STRATEGICALLY ENGAGING WITH INTERNATIONAL RANKINGS

EXPERIENCES FROM THREE UNIVERSITIES
DISCLAIMER

• This presentation was delivered by ICG, Auburn University, Case Western Reserve University, and the University of Rochester on 22 February 2019 at the AIEA Conference in San Francisco.

• The presentation shall be considered incomplete without oral clarification.

• The opinions expressed in this presentation are those of the authors alone.

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Introduction and Housekeeping

Overview of International Rankings

Auburn, CWRU, and Rochester in Key International Rankings

Auburn’s Rankings Journey

Rochester's Rankings Journey

CWRU's Rankings Journey

Panelist Discussion

Audience Discussion
Bios

- **David Fleshler** serves as the Vice Provost for International Affairs at Case Western Reserve University. He has been involved in a number of leadership roles in international education, including service with the AIEA. David received his Bachelor's degree from the University of Michigan, and a JD from Boston College Law School.

- **Andy Gillespie** serves as the Assistant Provost for International Programs at Auburn University. He has been involved in a number of leadership roles in international education, including service with the AIEA. He holds a Bachelor’s degree in Natural Resource Management from the State University of New York, a Master’s degree in Forest Biology from the University of New Hampshire, and a Ph.D. in Soil Science from Purdue University.

- **Jane Gatewood** serves as the Vice Provost for Global Engagement at the University of Rochester. She earned a Bachelor’s degree from Emory University, and a Ph.D. from the University of Georgia. She has spent the last decade working at the intersection of business, higher education, government, and diplomatic relations. She was also a visiting research editor for the Oxford English Dictionary.

- **Daniel Guhr** serves as the Managing Director of ICG. He has published more than 40 reports and delivered more than 100 conference presentations on international education issues. He was educated and trained at Harvard, UC Berkeley, Brandeis, Bonn, the Max-Planck-Institute for Human Development, as well as Oxford from which he holds a Doctoral and Master’s degree.
Session Abstract

• SIOs from three universities share their institution’s journey towards a structured engagement with international rankings.

• Each institution’s starting point and path has differed – from gathering support to convincing leadership to considering acting on rankings declines to notable improvements in key rankings based on sustained global engagement activities.

• Lessons learned include generating a sense of urgency, facilitating broad community support including from faculty leaders, and building sustainable organizational structures to continue engaging with rankings.
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## INTERNATIONAL RANKINGS

23 Active Rankings as of 2018

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Notes: "R" denotes retroactive. Defunct rankings include: Newsweek (2006), G-Factor/Universitymetrics (~2009), High Impact Universities (~2010), Grand Ecole des Mines (2011), LinkedIn (2014-16), Global University Ranking (RatER, 2017), and Uni Ranks (2017) (the two last rankings constituted aggregation models based on existing rankings).

Source: Rankings agencies, ICG.
**INTERNATIONAL RANKINGS**

More than 50 (Sub-)Rankings by 2018

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### Global
- ARWU
- QS
- THE
- NTU (HEEACT)
- CWTS Leiden
- Nature INDEX
- Reuters Top 100
- In4M
- SCImago
- RUR
- US News
- Moscow
- URAP
- CWUR
- RankPro
- A3
- Times of India
- 100 Best
- Webometrics
- 4ICU
- Emerging
- U-Multirank
- UI GreenMetric

### Field/Faculty/Subject
- ARWU Broad Subject Fields (5 subjects (-2016))
- ARWU Subjects (52 subjects (2017-))
- ARWU Sport Sciences (2016-)
- QS by Faculty (5 faculties)
- QS by Subject (48 subjects)
- THE by Subject (6 subjects)
- NTU by Field (6 fields)
- NTU by Subject (14 subjects)
- URAP Field Based Ranking (23 fields)
- THE (11 subjects)
- U.S. News Subject Rankings (22 subjects)
- U-Multirank (7 subjects)

### Regional
- ARWU Ranking of Chinese Universities (2015-)
- ARWU Ranking of Universities in Greater China (2011-)
- ARWU Macedonian Ranking (2016-)
- QS Rankings: Asia
- QS Rankings: Arabic Region
- QS Rankings: Latin America
- QS Rankings: BRICs
- QS: Emerging Europe & Central Asia
- THE Asia University Rankings
- THE BRICs and Emerging Economies
- THE Top 30 African Universities
- THE Best Universities in the United States
- Reuters Top 75 Innovative Asia

### Reputation
- THE Reputation Rankings

### Systems
- QS Systems Strength Rankings
- U21 Ranking of National Higher Education Systems

### Employability
- Graduate Employability Ranking of Universities (QS)
- The Global University Employability Ranking (E/T)

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**Note:** The above is not a complete overview. Especially THE has released additional sub-rankings throughout 2018.

Source: Rankings agencies, ICG.
INTERNATIONAL RANKINGS
Indicator Type and Weight for Five Key Rankings

Indicator differences explain institutional intra-rankings differences

Note: USNWR adjusted methodology in 2018 – the PhD indicators were dropped in favor of publications in the top 1% most cited (number, %).
Source: Rankings agencies, ICG.
Summary Comments

• **Trend:** More rankings, more sub-sub-rankings, more commercial products, and no end in sight.

• **Indicators:** Rankings utilize a vast array of different metrics by now.

• **Validity:** Rankings differ in their indicator and technical quality – some rankings are reliable yardsticks while others can be safely ignored.

• **Explanatory power:** The more narrow a rankings is, the higher its technical explanatory power – but the lower its holistic value.

• **Institutional value:** Rankings, if used as part of a suite of global performance metrics, can guide institutions on a global scale.

• **Fact of life:** Rankings will not go away, and resisting rankings is intellectually short-sighted as well as counter-productive.
Introduction and Housekeeping

Overview of International Rankings

Auburn, CWRU, and Rochester in Key International Rankings

Auburn’s Rankings Journey

Rochester's Rankings Journey

CWRU's Rankings Journey

Panelist Discussion

Audience Discussion
Auburn University: Trends

Auburn's Rank Positions in Four Salient International University Rankings (2003-18)

Auburn: Outside the Top 500 by 2018 – bibliometrics top broad rankings

Notes: Auburn was not ranked in the ARWU Top 500 in 2016. If a ranking bracket was published, an ordinal or mid-point rank was calculated.
Source: ARWU, Leiden, QS, THE.
Auburn: But for ARWU, sustained and partially steep decline dynamics

Notes: Auburn was not ranked in the ARWU Top 500 in 2016 and annual decline rates for 2017 and 2018 were modeled. Auburn was not ranked in THE from 2012 to 2014 and data displayed depicted 2016 to 2018. If a ranking bracket was published, an ordinal or mid-point rank was calculated.
Source: ARWU, Leiden, QS, THE.
Rochester's Rank Positions in Four Salient International University Rankings (2003-18)

Rochester: From within the Top 100 to outside the Top 150

Notes: If a ranking bracket was published, an ordinal or mid-point rank was calculated.
Source: ARWU, Leiden, QS, THE.
Rochester's Year-over-Year Rank Changes in Four Salient International University Rankings (2003-18)

Rochester: ARWU and Leiden are declining – THE and QS are stabilizing

Notes: If a ranking bracket was published, an ordinal or mid-point rank was calculated.
Source: ARWU, Leiden, QS, THE.
CASE WESTERN RESERVE UNIVERSITY: TRENDS

CWRU: Slip out of Top 100 by 2014 – strong 2018 recovery

Notes: If a ranking bracket was published, an ordinal or mid-point rank was calculated.
Source: ARWU, Leiden, QS, THE.
CWRU's Year-over-Year Rank Changes in Four Salient International University Rankings (2003-18)

CWRU: Declines in QS and THE – strong all-rankings turn around in 2018

Notes: If a ranking bracket was published, an ordinal or mid-point rank was calculated.
Source: ARWU, Leiden, QS, THE.

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The Auburn University Journey…
The Auburn University Context

- Auburn, Alabama – est. 1856
- Carnegie R2 – almost R1
- Approx. 30,000 students
- Land grant (no medical), Undergraduate teaching, SEC
- Engineering, Agriculture +10

- Robert Bentley, Mike Hubbard, Roy Moore
- Alabama → Detroit International
- #1 Transportation – autos; auto, aircraft, spacecraft components
- Chemicals, Metals, Minerals and Ores, Paper, Soybeans, Poultry
Relatively new leadership, ...and just embarking on this journey...

Dr. Steven Leath, President 2017

Dr. Bill Hardgrave, Provost 2018
Drivers of Engaging with Rankings at Auburn

Auburn International Student Numbers

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Recent recognition that rankings are impacting Sponsored Student recruitment

Pathway and ESL are buffering this response

Partial solution
More Discussion Points…

- Some programs are stronger than others – Disciplinary rankings

Strategic Planning:
- ACE Internationalization Laboratory
- Wyly/Kellogg Strategic Consulting
- Illuminate Consulting
• When alumni can’t help....
The Research vs Information culture on campus

Not a new concept, but new realization of impact

Future progress will depend on outcomes of strategic planning

Raising awareness at a minimum, but more is needed

Some viscosity is technical, but much is cultural
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1850
year founded

12,000
students

2,100
faculty and instructional staff

$3 Bil USD
Total annual budget

$396 mil USD
Total research funding

Student countries of origin
148

Student-to-Faculty ratio
10 : 1

Student body is international
33%

AAU
Association of American Universities

WUN
Worldwide Universities Network
University of Rochester – US Neighbors

All Unis in US

4000+ total

55% of US STEM and 50% of all US doctorates
University of Rochester – Engagement Timeline

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<td>Initial fall from top 100</td>
<td>Intervention strategy developed (w. ICG)</td>
<td>Rankings working group assembled (IR &amp; Analytics, Libraries, Global)</td>
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<tr>
<td>Attention &amp; exploration but no interventions:</td>
<td>• Perceived difficulty in changing one’s ranking position</td>
<td>• Bibliometric cleanup/author affiliations</td>
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<tr>
<td>• Perceived difficulty in changing one’s ranking position</td>
<td>• Perception that rankings are only “beauty contests”</td>
<td>• Ongoing engagement for reputation &amp; profile management</td>
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<td>• Global Engagement office created (2014)</td>
<td>• Institutional data cleanup &amp; submissions:</td>
<td>• Aligned with institutional strategy for engagement &amp; communications</td>
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<td>• QS Decline arrested (2017)</td>
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QS Global Ranking - Methodology

World University Rankings: Methodology
What information is collected, and how is this used to compile the ranking?

- **Academic reputation**: Based on a global survey of academics (40%)
- **Employer reputation**: Based on a global survey of graduate employers (10%)
- **Faculty/student ratio**: An indication of commitment to teaching (20%)
- **Citations per faculty**: An indication of research impact (20%)
- **International student ratio**: Measuring international diversity of the student community (5%)
- **International staff ratio**: Measuring international diversity of the academic faculty (5%)

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### Rochester Rank (2019) vs Rochester Rank (2014)

- **AR**: 336 (2019) vs. 283 (2014)
- **ER**: 501+ (2019) vs. 401+ (2014)
- **FS**: 12 (2019) vs. 15 (2014)
- **CPF**: 353 (2019) vs. 101 (2014)
- **IF**: 287 (2019) vs. 311 (2014)

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UNIVERSITY of ROCHESTER
University of Rochester – Internal Alignment

INSTITUTIONAL DATA

- Feeder institutions
  Students & faculty
- Alumni
  Residing abroad
- Mobility & Programs
  Students, Faculty & Staff
- Corporate Engagement
  Licensing, Internships, Funding, etc.
- Collaborative Agreements
  Mobility, research, degrees, etc.
- Academic Collaborations
  Conferences & Publications, etc.
- Research
  Funded or conducted abroad
- International Faculty
  Citizenship & Nationality
- International Students
  Citizenship & Nationality
- Degrees Awarded
  Disciplinary & Student demographics

Information Needs

RANKINGS INDICATORS

- Publication output
- Awards
- Research Impact
- Co-authorships
- Research income
- International faculty
- International students
- Reputation (surveys)
- Doctorates Awarded
For life ever better.

Rochester is a way of thinking. Always pushing and questioning, learning and unlearning.

Disrupting the world as we know it, fueled by the relentless quest to improve humankind.

Nobel Prize: Rochester laser science breakthrough

everbetter.rochester.edu
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Discussion
Case Western Reserve University

International Rankings Initiative

AIEA, 2019
Timeline (pre-2016-2017)

Prior to 2016
• Center for International Affairs Brought International Rankings to Administrative/Faculty Attention

Spring 2016
• Faculty Expressed Concern
• Faculty Senate Requested Task Force

AY 2016-2017
• Task Force Explored Problem
• Recommended and hired ICG in Spring 2017
Timeline (2017-2018)

**AY 2017-2018**
- Data Clean Up
- Bibliometric Clean Up
- Initial Reputation Management

**Summer 2018**
- Created Administrative Structure—Single Leader
- Developed International Rankings Initiative

**Fall 2018**
- International Rankings Initiative Approved by Advisory Council and Faculty Senate
Rankings Initiative Recommendations

1. Continue and prioritize existing initiatives
2. Develop systems to collect accurate faculty data as it relates to international ranking indicators
3. Capture existing faculty scholarship/patents attributed to CWRU
4. Provide support and incentives for faculty to further their scholarship and increase their individual scholarship reputation in impactful ways
5. Create a comprehensive international communications strategy, targeting international alumni, faculty and institutions in other countries and employers, both international and domestic
Challenges

• Financial Resources
• Managing Momentum
• Moving up in a Zero Sum Game
• Relating Rankings to Quality and Value
• Building an International Reputation
Introduction and Housekeeping

Overview of International Rankings

Auburn, CWRU, and Rochester in Key International Rankings

Auburn’s Rankings Journey

Rochester's Rankings Journey

CWRU's Rankings Journey

Panelist Discussion

Audience Discussion
Panel Discussion (Question Selection)

- What do international rankings mean to your institution (politically, culturally, economically)?
- What is the current level of thinking with regard to international rankings at your institution?
- What specific steps / measures / initiatives have been taken / will be taken at your institution?
- Who is in charge of rankings engagement – and is your model working?
- The role of culture and leadership in bringing international rankings to the forefront – how to engage your community and decision-makers.
- Lessons learned: What works, what remains challenging, and how well prepare are you for the future of international rankings?
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Audience Discussion
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