

# The Challenge of Establishing World-Class Universities

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# conclusion







**to be or not to be  
a WCU?**



# WCU health warnings...

- the rise of Asia











looking back to the past

# looking ahead to the future





**Key** City with highest publication output in the period 2004-2008;  
growth is since period 1996-2000.

- Decreased or stayed constant
- Increased 5-10 places
- Increased 10-20 places
- Increased 20+ places



A close-up photograph of a person's thumb and index finger holding a small, red, cut-out map of the United States. The map is held against a solid black background. The text "Who Shrank The Superpower?" is printed in white on the map. The lighting is soft, highlighting the texture of the skin and the edges of the paper map.

**Who Shrank  
The Superpower?**



# WCU health warnings...

- the rise of Asia
- what is your purpose?
  - chasing rankings and national prestige?
  - search for excellence?





# WCU health warnings...

- the rise of Asia
- what is your purpose?
  - chasing rankings and national prestige?
  - search for excellence?
- distortion of resource allocation
- stress of competition
- global talent war
- danger of homogenization







# **Ernest Boyer**

## **(Scholarship Reconsidered)**

We need a climate in which colleges and universities are less imitative, taking pride in their uniqueness. It's time to end the suffocating practice in which colleges and universities measure themselves far too frequently by external status rather than by values determined by their own distinctive mission.



## a word of caution

- ❖ danger of homogenization  
—dare to be different
- ❖ not all institutions “world-class”
- ❖ world-class tertiary education **system**





# money is not enough

- ❖ the most expensive universities in the world are not world-class
  - George Washington U (Washington DC)
  - Kenyon College (Ohio)
  - Bucknell U (Pennsylvania)
  - Vassar College (NY)
  - Sarah Lawrence College (NY)



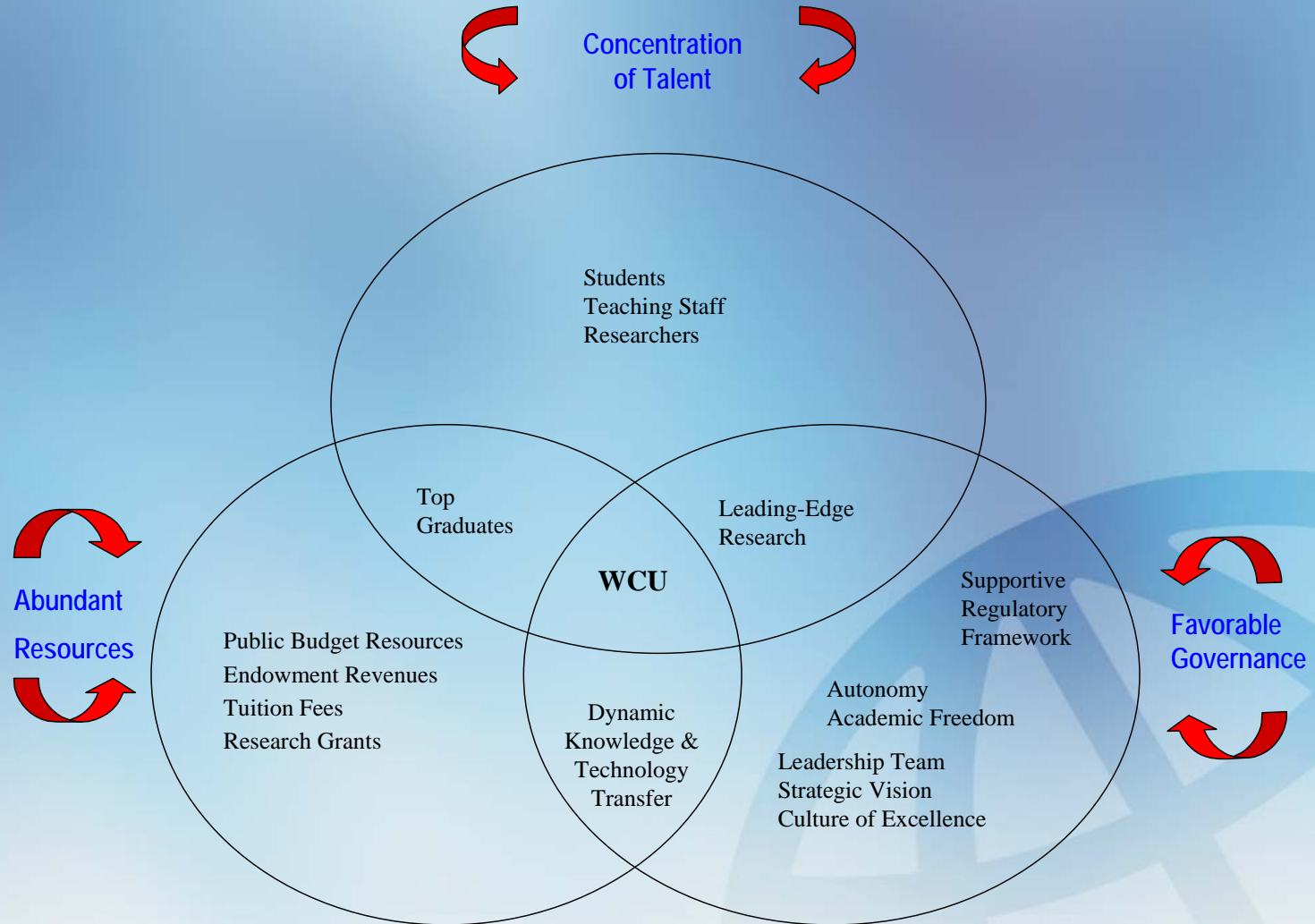
**it's all about alignment**





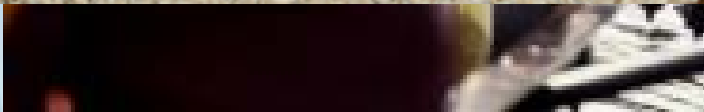
# Characteristics of a World-Class University

## Alignment of Key Factors



Source: Elaborated by Jamil Salmi





**danger of complacency**





He who waits with mouth open,  
hoping for roast duck to fly in,  
will have a very long wait.  
(Chinese proverb)























# 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)





# **World Class University Recipe**

**Lots of Talent**

**Plenty of Resources**

**A Touch of  
Governance**

**Allow to Simmer for a Long  
Time**

