

**STRATEGICALLY ENGAGING WITH
INTERNATIONAL RANKINGS**

—

EXPERIENCES FROM THREE UNIVERSITIES

- **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.**
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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.
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- **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 improvement 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

	'03	'04	'05	'06	'07	'08	'09	'10	'11	'12	'13	'14	'15	'16	'17	'18
Academic Ranking of World Universities (ARWU, aka Shanghai Ranking)																
Ranking Web of Universities (Webometrics)																
World University Rankings (QS)																
University Web Rankings & Reviews (4 International Colleges & Universities (4ICU))																
Performance Ranking of Scientific Papers for World Universities (NTU (formerly HEEACT))																
CWTS Leiden Ranking																
University Ranking by Academic Performance (URAP)																
SCImago Institutions Rankings (new version)							R	R	R	R	R	R	R			
World University Rankings (THE)																
Global Employability Rankings (Emerging/Trendence)																
Round University Rankings (RUR)																
U-Multirank (Universities Compared. Your Way)								R	R	R						
UI GreenMetric World University Ranking																
Center for World University Rankings (CWUR)																
Global University Ranking (Youth Inc. / Education Times of India)																
nature INDEX																
Worldwide Professional University Rankings (RankPro)																
Best Global Universities Rankings (U.S. News & World Report)																
Reuters Top 100 Most Innovative Universities																
In4M																
Moscow International University Ranking																
100 Best Universities in the World																
A3 Academic Ranking by Academics for Academics																

■ Acad. performance w/ league table
 ■ Academic performance w/o league table
 ■ Broad-based league table
■ Multi-indicator ranking
 ■ Employability-based league table
 ■ Web presence league table

Notes: 'R' denotes retroactive. Defunct rankings include: Newsweek (2006), G-Factor/UniversityMetrics (~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

Global
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • ARWU Ranking of Chinese Universities (2015-) • ARWU Ranking of Universities in Greater China (2011-) • ARWU Macedonian Ranking (2016-) • QS Rankings: Asia • QS Rankings: Arab 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
<ul style="list-style-type: none"> • THE Reputation Rankings

International
<ul style="list-style-type: none"> • THE Most International Universities

Systems
<ul style="list-style-type: none"> • QS Systems Strength Rankings • U21 Ranking of National Higher Education Systems

Employability
<ul style="list-style-type: none"> • Graduate Employability Ranking of Universities (QS) • The Global University Employability Ranking (E/T)

Age-Based
<ul style="list-style-type: none"> • QS Top 50 Under 50 • THE 150 Under 50 • THE Top 100 Over 50 & Under 80

Cities
<ul style="list-style-type: none"> • QS Best Student Cities

Business Schools
<ul style="list-style-type: none"> • The Financial Times • The Economist • Bloomberg/BusinessWeek • QS Global 200 Business Schools Report • Forbes • U.S. News (U.S. only) • Eduniversal

Profiles and “Badges”
<ul style="list-style-type: none"> • Global Research University Profiles (Shanghai) • Global Institutional Profiles Project (GIPP, Clarivate) • QS STARS

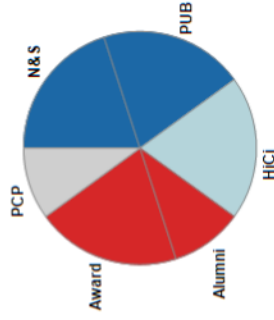
Note: The above is not a complete overview. Especially THE has released additional sub-rankings throughout 2018.
Source: Rankings agencies, ICG.

INTERNATIONAL RANKINGS Indicator Type and Weight for Five Key Rankings

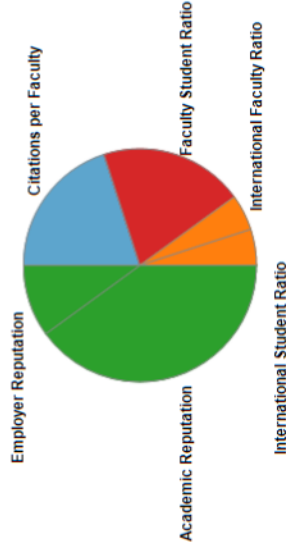
Big Three

Breakdown of Covered Rankings by Indicator Type and Weight

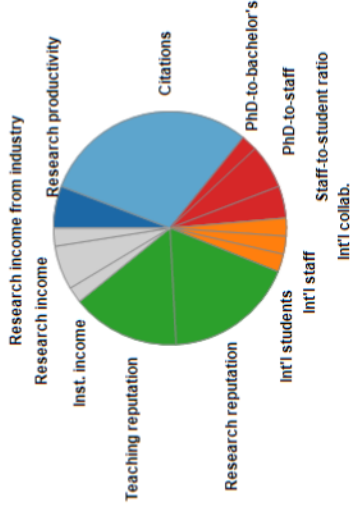
ARWU



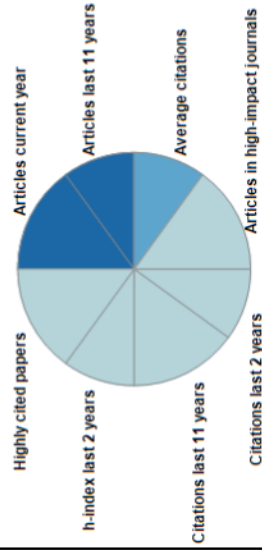
QS



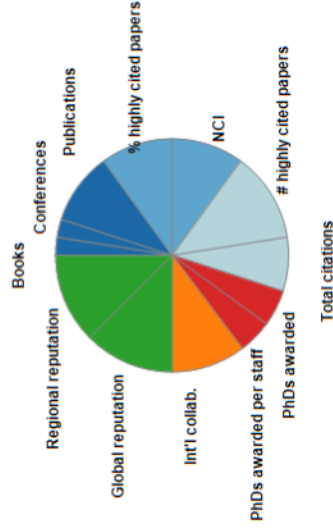
THE



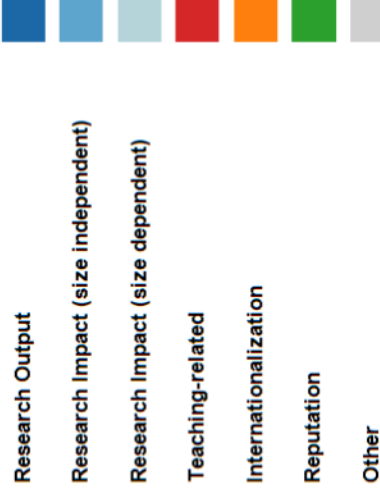
NTU



USNWR*



Indicator Type



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.

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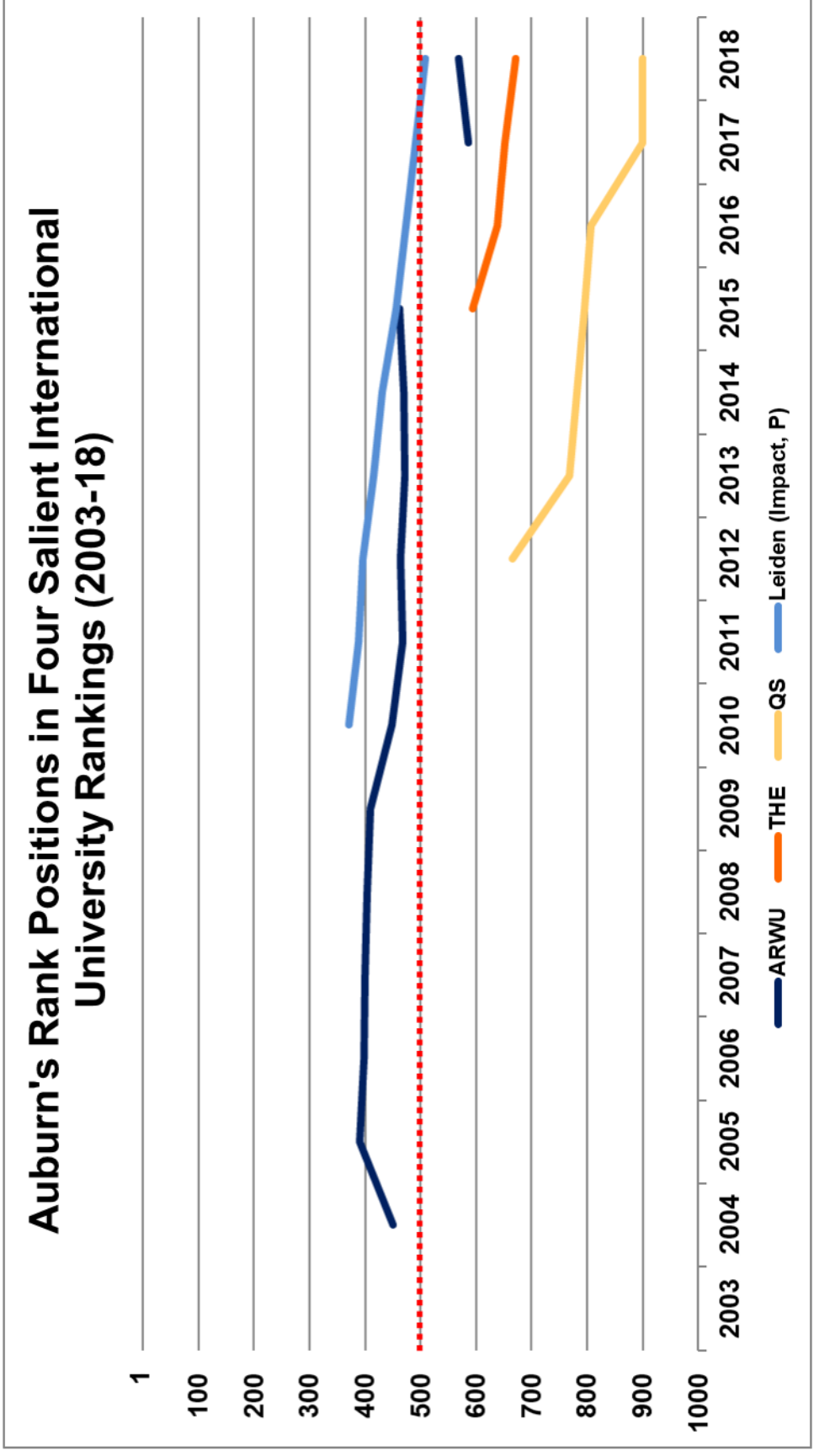
CWRU's Rankings Journey

Panelist Discussion

Audience Discussion

KEY INTERNATIONAL UNIVERSITY RANKINGS

Auburn University: Trends



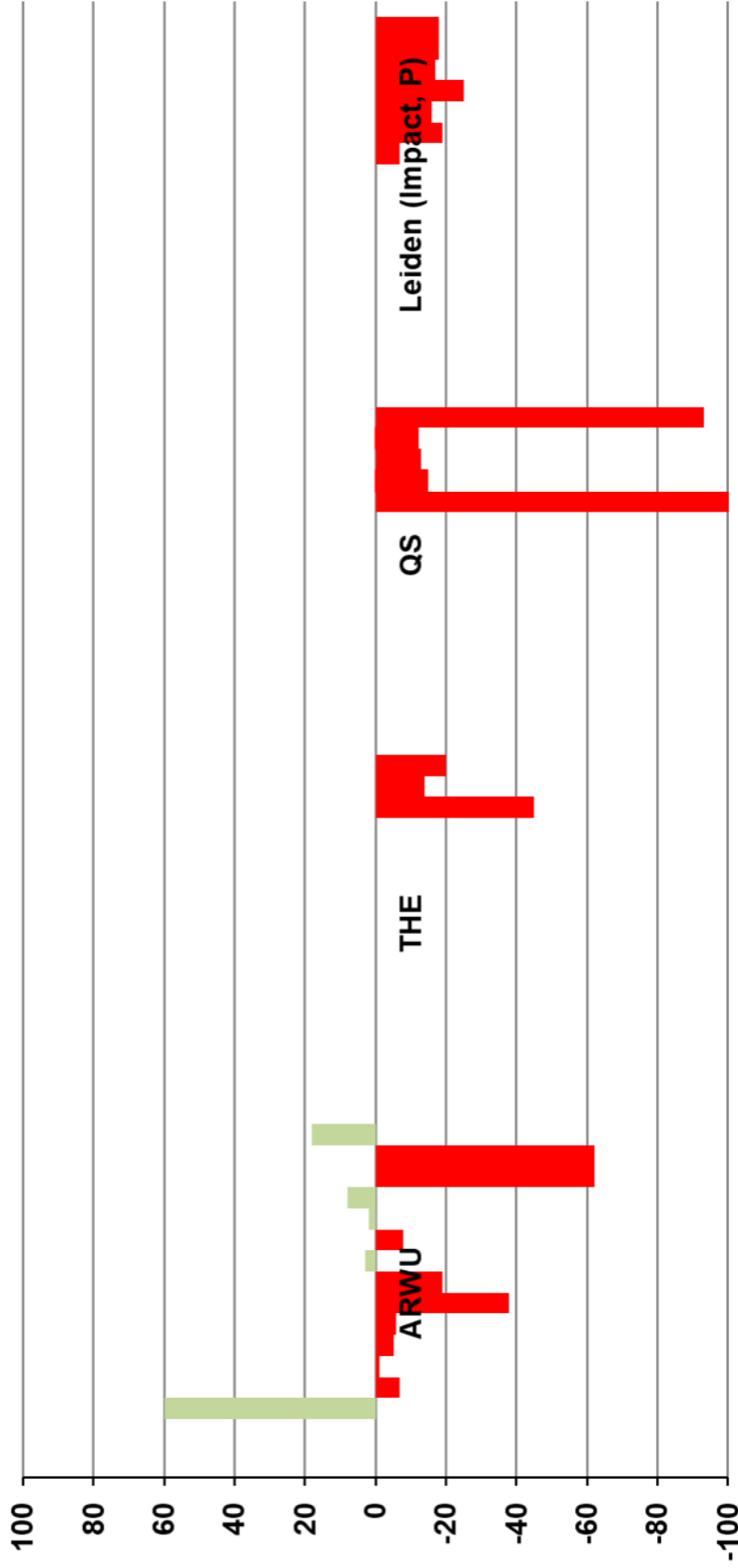
Auburn: Outside the Top 500 by 2018 – bibliometrics top broad rankings

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.

KEY INTERNATIONAL UNIVERSITY RANKINGS

Auburn University: Year-over-Year Dynamics

Auburn's Year-over-Year Rank Changes in Four Salient International University Rankings (2003-18)

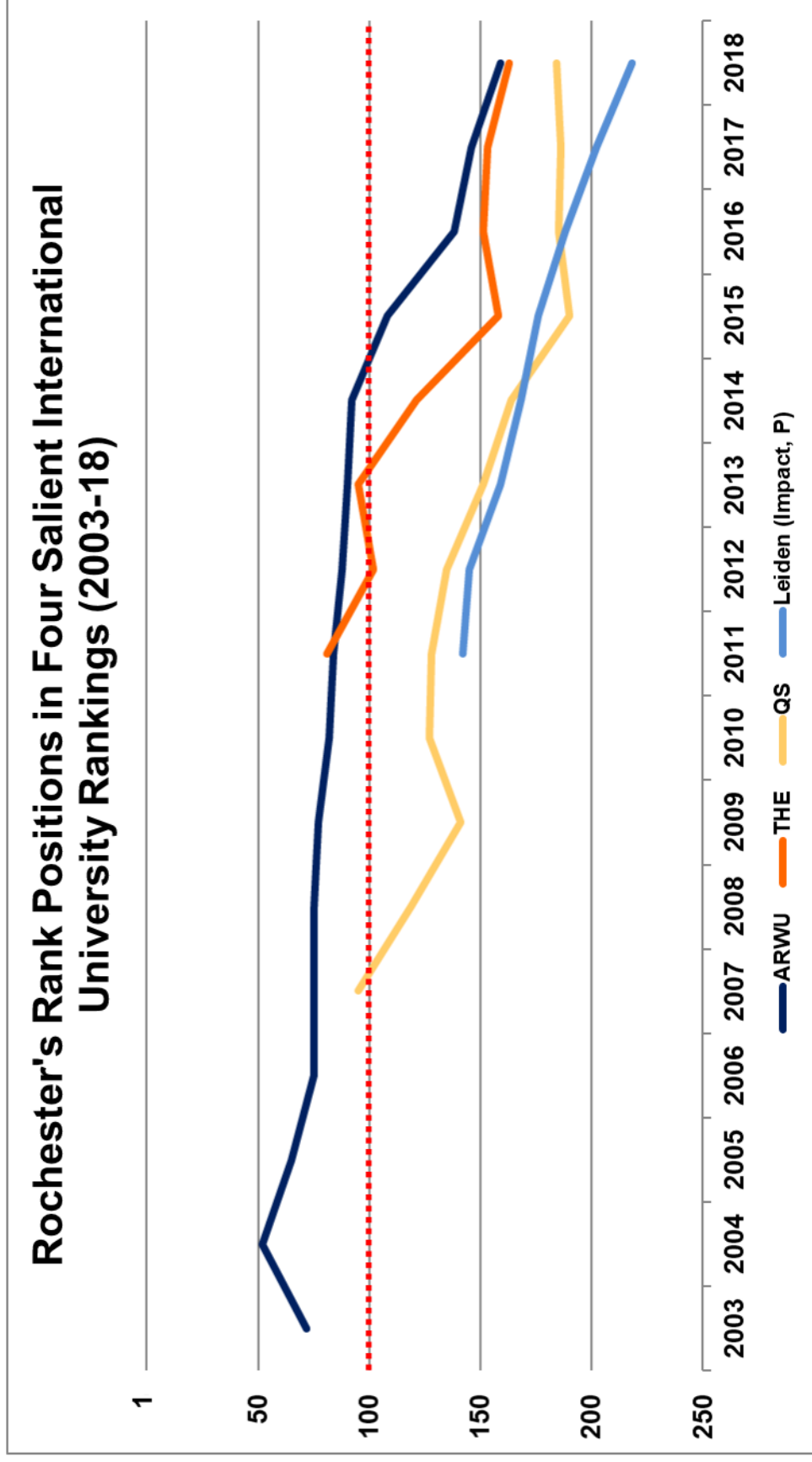


Auburn: But for ARWU, sustained and partially steep decline dynamics

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.

KEY INTERNATIONAL UNIVERSITY RANKINGS

University of Rochester: Trends



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

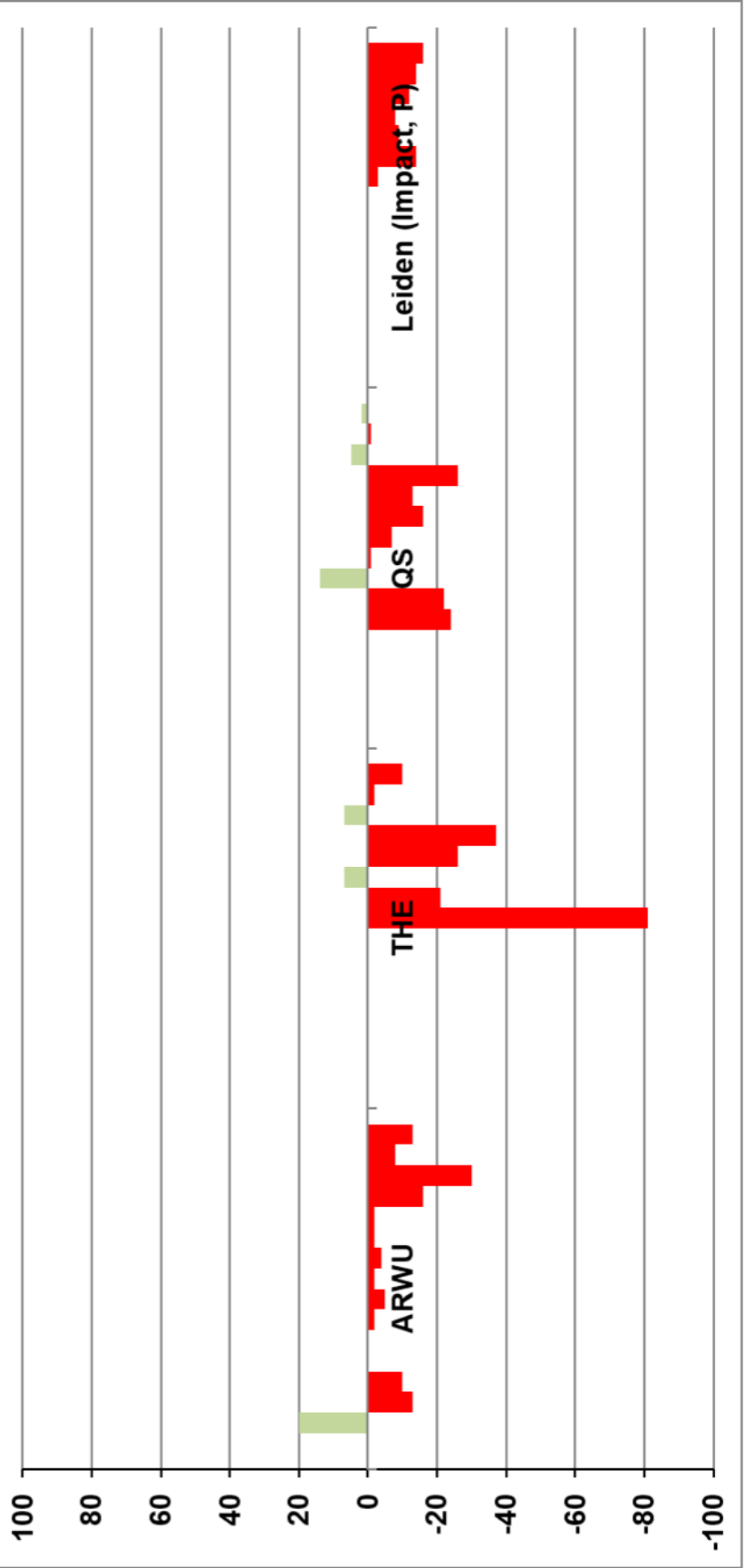
Notes: If a ranking bracket was published, an ordinal or mid-point rank was calculated.

Source: ARWU, Leiden, QS, THE.

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AIEA Conference International Rankings – 22 February 2019

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

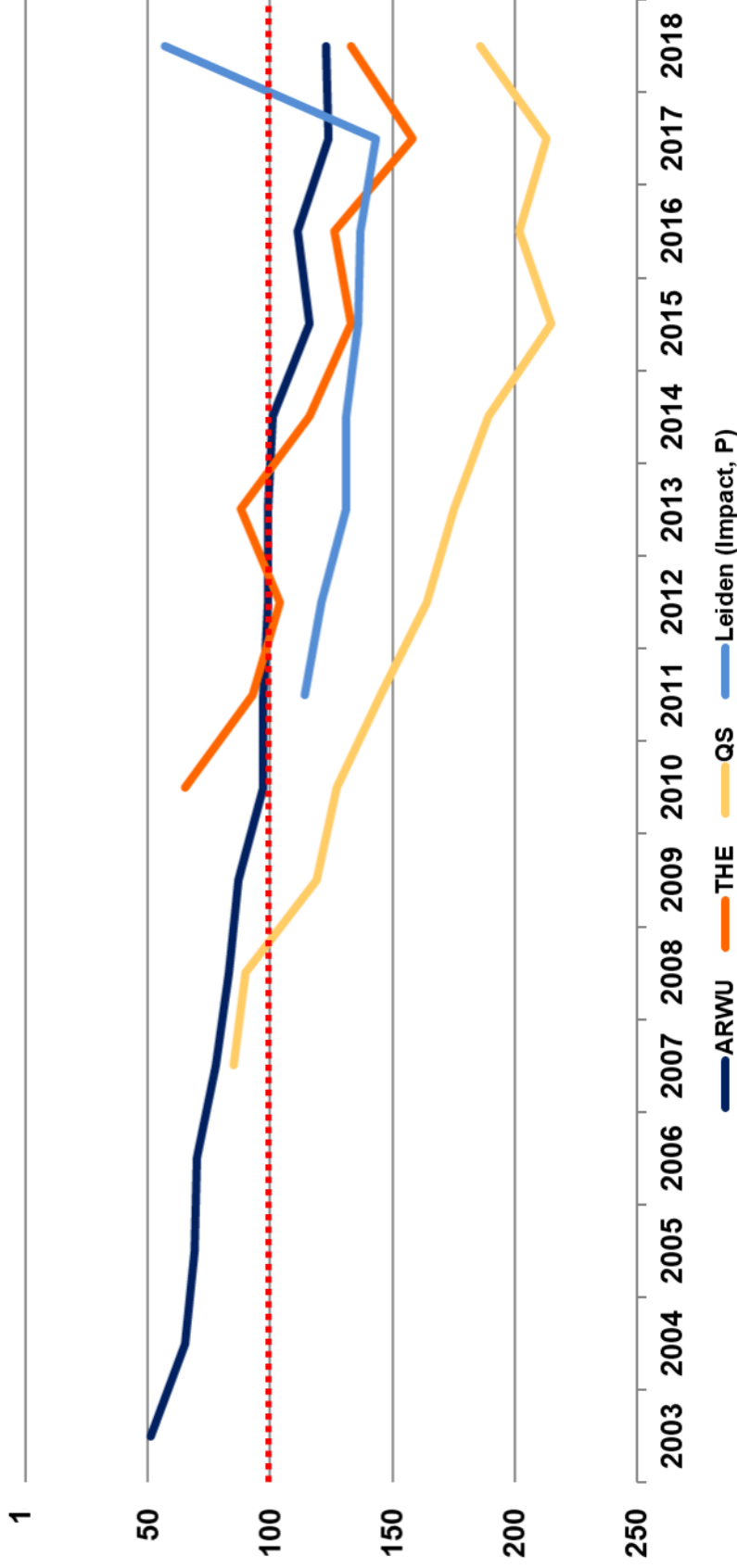
Notes: If a ranking bracket was published, an ordinal or mid-point rank was calculated.

Source: ARWU, Leiden, QS, THE.

KEY INTERNATIONAL UNIVERSITY RANKINGS

Case Western Reserve University: Trends

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



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.

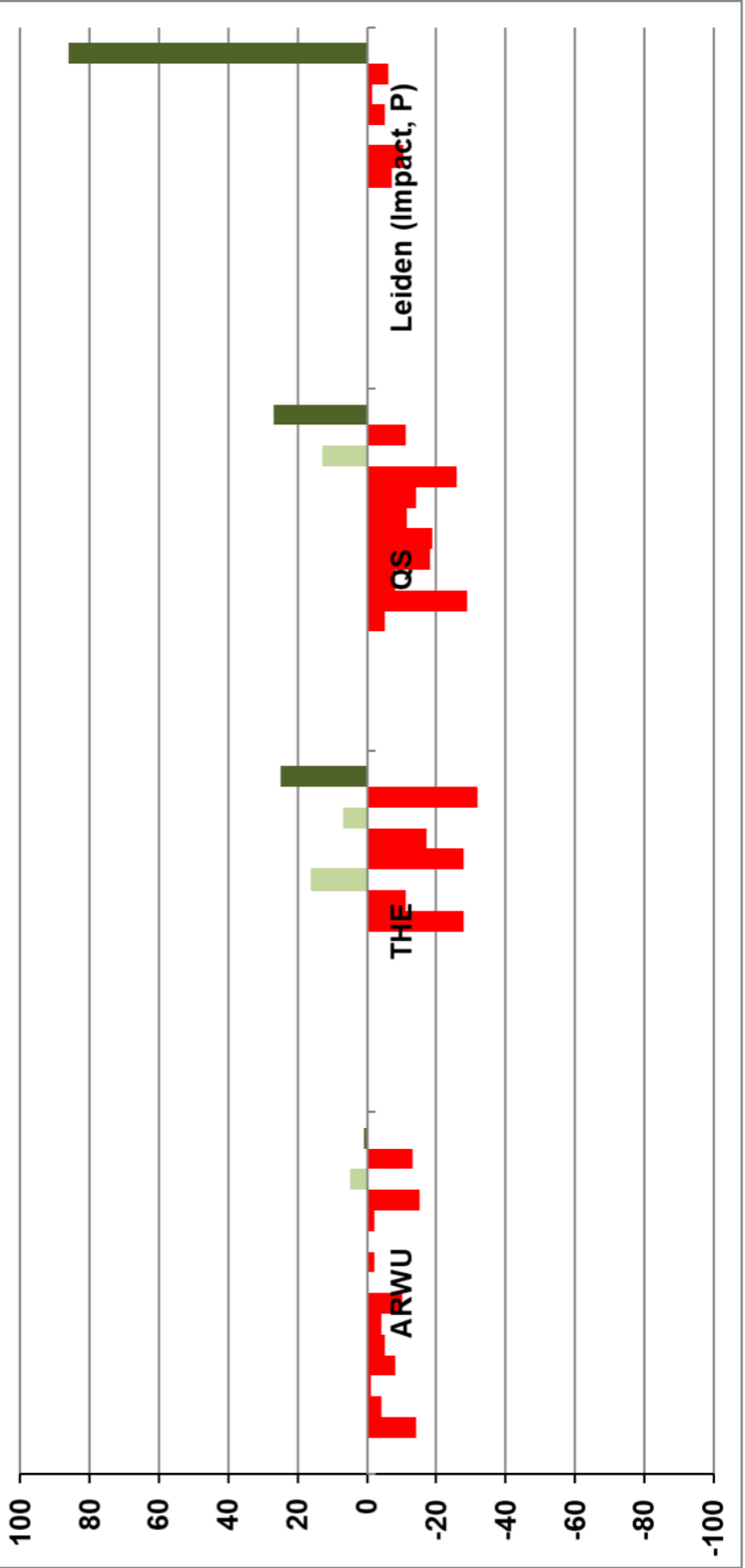
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AIEA Conference International Rankings – 22 February 2019

KEY INTERNATIONAL UNIVERSITY RANKINGS

Case Western Reserve University: Year-over-Year Dynamics

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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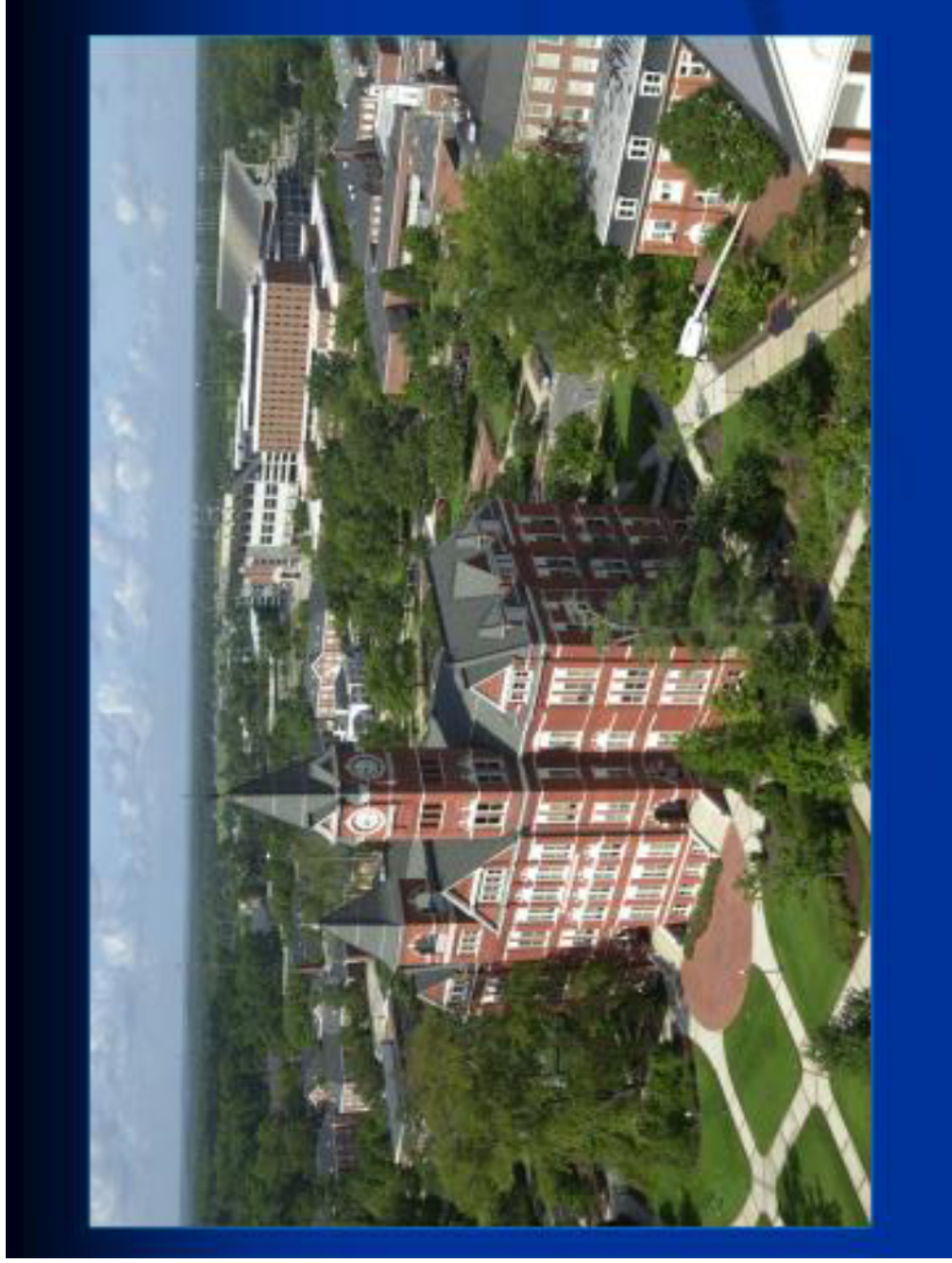
Rochester's Rankings Journey

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The Auburn University Journey...



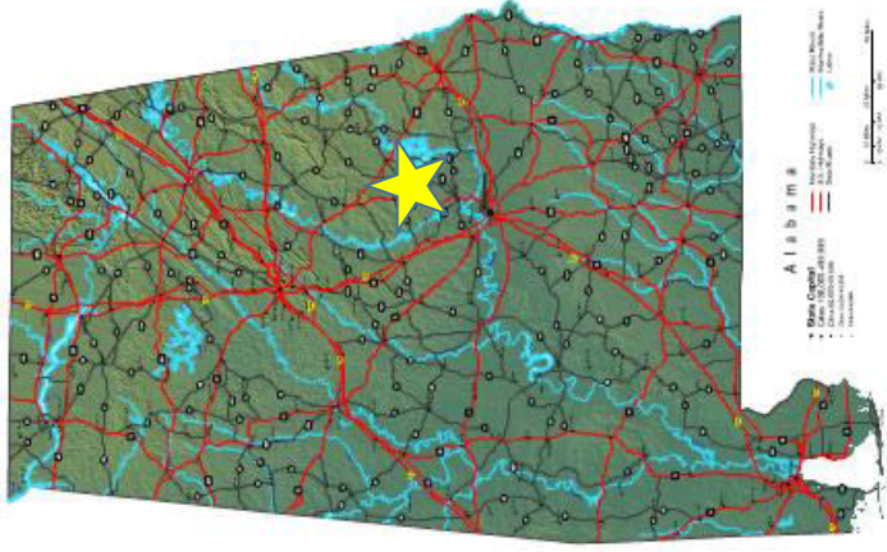
The Auburn University Context

- 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...**

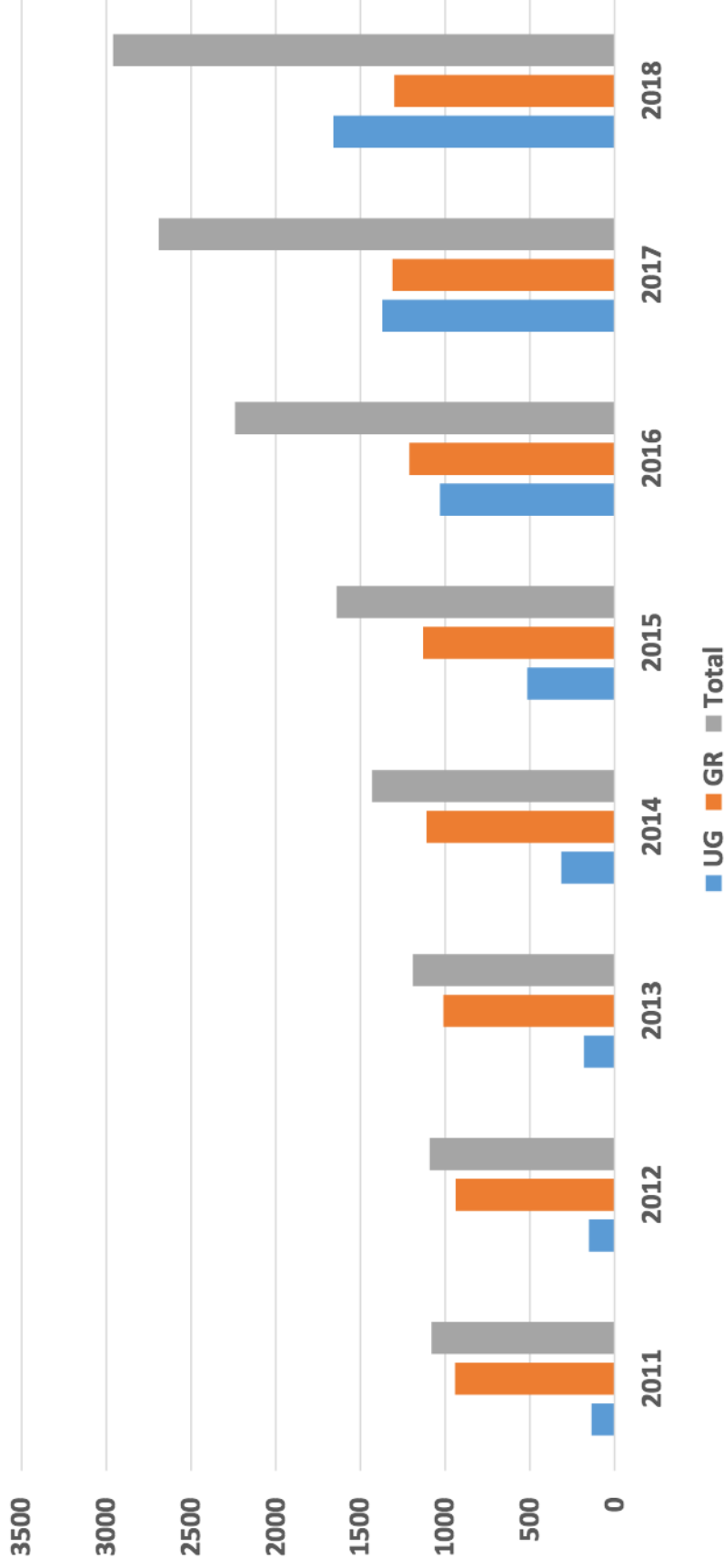
**Dr. Steven Leath,
President 2017**

**Dr. Bill Hardgrave,
Provost 2018**



Drivers of Engaging with Rankings at Auburn

Auburn International Student Numbers



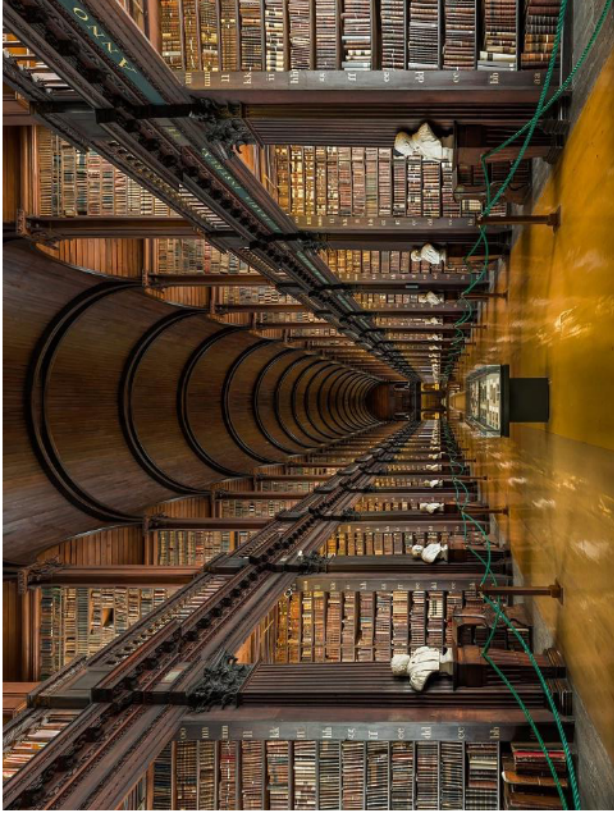
Related Discussion Points...

- 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**
 - **Wily/Kellogg Strategic Consulting**
 - **Illuminate Consulting**





- When alumni can't help....

Challenges...

- **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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University of Rochester – Institutional Context

1850
year founded

12,000
students

2,100
faculty and instructional staff

\$3 Bil USD
Total annual budget

\$396 mil USD
Total research funding

148
Student countries of origin

10 : 1
Student-to-Faculty ratio

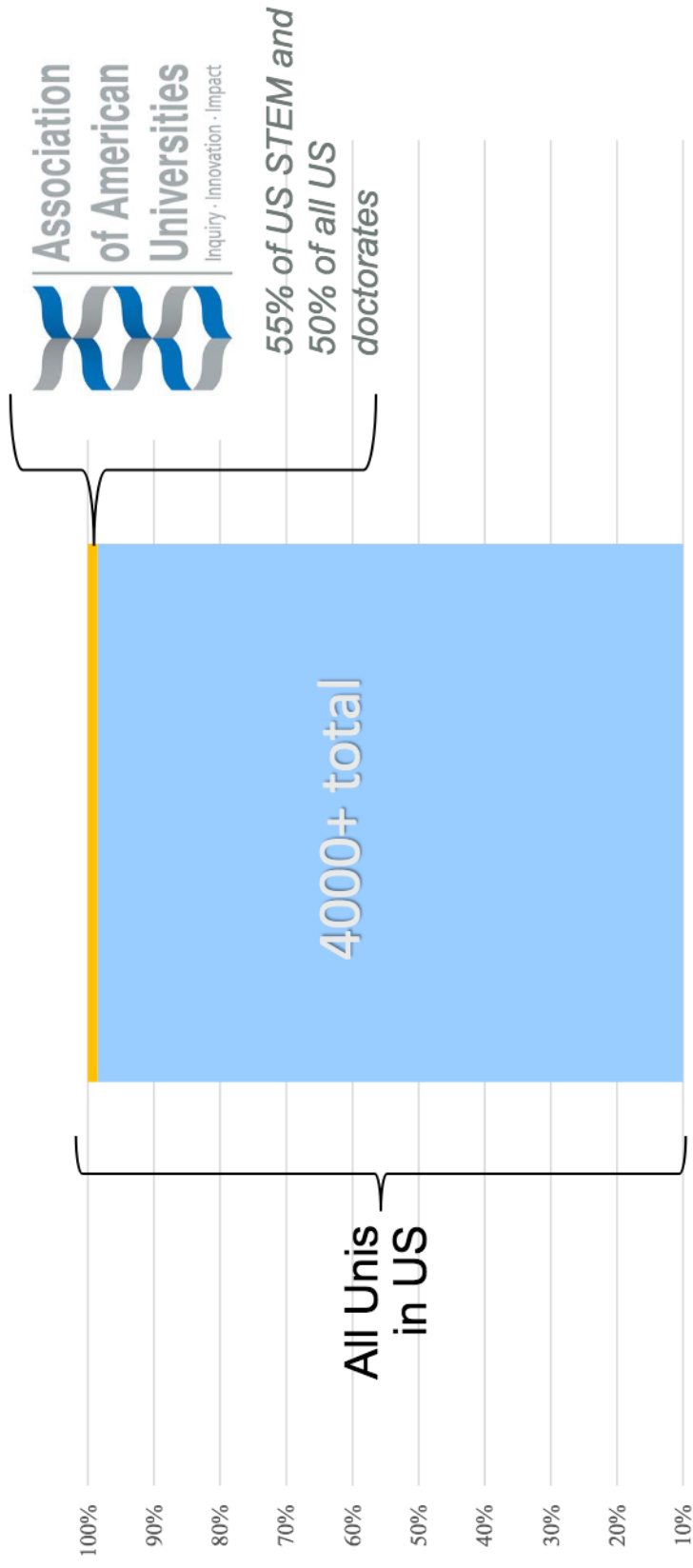
33%
Student body is international

AAU
Association of American Universities

WUN
Worldwide Universities Network



University of Rochester – US Neighbors



University of Rochester – Engagement Timeline

2014 - 2015

- Initial fall from top 100
- Attention & exploration but no interventions:
 - Perceived difficulty in changing one's ranking position
 - Perception that rankings are only "beauty contests"
- Global Engagement office created (2014)

2016 - 2017

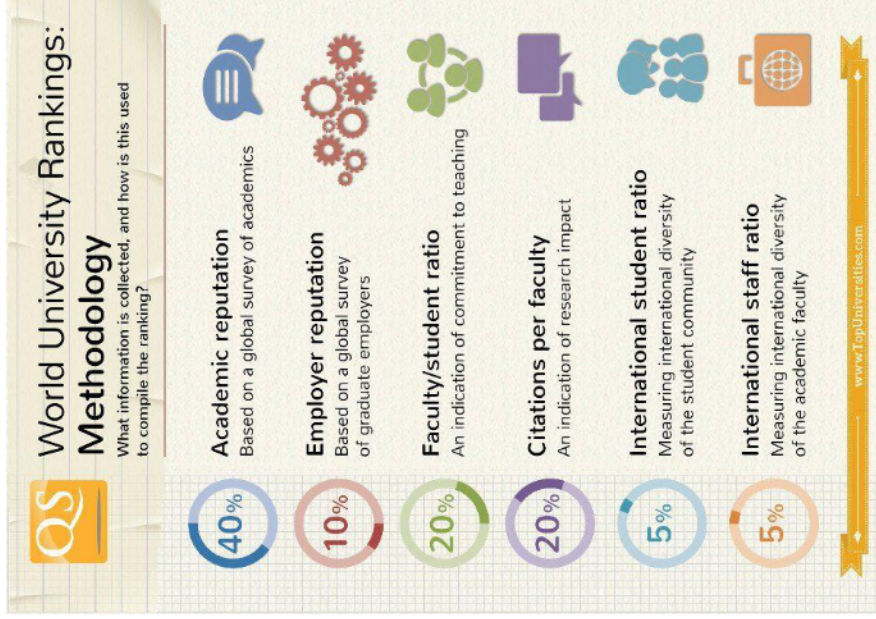
- Intervention strategy developed (w. ICG)
 - Aligned with institutional initiatives (data governance & self-knowledge)
- Institutional data cleanup & submissions:
 - Faculty Data
 - Student Data
 - Research \$
 - Survey nominee lists
- QS Decline arrested (2017)

2018 – 2019

- Rankings working group assembled (IR & Analytics, Libraries, Global)
- Bibliometric cleanup/author affiliations
- Ongoing engagement for reputation & profile management
 - Aligned with institutional strategy for engagement & communications



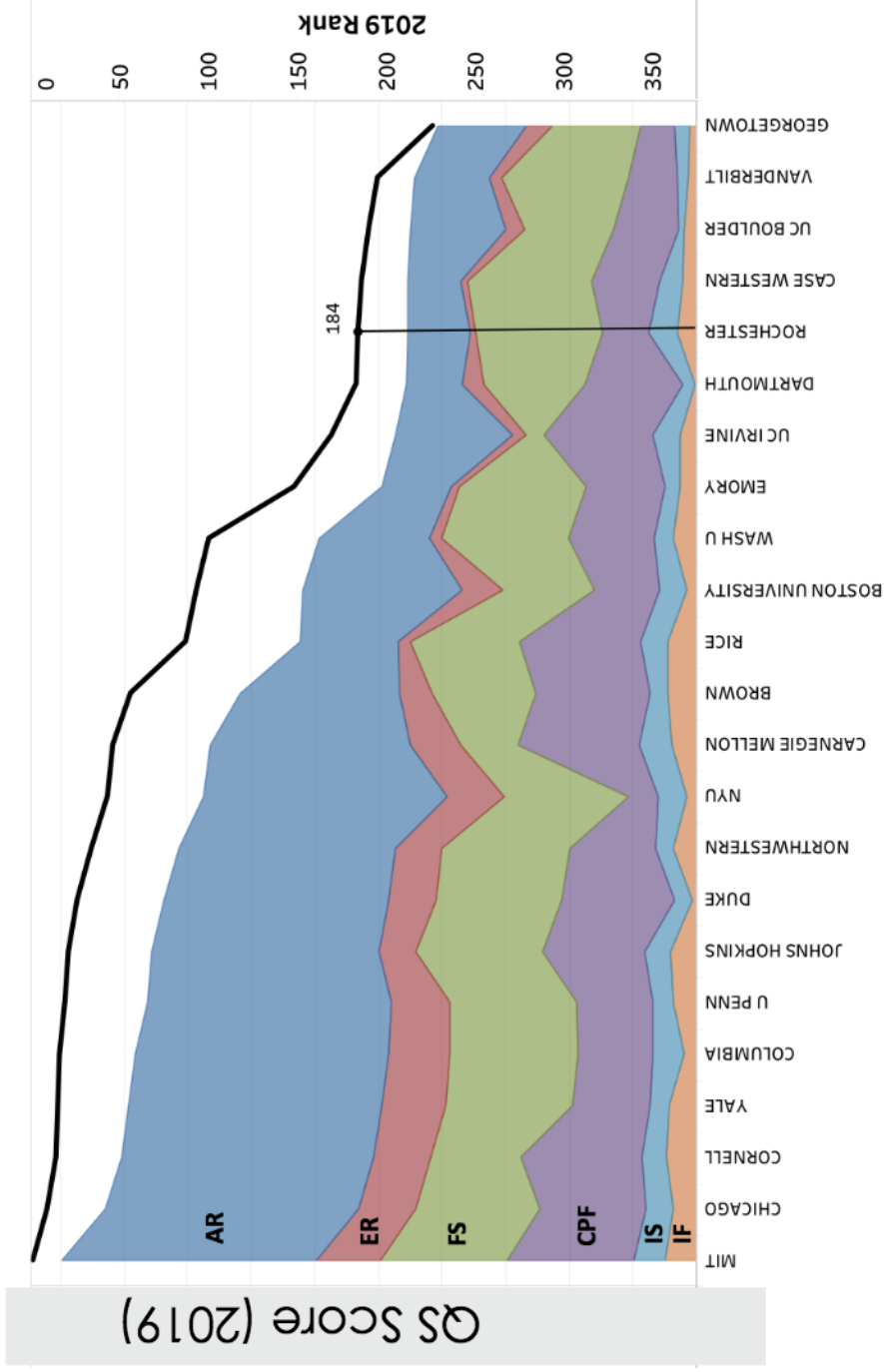
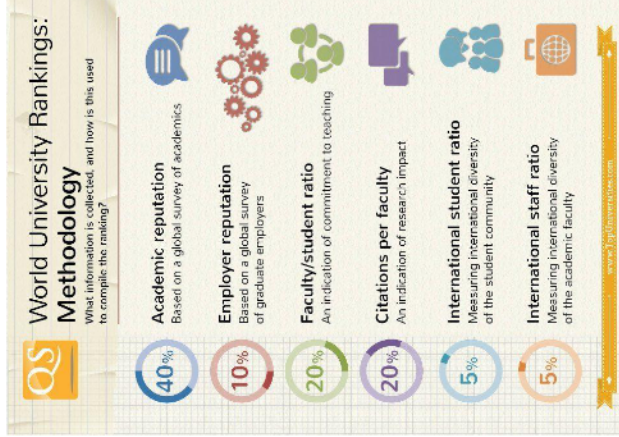
QS Global Ranking - Methodology



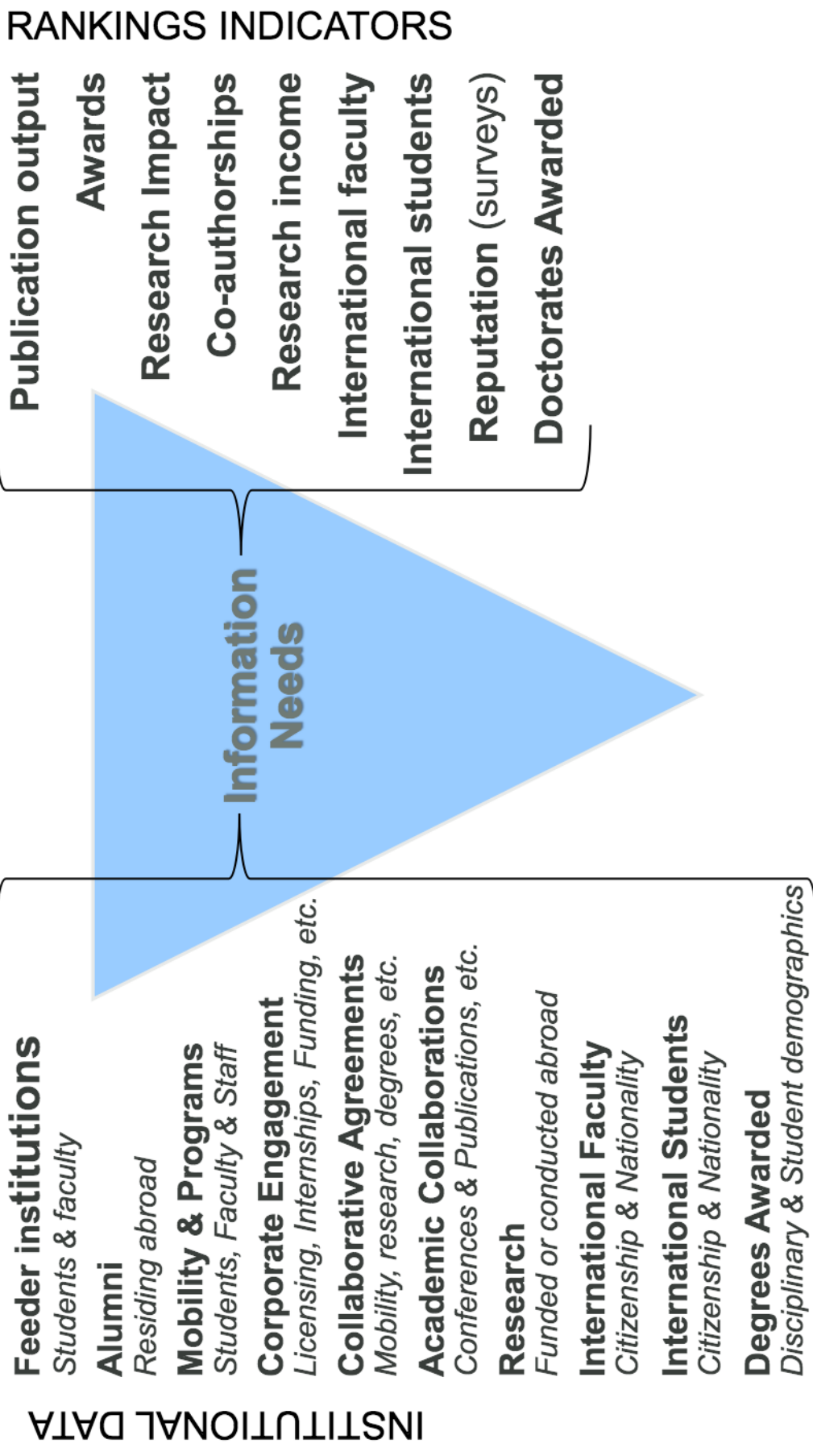
Rochester Rank (2019) Rochester Rank (2014)

336	AR	283
501+	ER	401+
12	FS	15
353	CPF	101
109	IS	153
287	IF	311

QS Global Ranking - Peer Institutions



University of Rochester – Internal Alignment



University of Rochester – External Engagement

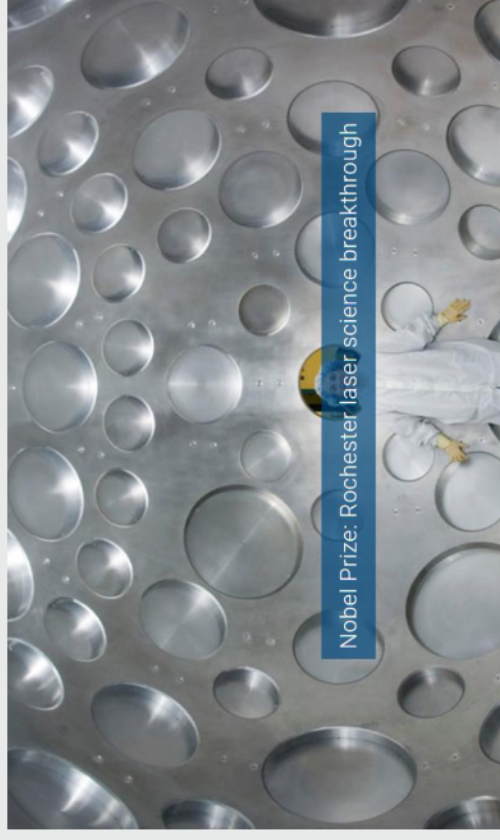
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UNIVERSITY of ROCHESTER

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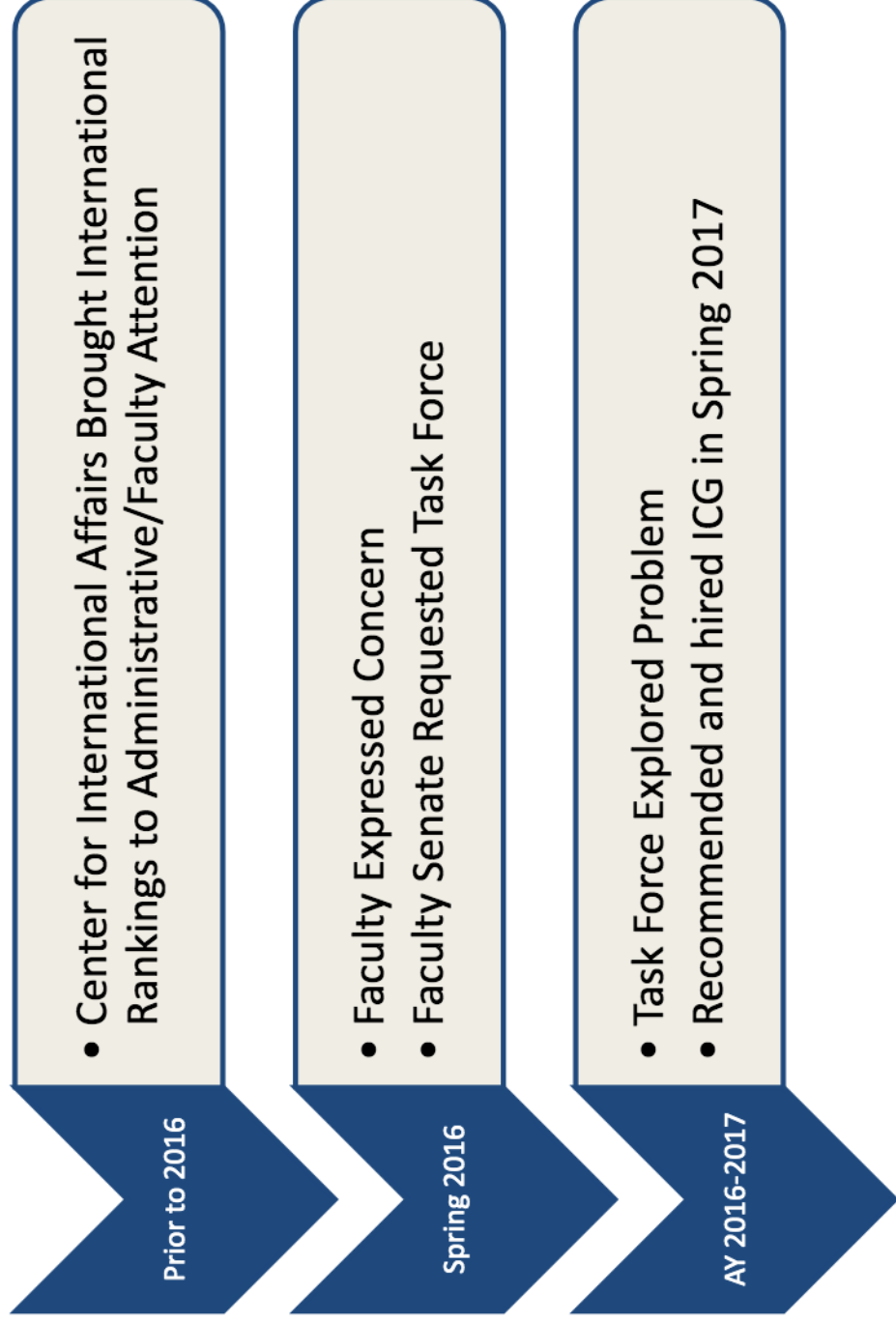
Audience Discussion

Discussion

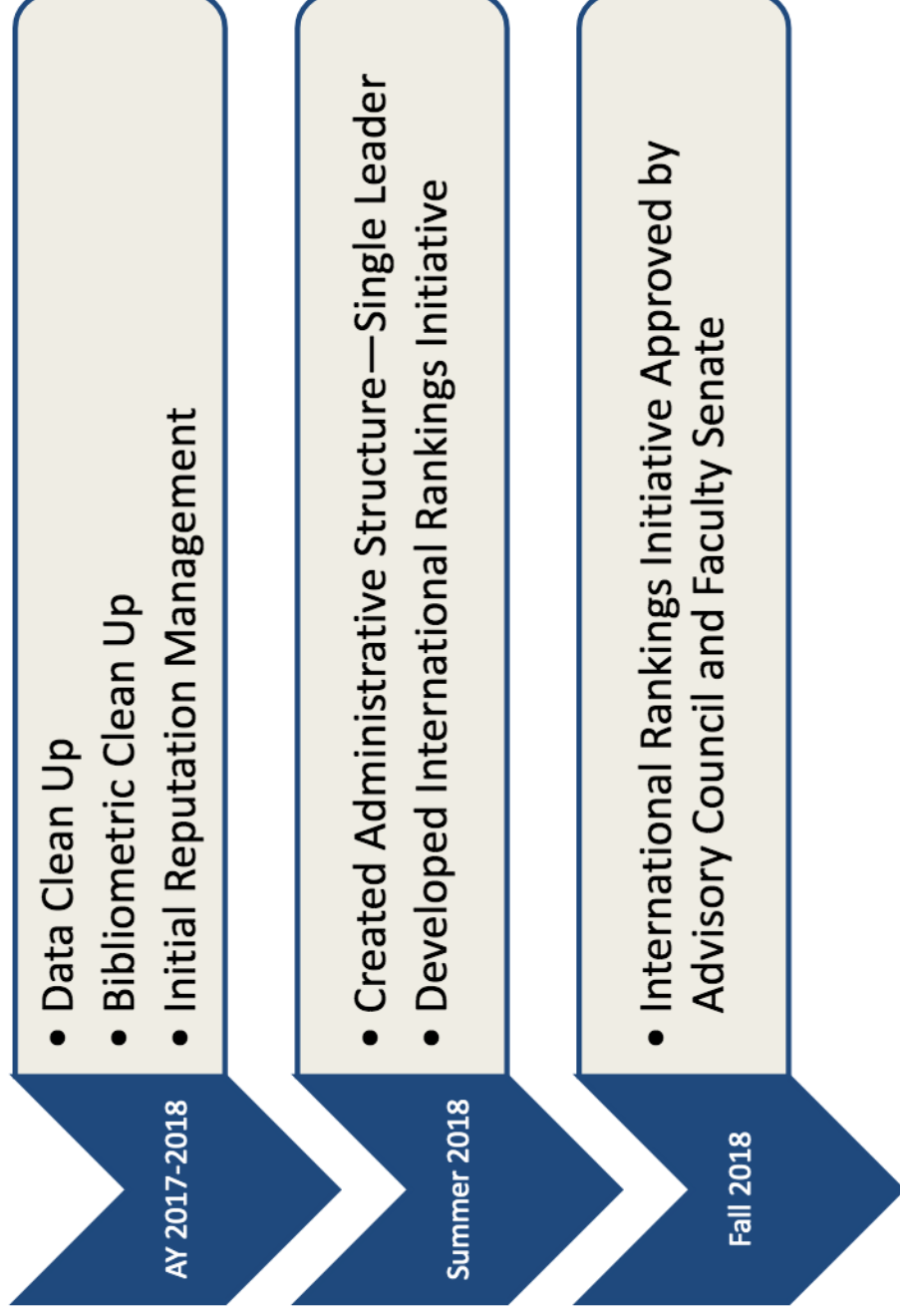
Case Western Reserve University International Rankings Initiative

AIEA, 2019

Timeline (pre-2016-2017)



Timeline (2017-2018)



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

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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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