

ICG RANKINGS CAPABILITY OVERVIEW: STRATEGIC INTERNATIONAL RANKINGS PERFORMANCE ANALYSIS (SIRPA)

- **The presentation offers an overview of ICG's Strategic International Rankings Performance Analysis (SIRPA).**
- **SIRPA assists universities with better understanding their performance in international rankings within the context of institutional governance as well as research, marketing, and recruiting strategies.**
- **This presentation shall be considered incomplete without oral clarification. The opinions expressed in this presentation are those of the author alone.**
- **ICG makes no warranty regarding any claim or data presented in this presentation, and does not take any responsibility for any third party acting upon information contained in this presentation.**

Overview of ICG's International Rankings Advisory Services

Overview of Covered International Rankings

Technical and Analytical Foundation: From Data to Analysis

Institutional Capabilities: From Organizational Design to Communication

Optional Modules: Benchmarking, Research Systems, Reputation

Integrated Rankings Strategy

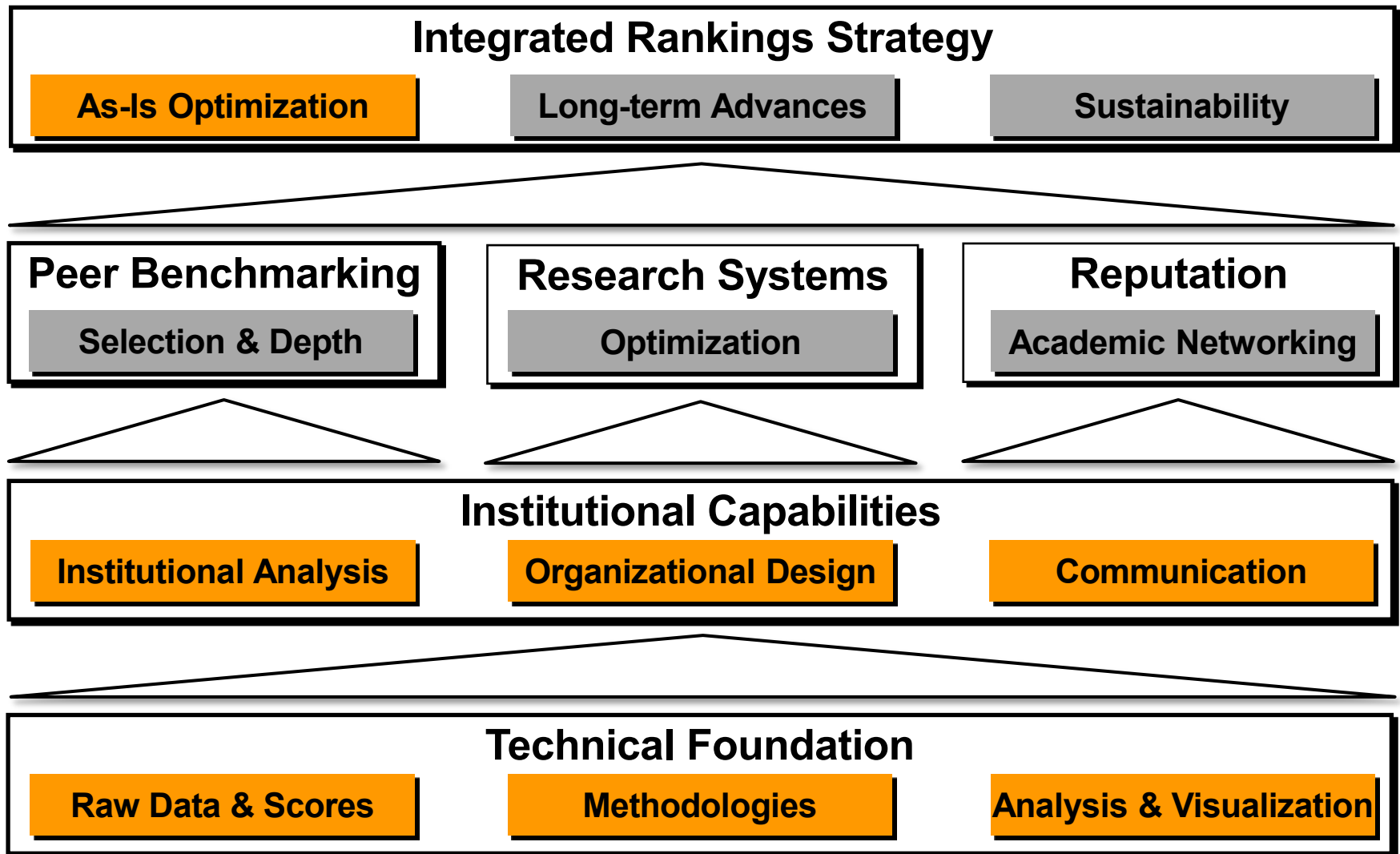
ICG Contact Information

**ICG's ranking's advisory practice is strictly grounded
in our business practices –
We will only advise on how to engage with international
rankings in an ethical and sustainable manner.**

**ICG is a full member of the *IREG Observatory on
Academic Ranking and Excellence*, and endorses
IREG's Berlin Principles.**

ICG'S RANKINGS ADVISORY SERVICES

12 Client Service Modules



ICG'S RANKINGS ADVISORY SERVICES

Engagement Approach

Duration

- Focused project: 8 weeks
- Comprehensive project: 12-16 weeks
- Duration reflects rankings cycles and institutional data availability

Delivery

- Summary report: 80-120 pages
- Technical analysis: Data file (opt.)
- Final presentation and meeting with institutional stakeholders

On-site Visits

- Optional: Two-day kick-off
- Recommended: One-day delivery
- On-going: Data/research systems projects require a long presence

Collaboration

- Proper data sharing by client
- On-going interaction with staff
- Joint supporting actions at IREG, conferences, etc. (opt.)

ICG Team

- Analysts: 2-3
- Researcher: 1
- Extensive client experiences
- Advisory Board member expertise

Project Costs

- High-level survey: USD 25,000
- Full 7 core modules: USD 35-55,000
- Optional modules: Please inquire for pricing

ICG'S RANKINGS ADVISORY SERVICES

ICG's International Rankings Experts

Dr. Daniel J. Guhr

- D.Phil. and M.Sc. in Education from Oxford, M.A. in Political Science from Brandeis
- Studies/research at Harvard, UC Berkeley, Bonn, and the MPI for Human Development
- Boston Consulting Group and SAP

Morten Hansen

- International education policy analyst
- M.Sc. in Comparative Education from Oxford, B.Sc. in International Education from Aarhus
- European Commission, Danish Ministry of Foreign Affairs

Nelson Furtado

- Lead analyst
- M.A. ('16) from University College London, B.A. (Hons) in Communication from Carleton
- Edu-Canada (DFATD), Ontario Ministry of Training, Colleges and Universities

Tracey McNicol

- ICG Advisory Board member
- Deputy Director for Planning and Performance Measurement at the Australian National University
- MBA, University of Tasmania

Advisory Board

Jakub Langr

- Data scientist
- B.A. (Hons) in Politics, Philosophy, and Economics from Oxford
- World Online Debate Champion
- Pearson, TPA Horwath

Daniela Seskar-Hencic

- ICG Advisory Board member
- Associate Director of Institutional Analysis and Planning at the University of Waterloo
- M.A. in Psychology from Wilfrid Laurier, B.A. (Hons) from Belgrade

Advisory Board

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INTERNATIONAL UNIVERSITY RANKINGS COVERED BY ICG

Rankings by Release Year and Type (Active Only)








































Ranking Name	'03	'04	'05	'06	'07	'08	'09	'10	'11	'12	'13	'14	'15
Academic Ranking of World Universities (ARWU, aka Shanghai Ranking)													
Ranking Web of Universities (Webometrics Ranking)													
World University Rankings (Quacquarelli Symonds (QS))													
<i>University Web Rankings & Reviews (4 International Colleges & Universities (4ICU))</i>													
Performance Ranking of Scientific Papers for World Universities (NTU (HEEACT))													
CWTS Leiden Ranking													
University Ranking by Academic Performance (URAP)													
SCImago Institutions Rankings													
World University Rankings (Times Higher Education (THE))													
Global Employability Rankings (Trendence/ Emerging)													
U-Multirank (Universities Compared. Your Way)													
<i>Center for World University Rankings (CWUR)</i>													
Best Global Universities Rankings (U.S. News & World Report)													
LinkedIn University Rankings													
<div> <div></div> Acad. performance w/ league table <div></div> Acad. Performance w/o league table <div></div> Broad-based league table <div></div> Multi-indicator ranking <div></div> Employability-based league table <div></div> Web presence league table </div>													

Notes: This overview does not list all world university rankings. Instead, it aims to highlight the variety of rankings that are being actively published, with a focus on key rankings tracked by ICG. Rankings in italics should be considered as of little importance.

Source: Rankings agencies.

INTERNATIONAL UNIVERSITY RANKINGS COVERED BY ICG

Rankings by Release Year and Type (Active Only)

	Importance	Validity	Usefulness	Core Project
• The “Big Three”:				
• ARWU (Shanghai)				Y
• QS				Y
• THE				Y
• Academic performance rankings:				
• CWTS Leiden				N*
• NTU (HEEACT)				N*
• SCImago				N*
• URAP				N
• U.S. News				Y
• Employability-based rankings:				
• Trendence/Emerging				N**
• LinkedIn				N**
• Multi-indicator:				
• U-Multirank				Y
• Web presence-based rankings:				
• Webometrics				N**
• Fringe rankings:				
• 4ICU				---
• CWUR				---

Notes: “Core Project” rankings are included in ICG’s full seven core module analysis. Rankings marked with a * are included in projects with specific, deep bibliometric analysis and/or a systems analysis component. Rankings marked with ** are included in projects upon request, and/or a reputation management component

Source: ICG

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ICG'S RANKINGS ADVISORY SERVICES

Technical Foundation

Raw Data & Scores

- Compilation of public rankings data
- Compilation of public rankings scores
- Re-engineering of hidden or unpublished data and scores (if possible)
- Contextual validation of data and scores

Core

➤ **Collect & Validate**

Methodologies

- Full unpacking of public rankings methodologies
- Discussion on non-public methodologies such as dampening/normalization
- Tracing of historical changes in methodology
- Assessment of impact of future/potential changes in methodologies

Core

➤ **Transparency**

Analysis & Visualization

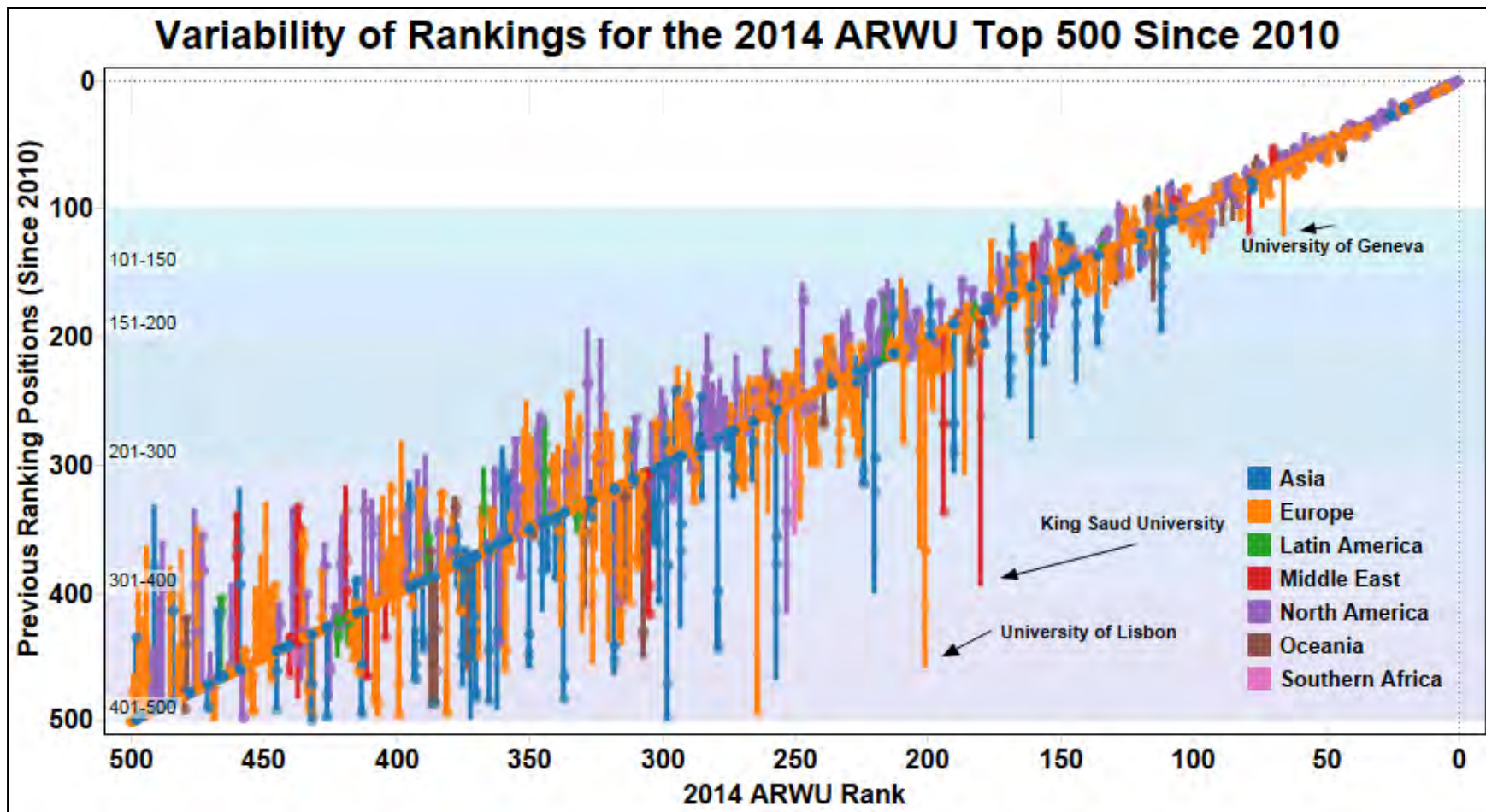
- Detailed analysis of institutional performance
- Historical and peer trend analysis
- Analysis ranging from descriptive statistics to advanced multi-factorial modeling
- Visualizations in Excel and Tableau

Core

➤ **Interpretability**

CONTEXTUALIZING PERFORMANCE IN THE RANKINGS

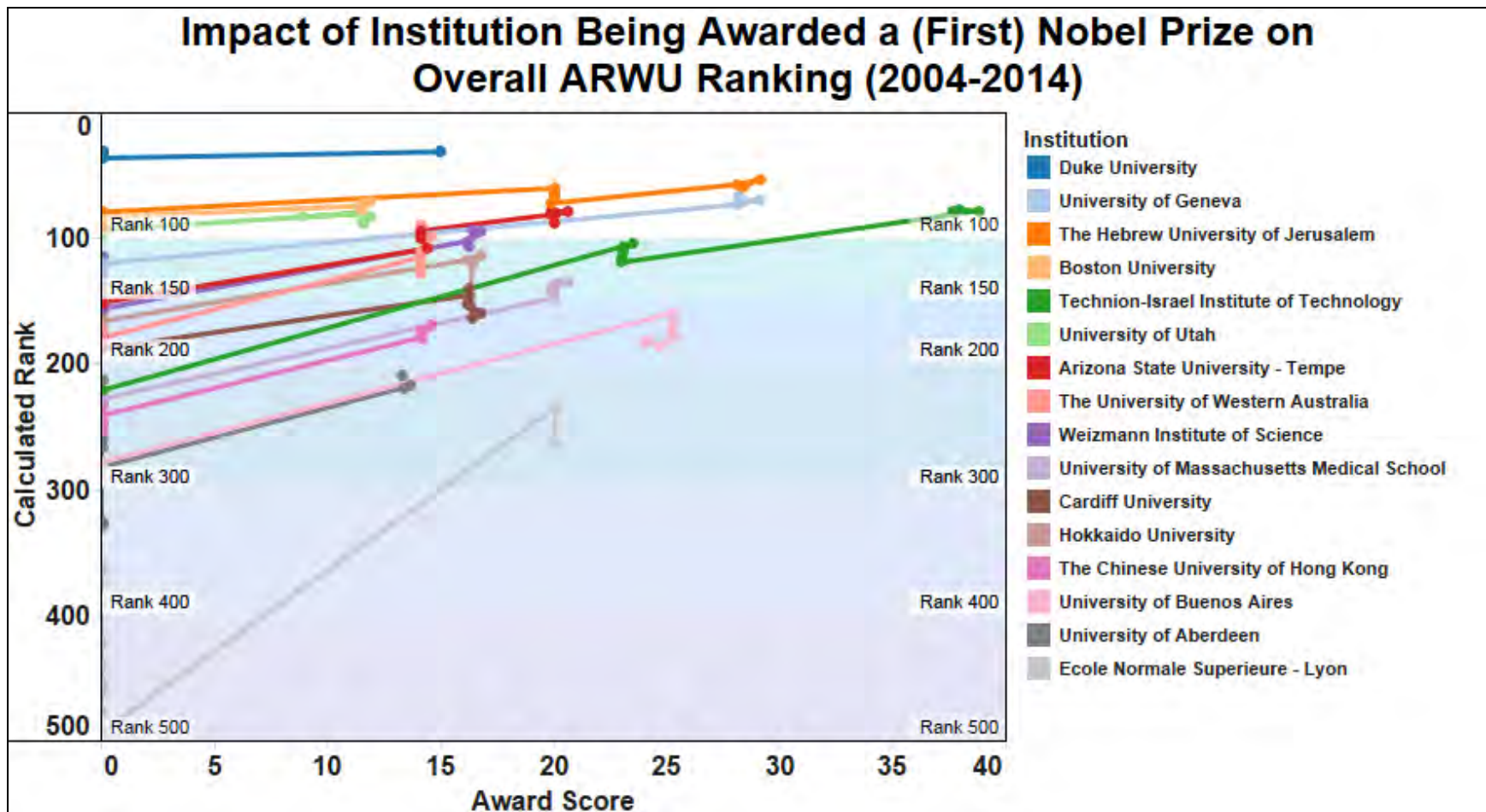
ARWU (Shanghai) 2010 to 2014



Top 100 compactness, overall variability levels, Nobel Prizes impact

CONTEXTUALIZING PERFORMANCE IN THE RANKINGS

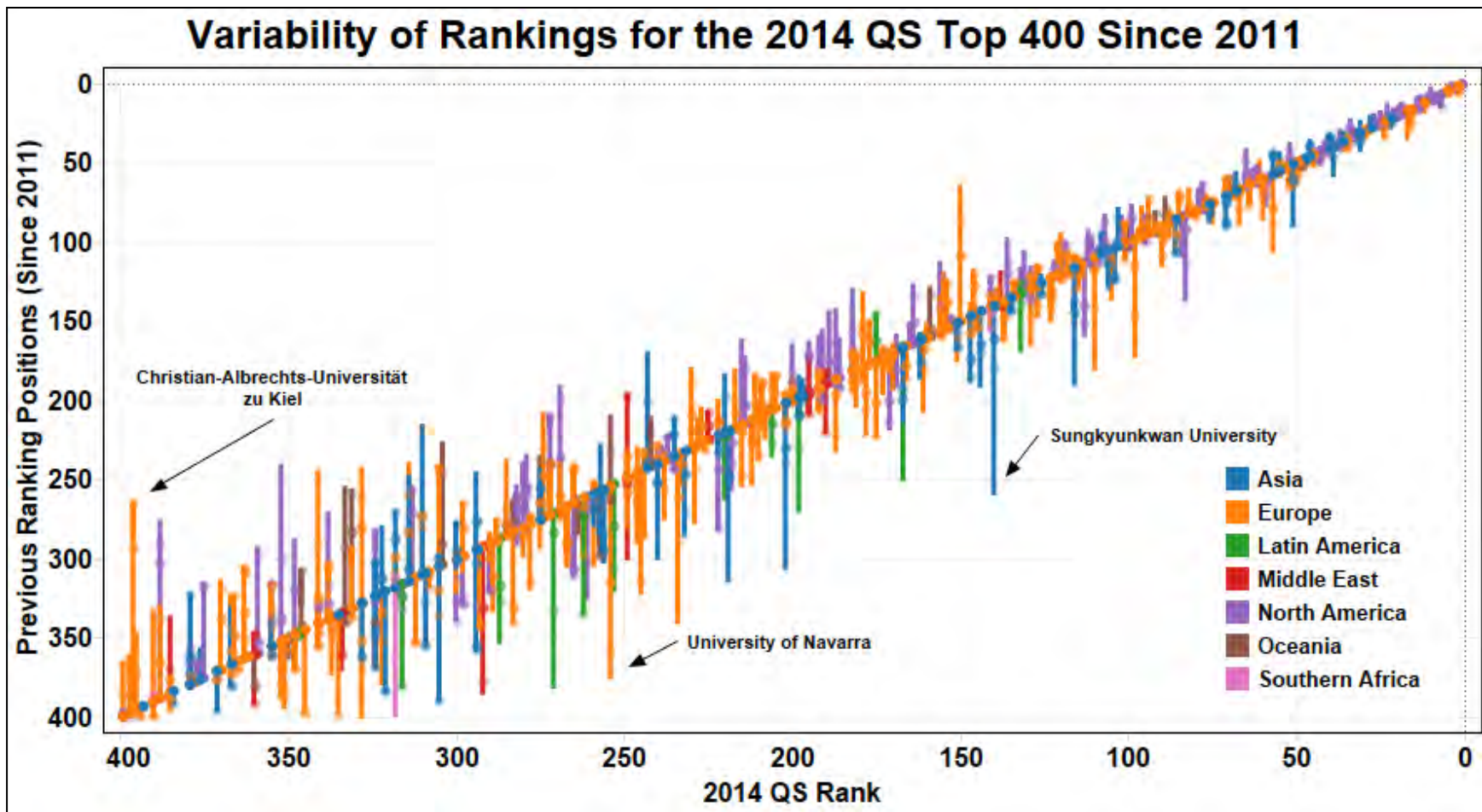
Impact of Nobel Prize Award on ARWU (Shanghai) 2004 to 2014



ICG analyses the concise impact of any given rankings indicator

CONTEXTUALIZING PERFORMANCE IN THE RANKINGS

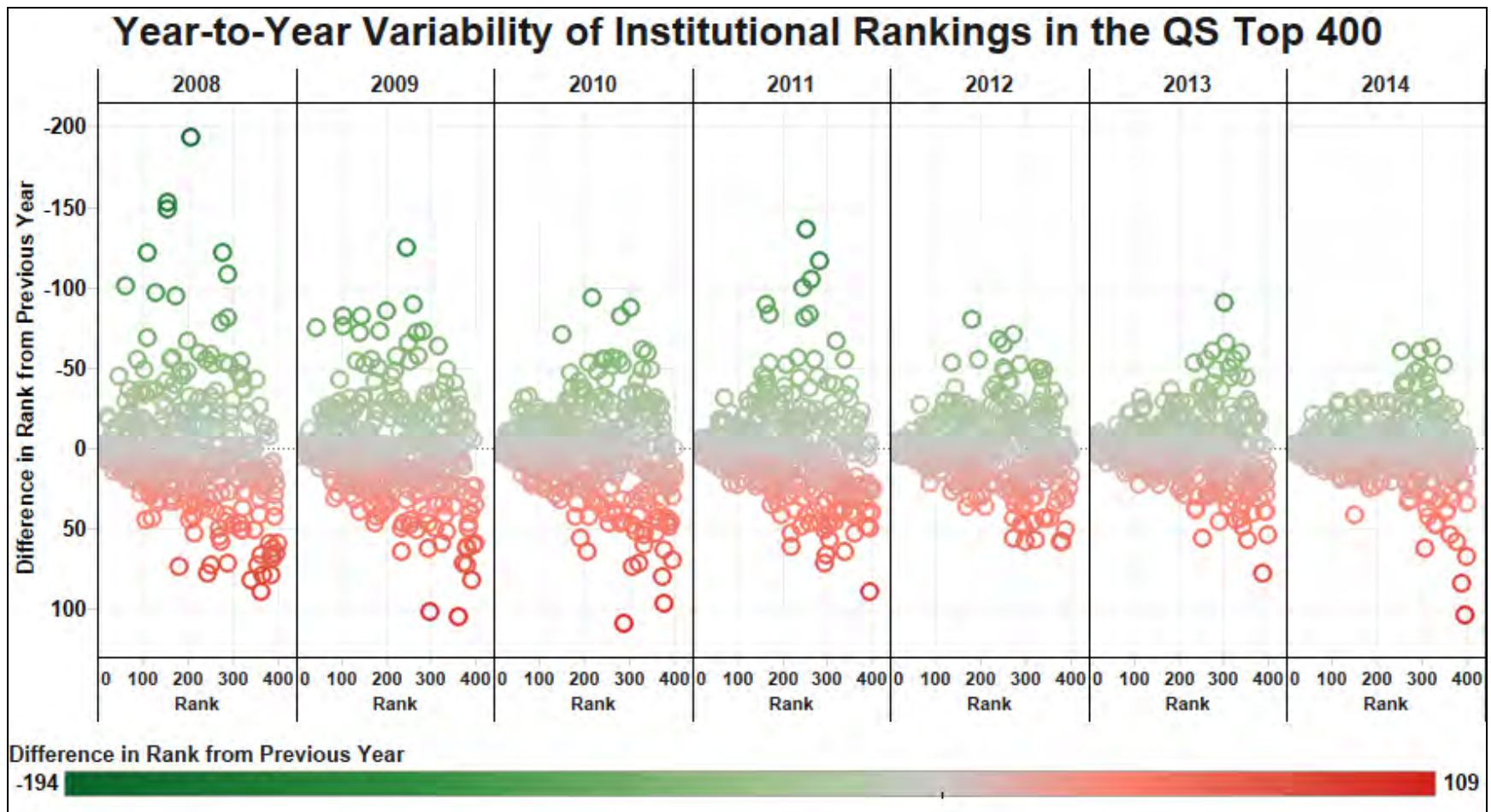
QS World University Ranking 2011 to 2014



Dampening methodology, impact of surveys, institutional manipulation

CONTEXTUALIZING PERFORMANCE IN THE RANKINGS

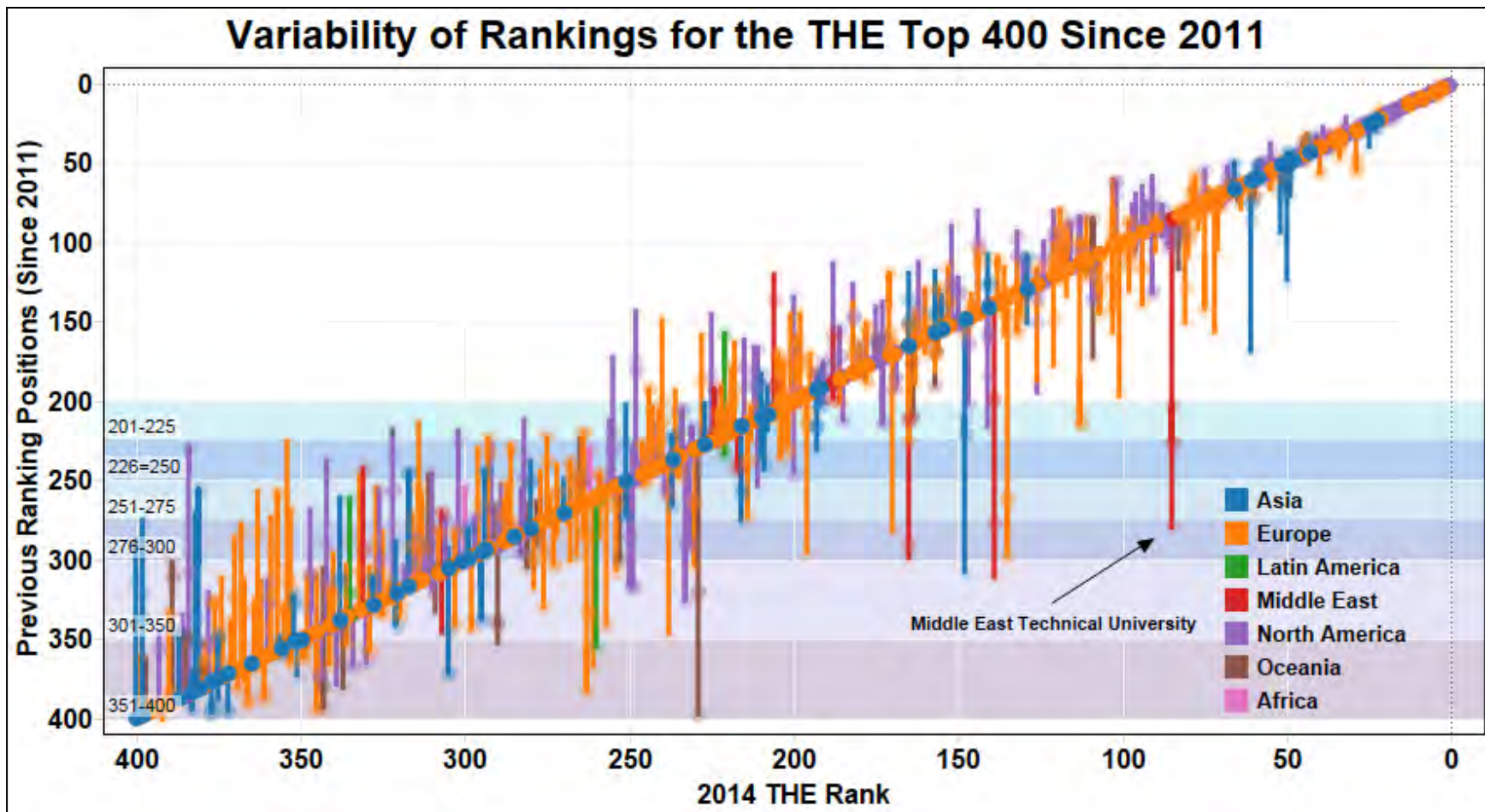
Variability of the QS Top 400 from Year to Year 2008 to 2014



Analysis shows increase in the stability of the ranking

CONTEXTUALIZING PERFORMANCE IN THE RANKINGS

THE World University Rankings 2011 to 2014

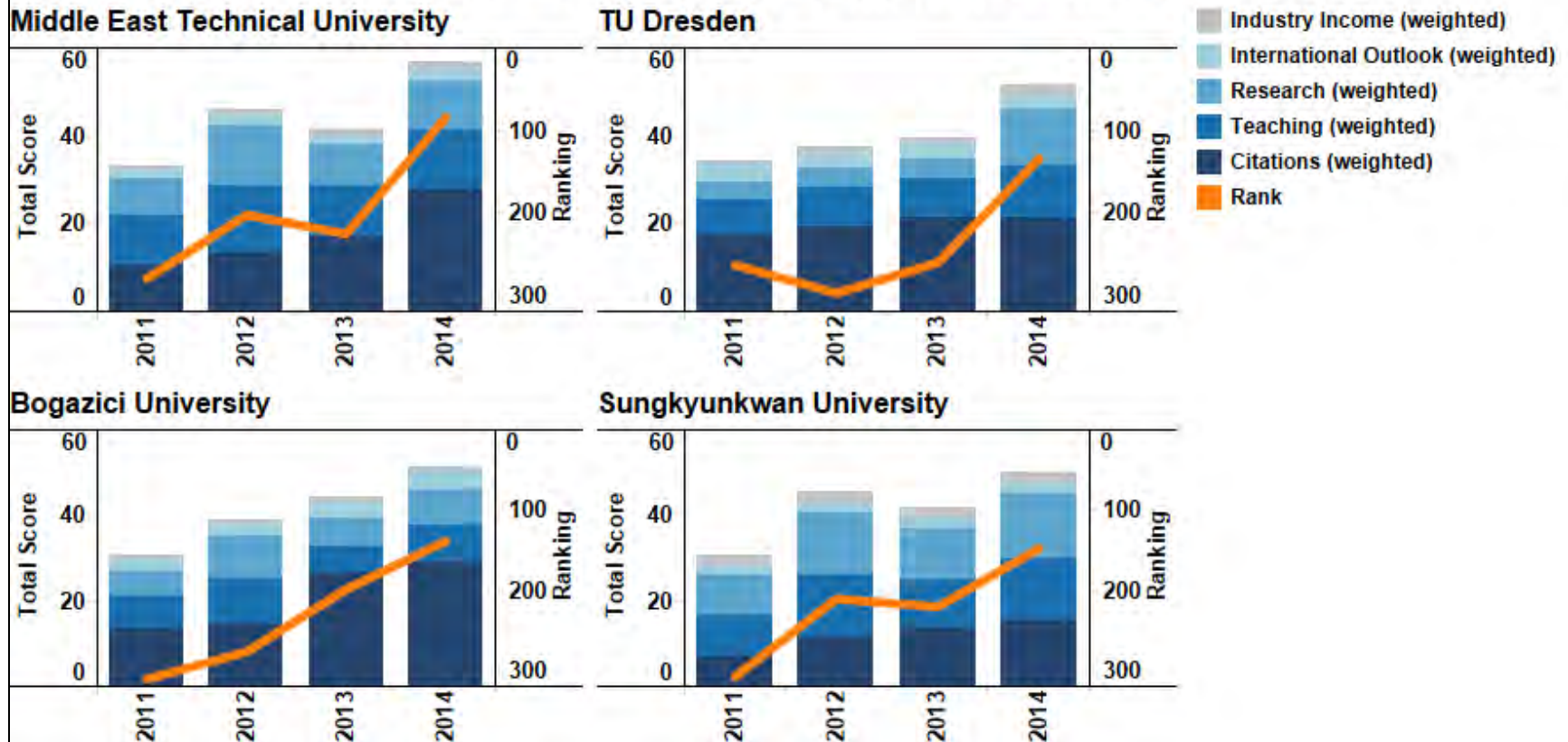


Citation normalization changes, large variability, institutional manipulation

CONTEXTUALIZING PERFORMANCE IN THE RANKINGS

Drivers of Improvement in the THE Rankings

Risers in the THE Top 400 Since 2011: Score Breakdown by Indicator Group



Some improvements in the THE are more credible/sustainable than others

Notes: Universities selected as "risers" are among those that have risen by more than 100 positions between 2011 and 2014.

Source: THE.

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ICG'S RANKINGS ADVISORY SERVICES

Institutional Capabilities

Institutional Analysis

- Gathering of existing internal data and analysis
- Analysis of data integrity and analytical fidelity
- Assessment of analytical tools and applications
- Analysis of management reporting and institutional strategy setting
- Transfer of technical skills to staff members

Core

Organizational Design

- Staff responsibilities and reporting lines assessment
- Staff capabilities, training, and exposure analysis
- Institutional collaboration culture and practices
- Information ownership and survival policies
- Rankings calendar vis-à-vis institutional timelines
- Political ownership of rankings performance

Core

Communication

- Internal: Strategy setting and consultation models
- Internal: Communication of rankings performance
- Internal: Reporting to leadership, boards, etc.
- External: Engagement with peer reviewers
- External: Stakeholder communication
- External: Interactions with rankings agencies, IREG

Core

➤ Discover & Improve

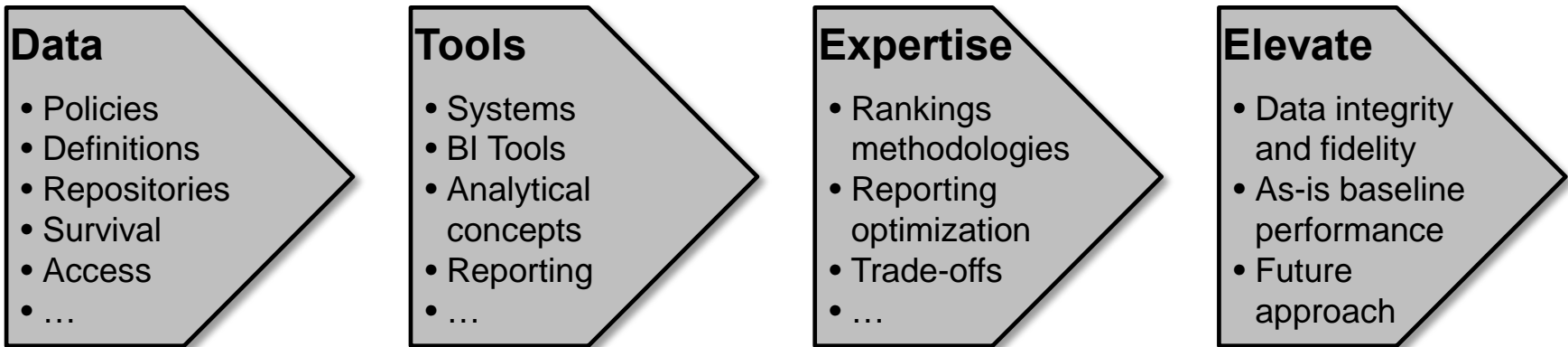
➤ Streamline

➤ Systematize

INSTITUTIONAL CAPABILITIES

Institutional Analysis: From Data Gathering to Knowledge Transfer

Codified Project Approach based on Worldwide Client Experiences



Discover ► **Process quality of data and intelligence production**

Control ► **Internal outcomes and introduction of feedback loops**

Improve ► **Management reporting and institutional strategy setting**

Educate ► **Knowledge transfer to client staff members**

INSTITUTIONAL CAPABILITIES

Optimizing Organizational Design

From...

- Fragmentation of ownership for rankings performance
- “Silo-based” data culture and lack of process alignment
- Ad-hoc and uncoordinated responses to rankings
- Insufficient staff training and exposure to rankings
- Rankings approach based on political expediency or beliefs



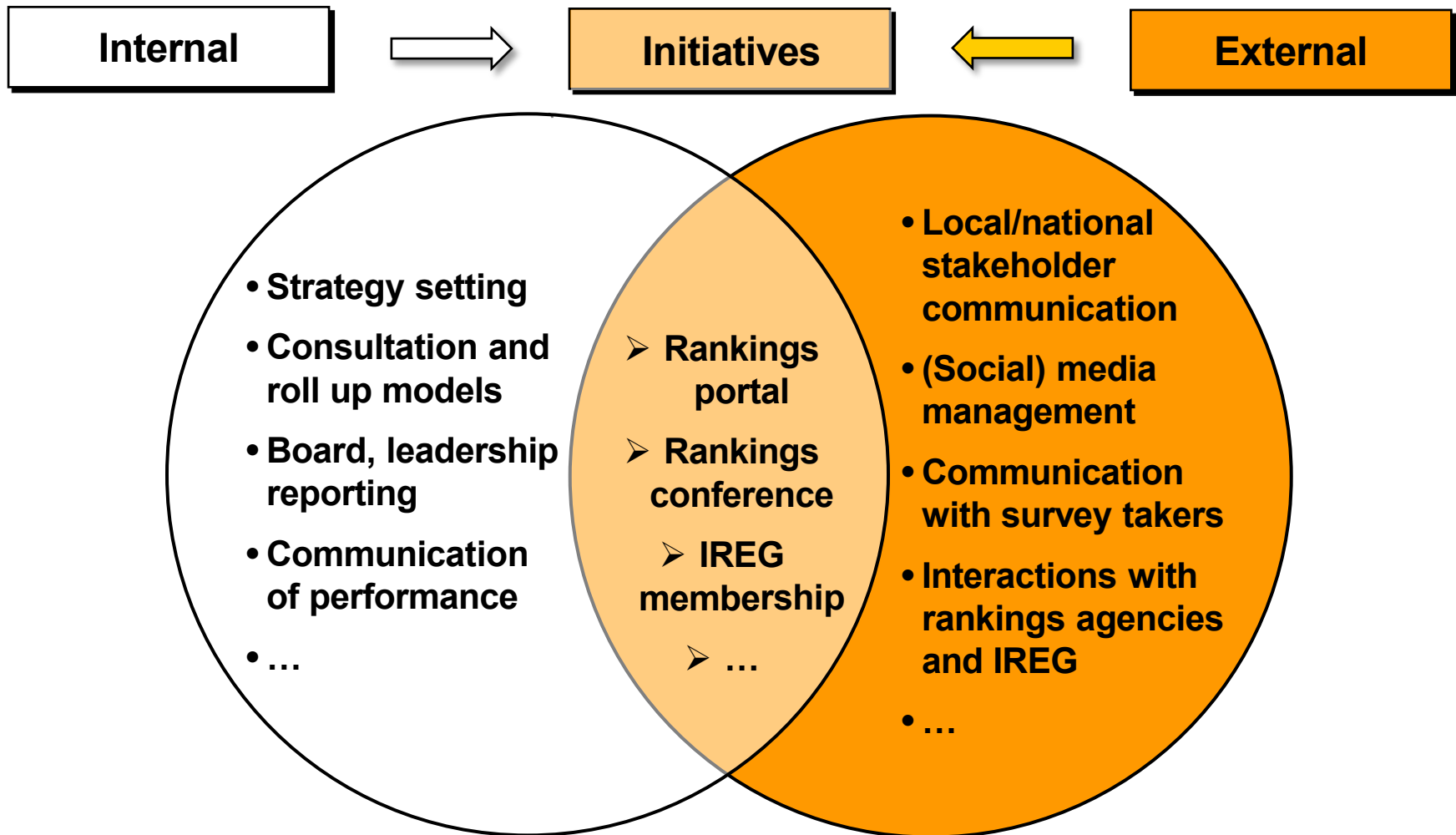
...To

- Defined political and procedural ownership
- Shared ownership of processes and results
- Rankings calendar with front-loaded response deadlines
- Dedicated knowledge dissemination and training plan
- Evidence-based, holistic, and comprehensive management

Streamlined organizational design is a critical rankings success factor

INSTITUTIONAL CAPABILITIES

Multi-Directional Rankings Communication and Initiatives



Systematized, long-range, engagement-based communication is key

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Specific, Optional Components

Peer Benchmarking

- Contextualize institutional performance relative to alike institutions
- Facilitate drill-downs into drivers of rankings performance changes
- Analysis of aspirational and challenger institutions
- Support change management initiatives based on peer logic

Opt.

Research Systems

- Data completeness and integrity audits within and across systems
- Data flow mapping
- Assessment of rules, processes, and procedures
- Data roll-up analysis
- Contextual and interview-based validity checks
- Gap analysis against best practice research system landscapes

Opt.

Reputation

- Analysis of academic peer ranking data and implications (QS and THE)
- Analysis of employer rankings data and implications (THE and E/T)
- Survey of past external stakeholder engagement and improvement models
- Outreach and engagement strategy development for all external stakeholders

Opt.

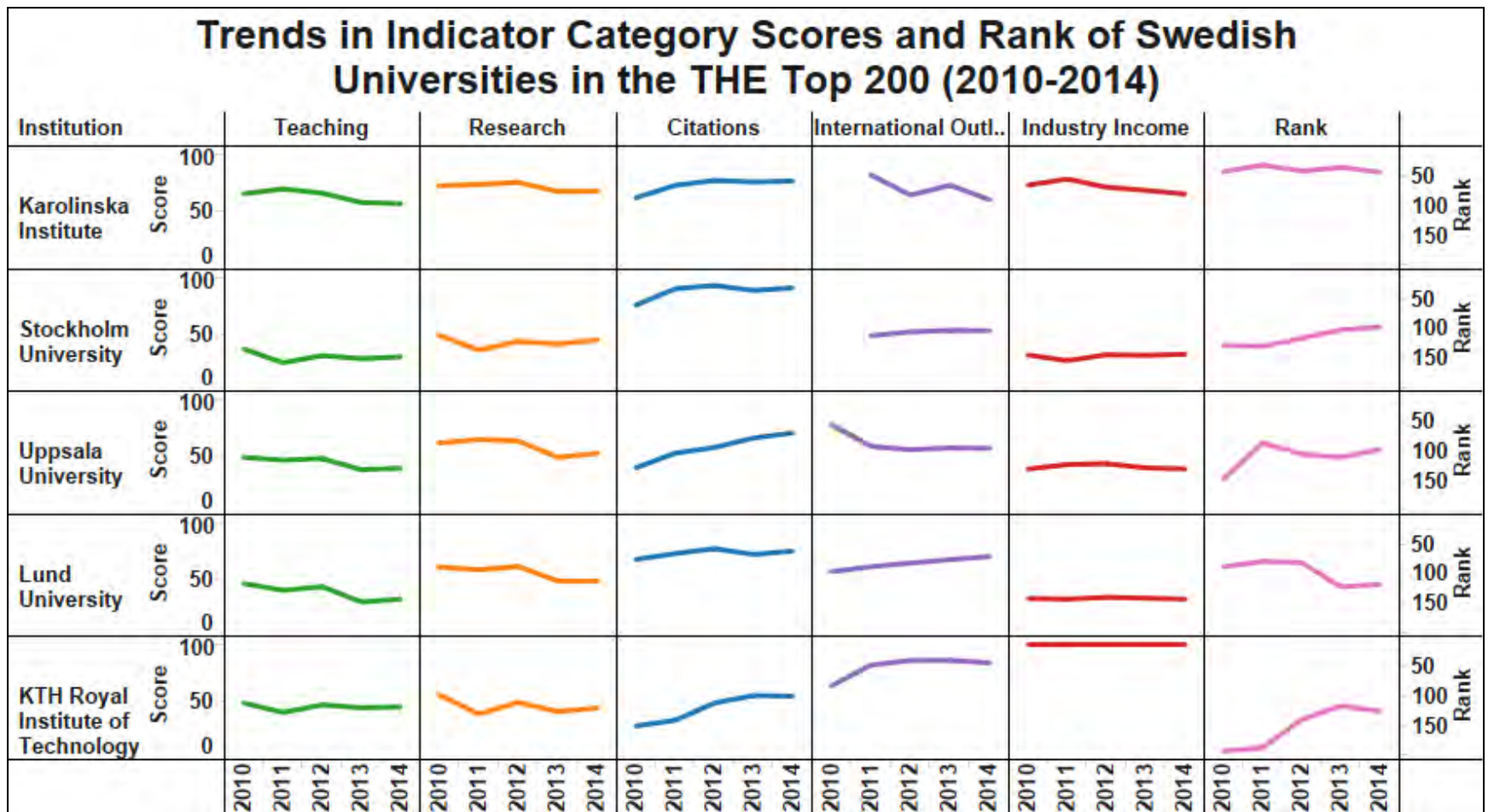
➤ Contextual Evidence

➤ Systemic Optimization

➤ Global Outreach

PEER BENCHMARKING

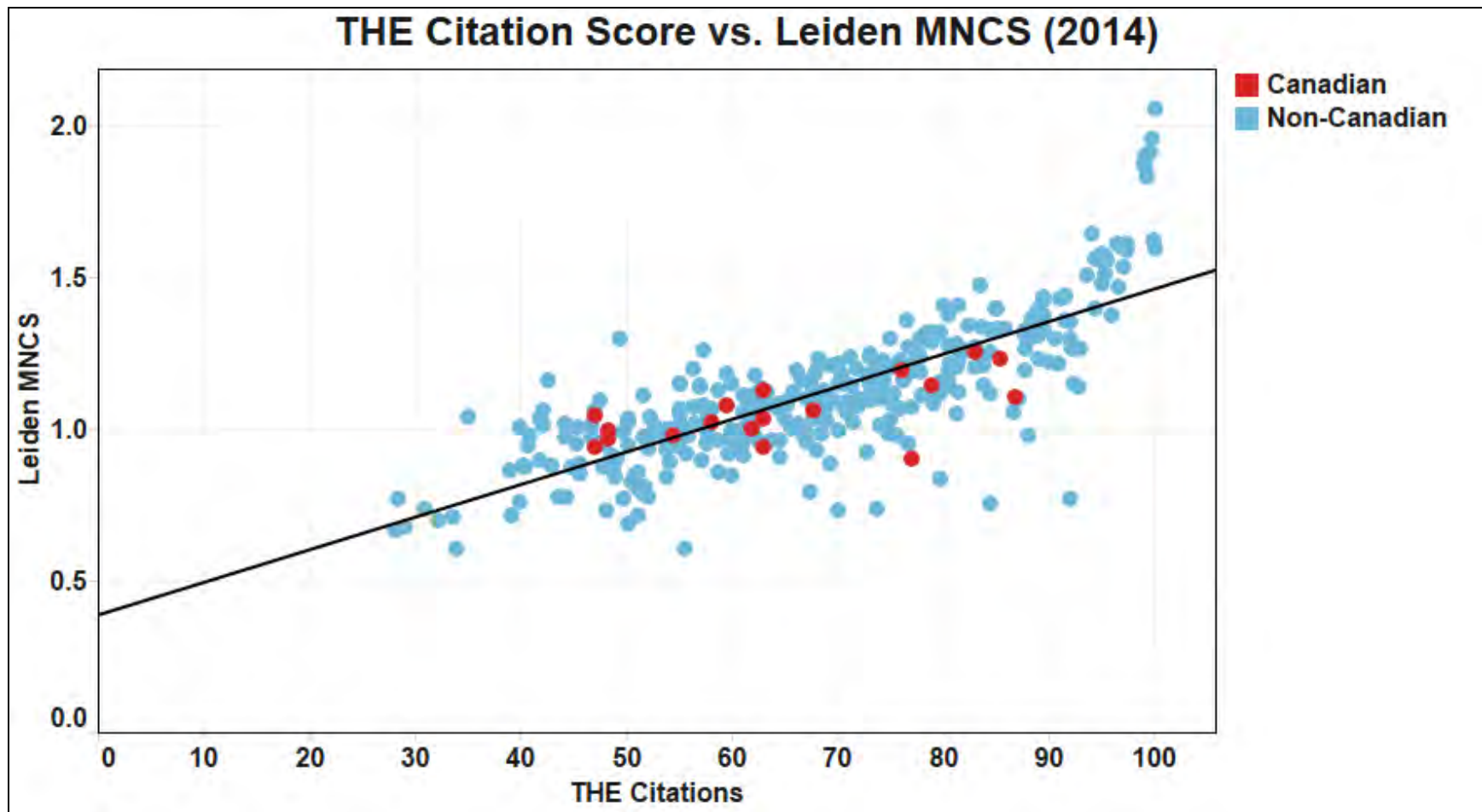
Trends in Indicator Category Scores in the THE Top 200



Breakout analysis of comparator groups at the indicator level

PEER BENCHMARKING

Insights from Cross-Ranking Analysis



University peer group comparison at the citation indicator level

Notes: R-squared = 0.61, p-value < 0.0001.

Source: ICG.

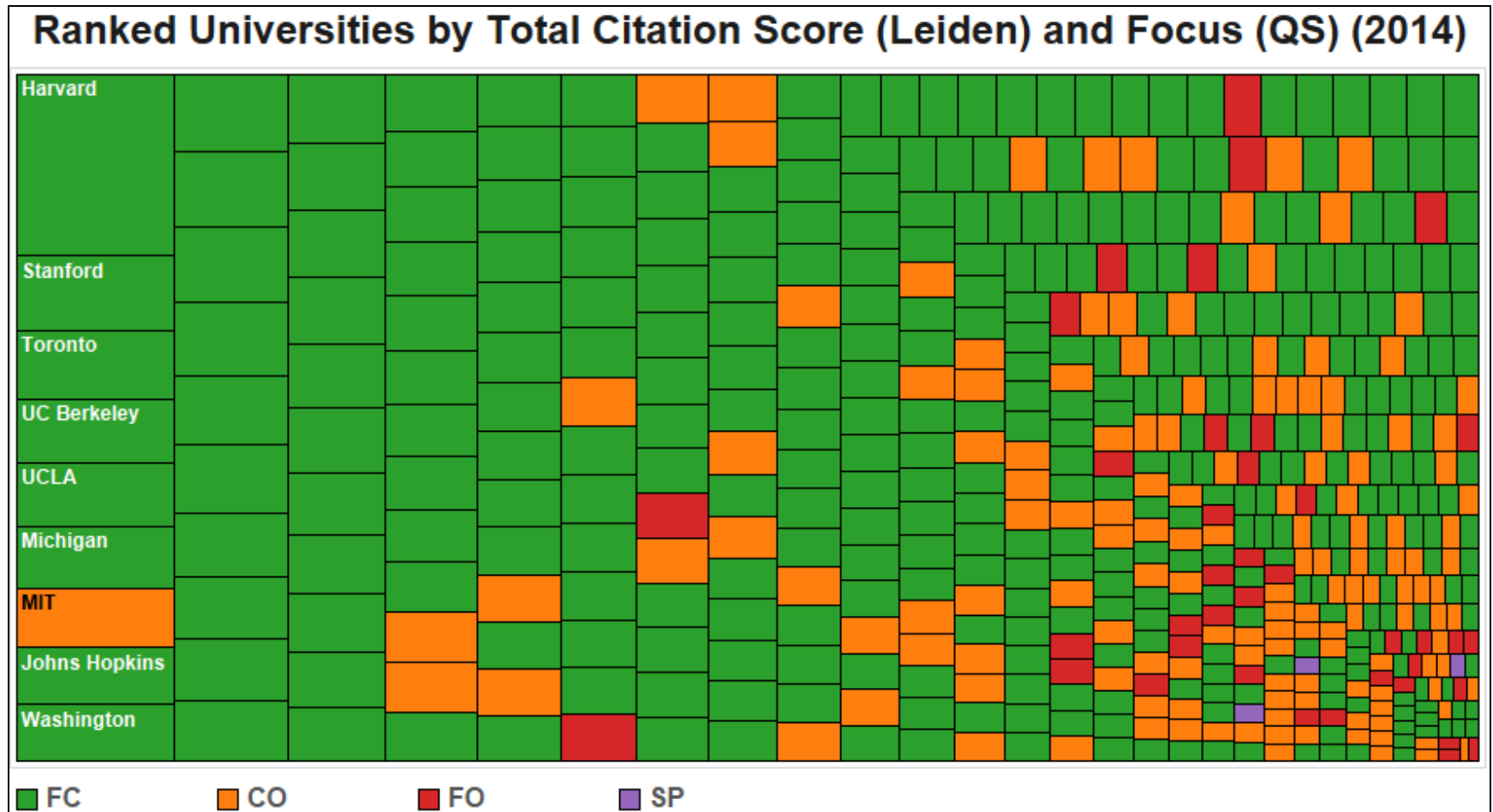
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PEER BENCHMARKING

Institutional Focus and Citation Performance



Impact of a medical school on citation-based performance is apparent

Notes: FC = Full Comprehensive, CO = Comprehensive, FO = Focused, SP = Specialist.

Source: ICG.

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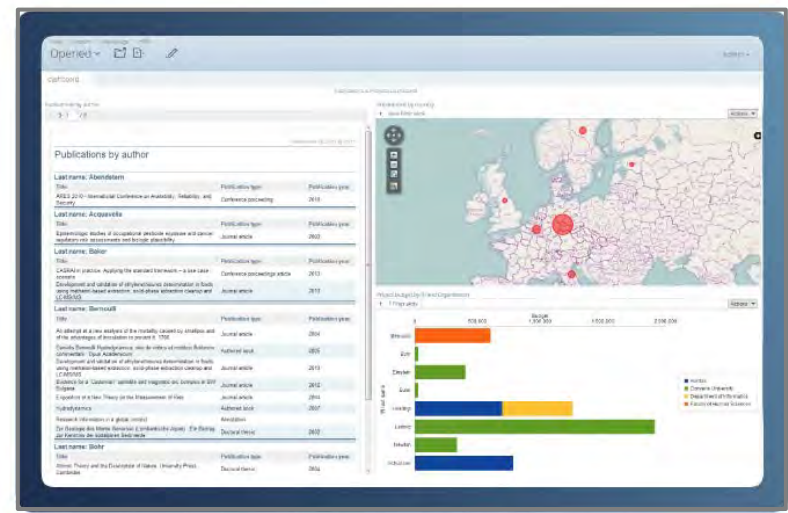
DATA AND RESEARCH SYSTEMS

Data, Concepts, Systems, Policies, and Analytical Performance

Elsevier's Research Dashboard



Thomson Reuters' Converis



ORCID
Connecting Names and Research

FOR RESEARCHERS FOR ORGANIZATIONS ABOUT HELP SIGN OUT

my ORCID RECORD ACCOUNT SETTINGS SEARCH MORE

394,111 ORCID iDs and counting. See more

Your Name appears here

Add information about you to help distinguish you from other researchers.

WORKS EDUCATION EMPLOYMENT FUNDING

Personal Information

Country: Keywords: Websites:

Education Add Education Manually

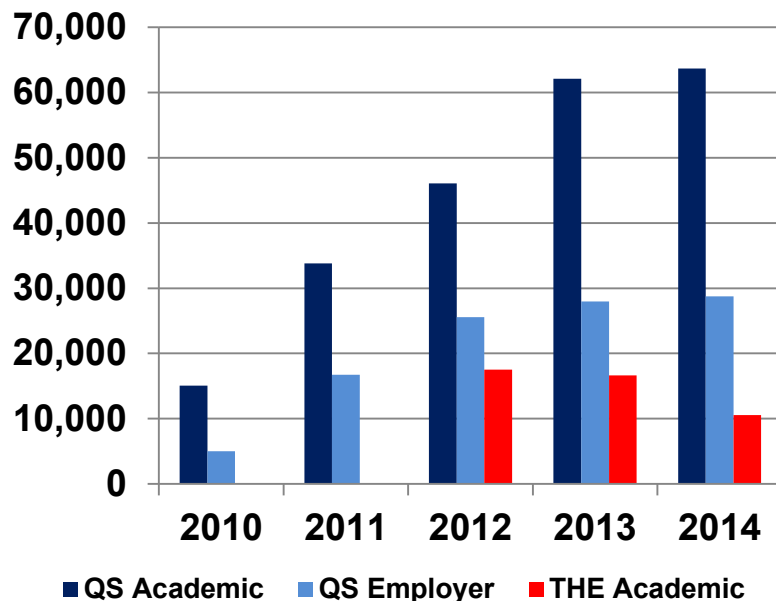
ORCID/Scopus Faculty Profile

Research Systems: From bottom-up analysis to systemic optimization

REPUTATION

Surveys, Ethics, and Sustainable Academic Networking

QS and THE Survey Responses



Institutional Survey Behavior

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Rigging the Rankings?

April 8, 2013
By [Scott Jaschik](#)

The president of University College Cork has asked all faculty members and other academic employees at his institution to each recruit three people from other universities -- people who "understand the importance of UCC improving its university world ranking" -- to register to vote in the survey of university reputations conducted by Quacquarelli Symonds (QS), one of the major producers of international higher ed rankings.

Surveys remain the most opaque elements of QS and THE

Dozens of universities try to, or actually manipulate surveys

Legitimately engaging with survey takers is complicated

ICG advises on long-term, ethical, and sustainable approaches

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Integrated Rankings Strategy

As-Is Optimization

- Improvement of internal data gathering approach and fit with rankings methodologies
- Streamlining of internal approaches to rankings (reporting, communication, timetables, responsibilities)
- Focusing of future efforts on most impactful improvement areas
- Improve other core modules delivery

Core

Long-term Advances

- Data repository, definitions, harmonization, and integration concept development
- Matching of institutional academic and research strategies to ranking agencies' developments
- Calculation of investments required to advance to specific rankings positions

Opt.

Sustainability

- Matching institutional capabilities with realistic rankings performance
- Long-term rankings strategy development (10 years out)
- Cost/benefits calculations of investments
- Game theory-based scenarios regarding competition dynamics

Opt.

➤ Tactical Improvement

➤ Strategic Improvement

➤ Long-range Planning

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Dr. Daniel J. Guhr
Managing Director

Illuminate Consulting Group
P.O. Box 262
San Carlos, CA 94070
USA

Phone +1 650 860 6102

Fax +1 650 860 6109

E-mail guhr@illuminategroup.com

Web www.illuminategroup.com

Benchmarking

- **would it be possible to address the global comparisons here - some stuff we talked about for UW -**
- **categorize - classify, assess the 20-50 above and below; identify aspirational peers; assess the feasibility of developing benchmarks based on the peer assessment....**