

**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**

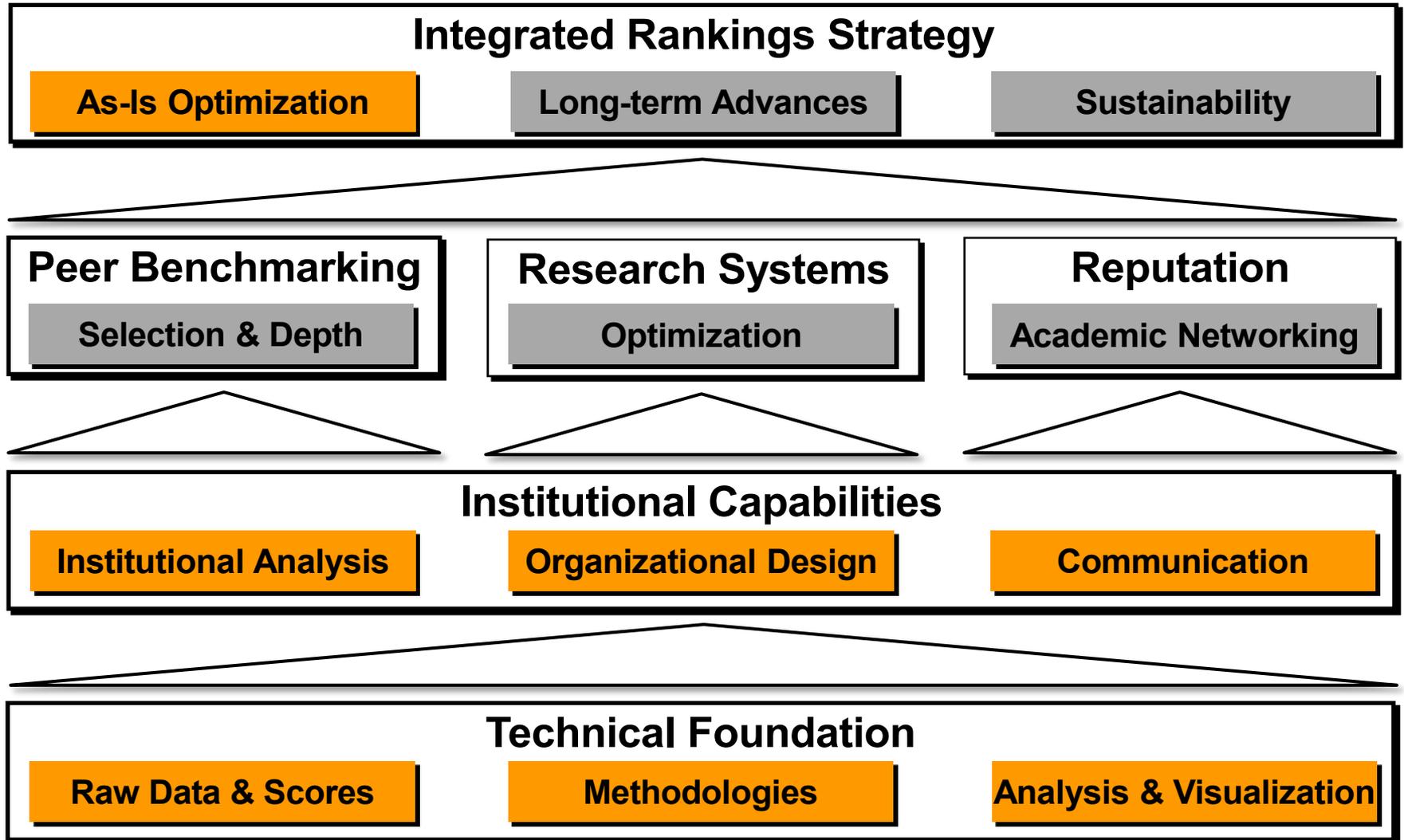
**ICG Contact Information**

**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 &amp; Reviews (4 International Colleges &amp; 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													

Acad. performance w/ league table

Acad. Performance w/o league table

Broad-based league table

Multi-indicator ranking

Employability-based league table

Web presence league table

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

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

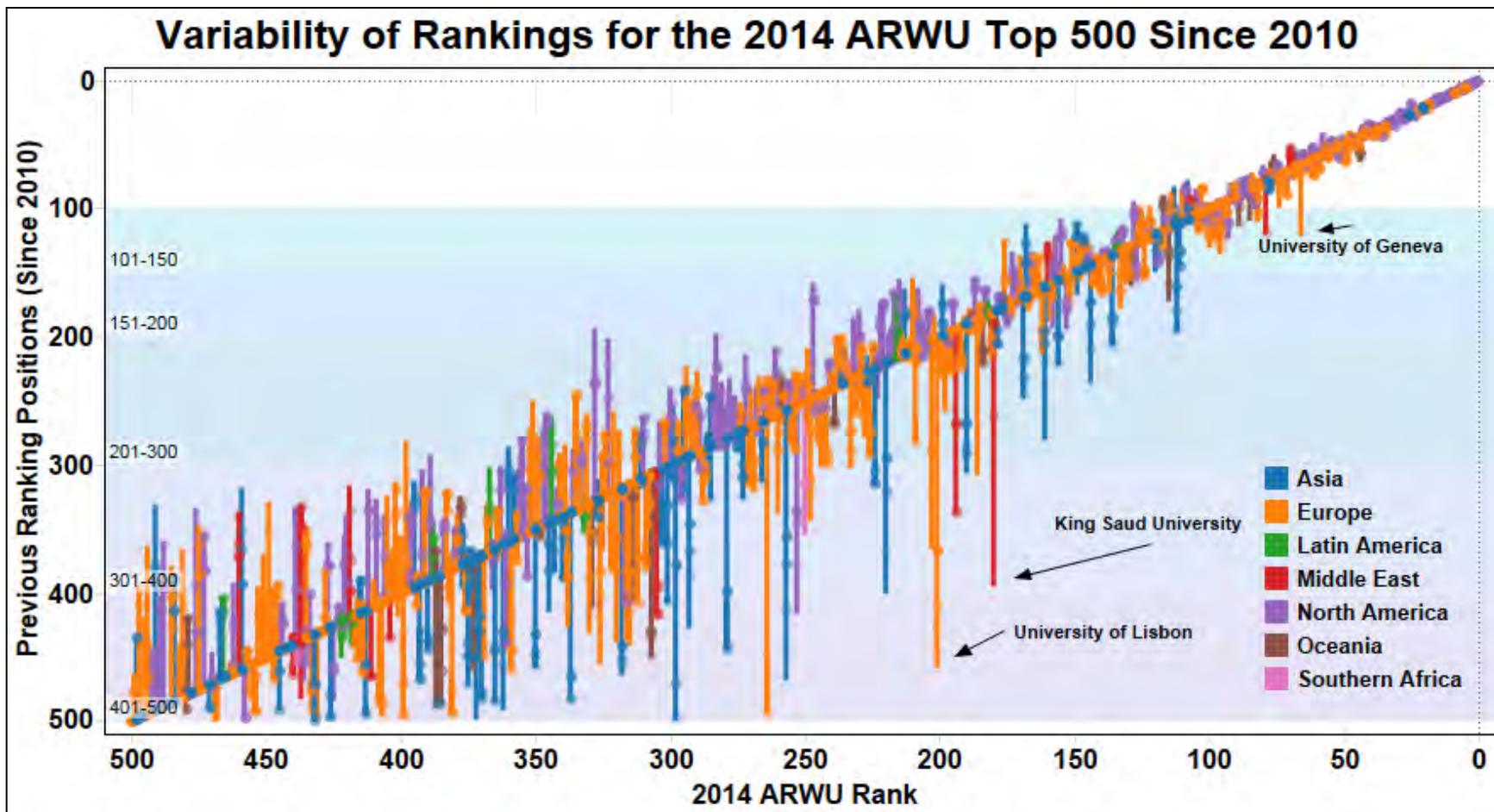
- Detailed analysis of institutional performance
- Historical and peer trend analysis
- Analysis ranging from descriptive statistics to advanced multi-factorial modeling
- Visualizations in Excel and Tableau

Core

➤ **Interpretability**

# CONTEXTUALIZING PERFORMANCE IN THE RANKINGS

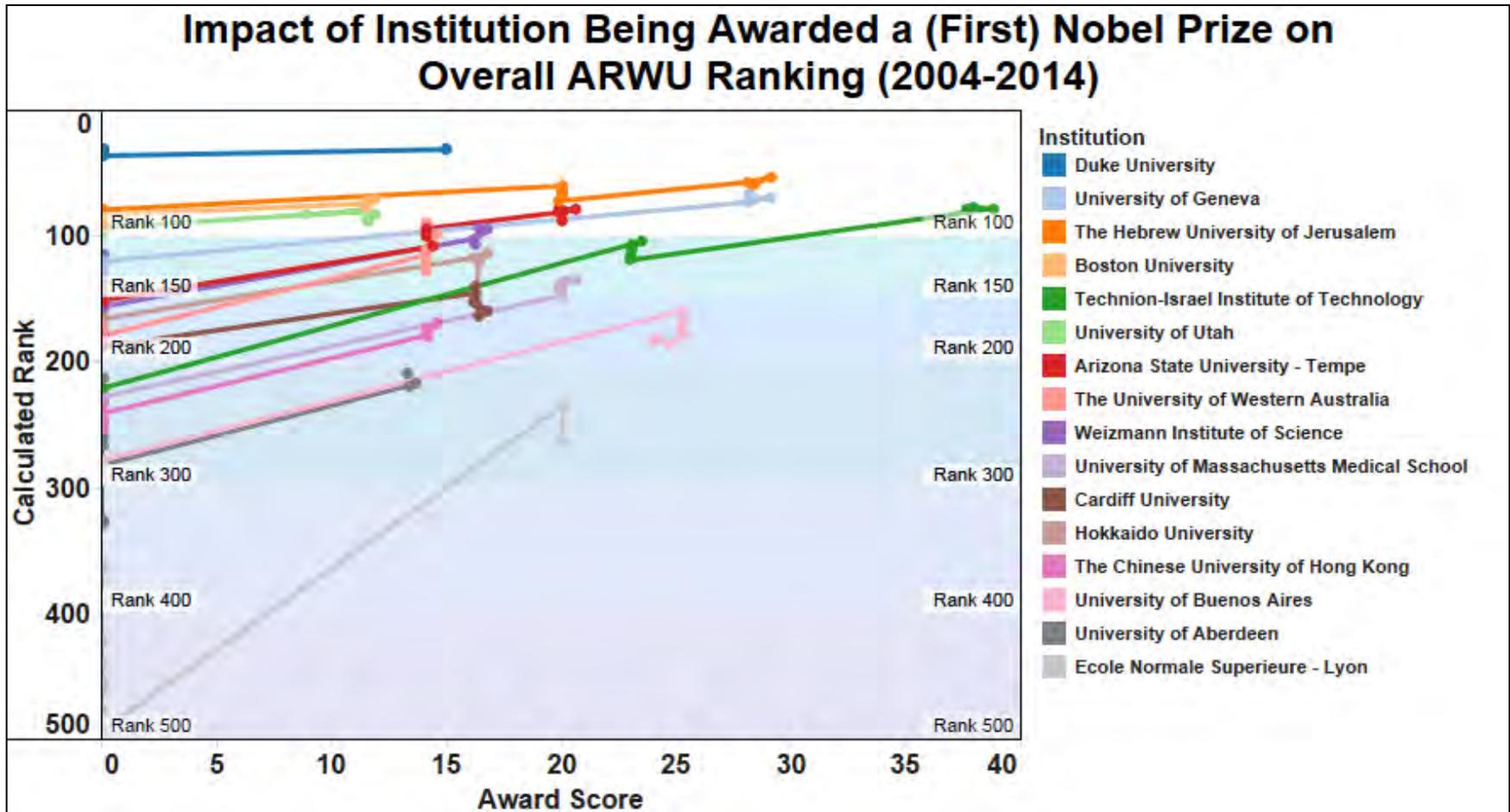
## ARWU (Shanghai) 2010 to 2014



**Top 100 compactness, overall variability levels, Nobel Prizes impact**

# CONTEXTUALIZING PERFORMANCE IN THE RANKINGS

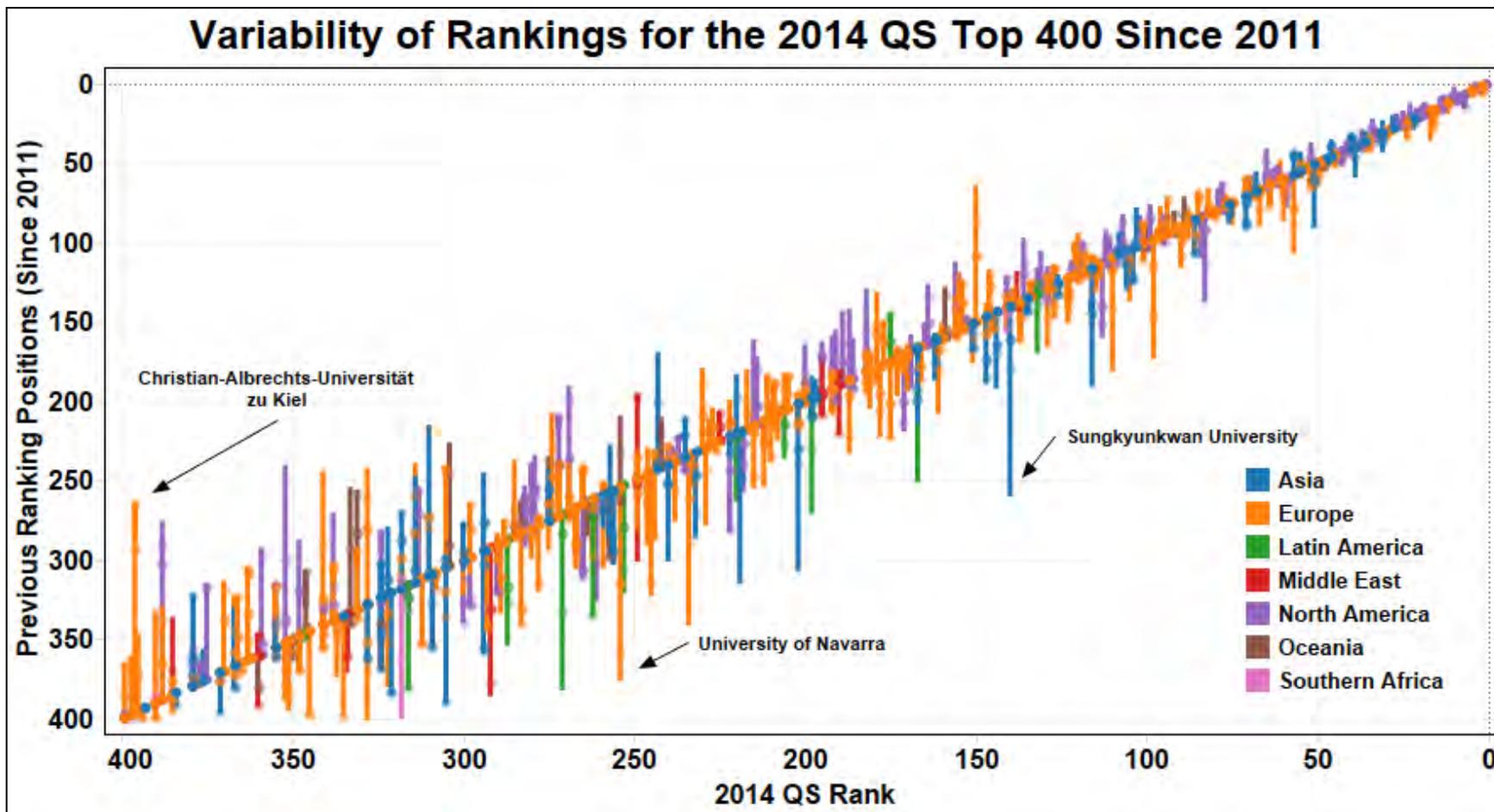
## Impact of Nobel Prize Award on ARWU (Shanghai) 2004 to 2014



**ICG analyses the concise impact of any given rankings indicator**

# CONTEXTUALIZING PERFORMANCE IN THE RANKINGS

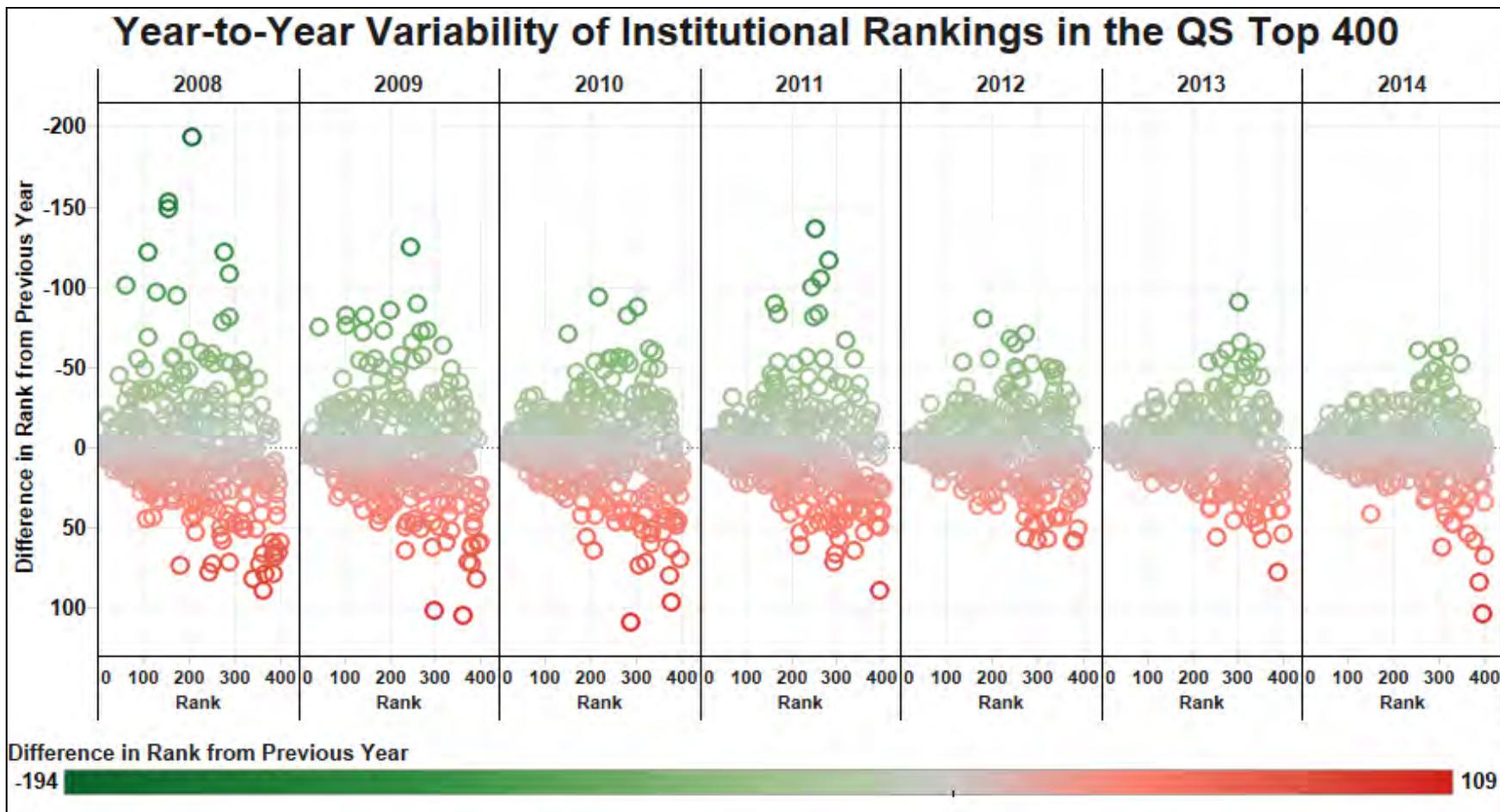
## QS World University Ranking 2011 to 2014



**Dampening methodology, impact of surveys, institutional manipulation**

# CONTEXTUALIZING PERFORMANCE IN THE RANKINGS

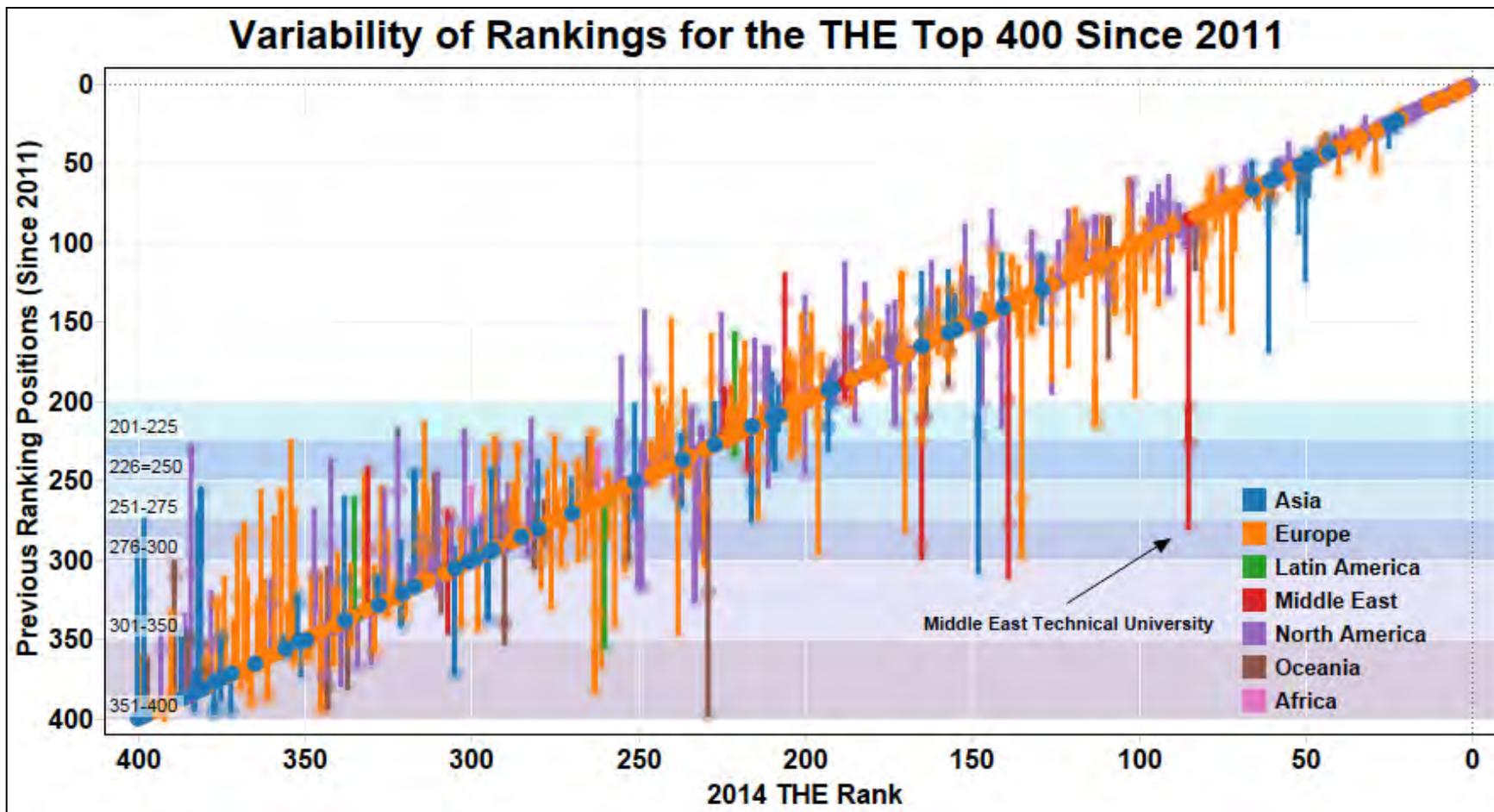
## Variability of the QS Top 400 from Year to Year 2008 to 2014



**Analysis shows increase in the stability of the ranking**

# CONTEXTUALIZING PERFORMANCE IN THE RANKINGS

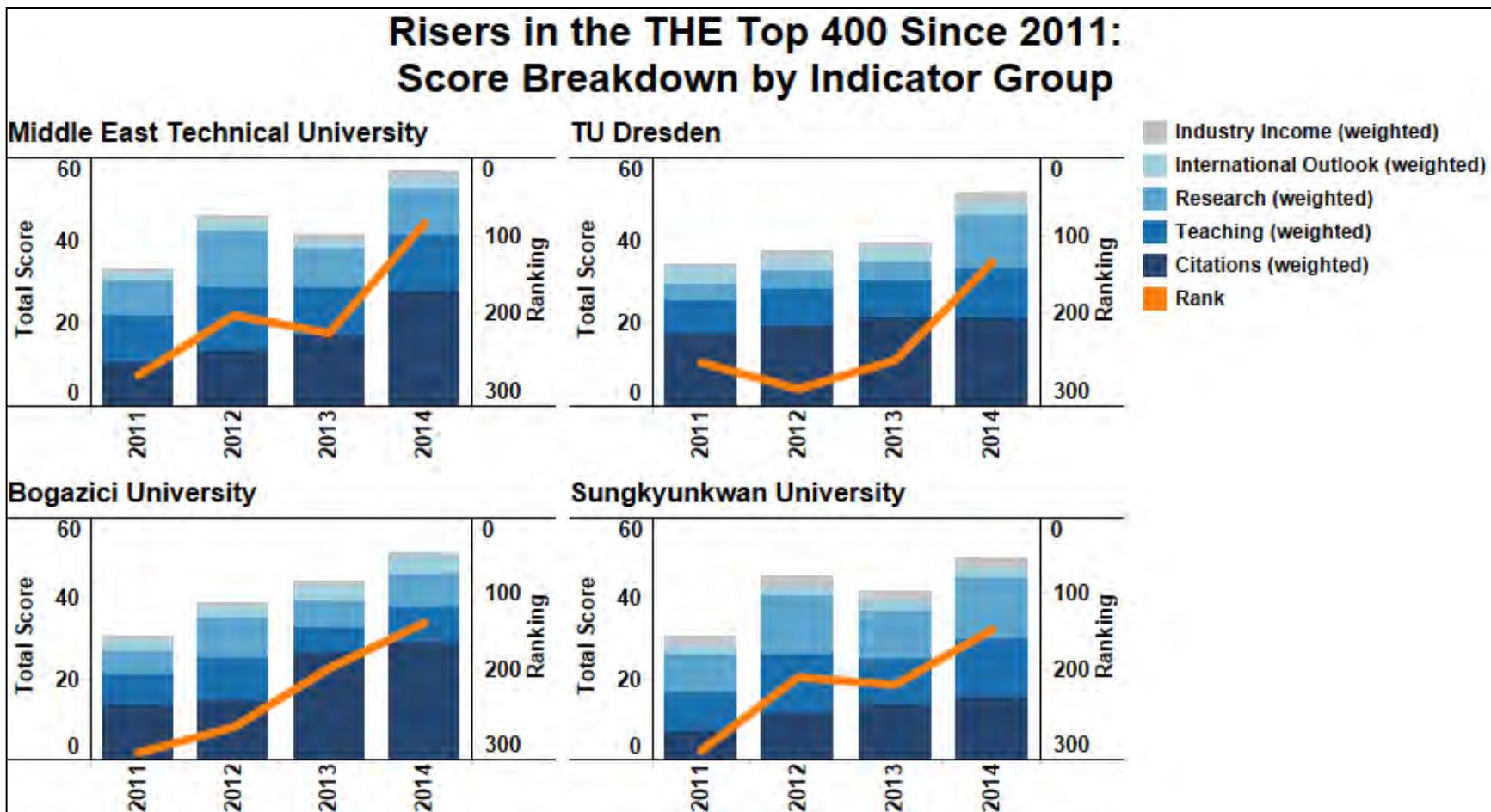
## THE World University Rankings 2011 to 2014



**Citation normalization changes, large variability, institutional manipulation**

# CONTEXTUALIZING PERFORMANCE IN THE RANKINGS

## Drivers of Improvement in the THE Rankings



**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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Strategic International Rankings Performance Analysis – July 2015

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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

➤ Discover & Improve

### 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

➤ Streamline

### 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

➤ 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



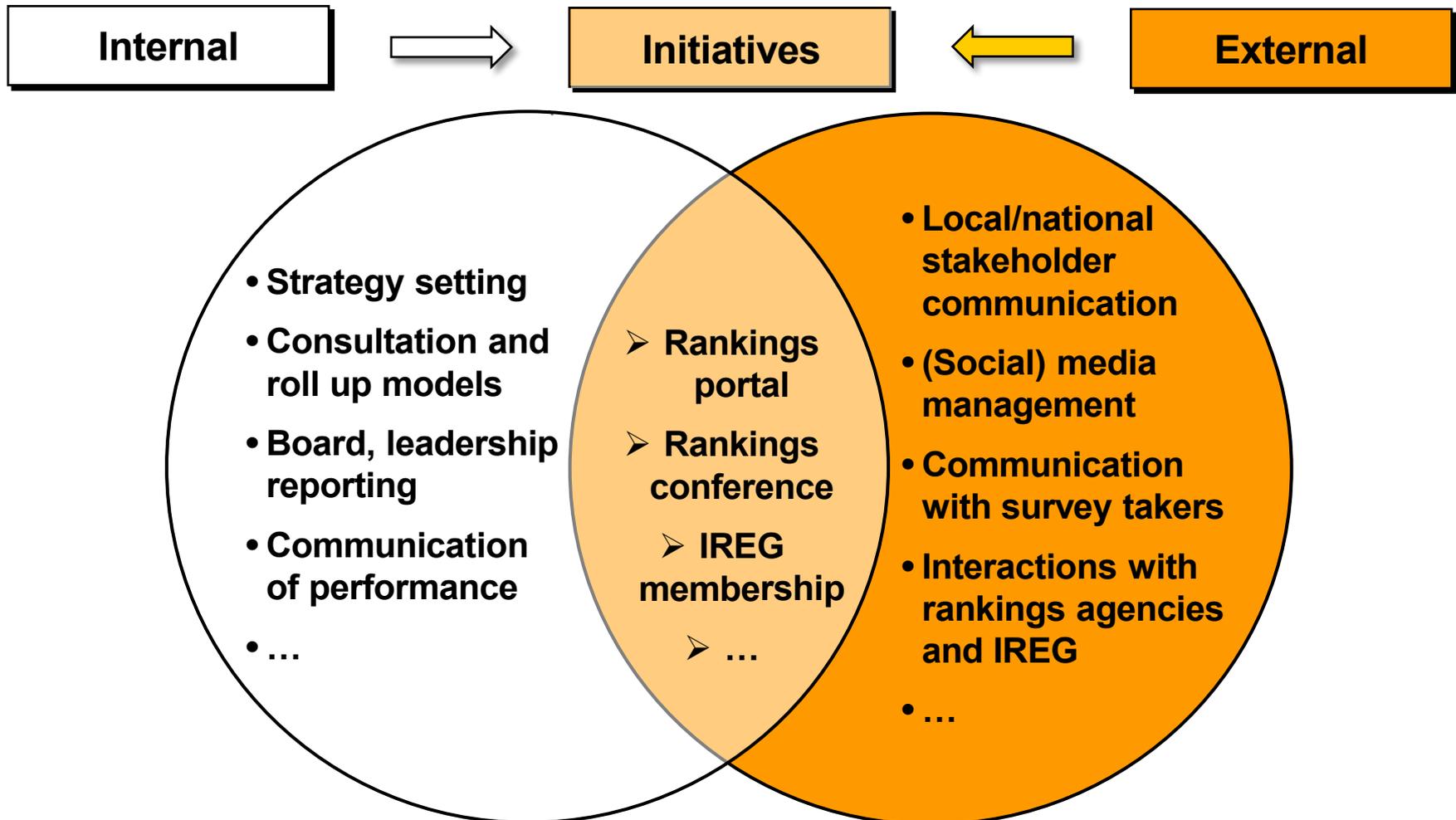
### ...To

- 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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# ICG'S RANKINGS ADVISORY SERVICES

## 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.

➤ Contextual Evidence

### 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.

➤ Systemic Optimization

### Reputation

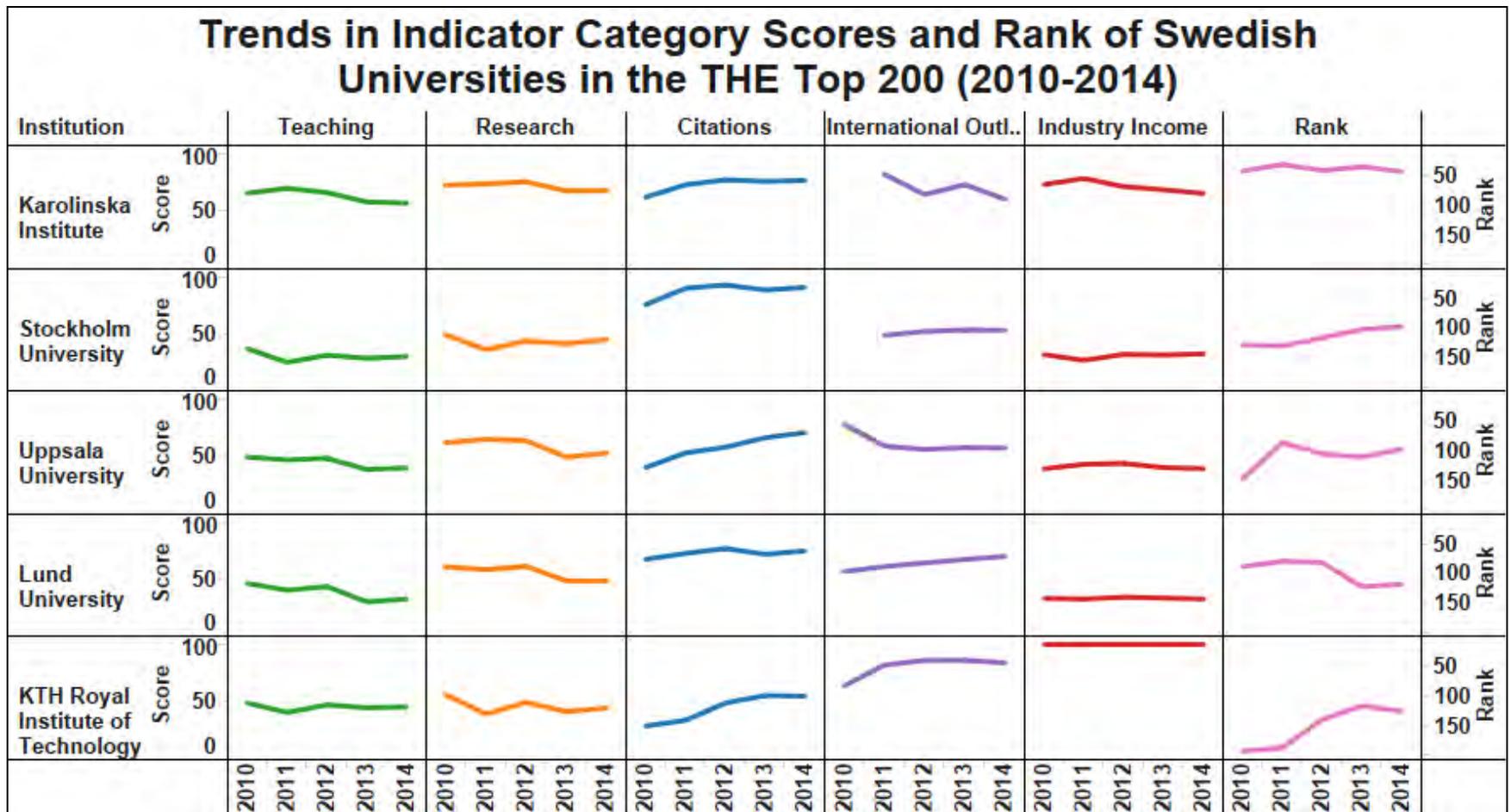
- Analysis of academic peer ranking data and implications (QS and THE)
- Analysis of employer rankings data and implications (THE and E/T)
- Survey of past external stakeholder engagement and improvement models
- Outreach and engagement strategy development for all external stakeholders

Opt.

➤ Global Outreach

# PEER BENCHMARKING

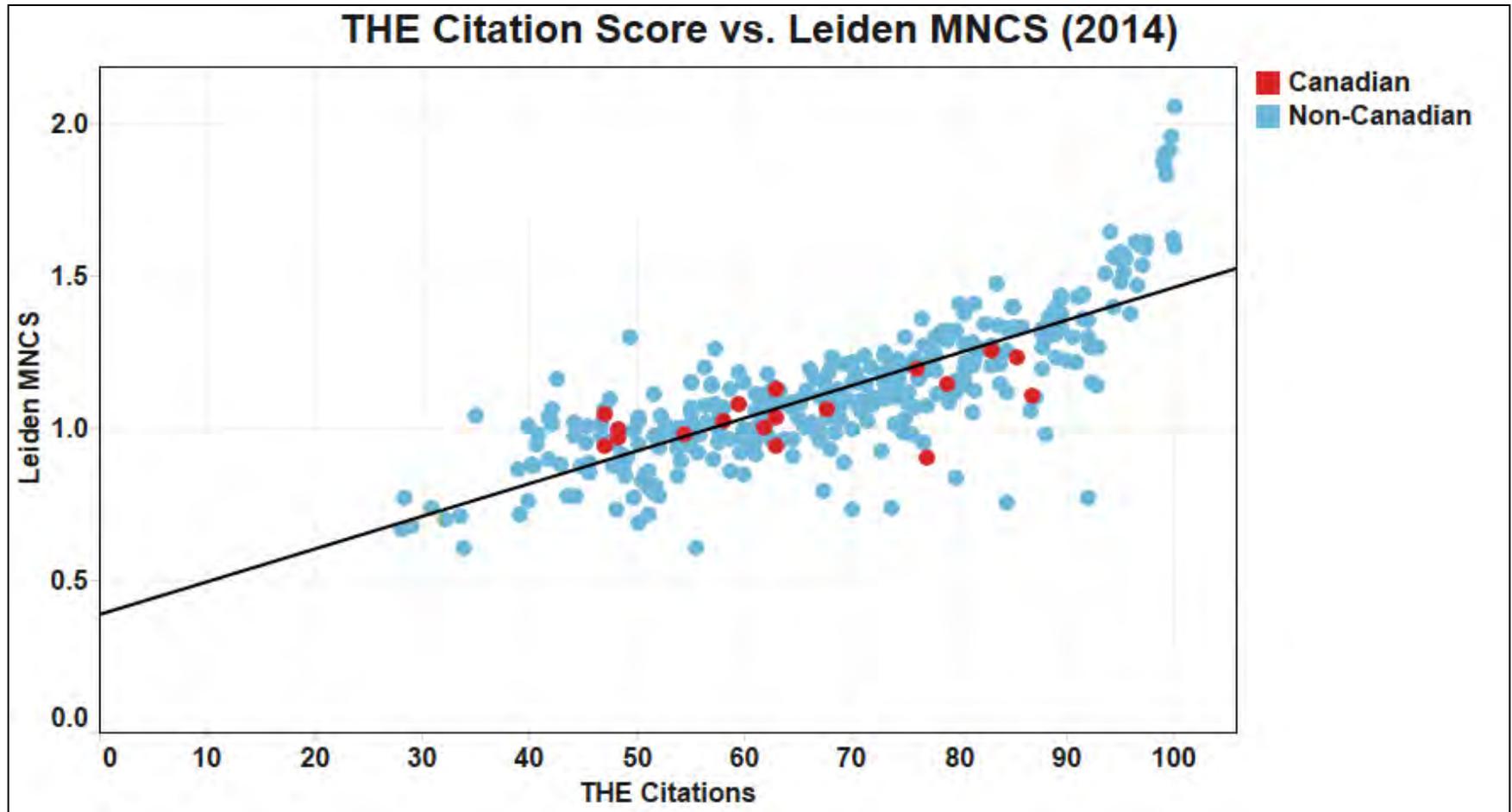
## Trends in Indicator Category Scores in the THE Top 200



**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.

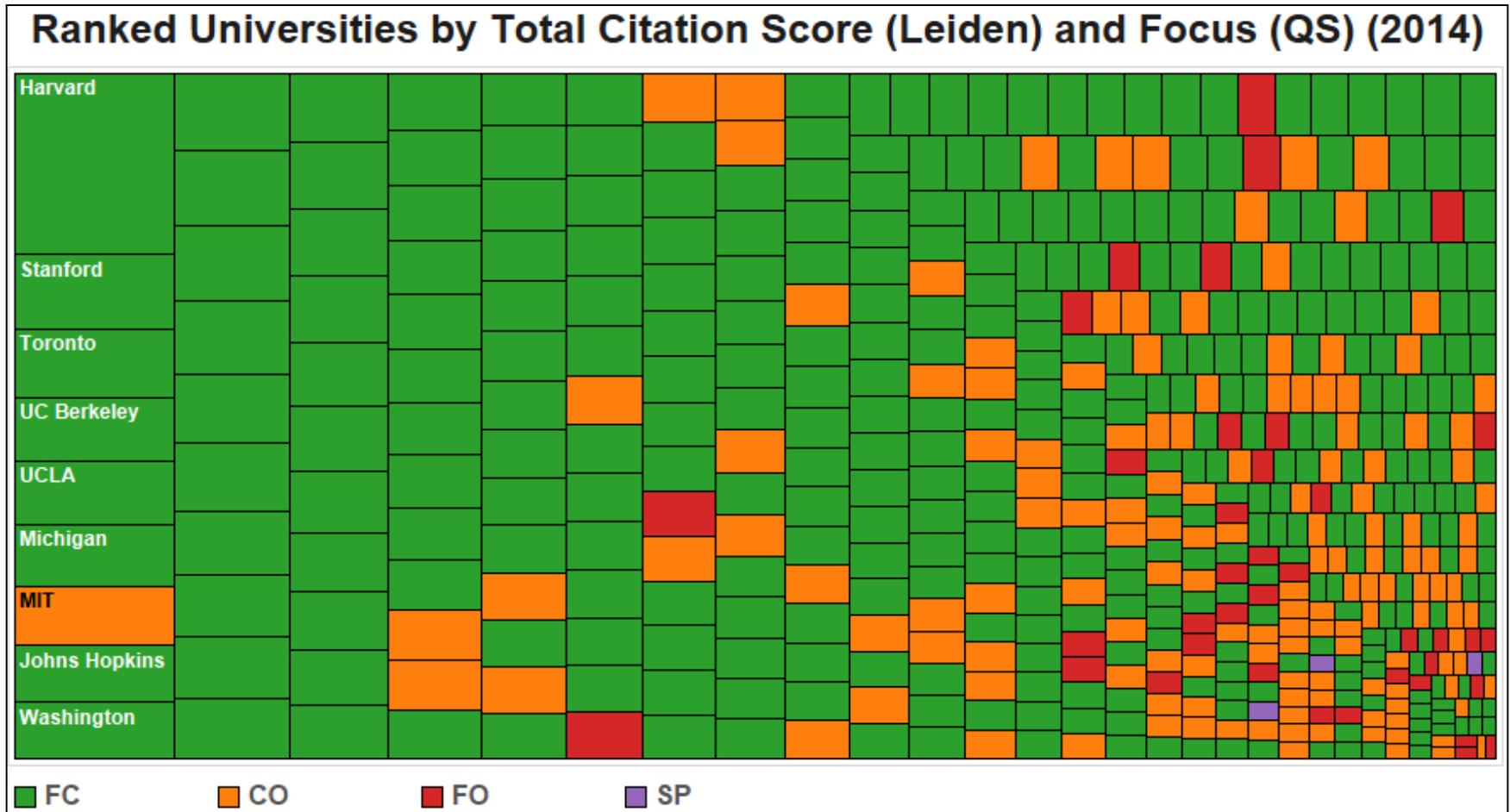
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Strategic International Rankings Performance Analysis – July 2015

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# PEER BENCHMARKING

## Institutional Focus and Citation Performance



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

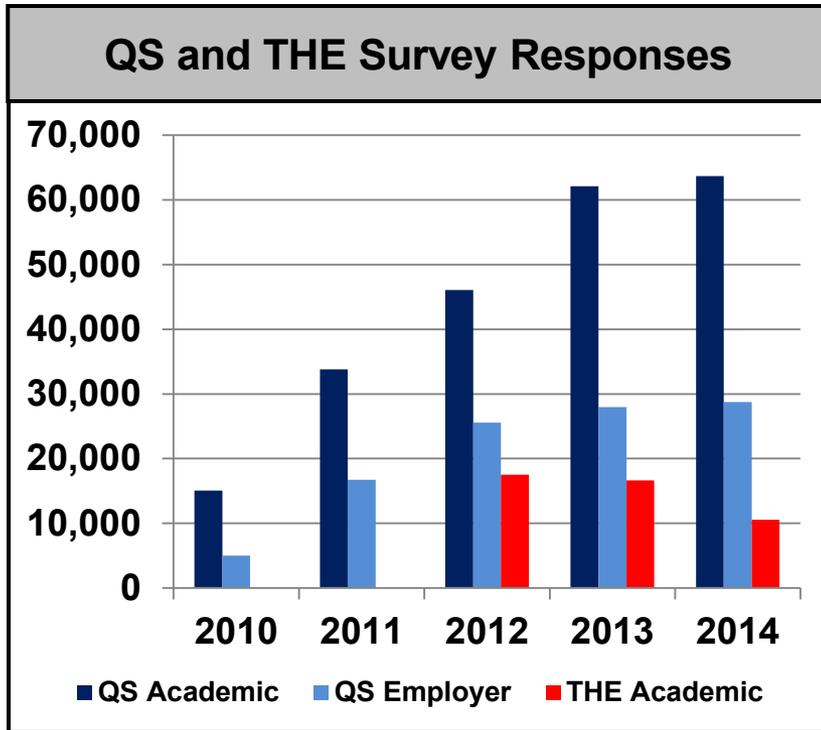
Notes: FC = Full Comprehensive, CO = Comprehensive, FO = Focused, SP = Specialist.

Source: ICG.



# REPUTATION

## Surveys, Ethics, and Sustainable Academic Networking



### Institutional Survey Behavior

INSIDE HIGHER ED | View Exclusive AALUP Compensation Survey Data | SUBSCR

NEWS | VIEWS | CAREER ADVICE | BLOG U | SURVEYS | WEBINARS

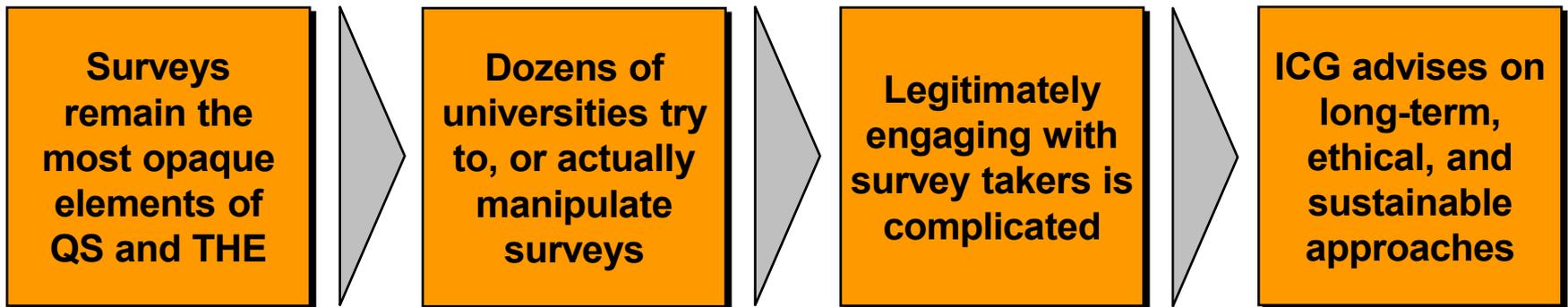
ADMISSIONS | BOOKS | TECHNOLOGY | COMMUNITY COLLEGES | DIVERSITY | TEACHING & LEARN

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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.



Source: ICG, Inside Higher Ed, QS, THE.

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# ICG'S RANKINGS ADVISORY SERVICES

## 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

➤ Tactical Improvement

### 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.

➤ Strategic Improvement

### 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.

➤ Long-range Planning

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**Web [www.illuminategroup.com](http://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....**