faculty and encourage engagement with global issues.

Research Development

Academic Development

- Opportunities to expand academic partnerships with world-leading institutions.
- Extend the quality, breadth, and impact of academic programmes.

Strategic Planning

- Data-driven decision making based on institutional performance indicators.
- Ranking criteria can help focus on core areas of practice, strategy can be aligned with indicators to improve quality.

Internal Evaluation

Benchmarking

- Benchmark against 'best practice' to enhance global competitiveness.

Using Rankings to Improve Institutional Quality

Identify Core Focus Areas

- Ranking criteria help an institution focus on core areas of practice and encourage an evidence-based approach to quality improvement.

Strategic Planning

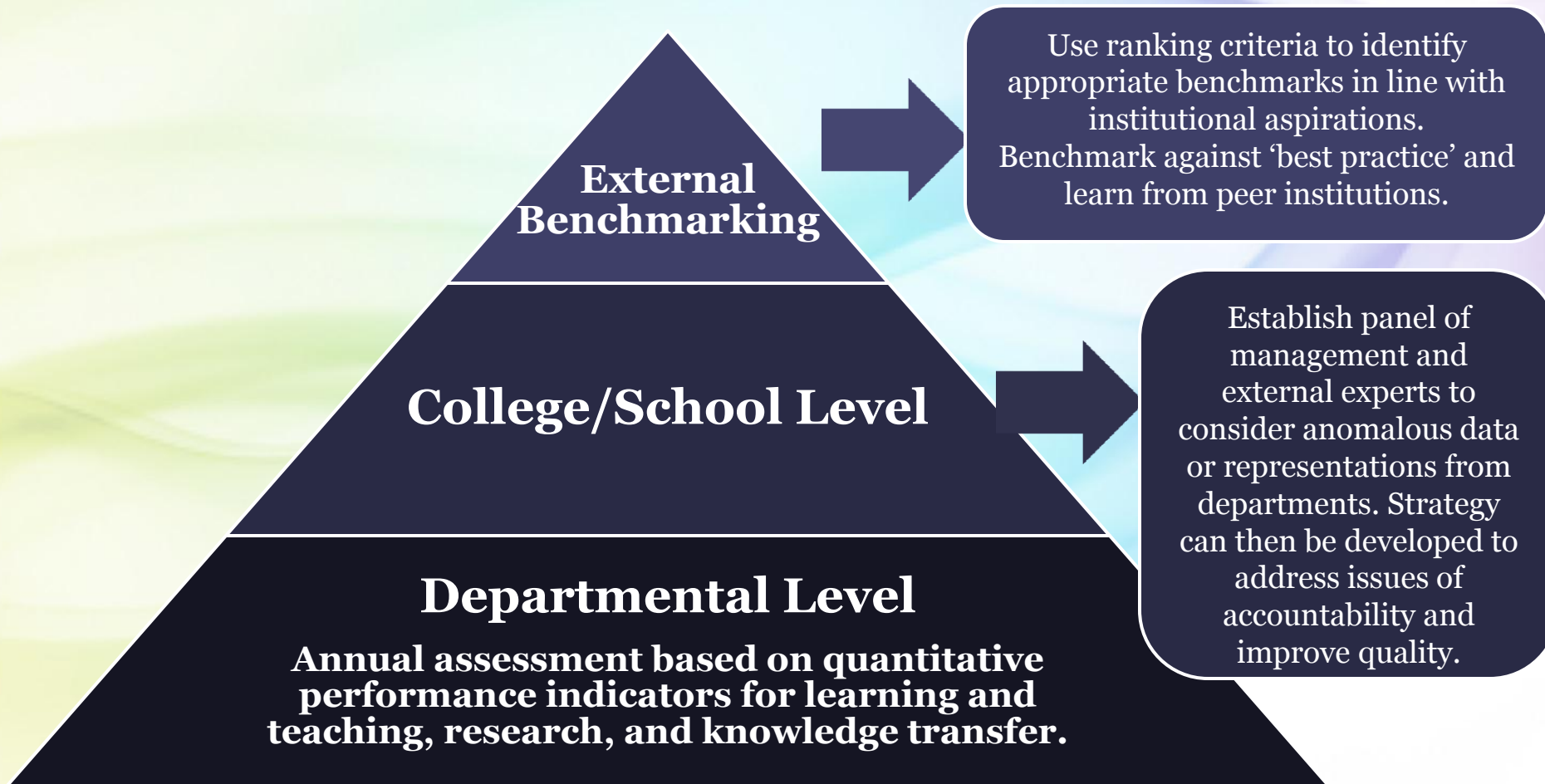
- Data driven decision making based on institutional performance indicators. Strategy can then be aligned with indicators to improve quality.

Funding Lobbying

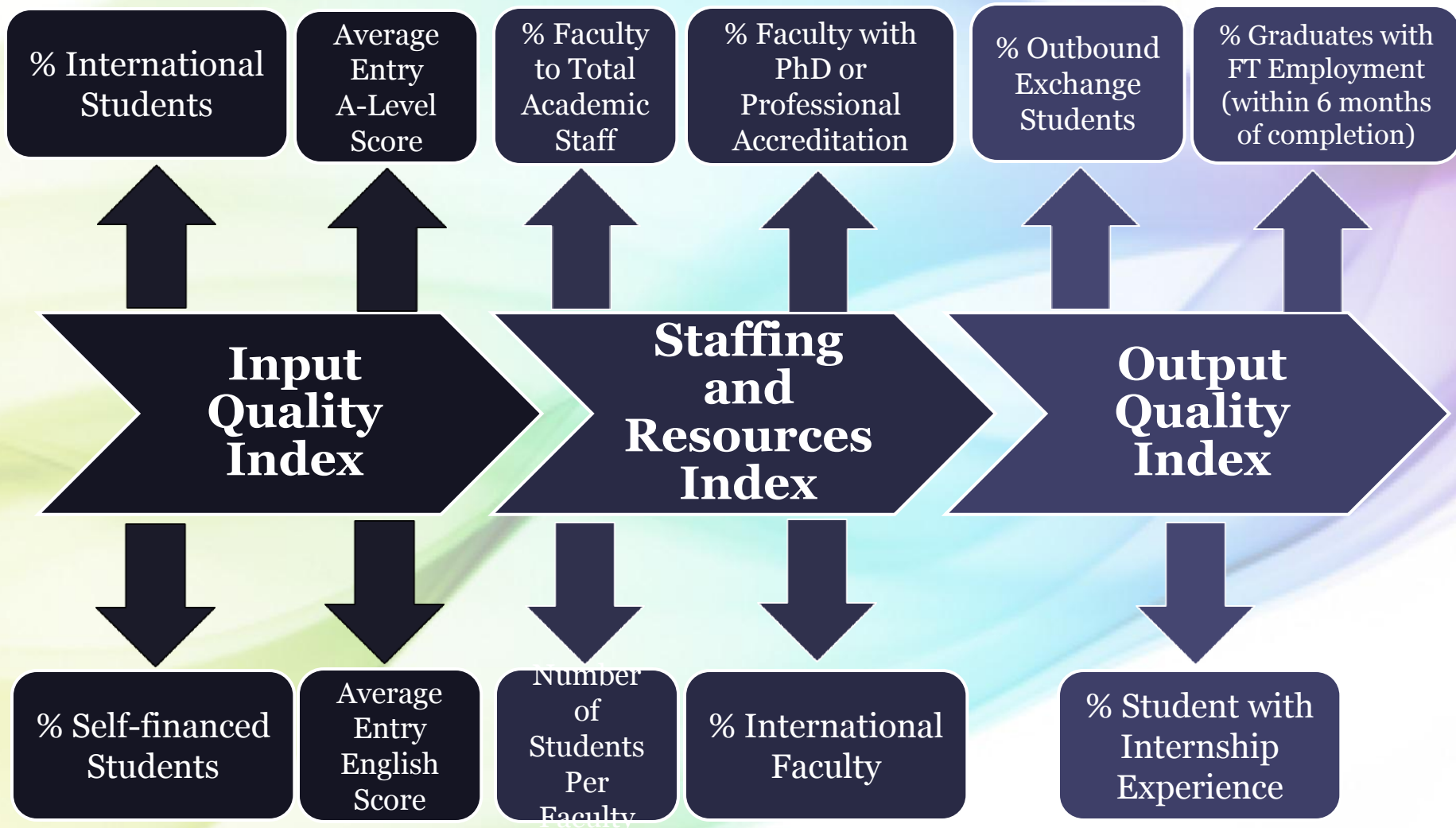
- Rankings can be used to lobby government and funding bodies.

What's the use of rankings?

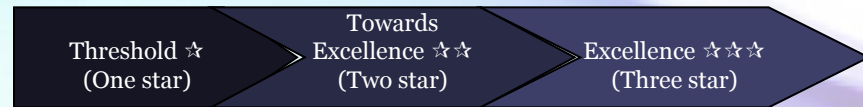
Examples from City University of Hong Kong



Performance Indicators



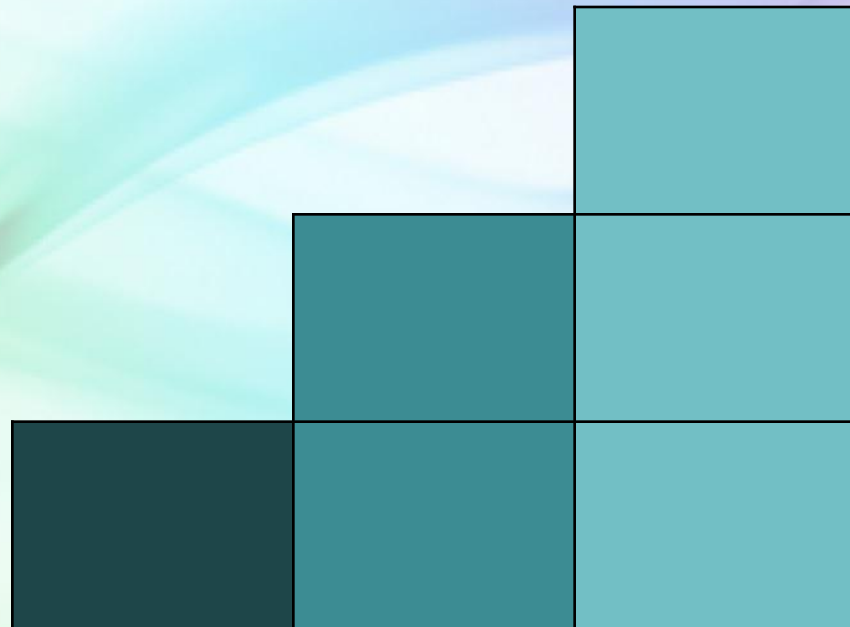
Staircase Model



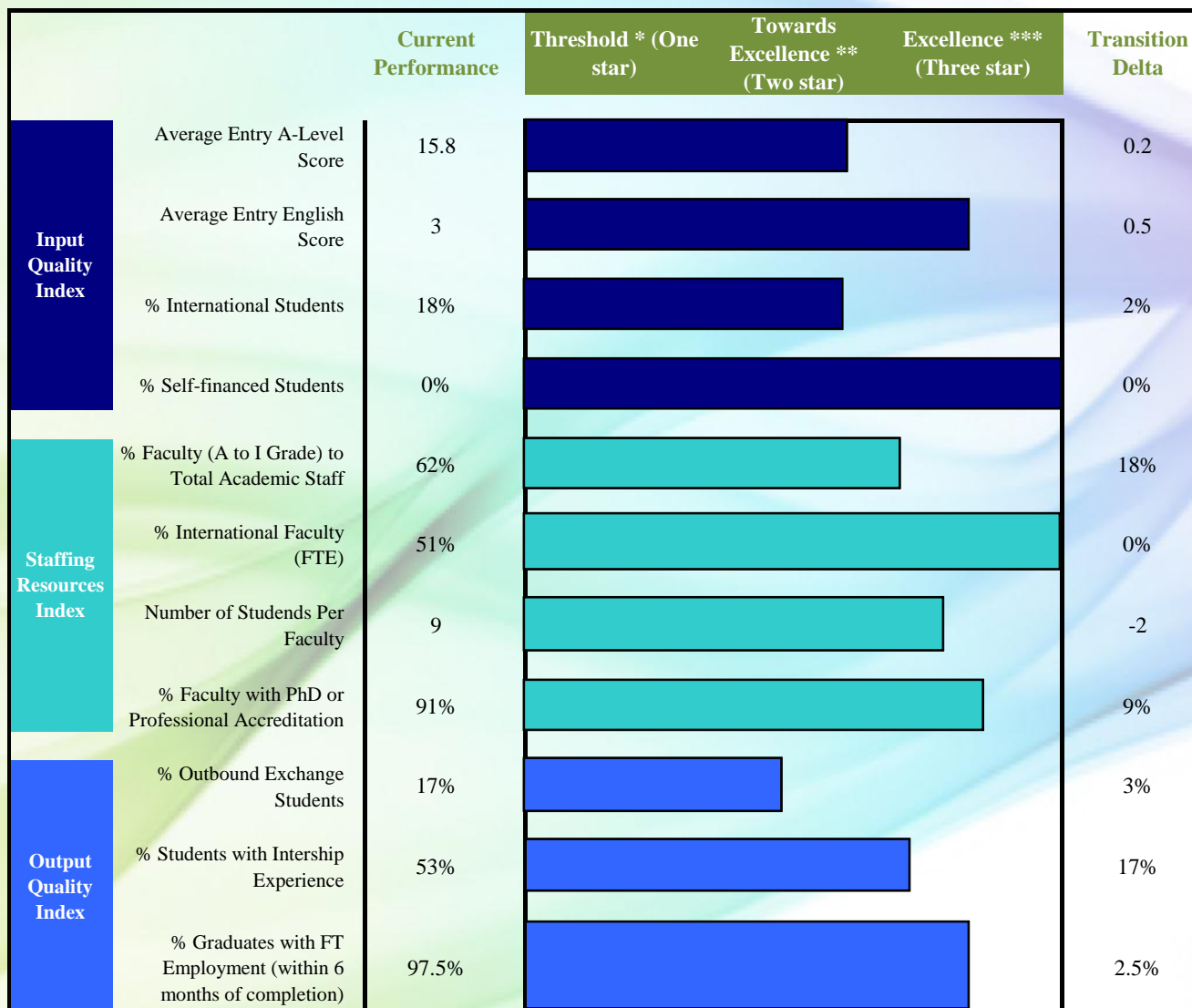
Input Quality
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Staffing and
Resources
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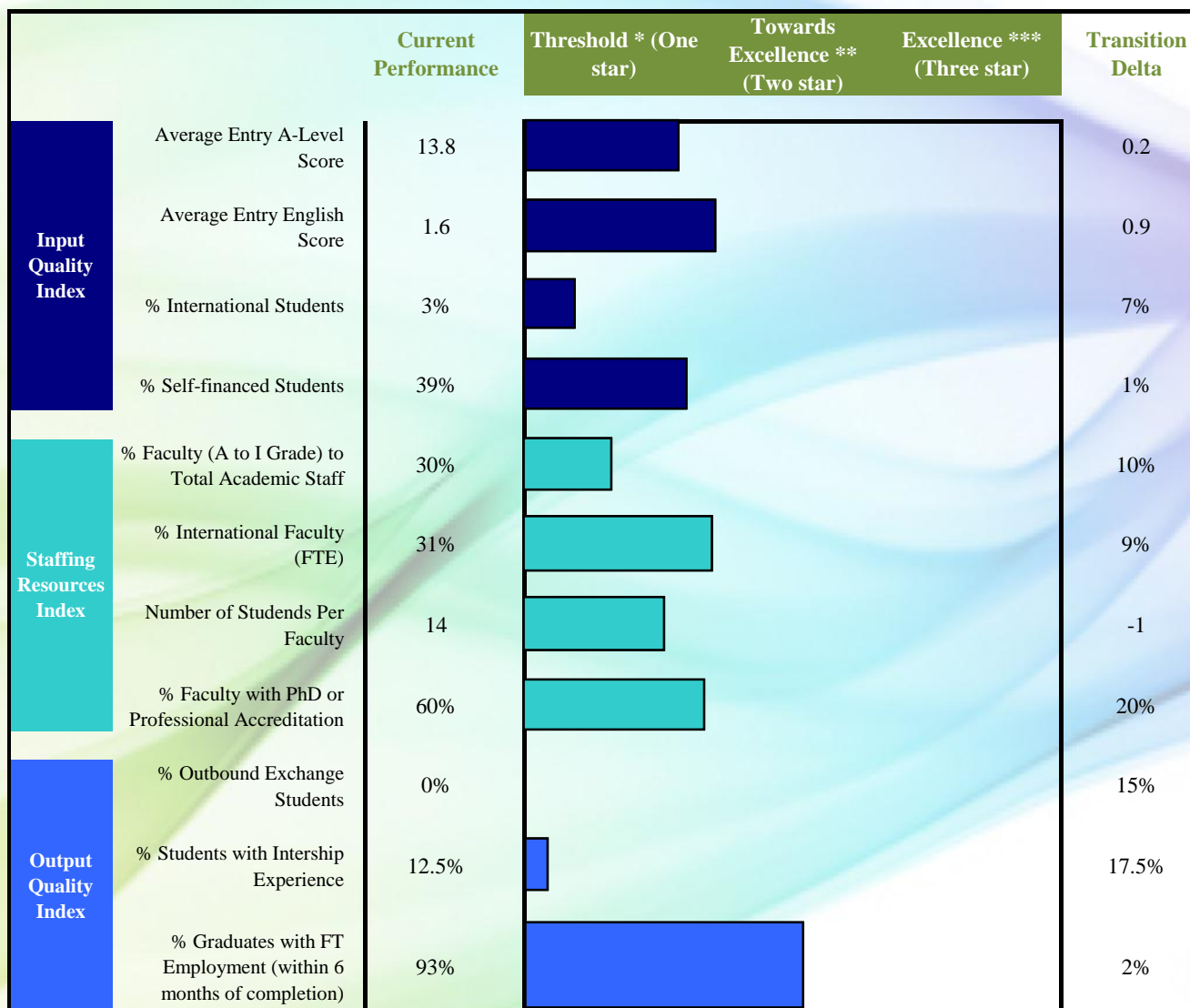
Output Quality
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Example Growth Chart (Department X)



Example Growth Chart (Department Y)



Conclusion

Time to Choose your Focus!

- The notion of a ‘World Class University’ is becoming ever more important to governments, employers, investors, alumni, students and applicants.
- Rankings provide some comparative measures of an institutions global standing and it is a catalyst for further healthy competition.
- Try to identify which rankings might be used to bring about practical positive strategic change which will benefit all stakeholders, not least the ultimate product of our endeavours, the quality of our graduates and our research output.
- Whilst rankings are necessarily imperfect and will always inspire debate, they are also currently inspiring and creating the opportunity for many Asian institutions to emerge from the long shadows cast by those in the West.