





**Five times more people are learning English
in China, than there are people in England.**

The world belongs to those
who see its potential.

HSBC 

The world's local bank

accelerating factors

- internationalization
- being a niche institution and / or offering niche programs
 - need to include social sciences (with academic freedom)
- curriculum, pedagogical and managerial innovations
- strategic planning and benchmarking



challenge of entering a crowded market

- Pohang U of Sc & T (POSTECH)
- Moscow Higher School of Economics
- Hong Kong U of Sc & T

- innovative education features
- innovative management
- clever marketing strategy



Talent

Resources

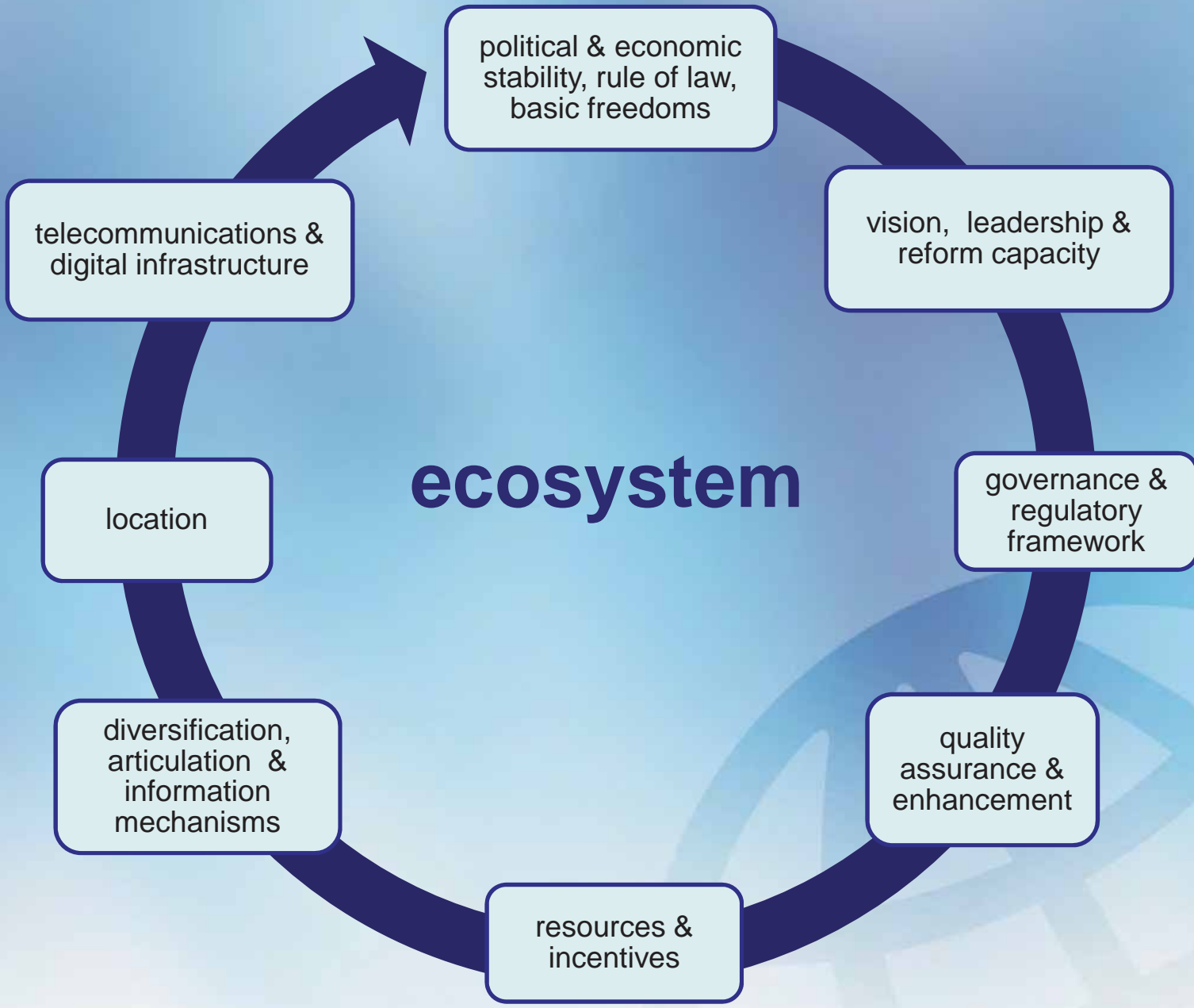
WCU

Governance

ecosystem



ecosystem



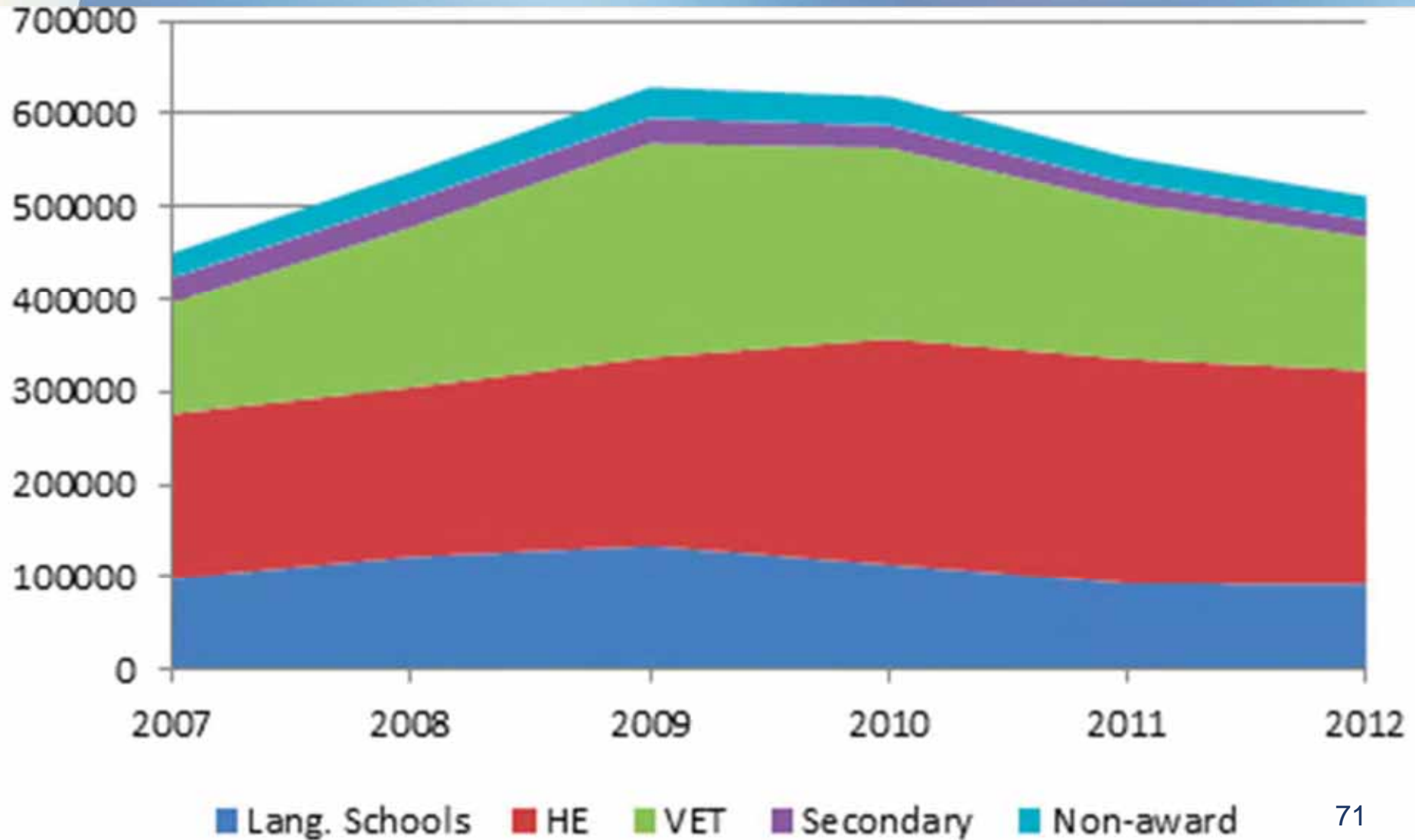
challenges

- rule of law
- governance (Germany)
- digital infrastructure (Nigeria)





international students in Australia



obstacles to talent mobilization

- national level
 - visa regulations
 - taxation
- institutional level
 - academic rigor (setting the bar high)
 - discrimination (access to research funding, promotion prospects)





Japan: obstacles to internationalization

- funding
- academic calendar
- English language



international survey

Table 1. In your courses, you emphasize international perspectives or contents

Australia	4.16
Canada	4.08
Hong Kong	3.92
Malaysia	3.90
Korea	3.86
Norway	3.86
UK	3.83
USA	3.83
Finland	3.72
China	3.71
Japan	3.71
Mexico	3.69
Germany	3.69
Argentina	3.51
Portugal	3.50
Italy	3.47
Brasil	3.46
Total	3.76

Scale of answe 5=Strongly agree to 1= Strongly disagree



research language

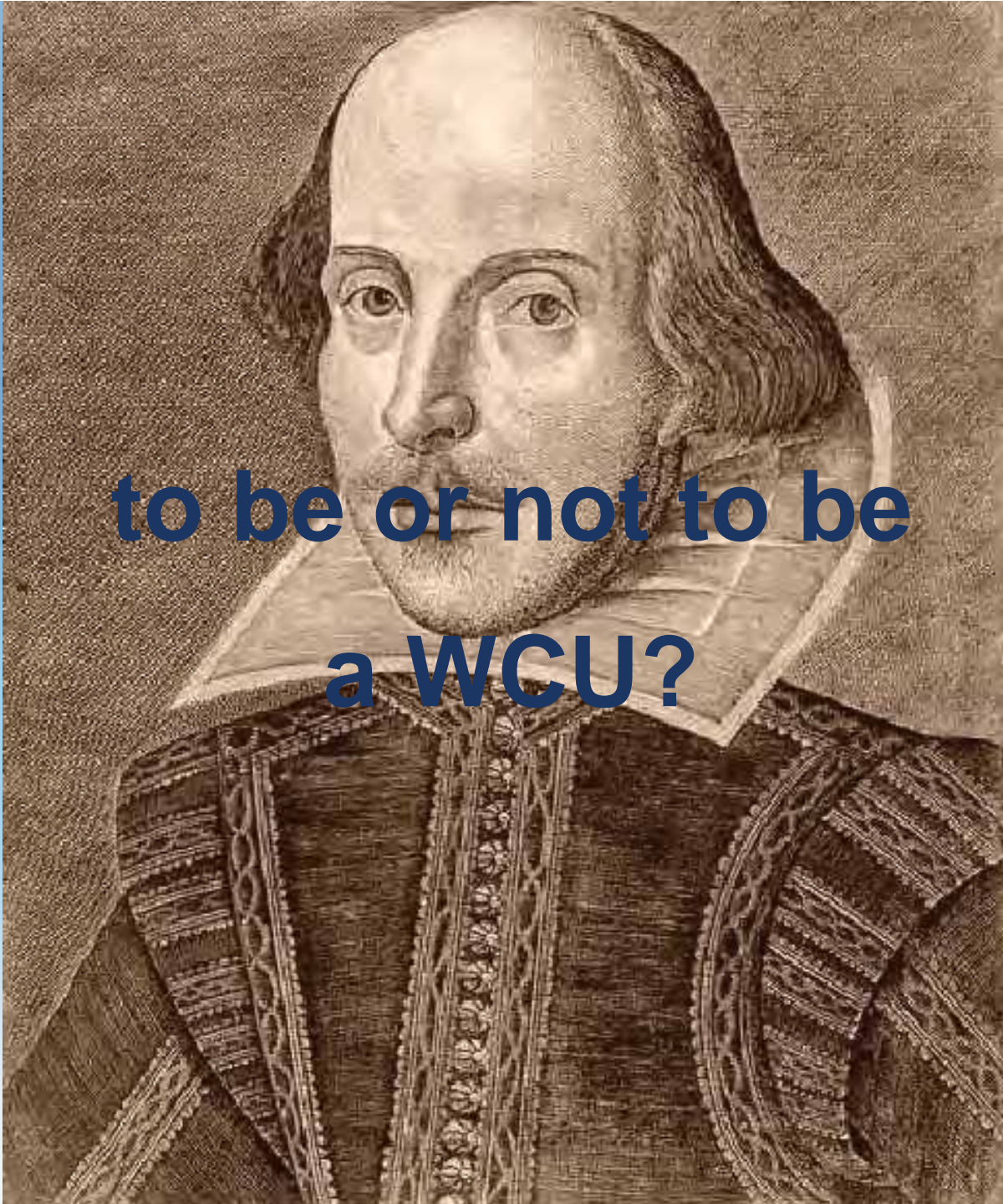
Tbale 5. Research language

	First language/mother tongue	Other
Malaysia	15%	85%
Norway	29%	71%
Italy	32%	68%
Hong Kong	33%	67%
Finland	39%	61%
Portugal	42%	58%
Germany	50%	51%
Brazil	55%	45%
Korea	56%	44%
Total	63%	37%
South Africa	64%	36%
Argentina	70%	30%
Canada	70%	30%
Mexico	74%	27%
United Kingdom	82%	18%
United States	85%	15%
Japan	87%	13%
Australia	87%	13%
China	94%	6%



conclusion



An engraving of William Shakespeare, showing him from the chest up. He has a receding hairline, a mustache, and a goatee. He is wearing a dark, patterned doublet with a white ruffled collar. The background is a textured, brownish-grey.

**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

export market share for Taiwan (1985)

USA	48%
Europe	10%
Japan	11%
Hong Kong	8%
ASEAN	6%
Others	17%



export market share for Taiwan (2011)

Mainland China + Hong Kong	41%
ASEAN	16%
USA	11%
Europe	10%
Japan	9%
Others	14%





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.

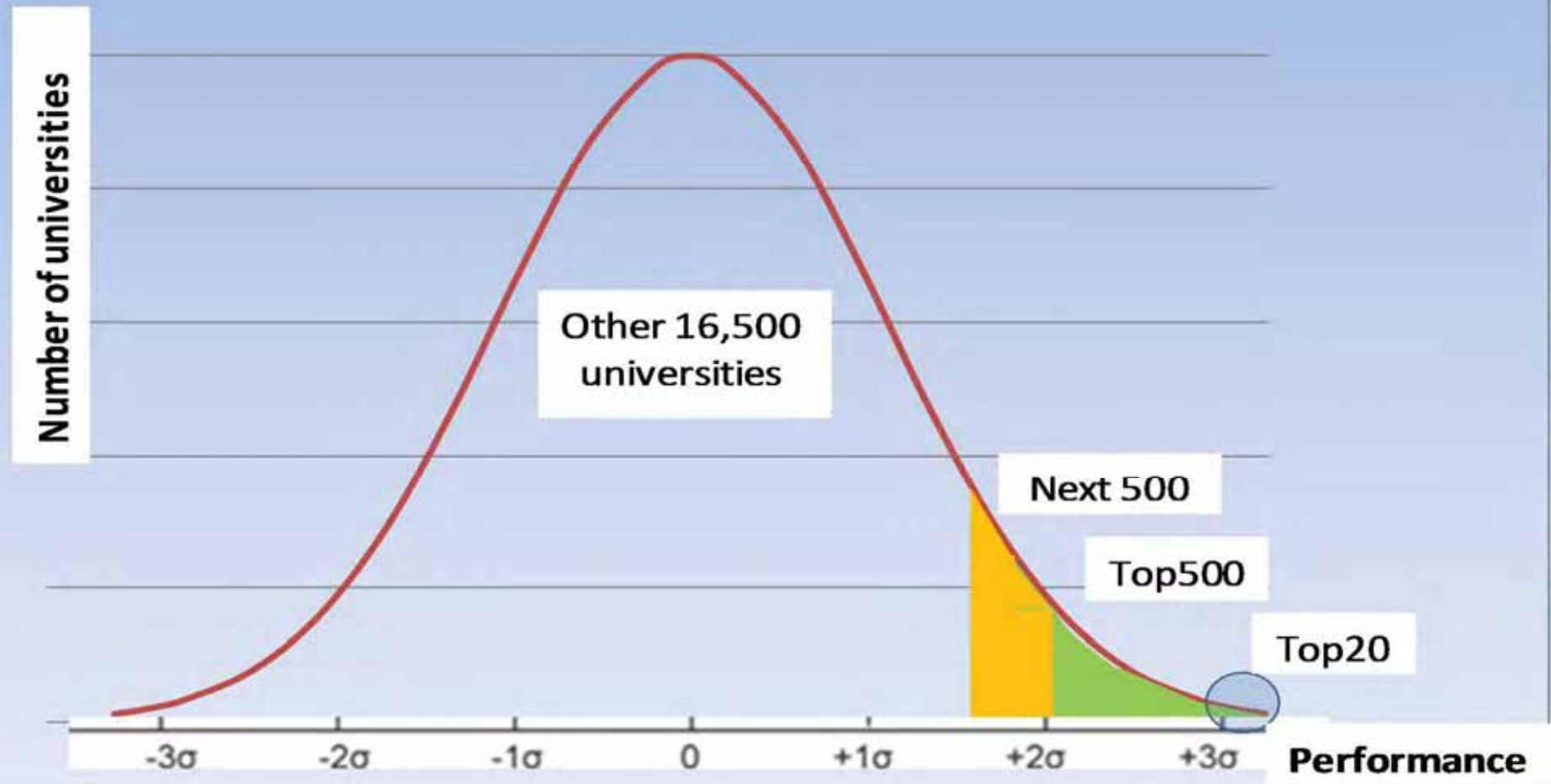


a word of caution

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



global rankings cover no more than 3-5% of all TEIs





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)

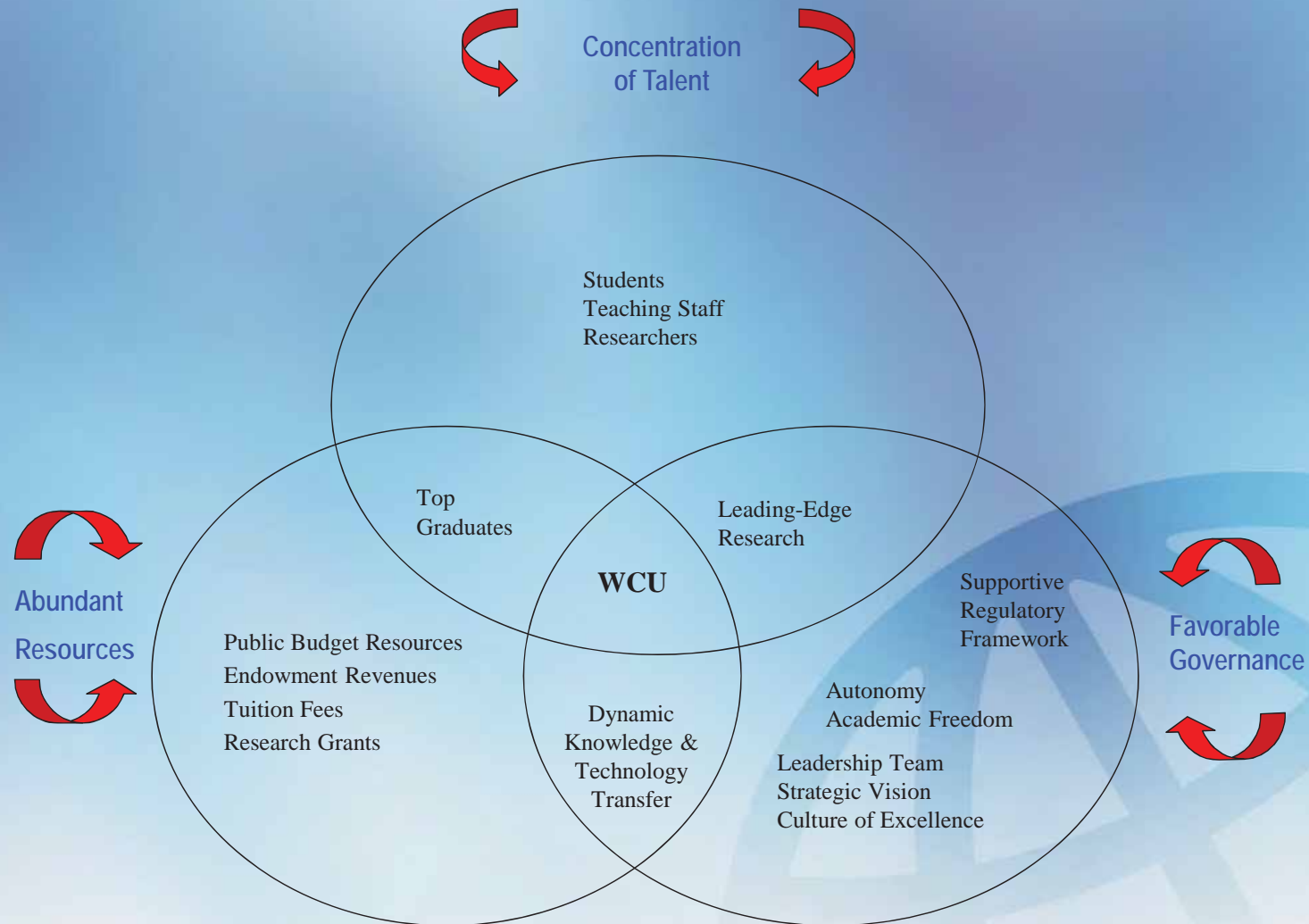


it's all about alignment



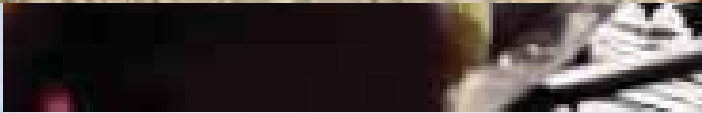
Characteristics of a World-Class University

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*
 - “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

