The University Rankings

By

Luqman A. Adams *Ph.D.*

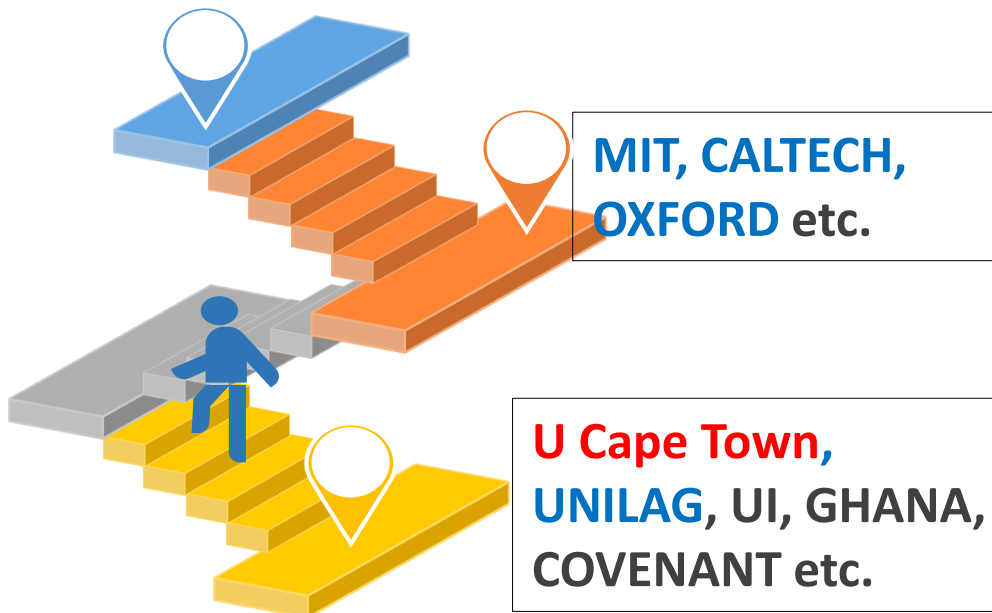23rd August, 2023

OUTLINE

1 **To Rank or Not To Rank ?**

2 **Why do University Ranking Matter ?**

3 **Ranking Bodies, Data Sources & Metrics**

4 **UNILAGs Score Card**

5 **Can UNILAG Make a Top Global Spot?**

6 **Concluding Remarks**

UNILAG: The Nations Pride!
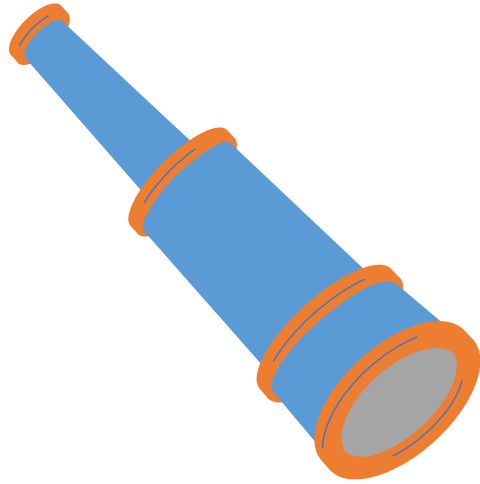
VISION

To be a Top Class Institution for the pursuit of excellence in knowledge, character and service to humanity.
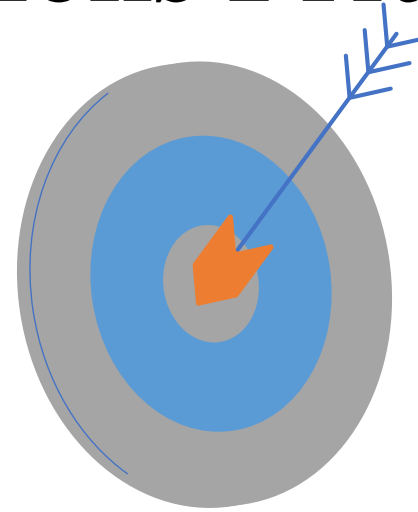
MISSION

To provide a conducive environment for teaching, learning, research and development where staff and students will interact and compete effectively with other counterparts globally.

To Rank or Not To Rank?

1
GDP — First, second or third worlds - developed, developing or least-developed

2
Human Development — Low, medium, medium-high or high

3
Income/ Knowledge Economy — Income as being low, middle, middle-high or high

4
Macro- to Meso-Ranking — Restaurants, schools, hospitals, airports, banks, universities etc.

Timeline for University Rankings

Where We Get Our Best Men, Publication UK on Universities

Graduate programmes using some array of criteria

'America's Best Colleges', Report on undergraduate programmes for high schools and parents

'Times Good University Guide' Published UK. Generated Debates, Skepticisms …….

Academic Ranking of World Universities (ARWU) - China. Times Higher Education, UK

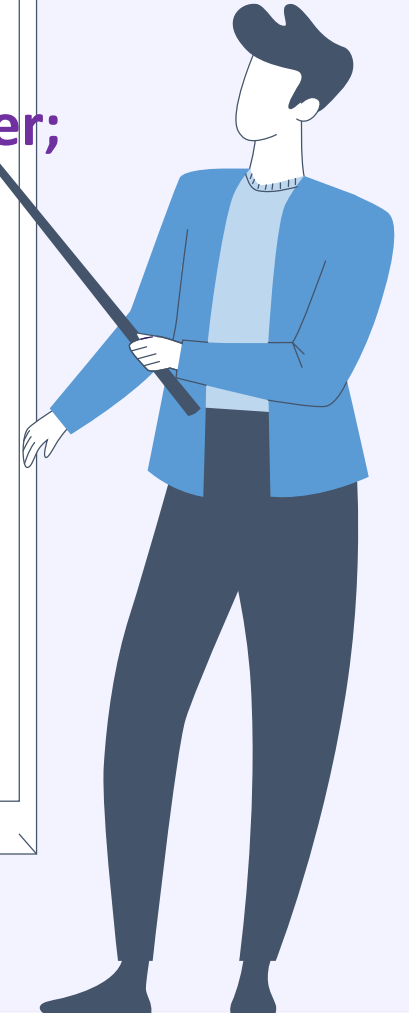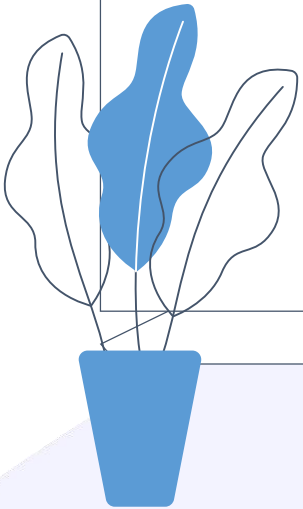**1900**

Next 80 yrs

1983

1993+

2003 2004

Why do rankings matter?

They can influence:

→ **Brand, Visibility, Employer recruitment etc.**

→ **Choice of institutional partner; higher rank adds value**

→ **How government measures research excellence**

→ **Citations of Research**

→ **Prospective applicants & parents decision**

→ **Industrial collaborations**

Why do rankings matter?

Influences grant/scholarship opportunities from funders for staff and students

Low enrolment of exceptional students (national/ international)

Impacts the global rating of your graduates

Impacts your rating as Teacher or Scholar
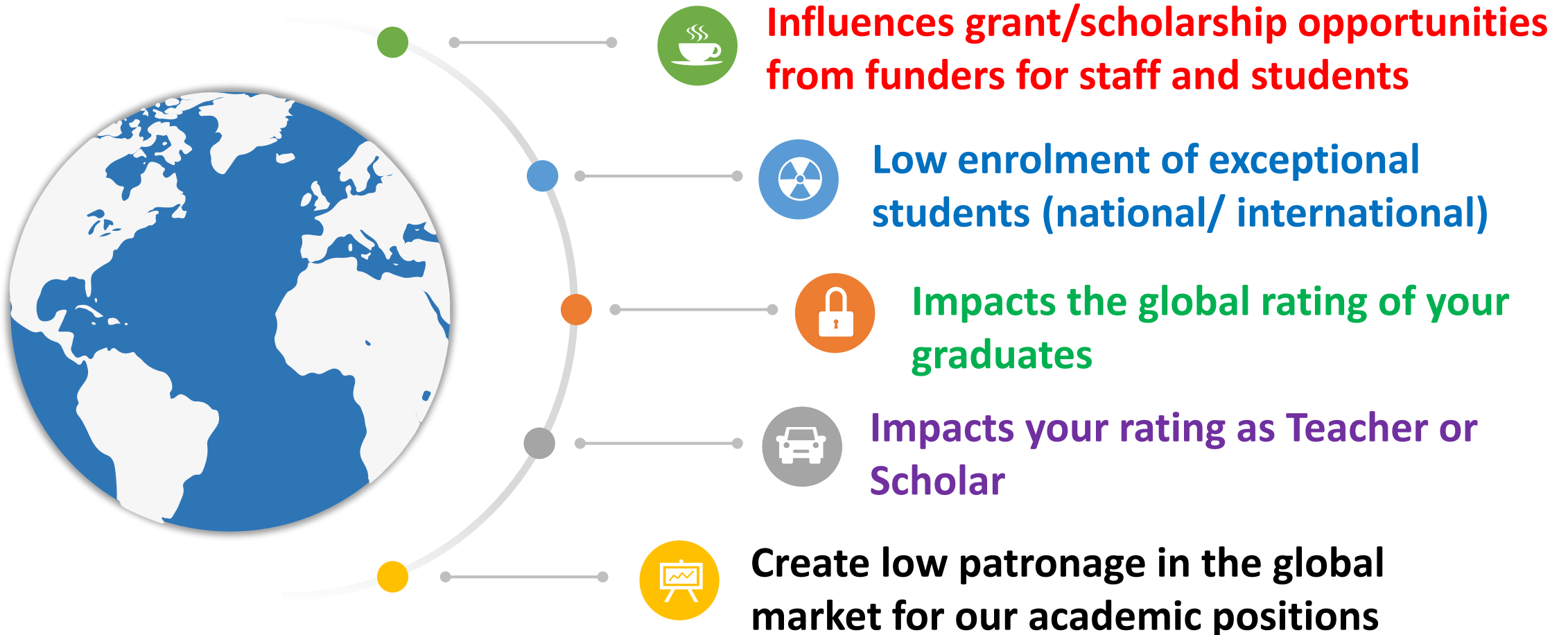
Create low patronage in the global market for our academic positions

Major Ranking Bodies
CONVERGENCE ?

❖**Measure Global Competitiveness**

❑ **Methodology vary slightly**

ARWU

QS

THE

?

✓Ranking Criteria and Weightings

✓Data Sources

✓**Comparative analysis**
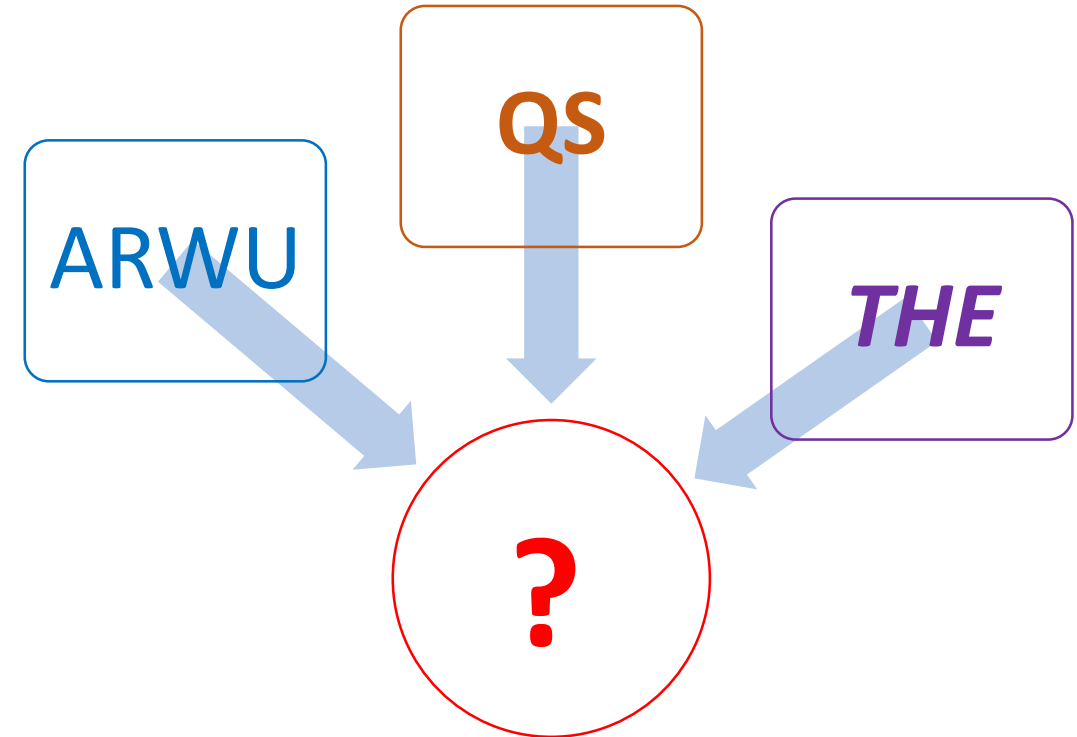
Academic Ranking for World Universities (ARWU)
QS World Universities Rankings (QS)
Times Higher Education (*THE*)

Academic Ranking of World Universities (ARWU)

Shanghai Jiao Tong University (2003), Funded by Chinese Govt.

QUALITY OF EDUCATION

Nobel Prizes or Field medals

Harvard University **#1 (2023)**
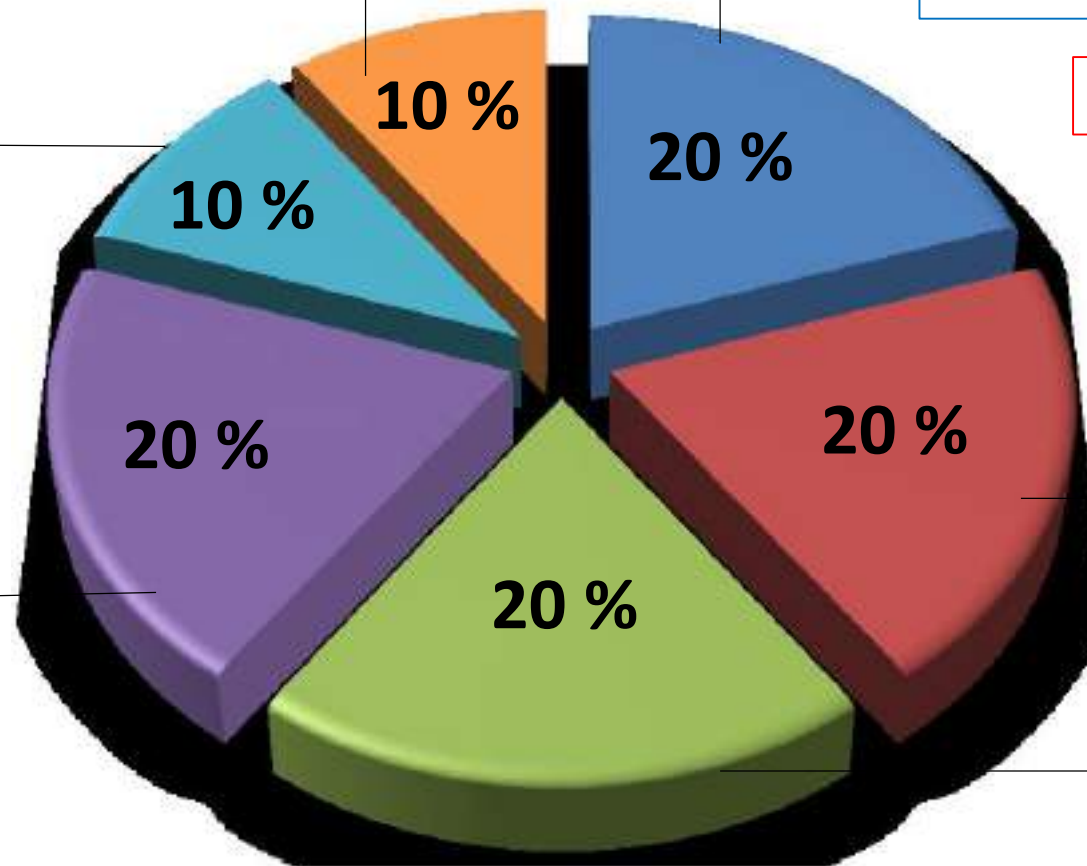
Income and per capital

10 %

10 %

20 %

CITATION INDEX; Science/ Soc. Science

20 %

20 %

20 %

Highly cited researchers

STRONG ON RESEARCH

Papers in Science indexed & Social Science citations

QS WORLD UNIVERSITY RANKINGS

- British Quacquarelli Symonds (2004); Review ca 3,000 institutions
- Ranks more than 800; QS – *THE* collaborated (2004 – 2009)

Employee reputation — 10 %

INTERNATIONAL STUDENT RATIO — 5 %

INTERNATIONAL STAFF RATIO — 5 %

STRONG ON RESEARCH & ACADEMIC ENVIRONMENT

ACADEMIC REPUTATION — 40 %

Faculty to Student ratio — 20 %

Harvard University **#1 (2023)**

CITATION PER FACULTY — 20 %
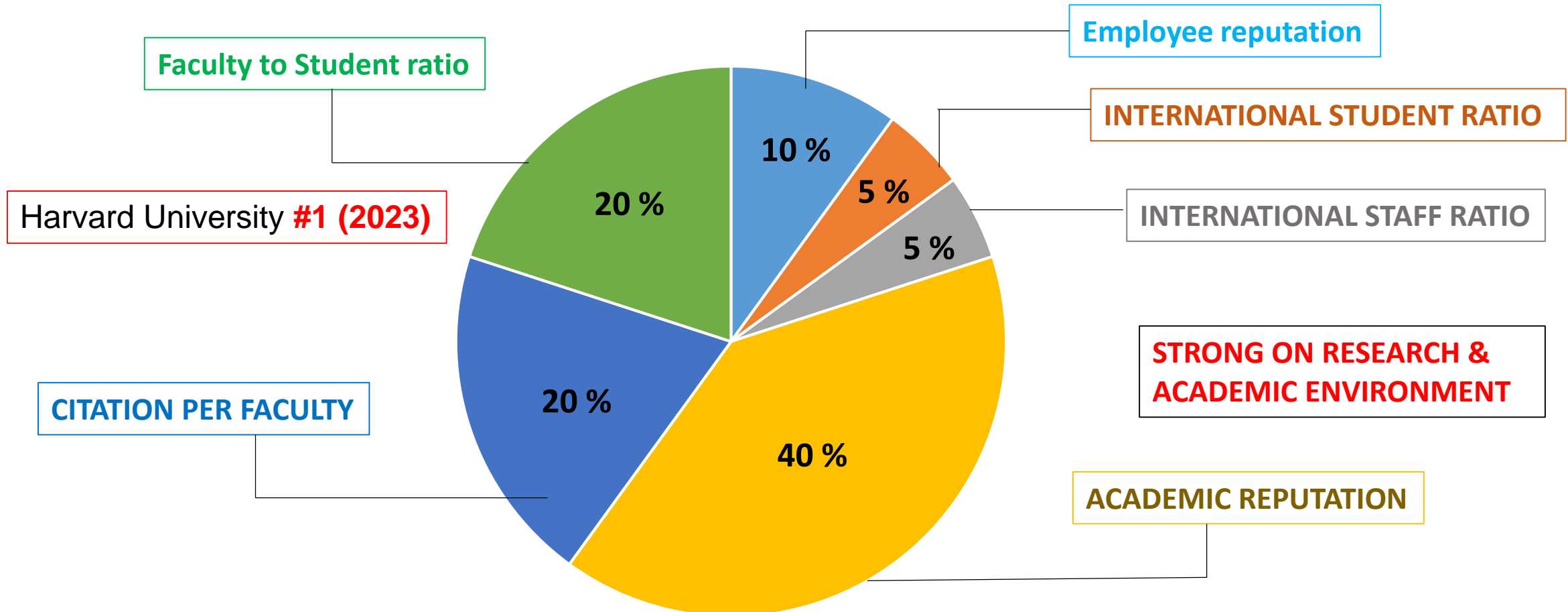
THE RANKING PILLARS, METRICS & WEIGHTINGS

Times Higher Education (2009) with Thomson Reuters, published its own methodology in 2011.
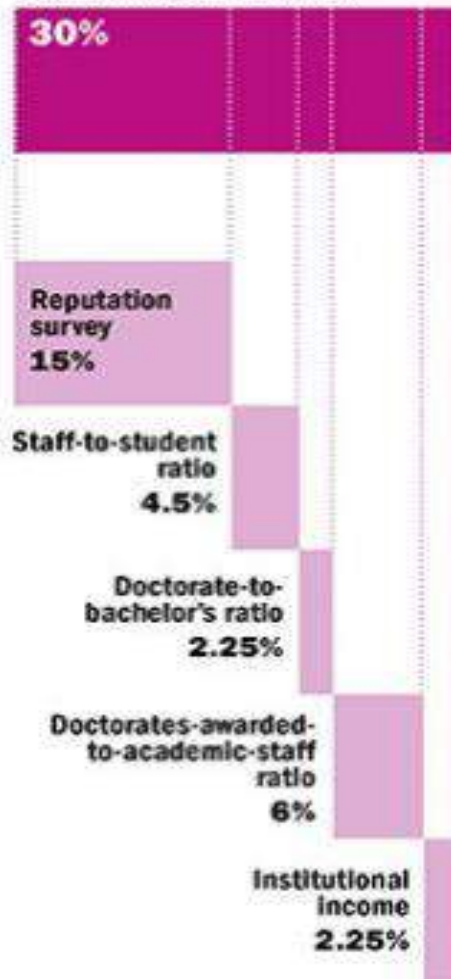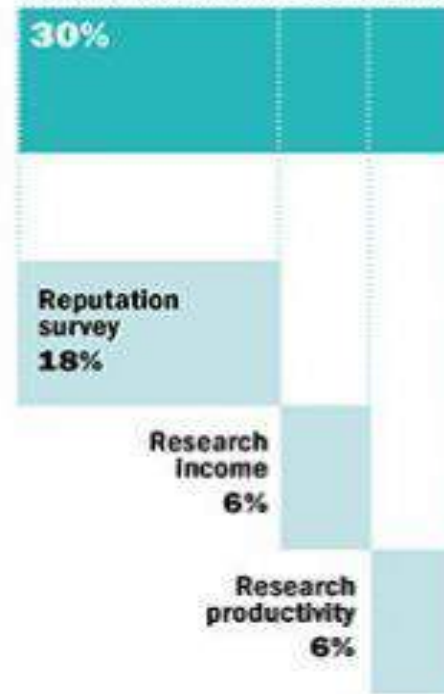

Teaching (the learning environment)
- 30%
- Reputation survey 15%
- Staff-to-student ratio 4.5%
- Doctorate-to-bachelor's ratio 2.25%
- Doctorates-awarded-to-academic-staff ratio 6%
- Institutional income 2.25%

Research (volume, income and reputation)
- 30%
- Reputation survey 18%
- Research income 6%
- Research productivity 6%

Citations (research influence)
- 30%

International outlook (staff, students, research)
- 7.5%
- Proportion of international students 2.5%
- Proportion of international staff 2.5%
- International collaboration 2.5%
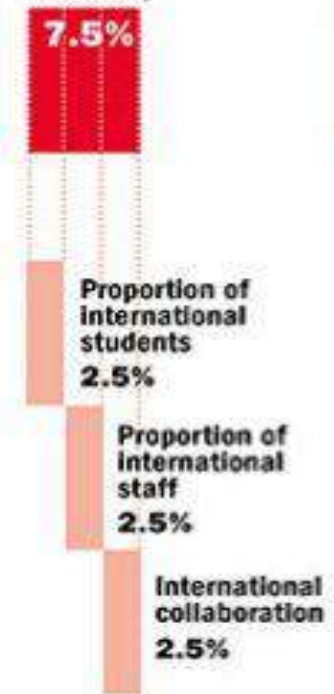
Industry income (knowledge transfer)
- 2.5%
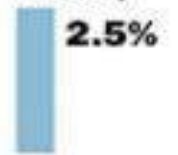
University of Oxford #1
Harvard University **#2 (2023)**

STRONG ON RESEARCH & ACADEMIC ENVIRONMENT

Analysis of Drivers for Top 3 Rankers
ARWU/ QS/ *THE*

Research/ Publications/ Citations ca 40%
- Highly cited researchers
- Nature or Science
- Citation index
- Surveys

Internationalisation ca 10%
- International staff
- International students
- Collaborations; USA, Europe

ARWU

★

1. Internationalisation **10%**
2. Research/Citation index/ Publications **40%**
3. Academic reputation **30%**

Convergence

QS

THE

Staff Awards/ Alumni reputation/ Income
ca 20 %

Academic Reputation ca 30%
- Teaching environment
- Alumni awards
- Online presence/ Surveys
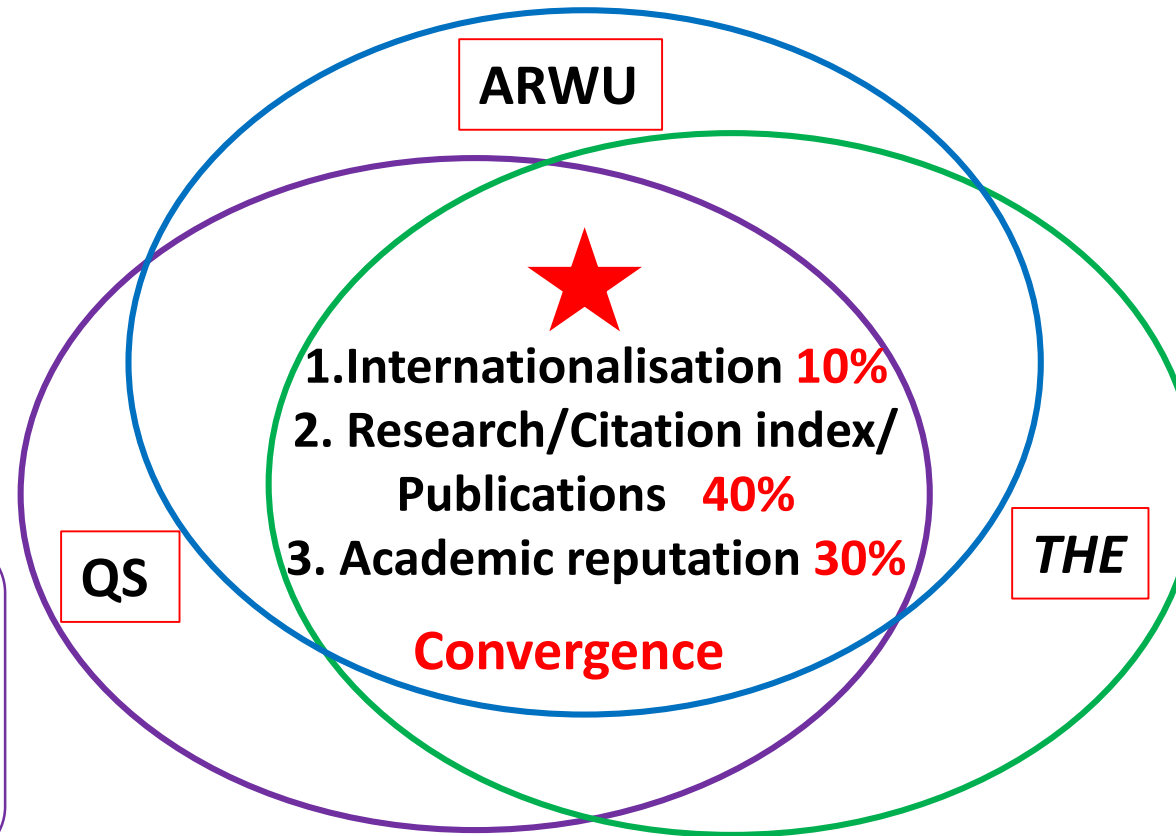
What are the roles of UNILAG stakeholders ?
How does my schedule as Dean, Director, DD, Teaching/ Non-Teaching staff impact any metrics ?

League Tables: are specific to certain locations and subjects.

Top 10 Universities for Employability in the United Kingdom 2019

1. University of Cambridge
2. University of Oxford
3. UCL (University College London)
4. Imperial College London
5. The University of Manchester
6. University of Bristol
7. London School of Economics and Political Science (LSE)
8. University of Leeds

The Guardian university league tables

1	Cambridge	Cambridge	1
2	St Andrews	Oxford	2
3	Oxford	St Andrews	3
4	Loughborough	Loughborough	4
5	Durham	Durham	5
6	Bath	Bath	6
7	Imperial College	Imperial College	7
7	Lancaster	Warwick	8
9	Warwick	Lancaster	9
10	Exeter	Leeds	10

TOP 10 UNIVERSITIES IN THE UK

Rank 2019	Institution
1	University of Oxford
2	University of Cambridge
9	Imperial College London
14	UCL
26	London School of Economics and Political Science
29	University of Edinburgh
38	King's College London
57	University of Manchester
78	University of Bristol
=79	University of Warwick

THE WORLD UNIVERSITY RANKINGS
www.thewur.com
#THEunirankings

Ranking Data Sources

1. **Performance Data** from UNIVERSITIES

2. **Reputation Data** Survey

3. **Bibliometric Data**

Ranking Data Sources contd.
Academic Reputation Data

Survey often include **two core** questions:

✓Select up to **#15** institutions in the world (in any order) that you regard as **producing the best research** within your subject area.

✓Select up to **#15** institutions in the world (in any order) that you regard as **producing the best teaching** within your subject area.

So how Global is our BRAND ?

Bibliometric Data 2015 – 2019 (extracted over few years)

✓Scopus
✓Citations

SCORE CARD: UNILAGs (2012 – 2037) STRATEGIC PLAN

Management met, **strategized** to be the **BEST,** so how far, how well?

➢**Short-Term**: *To be #1 in Nigeria by Jan. 2014 Universities Ranking.*

➢**Medium-Term**: *To be one of 5 Top Universities in Africa by (2016), African 'No. 1' by (2020)*

➢**Long-Term:** *To be one of Top 100 Universities in the World by (2035).*

Ranking

THE WORLD UNIVERSITY RANKINGS

UNIRANKS
WORLD'S LARGEST UNIVERSITY RANKINGS

3rd Nigeria
23rd Africa
(2023)

2017/18: Not Ranked
2018/19: 1000+
2019/20: 801 – 1000
2020/21: 601 - 800
2021/22: 501 - 600
2022/23: 401 - 500

2nd in Nigeria,
3rd in Africa
&
101-150 in the World
THE Golden Age
University Ranking

172 in THE
Emerging
Economies
Universities

uniRank ™

2019 – **1st** in Nigeria
12th in Africa

2020 – 1st in Nigeria
8th in Africa

2021 – **2nd** in Nigeria
27th in Africa

Forbes

3rd Best University for Entrepreneurship
Education in Africa (2020)

EDURANK
2nd Nigeria
1459 World
(2023)

UCT Vs UNILAG *THE* (2023)

	University of Cape Town	UNILAG
WUR	160	401 – 500 (497)
Overall Score	57.2	42.1 - 44.9
Teaching	33.9	18.5
Research	43.8	14.0
Citations	88.7	97.7
Industry Income	53.3	40.9
International Outlook	75.8	34.0

Can UNILAG make a Top Global Spot? Should we bother?
If YES!

- ✓ **Should we maintain our pace?**
- ✓ **Is our trajectory well calibrated & OK?**
- ✓ **Or Re-route and change dance steps to bridge the GAP for Global impact?**

ASSESSMENTS BY BRAND CONSULTANTs

❖ *THE*, AAU, WORLD BANK, QAA, ARUA .....

➢ Technology, People, Culture

➢ Data from; UNILAG or website,
   online materials, online survey etc.

➢**VERDICT!**

✓UNILAG has **Low Global Awareness** - **the Institution & Activities**

✓**Institutional Culture!**

Strategies to Higher Ranking & University Visibility

By

Luqman A. Adams Ph.D.

23rd August, 2023

OUTLINE

1. **UNILAG Brand**
2. **Top University Models & Global Impact**
3. **Benefits of a High Ranked University**
4. **Strategic Foresight and Gap bridging!**
5. **Improving Ranking Scores & Visibility**
6. **Concluding Remarks**

"The purpose of looking at the future is to disturb the present"

–Gaston Berger, 1958

❖**How do we;**

➢**Set UNILAG apart from other Universities in Nigeria/ Africa ?**

➢**Change the narratives ?**

➢**Institutionalise a……**

✓**Harvard, MIT, CalTech, Princeton or Oxford etc. Culture?**

What are these?
What do they have in Common?

➢ Each tells the **WORLD**;

✓ who they are ?

✓ what they stand for ?

UNILAGs Mission statement

" ….environment for **teaching**, **learning**, **research** and development … **staff** and **students** …..interact and **compete** effectively ….**globally**".   ………**similar to many others**!

➢ How do we **co-create** our **DISTINCTIVENESS** ?

➢ To;

➢ *Engage*

➢ *Connect*

✓ right audience (**Partnerships**/ **Collaborations**/ **Internationalisation**/ **Funding … etc.**).

GOOOAAAALLLL – To Strengthen the UNILAG brand for Global Impact!

➤ What is our strategy?

➤ A **monolithic** approach ?

✓ all Departments/ Units/ Institutes align with the logo and follow unified guidelines

➤ What is the contribution of your unit to the UNILAG Brand?

➤ Are we reaping maximum benefits?

➤ **Positive** or **Negative**? **Hostels, Transcript office, Departments** … etc.

➤ Are we seeing the 'halo effect' (all parts gaining) from the overall reputation.

Maths Teaser as we do Catchup! ....

Oxford University #1 (1096)

University of Lagos (1962)

If it takes 927 years for Oxford to be #1, how long will it take UNILAG @ 61 yrs, #400+ to be in league of first 100 in the world at; (i) our pace and (ii) along current trajectory ?

#2 (1636)

Examine Two Models

SMALL INSTITUTION MODEL – CALTECH #2 (2020); #6 (2023)

➤**California Institute of Technology**

❖ 349 Lecturers; 2,240 students, 6 academic divisions.

➤Faculty grown one staff per year for the past 25 years.

✓A different model *says its President, Thomas F. Rosenbaum*.

✓ **Actually don't try to grow**

✓ Try to **get better but not bigger**

✓ Constantly identify areas where Caltech can **be a world leader**.

✓ **Devote a lot of resources to them**

✓Due to size constantly ask; "**what do we do and what don't we do**."

➤Caltech **rose three positions** **to second place in the *THE* WUR 2020, by improvement in international staff score**.

➤**UNILAG International Staff/ Students is/are …………?????!**

➤How many in your units Sir/ Ma **??**

"SMALL" INSTITUTION MODEL – Harvard #2 (2023)

➢**Harvard**

❖ 21,648 students

❖Undergraduates **7,153**

❖PG **14,495**

BIG INSTITUTION MODEL

➢ China has the top two in Asia.

➢**Tsinghua University** is **#1**.

➢China's universities have improved in **areas of;**

➢**Citation impact**

➢**International staff / students**

➢**International co-authorship**

➢**…….driven by higher levels of funding**.

"…….*by changing the narratives, changing culture, implementing a new strategy* **a university can move up the ranks"** !

Tsinghua University #23 (2020); #16 (2023); #1 China

❖Tsinghua University (1911).

✓Total student population – **47,201** (2017); **38,324** (2023)

✓Undergrad -15,570; Masters -**19,311;** Doctoral -**12,320**

✓International students -**3,472**

➢3,414 Faculty 1,353 Professors

o Tsinghua University **inaugurated a GLOBAL STRATEGY** in **2016**

✓Strengthen the university's **International Cooperation** & **Exchange**.

✓Have **Exchange agreements/ partnerships** with **48** countries and **271 universities**.

✓**#44** joint PG programmes (2020); #**51** (2023)

✓https://www.tsinghua.edu.cn/en/Admissions/Graduate1/Joint_Programs.htm#:~:text=Tsinghua%20University%20currently%20offers%2051,NO.&text=School%20of%20Life%20Sciences%20etc.
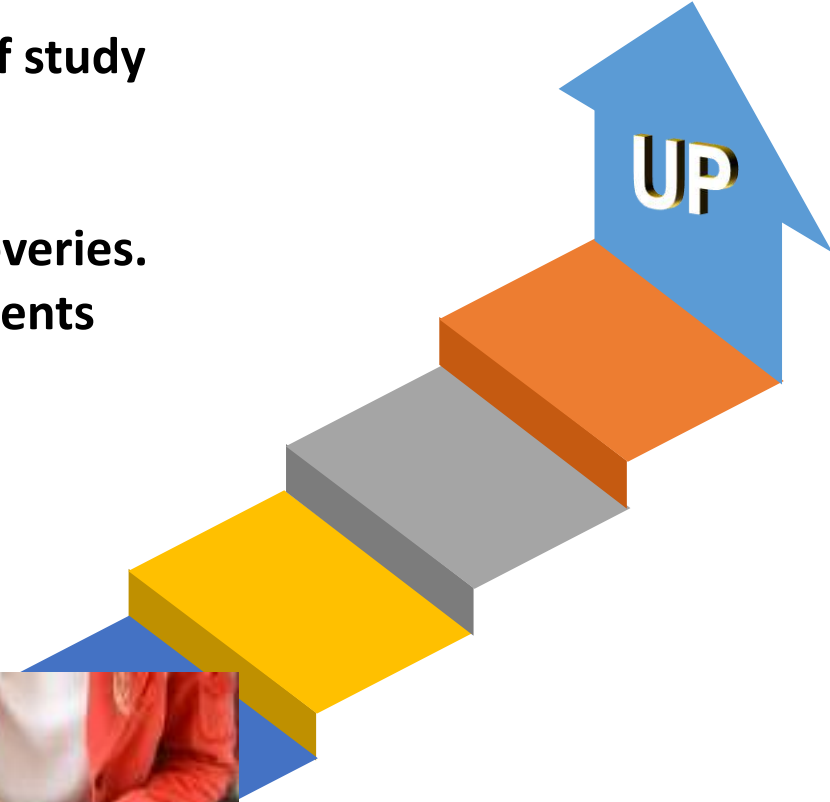
Benefits of a High Ranked University

#1 High Quality Education

- Lecturers at forefront in area of study
- Exceptional teaching methods, materials and guidance
- Students exposed to new discoveries.
- Better Global image staff/ students
- Patronage from Internationals

UP

#2 Access to Better Employment Opportunities

- Higher entry requirements
- Enroll top students
- Employers source for outstanding students

SKIP

Benefits of a High Ranked University contd.

#3 Potentially Higher Salary

> Degree from Top schools influences salary

> Rated as more reliable and better ethics

UP

#4 Wealth of Facilities and Resources

Support;

> Learning processes

> Wellbeing

> Libraries, research facilities, laboratories, theatres, sports facilities,

> Students

> Grants/ Scholarships to Staff & Students

> Academic exchange
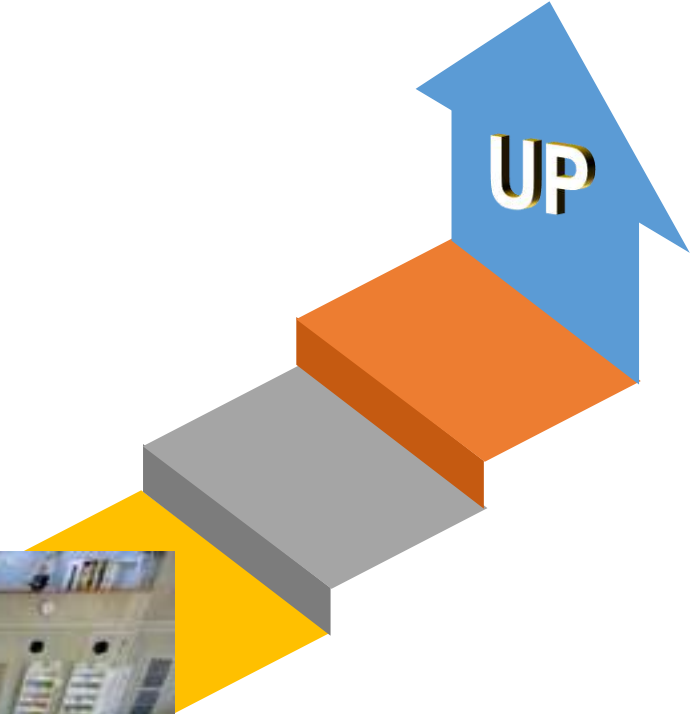
Here is the RAW Deal!
Does our system looks; Harvard, MIT, Oxford etc.?.
Do we require New Dance steps and Trajectory ?

➢Can we achieve the paradigm in a **different future**?

➢What future developments do we anticipate?

➢What risks are on the horizon? **Create scenarios….**

➢What should we do differently? **Disturb the present.….**

➢How can we **collectively** strengthen our position?
 Synergy…..

HOW DO WE *DO* STRATEGIC FORESIGHT?

THINKING ABOUT THE FUTURE

IDENTIFY TRENDS ▸ **UNDERSTAND DRIVERS** ▸ **CREATE SCENARIOS** ▸ **INFORM STRATEGY**
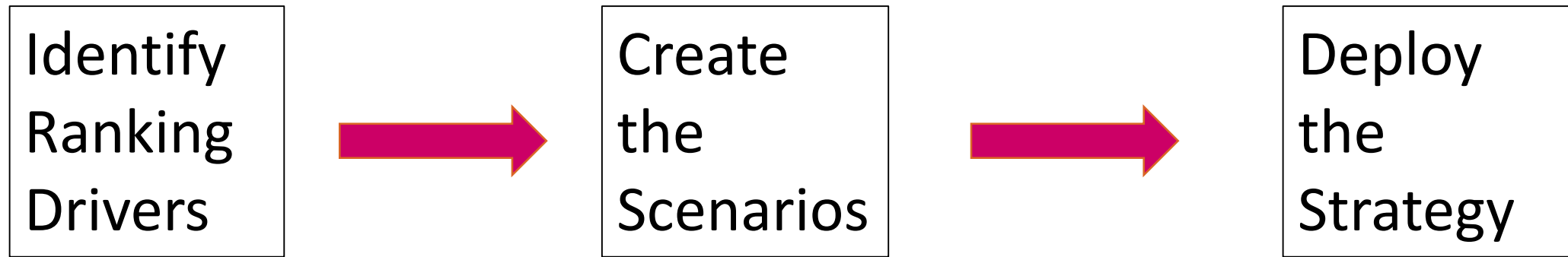
For Top Ranked Universities ……. What are the TRENDS!

What **drivers** influences those **trends!**

We must; **talk their talk** and **walk their path**. Anything short…..

STRATEGIC FORESIGHT

| Identify Ranking Drivers | → | Create the Scenarios | → | Deploy the Strategy |

**Goal:** Seek creative pathways to unleash the **collective resolve of staff**

1. Drive a paradigm where Staff are active **Brand ambassadors**

2. Facilitate a **stimulating academic environment for Staff & Students**

3. Create motivation for **synergy** to deliver **academic and research excellence**

We need the Synergy to unleash so much potential for greater impact

- **No one is left out**

- **Co-create transformative changes**

- **Student/ Staff Experiences!**

SHARED GOALS

FEEDBACK

synergy

ENCOURAGEMENT

COMMUNICATION
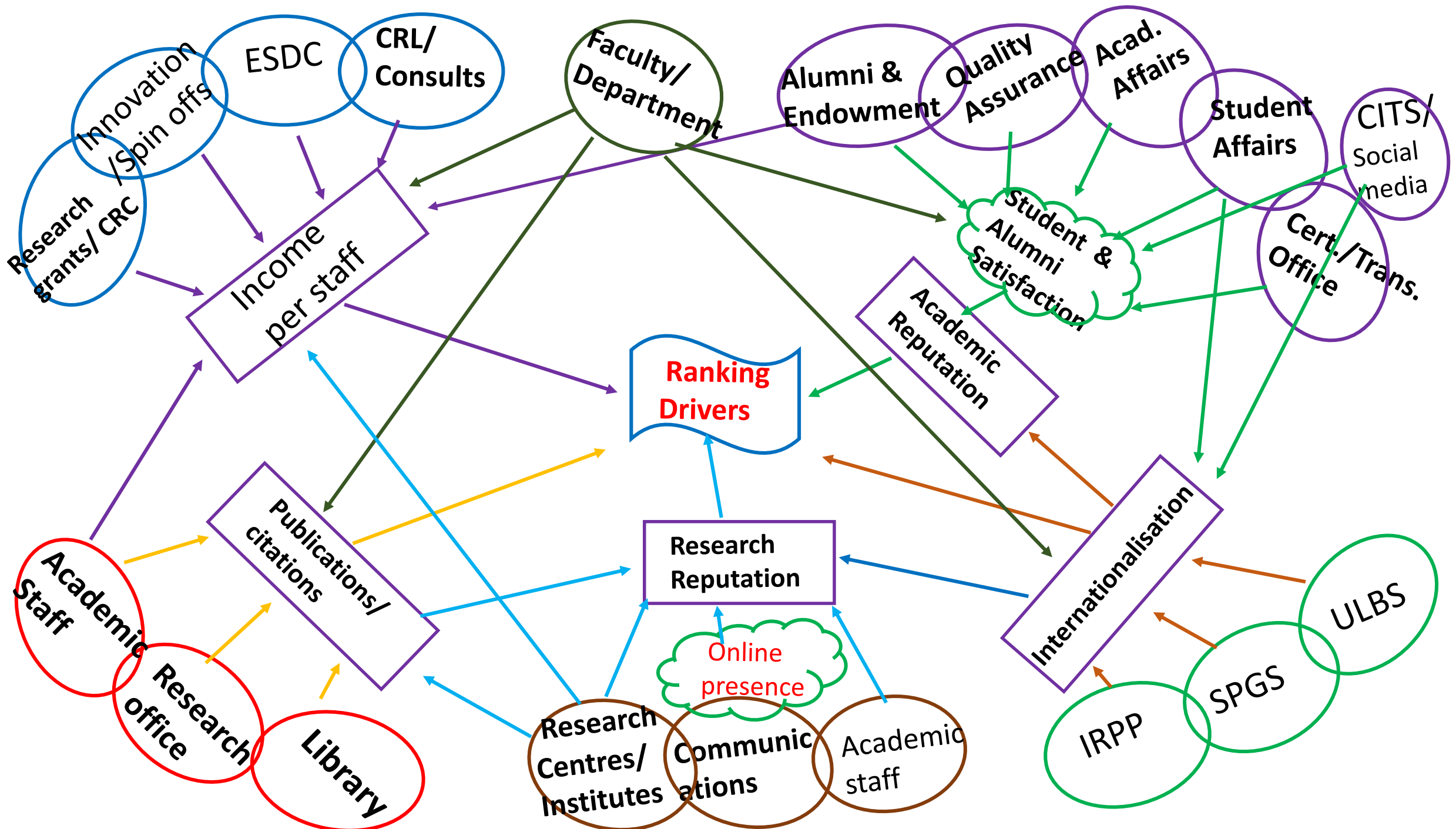
Improving Ranking Score & Visibility

➢**Academic reputation:** Student and Alumni satisfaction. **Every unit has a role and must evolve strategies for greater impact**

➢**Research reputation:** Create the enablement for increased grantsmanship while expanding our research collaborations

➢**Internationalization:** Increase influx of foreign staff and students

➢**Staff motivation:** incentives drives up motivation. This improves ambiance of the academic environment

➢**Online presence & News:** Develop a **communication strategy** to get our news to those who will participate in Academic and Research reputation surveys

➢**Quality Publication/ Citations:** Support and motivate staff to publish in Q1 journals

➢**Income per staff:** Improve grantsmanships, partnerships, products development, technology transfer, corporate financing and research collaborations

Improving Ranking Score & Visibility contd.

➢**UNILAG web presence:** Encourage self archival on IR for increased hits through search engines and also website user friendliness

➢**Staff Diversity** – it creates an innovative environment and enhances inclusivity. Discourage chronic inbreeding

➢**Improve engagement level** – Create a sense of community amongst staff and students. **Alumni relations**

➢**Student participation** in processes – student discounts and funding of student organisations (**SA**). Many students become by default institutional ambassadors

➢**Feedback from staff/students** – Highlights system weaknesses to require improvement

➢**Develop the Brand/ Processes** – effective marketing and branding strategies.

➢**Offer career options** – for both staff and students. New courses and programmes. Staff professional growth, training and development

Management's New Awards to Motivate Staff

Seek creative paradigm to Enhance Research excellence, Volume of Publications & Citations

Management's Newly Approved new Awards at Research Conference & Fair;

1. Staff with the most High Impact publications in Q1 journals uploaded to University IR

2. Staff with highest registered Patents

3. Junior researcher with Highest Q1 publications on University IR

4. Faculty with most High Impact publications on University IR

5. Department with most High impact Q1-Q2 journals on University IR

6. Staff publication in High impact journal Q1 on University IR

Closing Remark: The Leader

➢ Builds a community of colleagues:

✓ Setting direction

✓ Empowering others

➢ **Together** "exceeding **the limits of the possible into the impossible**"   **-Arthur C. Clarke, 1977**