

How to Build World-Class Universities

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Times Higher Ed Global Ranking of Japanese Universities

| University | 2004 | 2019 | Δ |
|-------------------------------|------|---------|----------------|
| University of Tokyo | 12 | 42 | -30 |
| Kyoto University | 29 | 65 | -36 |
| Tokyo Institute of Technology | 51 | 251-300 | \approx -200 |
| Osaka University | 69 | 251-300 | \approx -200 |
| Tohoku University | 153 | 251-300 | \approx -100 |
| Nagoya University | 167 | 301-350 | \approx -150 |

Times Higher Ed Global Rankings of Top Asian Universities

| University | 2009 | 2019 | Δ |
|--|------|------|----------|
| University of Tokyo | 22 | 42 | -20 |
| Hong Kong University | 24 | 36 | -12 |
| Kyoto University | 25 | 65 | -40 |
| National University of Singapore | 30 | 23 | +7 |
| Hong Kong University of Science and Technology | 35 | 46 | -11 |
| Tsinghua University | 49 | 22 | +27 |
| Peking University | 52 | 31 | +19 |

Global Rank of Japan on Measures of Educational Attainment

| Measure of Educational Attainment | Rank |
|--|------|
| % of 25-34 year olds with some tertiary education | 3 |
| % of enrolled students completing tertiary degree or program | 5 |
| PISA age 15 scores in reading | 5 |
| PISA age 15 scores in mathematics | 5 |
| PISA age 15 scores in science | 2 |

Essential characteristics of world-class universities

- First-rate **facilities and equipment** for research
- **Competitive salaries** to attract top-tier faculty
- Ample **funding** for research
- **Merit-based allocation** of research funding
- **Top scholars and scientists locate in universities**, not in institutes without students
- **Openness** to the global community of scholars
- **Curriculum and pedagogy** that encourage critical thinking
- **Governance** that allows academic leadership sufficient flexibility to innovate

China's progress toward the essential features of world-class universities

| Characteristic | Summary of progress |
|---------------------------------------|----------------------|
| Facilities and Equipment | Excellent |
| Competitive faculty salaries | Excellent |
| Ample research funding | Excellent |
| Merit-based allocation of funds | Substantial progress |
| Co-locating research and teaching | Substantial progress |
| Openness to the global community | Substantial progress |
| Encouragement of critical thinking | Mixed progress |
| Governance that encourages innovation | Problematic |

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