

The Challenge of Establishing World-Class Universities

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Taipei

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who takes the initiative?

role of the State

³/favorable regulatory framework

³/funding

- Excellence Initiatives (China, France, Germany, Japan, Russia, South Korea, Spain)
- competitive or picking winners?
- scholarship programs (Brazil, Chile, Kazakhstan)
- stability over the years



who takes the initiative? (II)

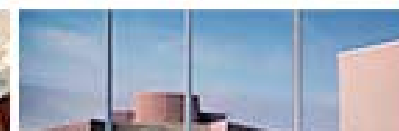
- role of the institutions

- $\frac{3}{4}$ leadership

- $\frac{3}{4}$ strategic vision

- $\frac{3}{4}$ culture of excellence





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Nokia E7
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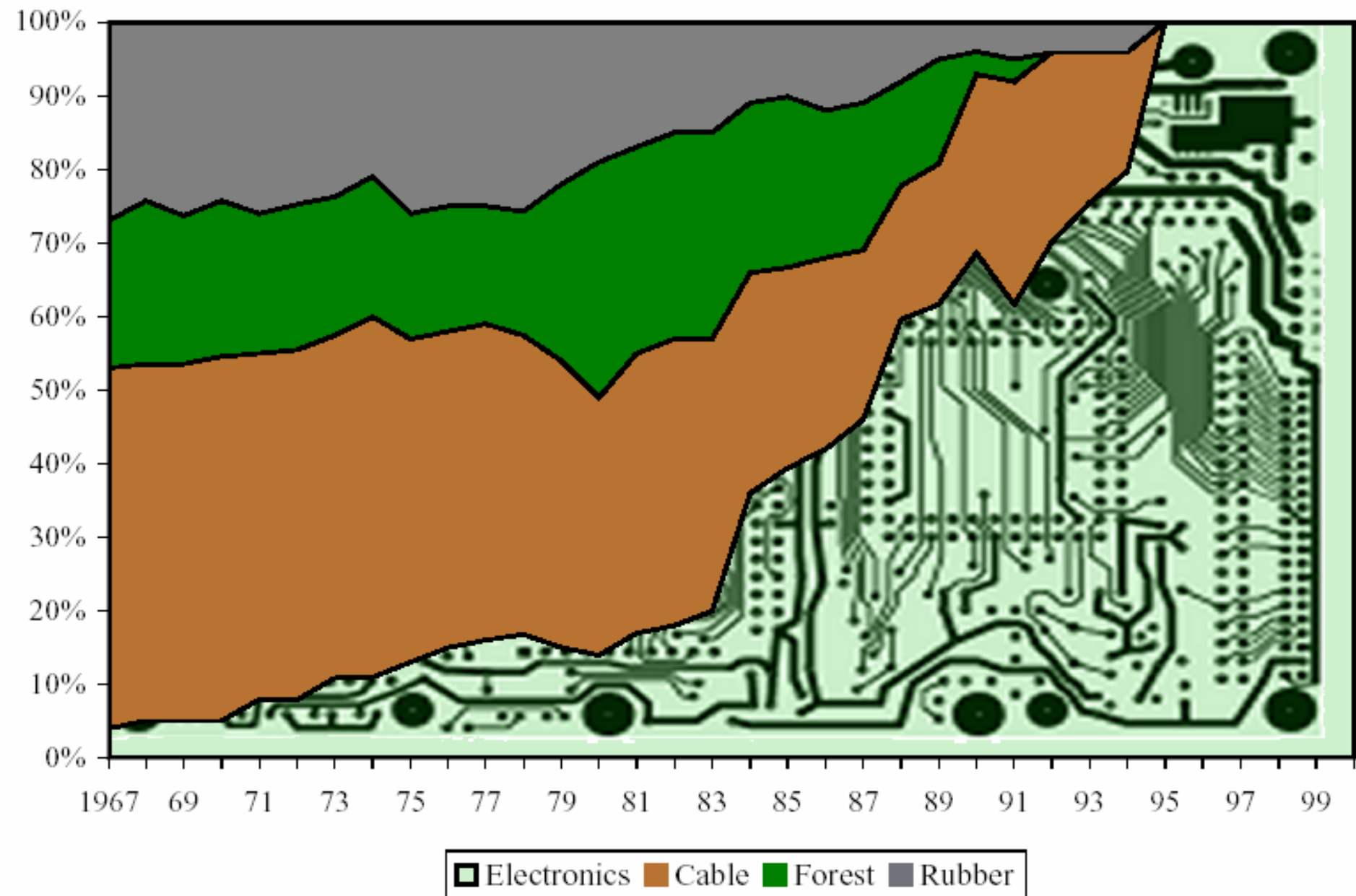
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evolution of Nokia income



which approach works best?

- upgrading and merging complicated
- establishing a new university from scratch potentially easier



accelerating factors

- internationalization
- being a niche institution / and offering niche programs
- curriculum, pedagogical and managerial innovations
- strategic planning and benchmarking



challenge of entering a crowded market

- Pohang U of Sc & T
- Higher School of Economics
- Hong Kong U of Sc & T
- innovative education features
- innovative management
- clever marketing strategy



outline of the presentation

- defining the world-class university
- the road to academic excellence
- **lessons of experience**



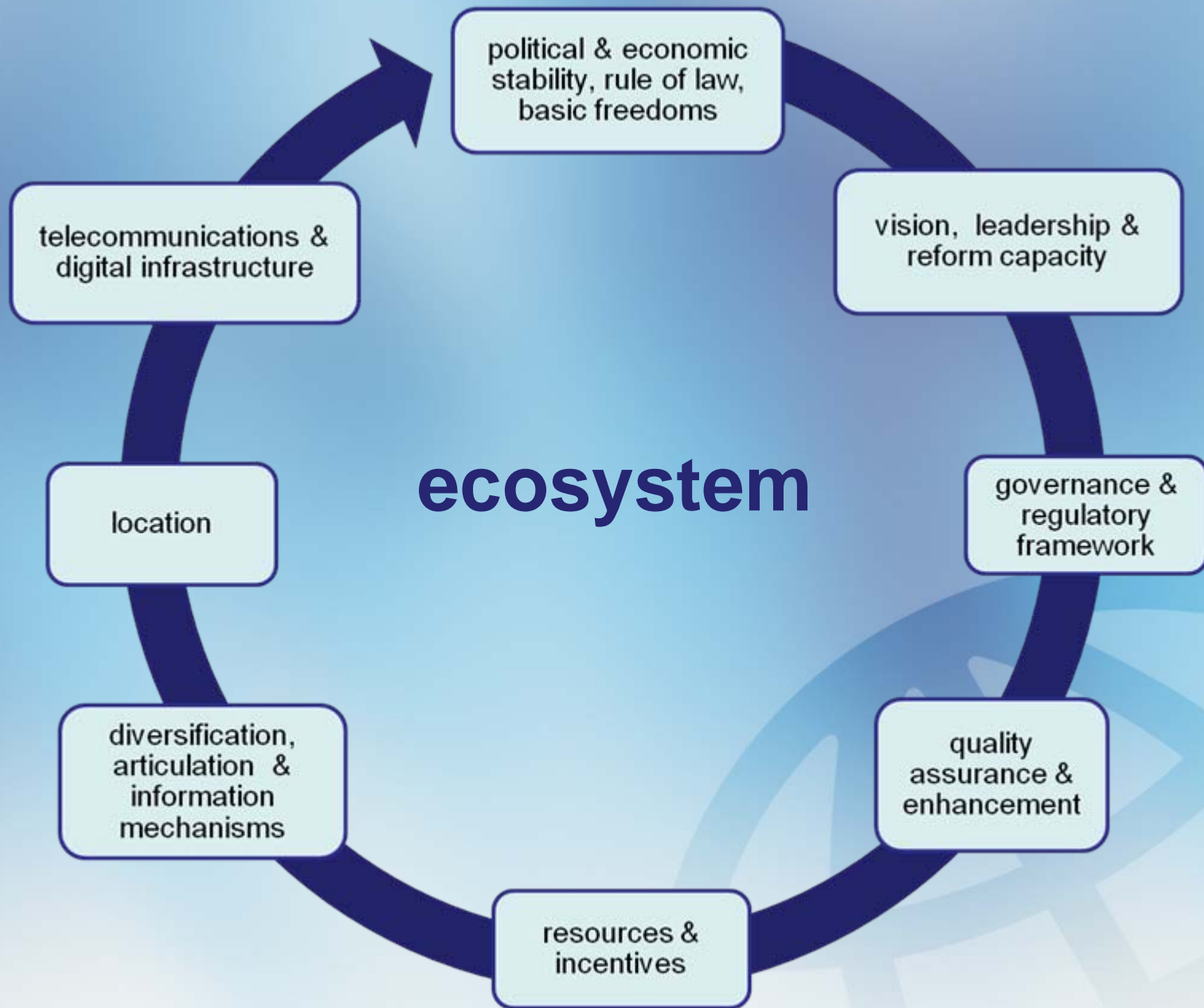
Talent

Resources

Governance

ecosystem







obstacles to talent mobilization

- visa regulations
- taxation
- discrimination
 - access to research funding
 - promotion prospects







common mistakes / elements of vulnerability

- assume that you can import all the content from elsewhere
 - and that pieces from different institutions will gel automatically





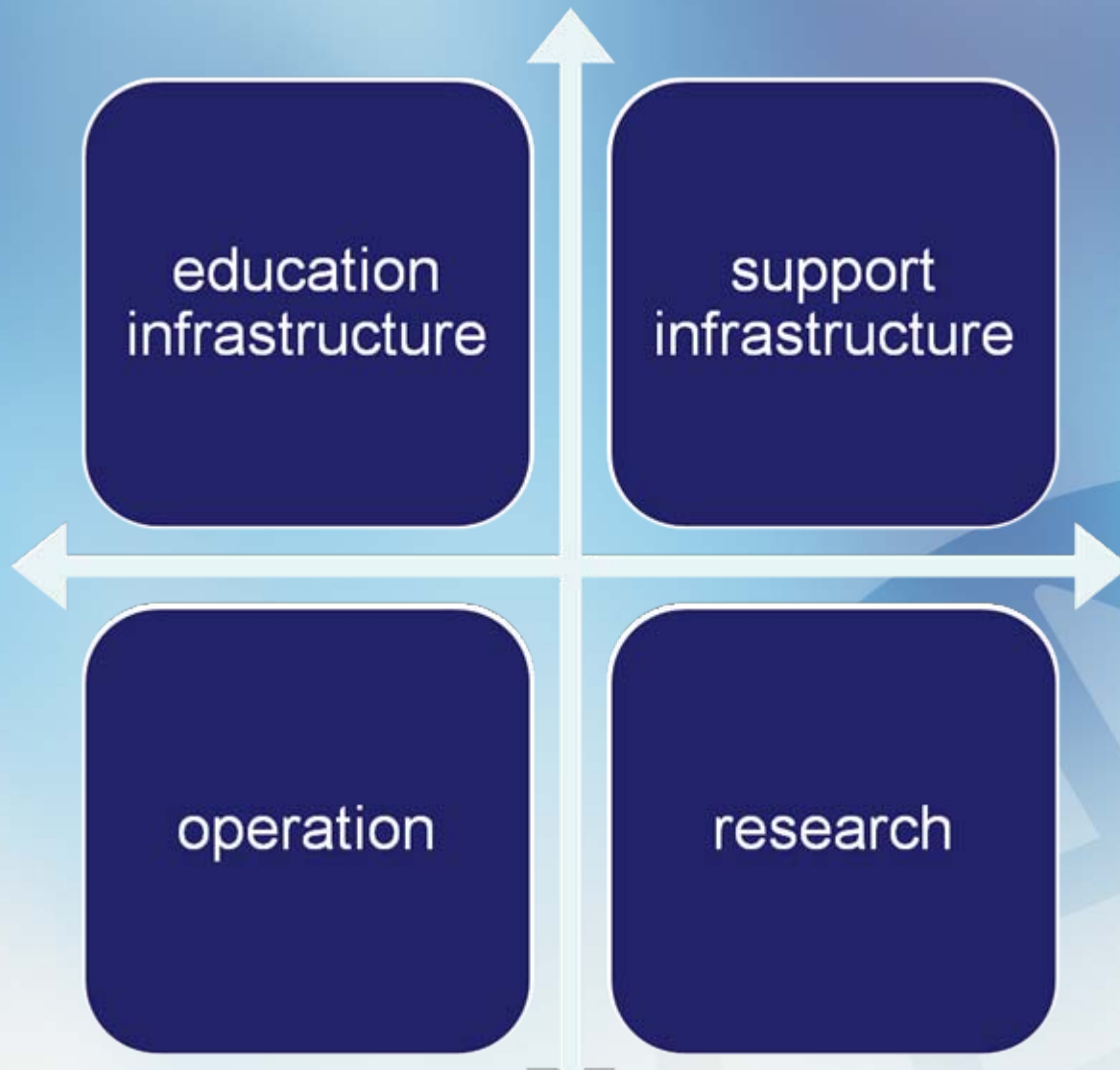


common mistakes / elements of vulnerability (II)

- delayed appointment of leadership team (lack of ownership)
- capital costs covered, but little attention to operational costs and long-term financial sustainability

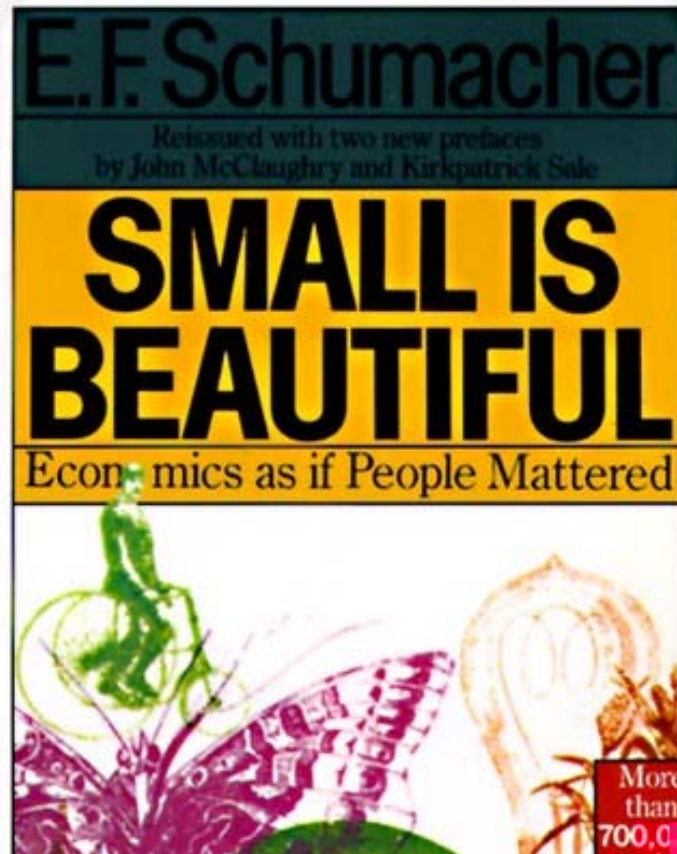


financing needs



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importance of sequencing

- concept to strategic plan
- governance arrangements to implementation
- academic plan to physical infrastructure
- QA and accreditation



the road to academic excellence

- constantly challenge yourself and seek to renew your institution to keep improving
 - sense of urgency
 - “rising above the gathering storm” (U of Illinois)
 - “change without a burning platform” (Aarhus U)
 - “expiry principle” (Olin C of Engineering)
 - “good is not good enough” (USP)
 - “if we stand still we will fall behind” (UK University Alliance)

