

The Challenge of Establishing World-Class Universities

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Taipei

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the Cambridge MBA

WORLD CLASS

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defining the WCU

- self-declaration
- reputation
- rankings



教育部战略研究基地

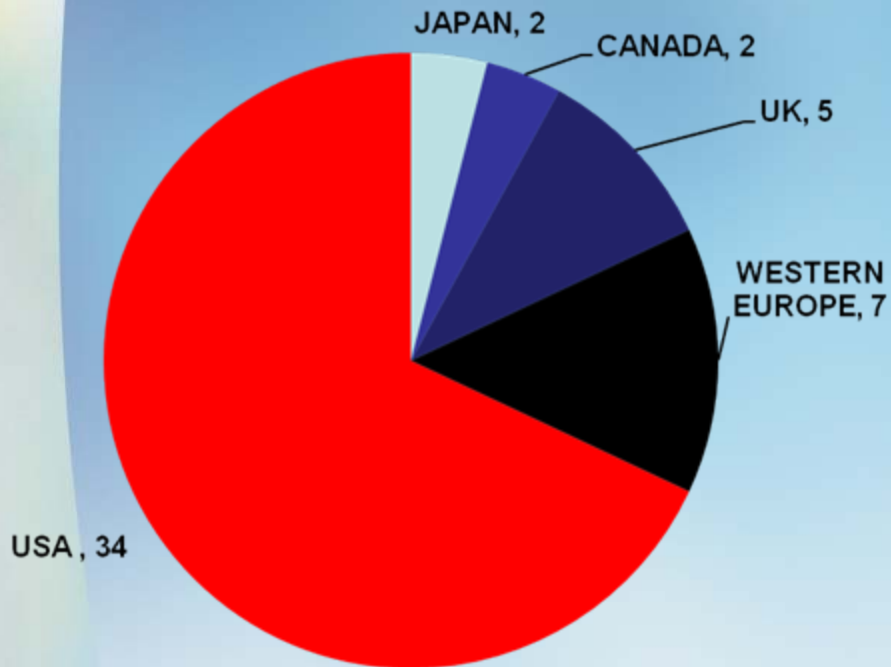
世界一流大学研究中心

Center for World-Class Universities

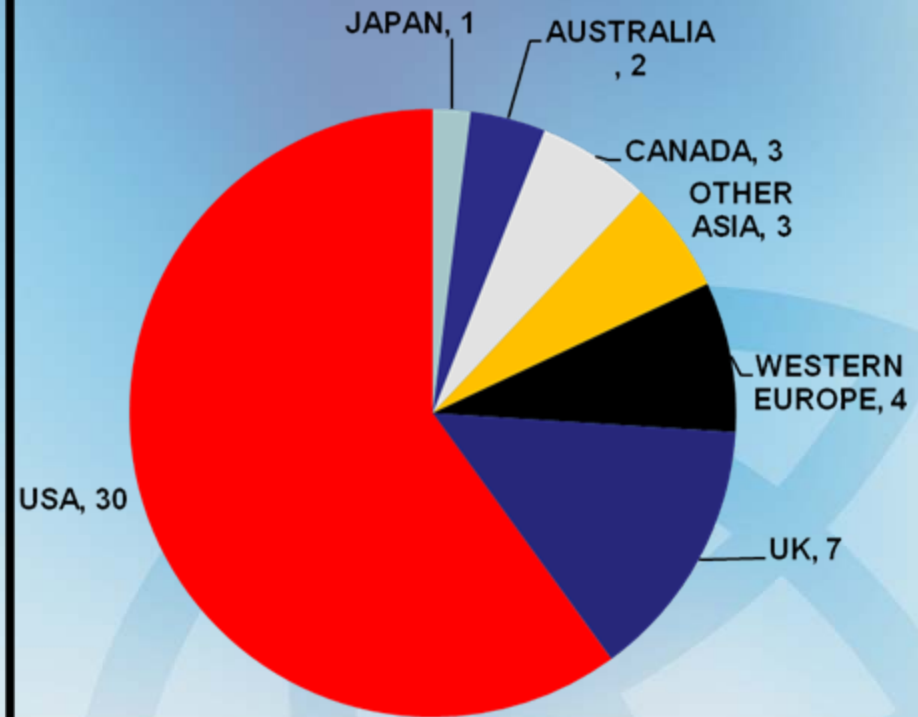


top 50 universities (2011)

**ARWU
2011**

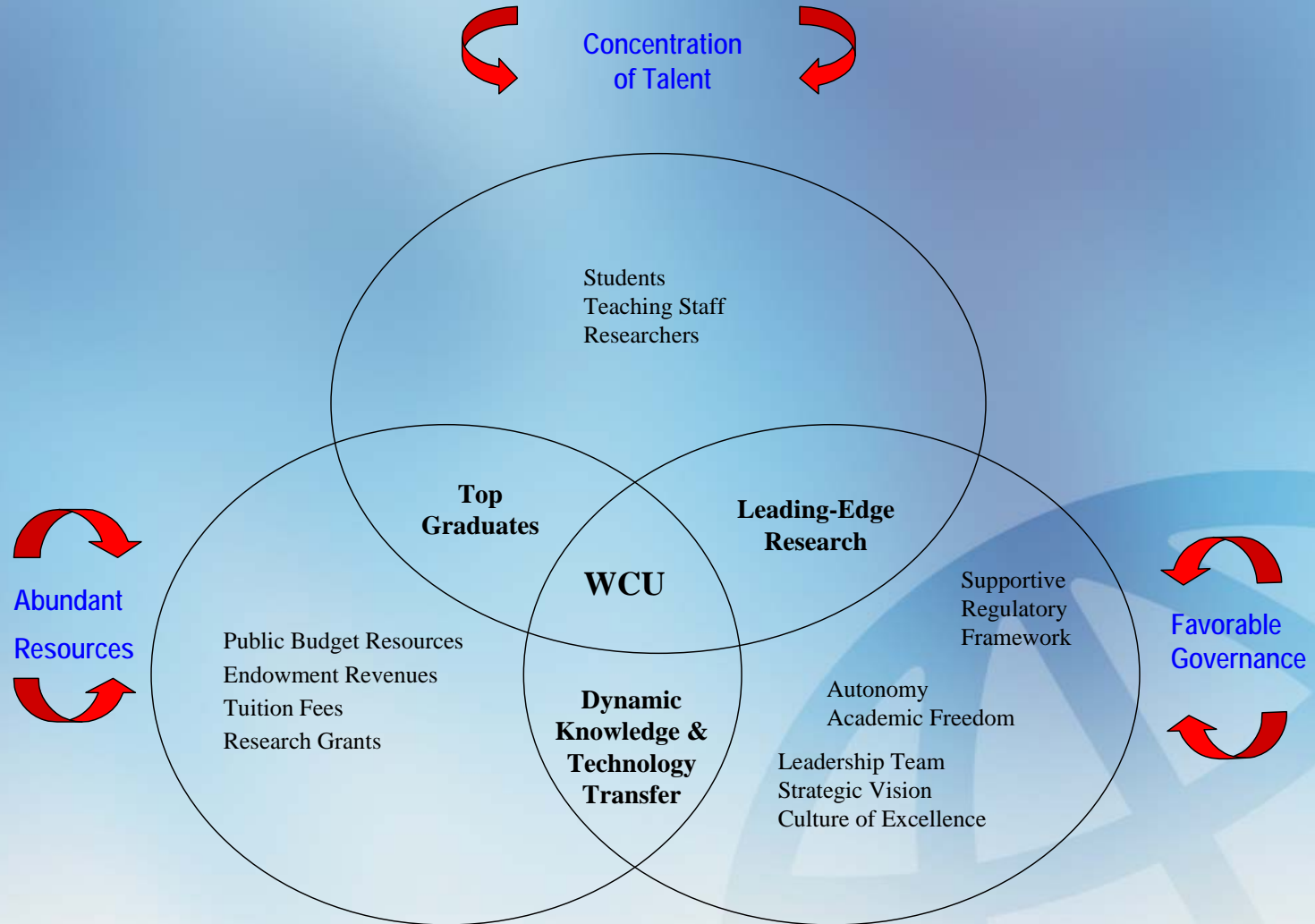


**THES
2011-12**



Characteristics of a World-Class University

Alignment of Key Factors



Source: Elaborated by Jamil Salmi





THINKSTOCK



weight of graduate students

University	Undergraduate Students	Graduate Students	Share of Graduate Students (%)
Harvard	7,002	10,094	59
Stanford	6,442	11,325	64
MIT	4,066	6,140	60
Oxford	11,106	6,601	37
Cambridge	12,284	6,649	35
LSE	4,254	4,386	51
Beijing	14,662	16,666	53
Tokyo	15,466	12,676	45



concentration of talent

- teachers and researchers
- incoming students
- undergraduate / graduate students balance
 - but involving undergraduate students in research
- international dimensions

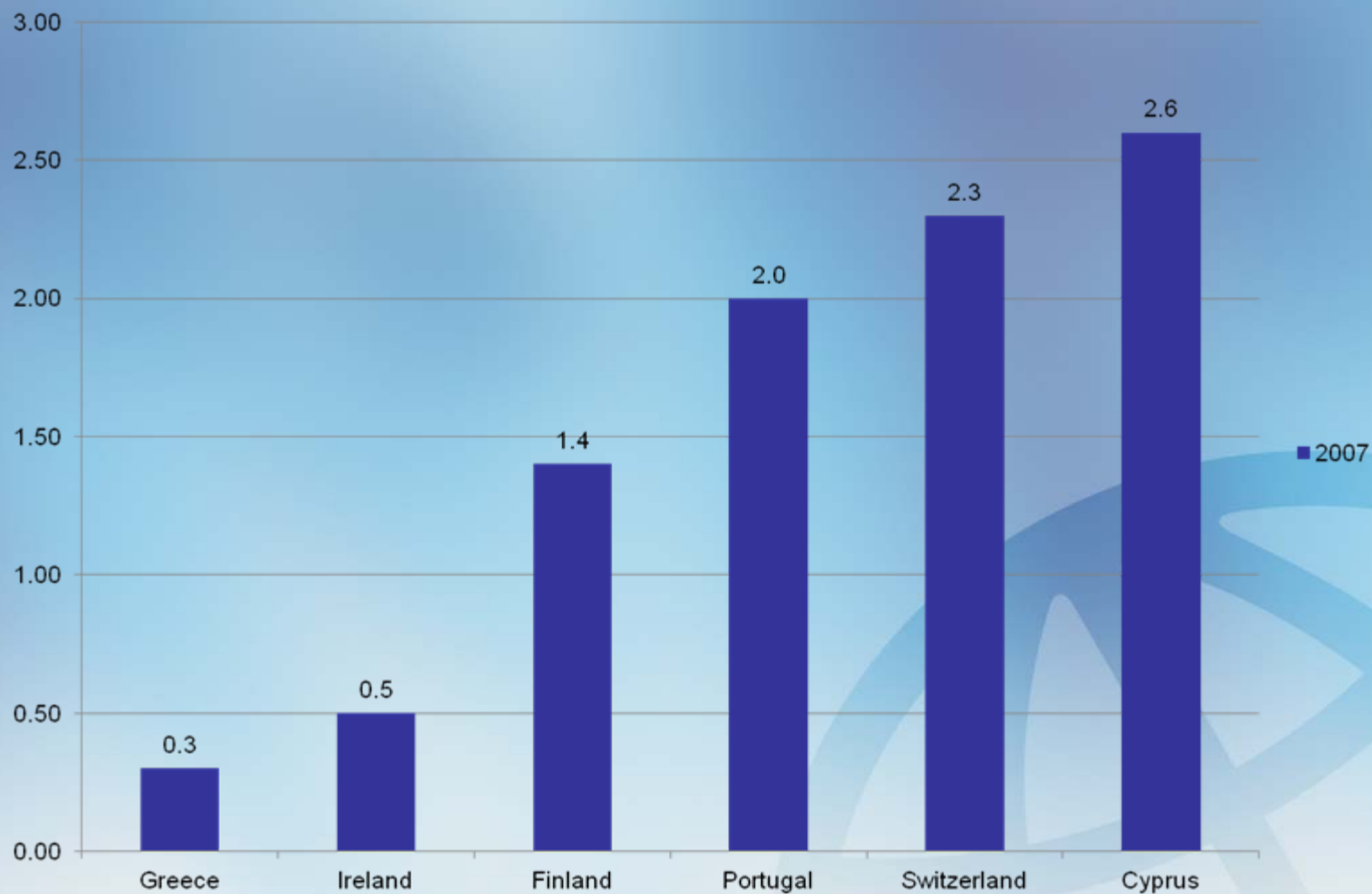


international dimensions

- foreign faculty
 - Caltech (37%), Harvard (30%), Oxford (36%), ETH Zürich (60%)
- incoming faculty
- foreign students
 - Harvard (19%), Cambridge (18%)



Research capacity: EU research grants by country of host institutions per 1 million inhabitants



international dimensions

- reliance on Diaspora (Pohang, HK, SJTU)
- English language (all or many)
- foreign or foreign-trained academics



abundant resources

- dependence on government funding
 - US able to spend 3.3% of GDP (\$54,000 per student) – 1/3 public 2/3 private
 - Europe (E25) only 1.3% (\$13,500 per student)
- endowments





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Comparison of US and UK Endowment Levels

US Institutions	Endowments Assets (2009 million \$)	UK Institutions	Endowment Assets (2009 million \$)
Harvard University	25,662	Cambridge	6,327
Yale University	16,327	Oxford	5,767
Stanford University	12,619	Edinburgh	264
Princeton University	12,614	Manchester	204
University of Texas	12,163	Glasgow	164



Comparison of US and UK Endowment per Student

US Institutions	Endowment per student (2009 \$)	UK Institutions	Endowment per student (2009 \$)
Princeton University	1,667,000	Cambridge	343,934
Yale University	1,408,000	Oxford	283,670
Harvard University	1,209,000	Edinburgh	9,298
Stanford University	824,000	Glasgow	6,952
University of Texas	239,000	Manchester	5,208



abundant resources

- government funding
- endowments
- fees
- research funding



funding features

- 8 out of 11 are public institutions
- endowments
 - Pohang: 2 billion \$
 - NUS: 1 billion \$
 - Monterrey Tech: 1 billion \$
 - SJTU 120 million \$



funding features

- difficulty to mobilize alumni funding for new universities
- elements of public-private partnership (Pohang, HK, Monterrey, Catholic of Chile)





favorable governance

- freedom from civil service rules (human resources, procurement, financial management)
- management autonomy
 - flexibility and responsiveness with power to act
- selection of leadership team
- independent Board with outside representation



U of Chile vs. Catholic U of Chile

- HR policies
- procurement
- fund raising



U. Of Malaya vs. NUS

– talent

- UM: selection bias in favor of Bumiputras, less than 5% foreign students, few foreign professors
- NUS: highly selective, 43% of graduates students are foreign, many foreign professors



U. Of Malaya vs. NUS (II)

– finance

- UM: \$385 million, \$14,000 per student
- NUS: \$1 billion endowment, \$1,200 million, \$39,000 per student



U. Of Malaya vs. NUS

— governance

- appointment of VC highly political in Malaysia: 10 VCs until 2008 (Prime Minister statement)
- more professional in Singapore (5 VCs)
- UM: restricted by government regulations and control, unable to hire top foreign professors
- NUS: status of a private corporation, able to attract world-class foreign researchers
 - 52% of professors (9% from Malaysia)
 - 79% of researchers (11% from Malaysia)



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Research



Knowledge Enterprise

FEBRUARY 2010
A Publication of National University of Singapore

NUS Solar Energy Research Institute:
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outline of the presentation

- defining the world-class university
- **the road to academic excellence**



the path to glory

- mergers
- upgrading existing institutions
- creating a new institution



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upgrading approach

- less costly
- challenge of creating a culture of excellence
- focus on governance

