

---

# WURI: What it means to ADB!

---

2025. 12. 4

Dong-sung Cho

Chair, WURI Foundation (<https://www.wuri.world/>)

[dscho123@gmail.com](mailto:dscho123@gmail.com), +82-10-8233-8888

## 1. The Importance of Evaluation

No measurement, no improvement ---Peter Drucker

People move along the criteria by which they are evaluated.  
Organizations do the same.

## 2. The Importance of Criteria

There are two types of evaluation criteria.

One is the Result (Olympic medals), the other is the Cause (Academy awards).

# Two Types of Measurement in University Rankings

## Type 1



- Output
- External appearance such as “graduates’ employment rate” and “faculty performance such as Nobel Prizes”

## Type 2

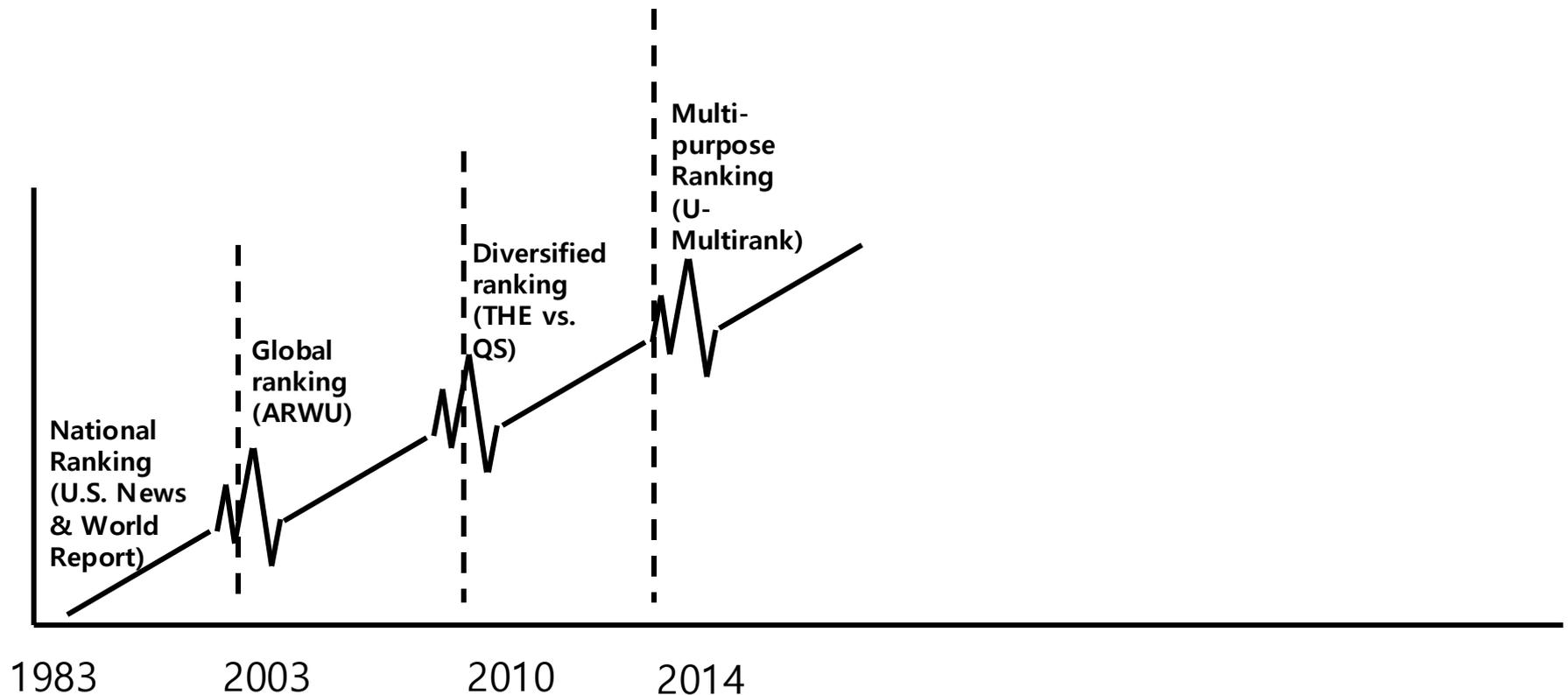


- Input and Process
- Internal activities such as “improving quality of education and research”

# Contents

1. Evolution and Revolution of University Rankings
2. Start of WURI in 2020
3. Innovations of WURI during 2021~2025
4. Innovations of WURI for 2026
5. Innovations of WURI for 2027 and beyond
6. Global Recognition of WURI
7. Guideline and Helpful Tips to prepare for WURI 2026
8. WURI-Related Conferences

# Evolution of University Rankings (1983 → 2019)



# WURI as an Innovator of University Rankings: [www.wuri.world](http://www.wuri.world)



ABOUT WURI | WURI RANKING | WURI ANNOUNCEMENT | WURI GLOBAL CONFERENCE | WUNI 2024



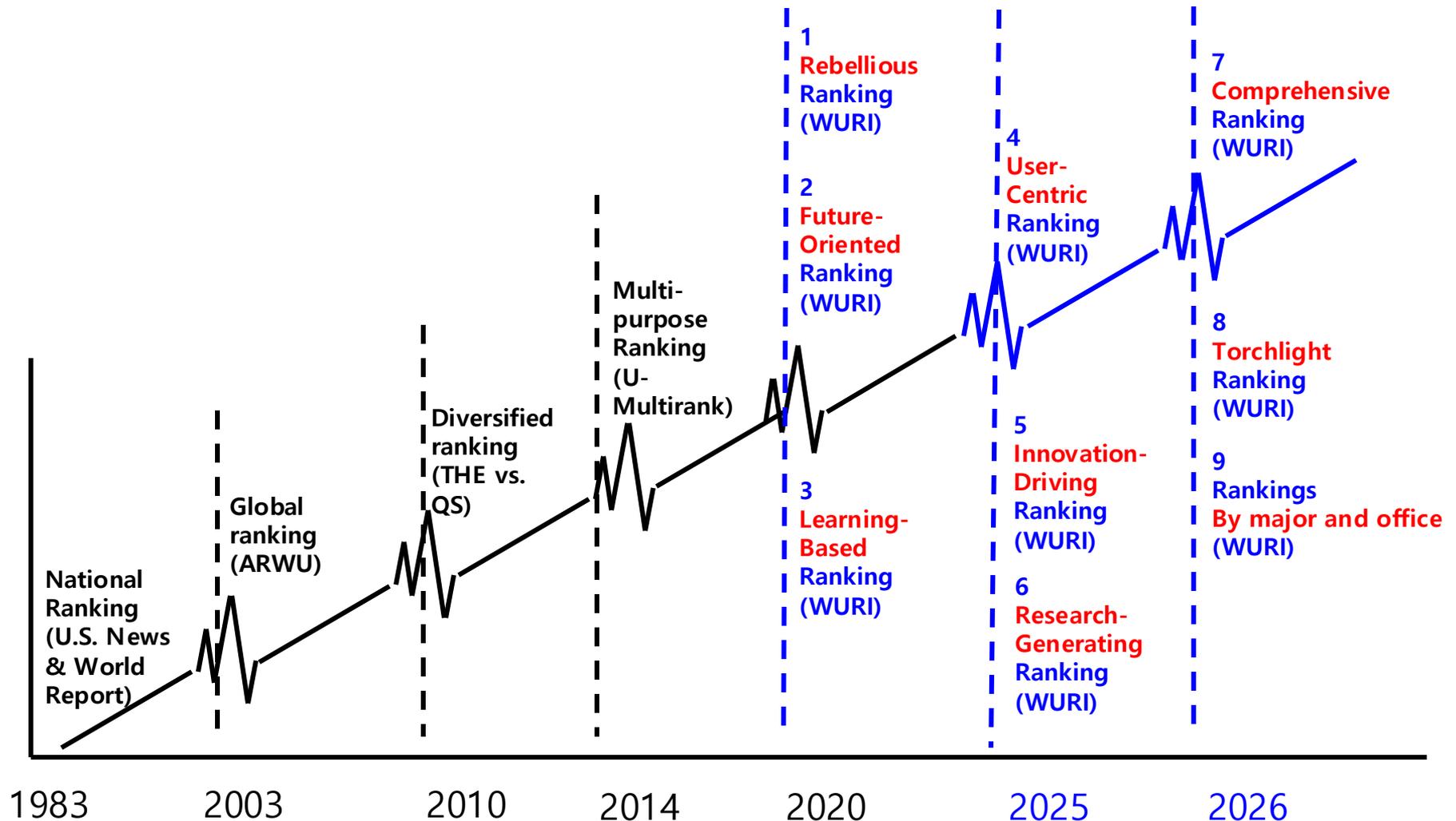
- **WURI 2026 Official Launch: October 10, 2025**
- **Webinar for WURI Ranking 2026: November 5, 2025 ([Zoom Link](#))**
- **WURI Application Deadline: December 5, 2025**
- **1st Peer Evaluation: February 15, 2026**
- **2nd Expert Judgment: March 15, 2026**
- **WURI Ranking Announcement at HLU annual Conference: May 6~8, 2026**  
(National Chi-Nan University, Taiwan)
- **3rd WURI Global Conference: September 23~25, 2026**  
(Deggendorf Institute of Technology, Germany)
- **1st WURI International Research Conference: November 18-20, 2026**  
(Makati University, Philippines)

## WURI Ranking 2026 Framework

Innovation Targets: For Whom to Innovate?		Innovation Means: How to Innovate?		Innovation Targets: What to Innovate?	
For Student	A1. Student Support and Engagement	Leadership	B1. Visionary Leadership	Research	C1. Representative Research Project
	A2. Student Mobility and Openness		B2. Empowerment-Based Management		C2. Interdisciplinary, Convergent, and Integrated Research
For Industry	A3. Industrial Application	Environment	B3. Digital and AI Transformation in Strategy and Management	Education	C3. Curricular Innovation for Future-Readness
	A4. Entrepreneurial Culture & Eco-System		B4. Culture/Value		C4. AI-based Teaching and Learning Transformation
For Society	A5. Crisis Management	Resource	B5. Funding for Sustainability	Social Engagement	C5. Social Impact through Knowledge Transfer
	A6. Ethics and Integrity		B6. Infrastructure/Technologies		C6. Inclusive Social Innovation for the Underserved
For Global Community	A7. Future-Oriented Responses to Global Uncertainty and Geopolitical Risks	Mechanism	B7. Cost-Benefit Management	Communication	C7. University-Based Entrepreneurial Projects
	A8. SDG- and ESG-Based Responses to Past and Present Global Challenges		B8. University Brand and Reputation		C8. Financial Impact Driven Tech Transfer

# Revolution of University Rankings (2020 → 2026)

- WURI's role –Innovator of University Rankings



# WURI as an Innovator of University Rankings

(2020)

1. Any universities working hard can be at the Top. → **Rebellion** with WURI
2. Statistics out, innovative cases in → Evaluating not the past but the **future**
3. Cross-evaluation by participating presidents → **Learning-based** ranking

(2021~2025)

1. Case writing by customers → **User-centric** ranking
2. Encouraging many cases to submit → From innovation follower to **innovation driver**
3. Professors actively in writing cases → **Research papers and academic journals**

(2026)

1. 3 axes with 24 categories → **Comprehensive** innovation
2. Such as Representative research projects (C1) → **Torchlight** effect
3. Decentralized ranking → Rankings **by Major and Office**

# Contents

1. Evolution and Revolution of University Rankings

2. Start of WURI in 2020

3. Innovations of WURI during 2021~2025

4. Innovations of WURI for 2026

5. Innovations of WURI for 2027 and beyond

6. Global Recognition of WURI

7. Guideline and Helpful Tips to prepare for WURI 2026

8. WURI-Related Conferences

# 2020-1: **Rebellion** with WURI

(2020)

1. Any universities working hard can be at the Top. → **Rebellion** with WURI
2. Statistics out, innovative cases in → Evaluating not the past but the **future**
3. Cross-evaluation by participating presidents → **Learning-based** ranking

(2021~2025)

1. Case writing by customers → **User-centric** ranking
2. Encouraging many cases to submit → From innovation follower to **innovation driver**
3. Professors actively in writing cases → **Research papers and academic journals**

(2026)

1. 3 axes with 24 categories → **Comprehensive** innovation
2. Such as Representative research projects (C1) → **Torchlight** effect
3. Decentralized ranking → Rankings **by Major and Office**

# Profile of world's universities

---

There are 30,000+ universities in the world.  
(Possibly more than 100,000 universities.)

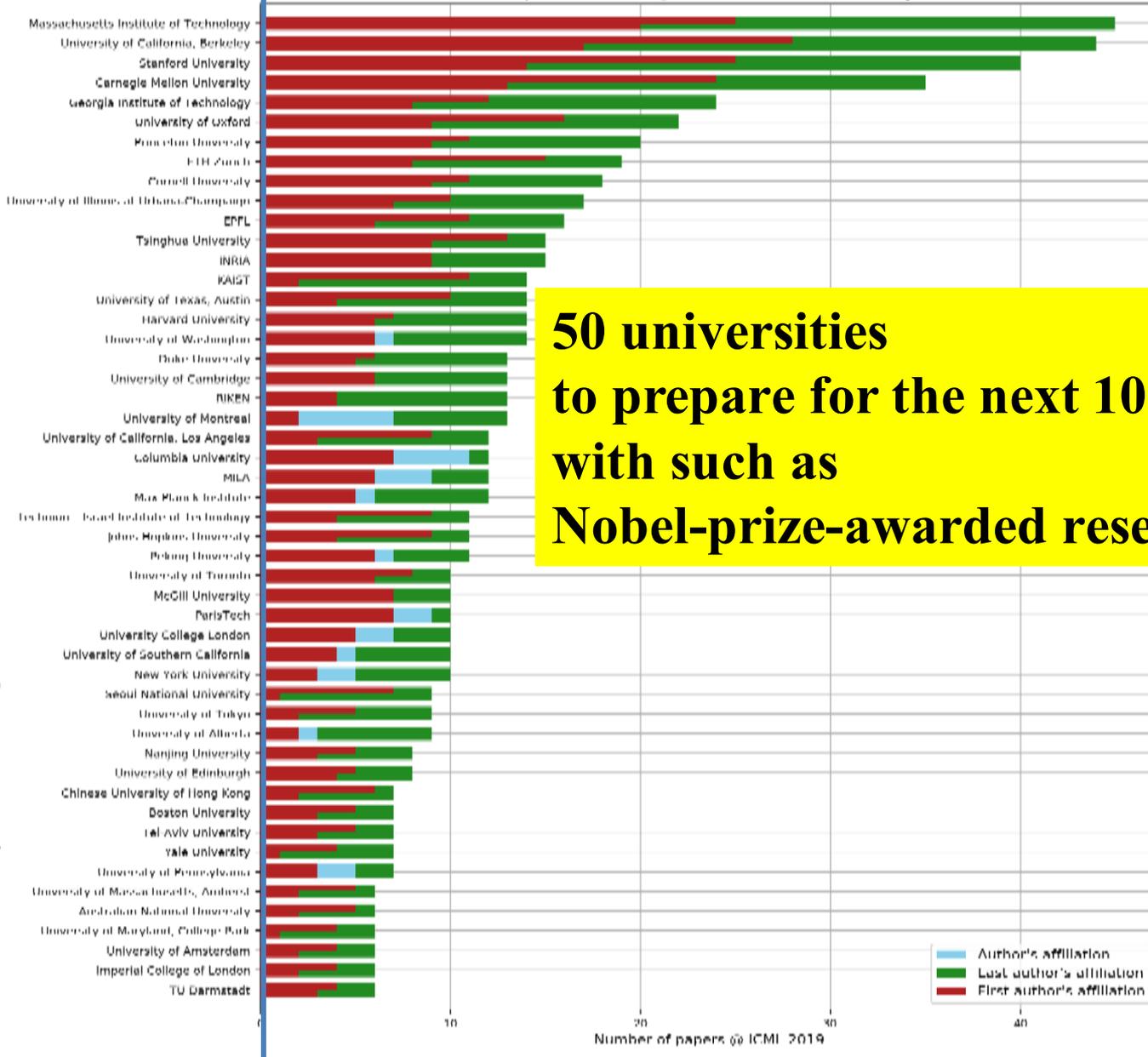
They have two main objectives:

- 1) To prepare for the next 100 years---Major universities (!)
- 2) To serve the society and industry today---Minor universities (?)

If your university belongs to one of the two, which one?

Top 50 institutes, ordered by number of: 21 total affiliations, 20 first author's affiliation, 30 last author's affiliation, 50

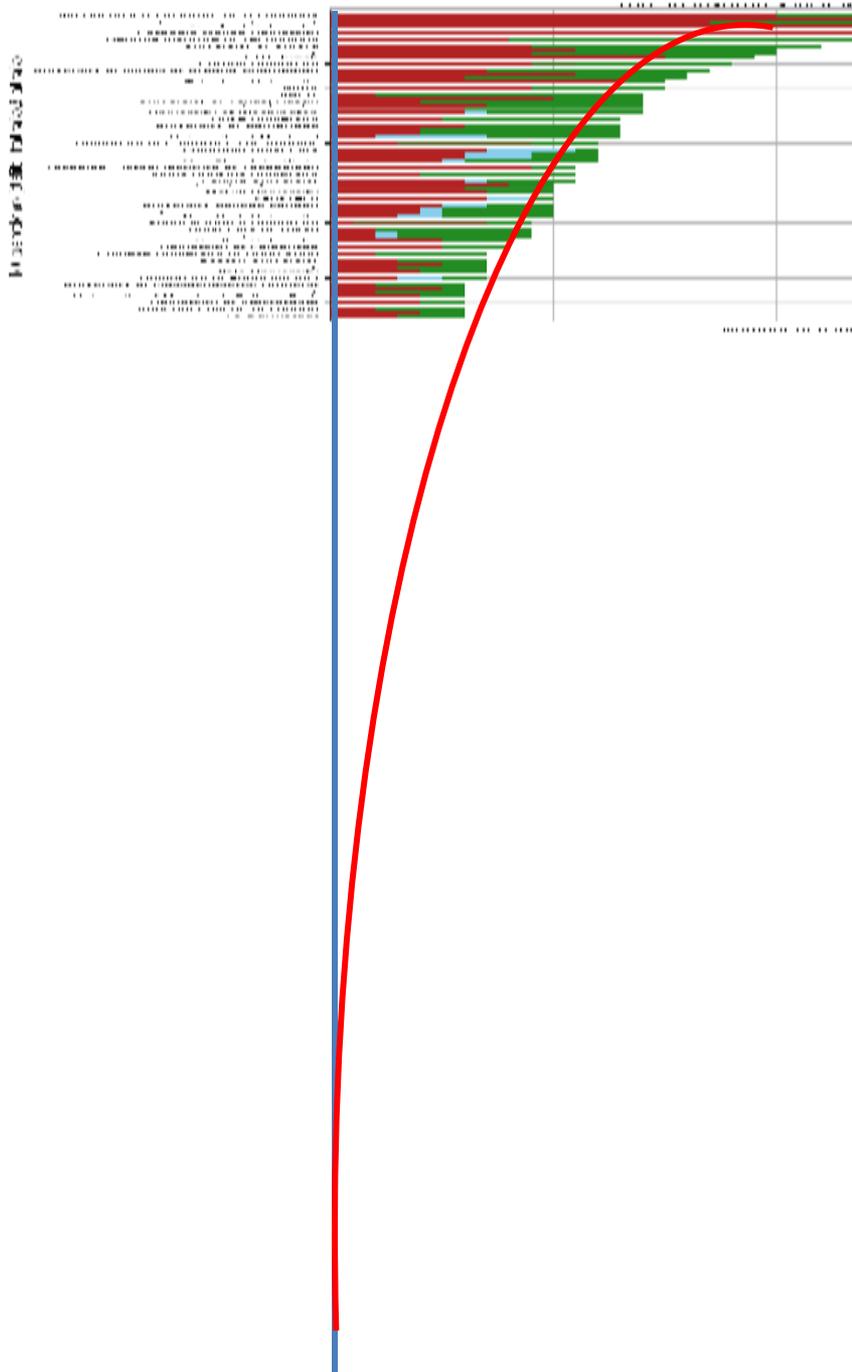
Top 50 institutes @ ICML 2019 - Academia only



**50 universities to prepare for the next 100 years with such as Nobel-prize-awarded research**

Author's affiliation (Blue)  
Last author's affiliation (Green)  
First author's affiliation (Red)

Number of papers @ ICML 2019



**50 universities  
to prepare for the next 100 years  
with such as  
Nobel-prize-awarded research**

**World's 30,000+ universities  
To serve the society/industry today  
with real-impact-seeking research**

# Miss Universe Pageant



# Mr. Universe Pageant

# 2020-1: **Rebellion** with WURI through Cases of Innovation

## WURI RANKING 2020



Global Top 100 Innovative Universities

[Click here](#)



Top 50 - Industrial Application

[Click here](#)



Top 50 - Entrepreneurial Spirit

[Click here](#)

## Global Top 100 Innovative Universities

Rank	Name	Region
1	Stanford University	United States
2	Massachusetts Institute of Technology	United States
3	Aalto University	Finland
4	Harvard University	United States
5	Minerva Schools at Keck Graduate Institute	United States
6	California Institute of Technology	United States
7	Arizona State University	United States
8	University of Pennsylvania	United States
9	Hanze University of Applied Sciences	Netherlands
10	Cinghua University	China
11	University of Cambridge	United Kingdom
12	Princeton University	United States
13	National University of Singapore	Singapore
14	University of California, Berkeley	United States
15	Seoul National University	Republic of Korea
16	Singularity University	United States
17	ESIEE Paris	France
18	University of Oxford	United Kingdom
19	University of Copenhagen	Denmark
20	City College of Engineering	United States
21	Kyoto University	Japan
22	Boston University	United States
23	Free University of Berlin	Germany
24	Duke University	United States
25	Columbia University	United States
26	University of Tokyo	Japan
27	University of Göttingen	Sweden
28	Tampere University	Finland
29	Ohio State University	United States
30	University of California, Merced	United States

34

Simon Fraser University

Canada

35

Incheon National University

Republic of Korea

36

RWTH Aachen University

Germany



Top 50 - Student Mobility and Openness

[Click here](#)

42	Hong Kong University of Science and Technology	Hong Kong
43	Deggendorf Institute of Technology	Germany
44	Aix-Marseille University	France
45	University of Twente	Netherlands
46	Florida State University	United States
47	Northern Arizona University	United States
48	Trinity College	United States
49	University of Basel	Switzerland
50	University of Technology Sydney	Australia

# 2020-2: Evaluating not the Past but the **Future**

(2020)

1. Any universities working hard can be at the Top. → **Rebellion** with WURI
2. Statistics out, innovative cases in → Evaluating not the past but the **future**
3. Cross-evaluation by participating presidents → **Learning-based** ranking

(2021~2025)

1. Case writing by customers → **User-centric** ranking
2. Encouraging many cases to submit → From innovation follower to **innovation driver**
3. Professors actively in writing cases → **Research papers and academic journals**

(2026)

1. 3 axes with 24 categories → **Comprehensive** innovation
2. Such as Representative research projects (C1) → **Torchlight** effect
3. Decentralized ranking → Rankings **by Major and Office**

# 2020-2: Evaluating not the Past but the **Future**

## WURI RANKING 2025



**Global Top 400 Innovative Universities**

[Click here](#)



**Top 100 in Sixteen Categories**

[Click here](#)

# WURI 2025: Global Top 400 Innovative Universities (1 - 50)

Rank	Name	Rank	Name
1	Minerva University	26	Duke University
2	Arizona State University	27	Olin College of Engineering
3	École 42	28	University of California, Mercede
4	University of Pennsylvania	29	Tra Vinh University
5	Massachusetts Institute of Technology (MIT)	30	Northern Arizona University
6	Stanford University	31	Columbia University
7	California Institute of Technology	32	Peking University
8	Hanze University of Applied Sciences	33	Badr university in Cairo
9	Incheon National University	34	IEDC-Bled School of Management
10	University of California, Berkeley	35	Singularity University
11	Harvard University	36	Florida State University
12	Simon Fraser University	37	Burapha University
13	Abdullah Gul University	38	Telkom University
14	Princeton University	39	University of Twente
15	University of Cambridge	40	Ohio State University
16	Technische Hochschule Deggendorf	41	University of Copenhagen
17	Aalto University	42	Florida Gulf Coast University
18	Boston University	43	University College London
19	Seoul National University	44	Urdaneta City University
20	National University of Singapore	45	aSSIST University
21	University of Chicago	46	Flinders University
22	Hankuk University of Foreign Studies	47	University College Dublin
23	Tsinghua University	48	Beijing Normal University
24	Franklin University	49	University of Gothenburg
25	University of Oxford	50	Sussex University

# WURI 2025: Student Support and Engagement (A1) Top 100

Rank	Name	Rank	Name
1	Cagayan State University	23	TED University
2	LSPR Institute of Communication and Business	27	University of Eastern Pangasinan
2	Romblon State University	28	Aalborg University
4	CHRIST (Deemed to be University)	29	Holy Angel Univesity
4	Tongmyong University	30	Integral University
6	Virgen Milagrosa University Foundation, Inc.	30	Kookmin University
7	University of Split	30	Siberian Federal University
7	University of the South Pacific	30	University of Washington
9	University of Northern Philippines	34	Northwestern University, Inc.
10	Pangasinan State University	34	Nueva Vizcaya State University
11	Telkom University	36	Bonga University
11	Universitas Amikom Yogyakarta	36	Rafik Hariri University
13	The Catholic University of Korea	36	UNION CHRISTIAN COLLEGE
13	Emory University	36	West Visayas State University
15	UNIVERSITY OF LUZON	40	Universidad de Manila
16	Faryab University	41	Flinders University
16	Daffodil International University	41	CODE University of Applied Sciences
16	Northwestern University	43	Bukidnon State University
16	Tashkent state university of law	43	Palawan State University
20	Minhaj University Lahore	43	Tarlac State University
20	Burapha University	46	King's College of the Philippines
22	Mindoro State University	47	McMaster University
23	University of Sydney	47	MAEER's MIT Arts, Commerce and Science College Alandi Pune
23	University of Erlangen-Nuremberg	47	Hanyang Cyber University
23	HanSeo University	47	Vrije Universiteit Amsterdam

# WURI 2025: Student Mobility and Openness (A2) Top 100

Rank	Name	Rank	Name
1	University of Split	23	University of Baguio
2	aSSIST University	23	University of People
3	Incheon National University	23	Tra Vinh University
4	Urdaneta City University	29	Nueva Ecija University of Science and Technology
5	Panpacific University	30	University of Health Sciences
6	Asian Institute of Maritime Studies	30	Tomsk Polytechnic University
6	University of the Immaculate Conception	32	FUN(France Unversite Numerique)
8	St. Dominic College of Asia	32	Chicken University
9	STAR COLLEGES INC.	34	University of Tokyo
10	Ghent University	34	Norwegian University of Science and Technology
11	De La Salle University-Dasmarias	34	Bulacan Agricultural State College
12	University of Puthisastra	34	University of Makati
12	Gwangju Health University	38	Woxsen University
12	Hanbat National University	38	Sultan Qaboos University
12	Handong Global University	38	University of Pretoria
12	UNI - Universum International College	41	Cavite State University
12	Bulacan State University	42	CENTRO ESCOLAR UNIVERSITY
18	Mountain Province State University	43	University North
19	University of Technology and Applied Sciences, Shinas	43	The Hebrew University of Jerusalem
20	West Visayas State University	43	Daegu Health College
21	Alexandru Ioan Cuza University of Iasi	43	University of Colorado Boulder
21	FullBright	47	CITY COLLEGE OF SAN FERNANDO PAMPANGA
23	Universidad Tecnológica Centroamericana - UNITEC	47	Dr. Emilio B. Espinosa Sr. Memorial State College of Agriculture and Technology
23	Tohoku University	47	Lyceum of the Philippines University - Manila
23	Lyceum-Northwestern University	50	Innovation University

# 2020-2: Evaluating not the Past but the Future

## TEMPLATE OF UNIVERSITY'S INNOVATIVE PROGRAM (To be used by WURI Foundation for Record-keeping)

Writer's Profile		
Writer of this template	University name	(Write the full official name, including any articles such as "The")
	Full name	(Enter your last name first, in capital letters. For example: Dr. Jane Smith)
	Relationship	(Specify your relationship with the program or university, including yourself including the organization you belong to.)
	Official title	(Example: President, Vice President, Dean, Director, Professor, Consultant, Professional writer, etc.)
	Email address	(Enter your own email address.)
Phone number	(Start with a country code.)	
Program Profile		
Program	Program name	(Write the full name, including any articles such as "the")
	Category	(Select one category from <b>A1-A8</b> or <b>B1-B8</b> or <b>C1-C8</b> and so on. The program is A1: Student Support and Enhancement, write
Champion (Program's physical leader)	Full name	(Enter the champion's last name first, in capital letters. For ex
	Official title	(Example: President, Vice President, Dean, Director, Professor, Consultant, Professional writer, etc.)
	Email address	(Enter the university's official email address.)
	Phone number	(Start with a country code.)
School, College, or Headquarters to Which the Case Belongs (Please review the list below and write the corresponding number in the box)		
From the list below, please enter <b>only one department number</b> between 1 and 22. (Write s		
<b>Cross-Cutting &amp; Institutional</b>		<b>Science, Technology &amp; Applied</b>
1. UH – University Headquarters		11. EN – Engineering
2. AI – Artificial Intelligence & Data Science		12. CS – Computer Science & Inf
3. IN – Interdisciplinary & Emerging Fields		13. AR – Architecture & Urban Pl
		14. AG – Agricultural & Life Scie
		15. EV – Environmental & Sustain
<b>Professional &amp; Career-Oriented Schools</b>		<b>Humanities, Arts &amp; Social Sci</b>
4. BS – Business / Management		16. HU – Humanities
5. LW – Law		17. SS – Social Sciences
6. MD – Medicine		18. ED – Education
7. DS – Dentistry		19. AD – Art & Design
8. NS – Nursing & Health Sciences		20. MU – Music
9. PH – Pharmacy		21. PF – Performing Arts (Theatre
10. PB – Public Health		22. DV – Divinity / Theology / Re
WURI's Serial Number	(Leave this box blank.)	

## TEMPLATE OF UNIVERSITY'S INNOVATIVE PROGRAM (To be used by Evaluators and Judges for WURI Rankin

WURI's Serial Number		(Leave this box blank.)
Summary of Program		
Program Name	(Write the full name, including any articles such as	
Category	(Select one category from <b>A1-A8</b> or <b>B1-B8</b> or <b>C1-C8</b> , example: If the program is A1: Student Support and	
Abstract of Program	(Keep the description within 300 words.)	
Details of Program		
Planning		
Objectives	Long-term Goals	(Describe the program's long-term objectives or outc
	Short-term Targets	(Outline the program's planned outcomes for the up
	Rationale	(Explain the reasons for initiating the program.)
Subject (Leader)	Initiator(s)	(Enter the initiator's last name first, in capital letter
	Champion(s)	(Enter the champion's last name first, in capital letter
	Major team member(s)	(Enter the major team members' last names first, in
Environment	Nature/Society	(Discuss how nature and society affect or limit the
	Industry/Market	(Discuss how the industry and market influence or
	Citizen/Government	(Discuss how citizens and government support or
Resources	Human resources	(Assess whether the program has sufficient human
	Financial resources	(Assess whether the program has enough financial
	Technological resources	(Evaluate whether the program has adequate techn
Mechanism	Strategy (Weight-Sequence)	(Outline the program's strategic directions, priority
	Organization	(Evaluate if the university's organizational structure
	Culture	(Assess whether the university's culture supports or
Doing		

2

Launch date	(Provide the launch date of the program.)
Responsible organization	(Specify the organization responsible for executing the program, whether internal or external to the university.)
Program content and process	(Describe the program's content and implementation process in 300 words.)
Key highlights of the content/process	(Identify up to three key highlights for content and for process, respectively.)
Differences from traditional approaches	(Highlight the differences before and after the program implementation.)
Progress as of today	(Evaluate the extent of the required work that has been completed.)
Problems in implementation	(Identify any issues or challenges that have hindered the program's smooth progression.)
Approaches to solve the problems	(If you have identified solutions to the aforementioned problems, explain how you discovered and applied them.)
Completion date, if completed	(State whether the program was completed and if its objectives were met; if not, estimate when you expect them to be achieved.)
Seeing	
Impacts on students	(Describe student satisfaction with the program's outcomes.)
Impacts on professors	(Describe professor satisfaction with the program's outcomes.)
Impacts on university administration	(Indicate whether the university president and administrators are satisfied with the program's outcomes.)
Responses from industry/market	(Assess industry satisfaction in your country/region regarding the program's outcomes.)
Responses from citizen/government	(Evaluate whether local citizens and government are satisfied with the program's outcomes.)
Measurable output (revenues)	(If possible, provide specific program outcomes in monetary terms.)
Measurable input (expenses)	(If possible, provide specific inputs to the program in monetary terms.)
Cost-benefit analysis for effectiveness	(If possible, compare revenues and expenses, and analyze the program's effectiveness monetarily.)
Future Planning	
Where does the project go from here?	(Write an epilogue for the program.)
Addendum	
Exhibits, pictures, diagrams, etc.	(Attach specific documents that validate the program at the end of this template, and list them here.)
Reports, mimeos, monographs, books, etc.	(Describe the specific documents that validate the program, and list them here.)
Others which may help explain the program (including website links)	(Include any materials that may help validate the program; links to the program's website will be especially useful.)

3

# 2020-3: Learning-based ranking

(2020)

1. Any universities working hard can be at the Top. → **Rebellion** with WURI
2. Statistics out, innovative cases in → Evaluating not the past but the **future**
3. Cross-evaluation by participating presidents → **Learning-based** ranking

(2021~2025)

1. Case writing by customers → **User-centric** ranking
2. Encouraging many cases to submit → From innovation follower to **innovation driver**
3. Professors actively in writing cases → **Research papers and academic journals**

(2026)

1. 3 axes with 24 categories → **Comprehensive** innovation
2. Such as Representative research projects (C1) → **Torchlight** effect
3. Decentralized ranking → Rankings **by Major and Office**

# 2020-3: Learning-based ranking

## The Process of Evaluation

### Phase 1: Evaluation

- **Date:** By May 10, 2025
- 203 Presidents or the school's evaluation team designated by the president

203 Presidents learn while they evaluate 4,886 cases of innovation.

### Phase 2: Judgment

- **Date:** By June 20, 2025
- 9 Representatives of the university leagues and the members of the WURI Evaluation Board

2026 Judges include:

- ✓ Lynn Pasquerella, AACU
- ✓ Raynard Kington, Phillips Academy Andover

### Phase 3: Final Review

- **Date:** By June 30, 2025
- WURI Evaluation Board checked the reliability of the contents of the submissions, aggregated the recommendations of the judges, and finalized the entries of the WURI Ranking 2025

# Contents

1. Evolution and Revolution of University Rankings
2. Start of WURI in 2020
3. Innovations of WURI during 2021~2025
4. Innovations of WURI for 2026
5. Innovations of WURI for 2027 and beyond
6. Global Recognition of WURI
7. Guideline and Helpful Tips to prepare for WURI 2026
8. WURI-Related Conferences

# 2025-1: **User-centric** ranking

(2020)

1. Any universities working hard can be at the Top. → **Rebellion** with WURI
2. Statistics out, innovative cases in → Evaluating not the past but the **future**
3. Cross-evaluation by participating presidents → **Learning-based** ranking

(2021~2025)

1. Case writing by customers → **User-centric** ranking
2. Encouraging many cases to submit → From innovation follower to **innovation driver**
3. Professors actively in writing cases → **Research papers and academic journals**

(2026)

1. 3 axes with 24 categories → **Comprehensive** innovation
2. Such as Representative research projects (C1) → **Torchlight** effect
3. Decentralized ranking → Rankings **by Major and Office**

# Axis 1: Innovation Targets: **For Whom to Innovate?**

## For Student

A1. Student Support and Engagement (from the students' point of view)  
(The same as A1 in 2025)

This innovative project/program focuses on supporting students' academic and career success, as well as welfare, diversity, inclusion and participation. Additionally, it aims to enhance student welfare by ~~offering various scholarship programs to reduce financial burdens~~ and help students focus on their studies. (We encourage students to prepare the cases in their real names.)

A2, Student Mobility and Openness (from the students' point of view)  
(The same as A2 in 2025)

This innovative project/program focuses on promoting exchange and collaboration between schools, both domestically and internationally. ~~The goal is to encourage openness, sharing of knowledge, and resource integration, moving away from isolated and closed system.~~ (We encourage students to prepare the cases in their real names.)

## For Industry

### A3. Industrial Application (Revised from A3 in 2025)

This innovative project/program emphasizes the application of industry-related education and research to generate tangible, real-world impacts, moving away from the conventional focus on academia-driven research and education. (We encourage industry partners to prepare the cases in their real names.)

### A4. Entrepreneurial Culture & Eco System (Revised from A4 in 2025)

This innovative project/program highlights how the university nurtures an entrepreneurial spirit among students, faculty, and administrators, thereby fostering a mindset, cultural foundation, and innovation-friendly environment that positively influences the industries engaged with the university. (We encourage industry partners to prepare the cases in their real names.)

## **For Society**

### **A5. Crisis Management (Revised from A5 in 2025)**

This innovative project/program focuses on managing environmental and economic crises that the university encounters, such as climate change, pandemics like COVID-19, and other global and local crises. (We encourage societal stakeholders to prepare the cases in their real names.)

### **A6. Ethics and Integrity (Revised from A6 in 2025)**

This innovative project/program emphasizes the importance of researching and promoting ethics and integrity in education. It encourages the university to go beyond a narrow focus on academic knowledge and skills, by fostering moral values, ethical decision-making, and integrity among students and faculty, shaping responsible global citizens and leaders. (We encourage societal stakeholders to prepare the cases in their real names.)

## For Global Community

### A7. Future-Oriented Responses to Global Uncertainty and Geopolitical Risk (Completely changed from A7 in 2025)

This innovative project/program highlights how the university can help the global community prevent tomorrow's crises by responding to emerging uncertainties and geopolitical risks—including potential conflicts, trade disruptions, and the weakening of international cooperation. It focuses on how the university fosters strategic foresight, peace education, and resilience-building through innovative education, research, and dialogue. By nurturing future leaders who can anticipate and manage crises, the university contributes to sustaining peace and stability in an unpredictable world. (We encourage the global community to prepare the cases in their real names.)

### A8. SDG- and ESG-Based Responses to Past and Present Global Challenges (Revised from A8 in 2025)

This innovative project/program showcases how the university can help the global community solve the past and present challenges through the United Nations' 17 Sustainable Development Goals (SDGs) and the Environmental, Social, and Governance (ESG) principles into their education, research, and community engagement to advance sustainability, inclusion, and ethical responsibility. By promoting climate action, social equity, and transparent governance, the university plays a vital role in creating a more sustainable and just world. (We encourage the global community to prepare the cases in their real names.)

## 2025-2: From innovation follower to **innovation driver**

(2020)

1. Any universities working hard can be at the Top. → **Rebellion** with WURI
2. Statistics out, innovative cases in → Evaluating not the past but the **future**
3. Cross-evaluation by participating presidents → **Learning-based** ranking

(2021~2025)

1. Case writing by customers → **User-centric** ranking
2. Encouraging many cases to submit → From innovation follower to **innovation driver**
3. Professors actively in writing cases → **Research papers and academic journals**

(2026)

1. 3 axes with 24 categories → **Comprehensive** innovation
2. Such as Representative research projects (C1) → **Torchlight** effect
3. Decentralized ranking → Rankings **by Major and Office**

## 2025-2: From innovation follower to **innovation driver**

● 164:

→ the number of cases sent by a university with the largest number of cases in 2025.

Several universities submitting more than a hundred cases.

In 2026, we are expecting this number to reach 200 and above.

*"I gathered 100 leaders—50 department heads, 30 center directors, and 20 administrative managers—and asked each to prepare at least one innovative case. I then created a \$10,000 prize pool, awarding \$1,000 to each case that ranked in the global top 100. In the end, three of our cases made it, and no one questioned the fairness of the process since the evaluation was done by hundreds of university presidents worldwide. For a modest \$3,000, our university transformed into a leading innovation-driven institution."*

## 2025-3: Research papers and academic journals

(2020)

1. Any universities working hard can be at the Top. → **Rebellion** with WURI
2. Statistics out, innovative cases in → Evaluating not the past but the **future**
3. Cross-evaluation by participating presidents → **Learning-based** ranking

(2021~2025)

1. Case writing by customers → **User-centric** ranking
2. Encouraging many cases to submit → From innovation follower to **innovation driver**
3. Professors actively in writing cases → **Research papers and academic journals**

(2026)

1. 3 axes with 24 categories → **Comprehensive** innovation
2. Such as Representative research projects (C1) → **Torchlight** effect
3. Decentralized ranking → Rankings **by Major and Office**

# Eric Santos Parilla

Northwestern University

Vice President for Research, Community Social Development and Internationalization

Philippines



 [rfhaydenjr@aims.edu.ph](mailto:rfhaydenjr@aims.edu.ph)

 +632 917 8514732

## WURI Rankings as a Catalyst for Transformative Education at NWU: A Focus on Internationalization and Entrepreneurship

Institutional Change

Global

Engagement

Transformative  
Education

Internationalization

WURI Rankings

Entrepreneurial Education

Higher Education Innovation

The paper introduces the digital transformation initiative led by the Asian Institute of Maritime Studies (AIMS) to modernize maritime education and training. Recognizing that traditional maritime education is lagging behind rapid technological changes, AIMS proposes a curriculum that integrates virtual reality (VR), digital twins, and online learning platforms. This initiative aligns with the Maritime Industry Development Plan (MIDP) 2019–2028 of the Philippines and aims to enhance digital competencies, ensure regulatory compliance, and produce globally competitive maritime professionals while promoting sustainability in the maritime sector.

# 1. Maria Kathleen June J. Mariño

## 2. Maricar Flores

St. Paul University Dumaguete

- Maria Kathleen June J. Mariño – ICT Head
- Maricar Flores – Dean, College of Arts, Sciences and Education

Philippines



[maricar.flores@spud.edu.ph](mailto:maricar.flores@spud.edu.ph)  
[mariakatejune@gmail.com](mailto:mariakatejune@gmail.com)



+639175403313  
+63 917 100 3803

## SPUD's Digital Leap: A WURI-Guided Framework for Innovation and AI Integration in Higher Education

Technology-enhanced processes

WURI framework application

Educational technology

AI-driven educational management

Artificial intelligence integration in education

Digital transformation

This proposal presents SPUD's transformation through a WURI-aligned innovation framework called TESIO (TechEvolve: SPUD's Innovation Odyssey). It highlights the institution's strategic integration of AI via the GENIuS program, supporting academic, administrative, and student services. Emphasizing ethical, inclusive, and future-ready education, the paper explores SPUD's use of digital tools, AI applications, and immersive technologies to improve institutional processes. The study aims to demonstrate how a mid-sized university can enact impactful and replicable innovations aligned with WURI categories like crisis management, SDG-based responses, and industrial application.

# Rosanna Sambile Generato

Bukidnon State University (BukSU)

Chief Administrative Officer

Philippines



rosannagenerato@buksu.edu.ph

## Innovation-Driven Governance: How WURI Participation Transformed Administrative Systems at Bukidnon State University

Philippines

Innovation-Driven Governance

Administrative Reform

Strategic Transformation

Public HEIs

WURI

This paper presents a case study of FEU Institute of Technology's long-term strategic framework, ASPIRATION 2028, which integrates innovation into the heart of university governance. The framework is built on four pillars: Digital Transformation, Sustainability Leadership, Financial Stability, and Global & Academic Excellence. Using AI tools like predictive analytics and generative AI, FEU Tech redefines decision-making and academic delivery. The study highlights how innovation-centric governance elevates institutional performance—not just as a response to rankings like WURI, but as a proactive transformation. The paper aims to provide a replicable governance model for other institutions in the era of AI and sustainability.

1. **Melanie C. Convento**
2. **Noemi P. Rivera**
3. **Clarence Robas**
4. **Fannie Marie M. Flores**
5. **Alleli R. Navato**

1. Angono Private High School / World Citi Colleges - Antipolo Campus
- 2~5. World Citi Colleges - Antipolo Campus

1. Dean, College of Business Administration & Accountancy
2. Campus Manager
3. Principal, SHS Department / Administrative Consultant
4. Program Head / Faculty
5. Academic Secretary

Philippines 

 melanieconvento@gmail.com

## Innovating for Impact: The Transformation Journey of World Citi Colleges through the WURI Lens

Qualitative Case Study

Higher Education Transformation

WURI Rankings

Institutional Innovation

Organizational Culture

Philippine

Education Policy

This study explores how the World Citi Colleges (WCC) and WCC Aeronautical and Technological College (WCC-ATC) in the Philippines have been transformed through their participation in the World University Rankings for Innovation (WURI). It examines the impact of WURI's 16 innovation categories on institutional policies, academic programs, development efforts, and organizational culture. Using a qualitative case study approach with interviews, observations, and document analysis, the study investigates both the process and challenges of transformation. The findings aim to inform other higher education institutions on how global innovation benchmarks can drive meaningful internal reform.

# Angelito P. Bautista Jr.

Research Management Office, Quezon City University

Director, Research Management Office

Philippines



✉ apbautista\_jr@yahoo.com.phap  
bautistajr2020@gmail.com

## Navigating Innovation: The Role and Impact of WURI Rankings on the Strategic Management of Local Universities and Colleges in the Philippines in the Age of Artificial Intelligence



This research proposal explores the role and impact of the WURI Rankings on the strategic management of local universities and colleges (LUCs) in the Philippines, particularly in the age of artificial intelligence (AI). It examines how these institutions respond to global demands by integrating AI into academic and administrative practices while maintaining strong ties to local communities. The study seeks to assess LUCs' awareness of and alignment with WURI's criteria, their innovation strategies, and the challenges they face in achieving real-world impact. By employing qualitative methods such as interviews and case studies, the research aims to evaluate whether WURI offers a more inclusive and context-sensitive alternative to traditional rankings, ultimately promoting meaningful national development and educational reform across Southeast Asia.

1. Diana Mae Dulnuan-Pimentel
2. Marah Joy Alsiken-Nanglean

Department of Extension and Training, Ifugao State University (IFSU)

1. School Farm Demonstrator
2. Professor III / University Director

Philippines



ifsu.det@gmail.com

## Catalyzing Innovation and Societal Impact: The Transformative Impact of WURI on Ifugao State University"

Ifugao State University

WURI Rankings

Sustainable development goals (SDGs)

Societal Impact

Innovation

Entrepreneurial Spirit

Smart Technology

This paper explores how the WURI Rankings served as a catalyst for transformation at Ifugao State University (IFSU), a regional institution in the Philippines. Through its international recognition—such as top global placements in Entrepreneurial Spirit, Crisis Management, and Symbol (Promotion) categories—IFSU has intensified its commitment to innovation, societal impact, and alignment with the UN Sustainable Development Goals (e.g., Zero Hunger, Gender Equality, Peace & Justice). The university has launched various initiatives, including community extension programs, industry partnerships, smart technologies, and student-led business incubation. WURI's influence has helped IFSU emerge as an agent of change, emphasizing real-world impact, entrepreneurship, and collaboration.

# Mark Chris Maglanque Lapuz

School of Tourism and Hospitality Management,  
National University – Baliwag

- Dean

Philippines



✉ lapuz\_mc@yahoo.com.ph

## WURI Recognition for the Common Good: Ethical and Comparative Analysis of HEI Practices for University Ranking and Recognition on Innovation



This special issue proposal examines how WURI recognition contributes to the innovation, sustainability, and social impact of higher education institutions (HEIs). It highlights the need for ethical and comparative analysis of HEI practices using the common good framework. The study aims to explore stakeholder involvement, regional differences, and best practices in achieving WURI rankings, addressing current research gaps in innovation-focused university evaluations.

# Manuel Ocampo Jr.

Jesus Reigns Christian College, Inc., Manila

HR DirectorBSBA Department Head

Philippines



lhetcampo@jrccmanila.edu.ph

## How AI is Changing What It Means to Be a Professor Today

The Jesus Reigns Christian College Manila, Philippines, with a rather conservative approach in teaching students, somewhat faces a dilemma with the rise of many artificial intelligence applications and tools. With all the new AI tools showing up in education, it's no surprise that the role of professors is starting to shift. This paper looks at how artificial intelligence is changing what professors do—not just in teaching, but in how they support students and manage their day-to-day responsibilities. Instead of being the main source of information or spending hours grading, professors are now moving into roles that focus more on guiding students, creating meaningful learning experiences, and working alongside technology.

AI is helping with things like grading assignments, answering student questions through chatbots, and even tracking student progress. These tools can save time and make learning more personalized. But they also raise some big questions—like whether relying too much on AI might affect how students and teachers connect, or how fair and accurate these systems really are.

This paper highlights what's happening in real classrooms by looking at recent examples and research. Some professors are excited about the changes, seeing AI as a way to focus more on mentoring and creativity. Others are cautious, unsure about how these tools might change their relationship with students or their teaching style.

In the end, the paper suggests that AI isn't here to take over teaching—it's here to change how teaching works. And with the right support, professors can use these tools to make learning even better, without losing the human side of education..

# Hafiiz Azeem H. Abduraup

Sulu State College

Instructor I, Department of Criminology

Philippines



[hafiizazeem@gmail.com](mailto:hafiizazeem@gmail.com)



+63 936 474 3504

A proposal that supports the transformative vision of the WURI Foundation and the AI Business Academy. I am particularly drawn to the journal's focus on innovation-centric governance and the strategic implications of ranking systems in higher education.

1. John Carlo Hamelon
2. Noemi P. Rivera

World Citi Colleges – Antipolo

1. Coordinator, Community Extension and Services Office
2. Campus Manager

Philippines



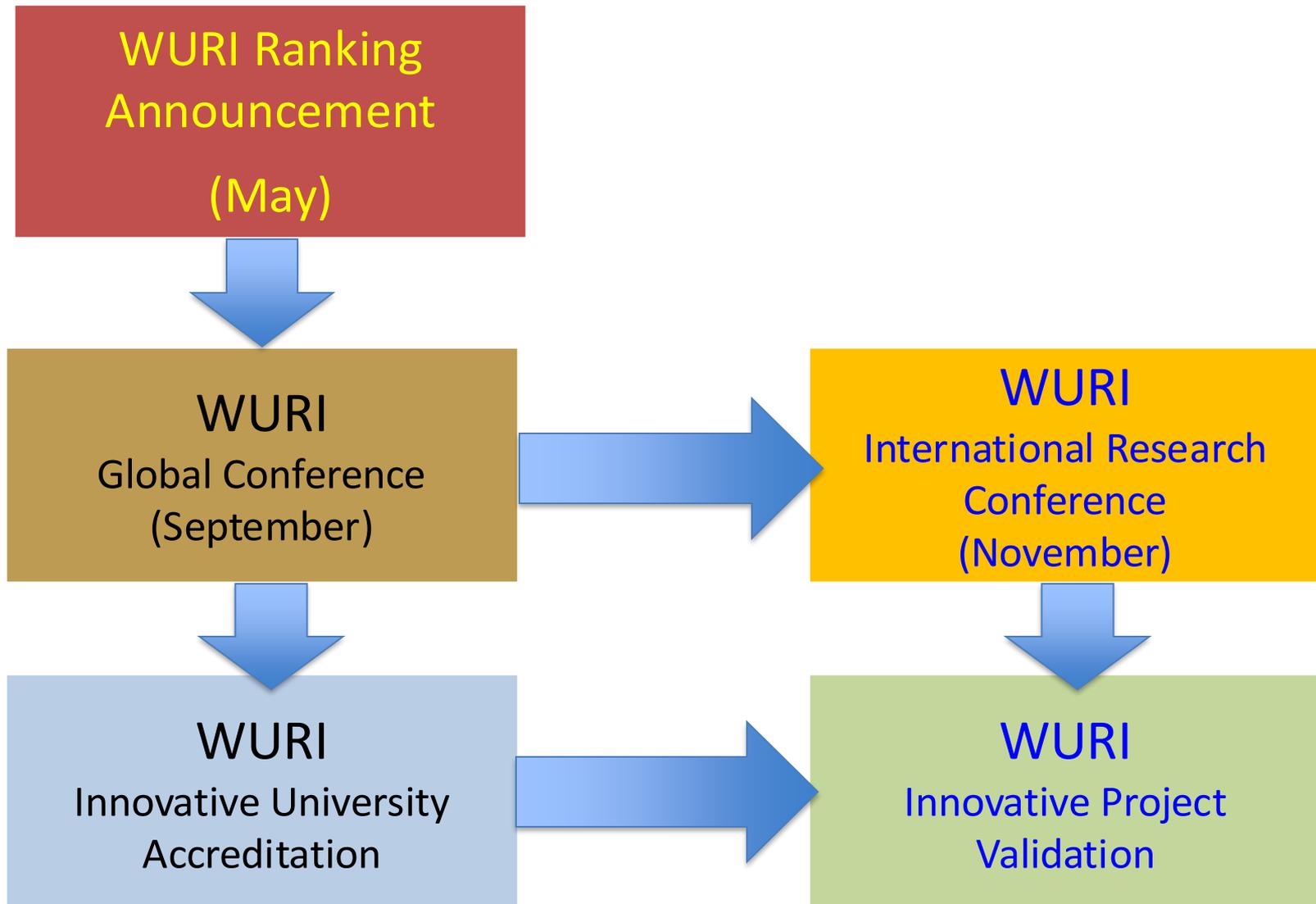
✉ hamelonjohncarlo@gmail.com

## A Comparative Analysis of the World University Rankings for Innovation (WURI) and Traditional University Ranking Models: Methodological Insights and the Position of Philippine Institutions



This study compares WURI's innovation-driven university ranking model with traditional systems like QS, THE, and ARWU. Using mixed methods, it analyzes differences in evaluation criteria and institutional representation, especially of Philippine universities. It finds that innovation-based rankings may offer more equitable recognition for developing countries.

# Extension of WURI Ranking



# Contents

1. Evolution and Revolution of University Rankings
2. Start of WURI in 2020
3. Innovations of WURI during 2021~2025
4. Innovations of WURI for 2026
5. Innovations of WURI for 2027 and beyond
6. Global Recognition of WURI
7. Guideline and Helpful Tips to prepare for WURI 2026
8. WURI-Related Conferences

# 2026-1:

(2020)

1. Any universities working hard can be at the Top. → **Rebellion** with WURI
2. Statistics out, innovative cases in → Evaluating not the past but the **future**
3. Cross-evaluation by participating presidents → **Learning-based** ranking

(2021~2025)

1. Case writing by customers → **User-centric** ranking
2. Encouraging many cases to submit → From innovation follower to **innovation driver**
3. Professors actively in writing cases → **Research papers and academic journals**

(2026)

1. 3 axes with 24 categories → **Comprehensive** innovation
2. Such as Representative research projects (C1) → **Torchlight** effect
3. Decentralized ranking → Rankings **by Major and Office**

# 1. Addition of Categories in WURI 2026 Rankings

For the WURI 2025,  
we identified 2 Axes and 16 categories as follows:

**Axis 1 For whom:** Students (2), Industry (2), Society (2), and Global Community (2)

**Axis 2 for How:** Subject (2), Environment (2), Resource (2), and Mechanism (2)

For the WURI 2026,  
We are adding the third Axis and 8 categories as follows:

**Axis 3 for What:** Research (2), Education (2), Service (2), and Commercialization (2)

## Axis 1 For whom:

- 1) Students (2)
- 2) Industry (2)
- 3) Society (2)
- 4) Global Community (2)

# Axis 1: Innovation Targets: **For Whom to Innovate?**

## For Student

A1. Student Support and Engagement (from the students' point of view)  
(The same as A1 in 2025)

This innovative project/program focuses on supporting students' academic and career success, as well as welfare, diversity, inclusion and participation. Additionally, it aims to enhance student welfare by ~~offering various scholarship programs to reduce financial burdens~~ and help students focus on their studies. (We encourage students to prepare the cases in their real names.)

A2, Student Mobility and Openness (from the students' point of view)  
(The same as A2 in 2025)

This innovative project/program focuses on promoting exchange and collaboration between schools, both domestically and internationally. ~~The goal is to encourage openness, sharing of knowledge, and resource integration, moving away from isolated and closed system.~~ (We encourage students to prepare the cases in their real names.)

## For Industry

### A3. Industrial Application (Revised from A3 in 2025)

This innovative project/program emphasizes the application of industry-related education and research to generate tangible, real-world impacts, moving away from the conventional focus on academia-driven research and education. (We encourage industry partners to prepare the cases in their real names.)

### A4. Entrepreneurial Culture & Eco System (Revised from A4 in 2025)

This innovative project/program highlights how the university nurtures an entrepreneurial spirit among students, faculty, and administrators, thereby fostering a mindset, cultural foundation, and innovation-friendly environment that positively influences the industries engaged with the university. (We encourage industry partners to prepare the cases in their real names.)

## **For Society**

### **A5. Crisis Management (Revised from A5 in 2025)**

This innovative project/program focuses on managing environmental and economic crises that the university encounters, such as climate change, pandemics like COVID-19, and other global and local crises. (We encourage societal stakeholders to prepare the cases in their real names.)

### **A6. Ethics and Integrity (Revised from A6 in 2025)**

This innovative project/program emphasizes the importance of researching and promoting ethics and integrity in education. It encourages the university to go beyond a narrow focus on academic knowledge and skills, by fostering moral values, ethical decision-making, and integrity among students and faculty, shaping responsible global citizens and leaders. (We encourage societal stakeholders to prepare the cases in their real names.)

## For Global Community

### A7. Future-Oriented Responses to Global Uncertainty and Geopolitical Risk (Completely changed from A7 in 2025)

This innovative project/program highlights how the university can help the global community prevent tomorrow's crises by responding to emerging uncertainties and geopolitical risks—including potential conflicts, trade disruptions, and the weakening of international cooperation. It focuses on how the university fosters strategic foresight, peace education, and resilience-building through innovative education, research, and dialogue. By nurturing future leaders who can anticipate and manage crises, the university contributes to sustaining peace and stability in an unpredictable world. (We encourage the global community to prepare the cases in their real names.)

### A8. SDG- and ESG-Based Responses to Past and Present Global Challenges (Revised from A8 in 2025)

This innovative project/program showcases how the university can help the global community solve the past and present challenges through the United Nations' 17 Sustainable Development Goals (SDGs) and the Environmental, Social, and Governance (ESG) principles into their education, research, and community engagement to advance sustainability, inclusion, and ethical responsibility. By promoting climate action, social equity, and transparent governance, the university plays a vital role in creating a more sustainable and just world. (We encourage the global community to prepare the cases in their real names.)

## Axis 2 for How:

- 1) Subject (2)
- 2) Environment (2)
- 3) Resource (2)
- 4) Mechanism (2)

## **Axis 2: Innovation Means: **How to Innovate?****

### **Leadership**

#### **B1. Visionary Leadership** (The same as B1 in 2025)

This innovative project/program exemplifies leadership in developing and communicating a clear, inspiring vision for the university. It emphasizes understanding the evolving landscape of higher education, anticipating future challenges, and fostering innovation to maintain the university's relevance and ensure its success

#### **B2. Empowerment-Based Management** (The same as B2 in 2025)

This innovative project/program shows the leader's willingness to relinquish traditional privileges and continuously adept to remain effective and influential in the ever-evolving landscape of higher education. It highlights the leader's strong interpersonal skills in building relationships and fostering collaboration among diverse stakeholders, including faculty, staff, students, and external partners. These skills enable effective communication, conflict resolution, and the ability to inspire and motivate others toward shared goals.

# Environment

## B3. Digital and AI Transformation in Strategy and Management (Completely changed from B3 in 2025)

This innovative project/program highlights how the university transforms its strategies, operations, and decision-making through digital technologies and artificial intelligence (AI). It focuses on how the university redesigns its internal systems to enhance the effectiveness, agility, and intelligence of education, research, and administration. Projects may include AI-supported learning platforms, digital governance frameworks, data-driven decision systems, automation of campus services, or digital twins of university operations. By integrating digital and AI technologies into their organizational structure and leadership practices, the university strengthens its capacity to innovate continuously and to respond rapidly to changes in society, industry, and knowledge.

## B4. Culture/Values (The same as B4 in 2025)

This innovative project/program promotes a shift towards industry- and student-centered thinking, moving away from traditional university/professor-centric approaches. It encourages the pursuit of social values alongside academic values, contributing positively to society. Additionally, it focuses on establishing an innovative culture that supports creativity and continuous improvement

## Resource

### B5. Funding for Sustainability (The same as B5 in 2025)

This innovative project/program reveals the innovative strategies the university employs to secure financial resources by diversifying funding streams and adopting new methods. It also highlights efforts to ensure stable funding to support its long-term goals and initiatives.

### B6. Infrastructure/Technology (The same as B6 in 2025)

This innovative project/program examines how effectively the university adopts new technologies and infrastructure **to support research, education, service, and commercialization activities internally and externally.**

## **Mechanism**

### **B7. Cost-Effectiveness Management** (The same as B7 in 2025)

This innovative project/program emphasizes launching innovative projects that either boost revenues or reduce costs to improve profitability. This strategy evaluates initiatives based on their financial return, prioritizing those with the highest economic efficiency. The aim is to ensure resources are allocated to areas that most effectively enhance the university's financial health and support its educational goals.

### **B8. University Brand and Reputation** (The same as B8 in 2025)

This innovative project/program focuses on the use of creative and innovative strategies to effectively enhance the university's brand and reputation. It encourages the university to adopt unique approaches that appeal to diverse audiences, ultimately strengthening its visibility, influence, and competitive position in the higher education landscape.

## Axis 3 for What:

- 1) Research (2)
- 2) Education (2)
- 3) Service (2)
- 4) Commercialization (2)

## **Axis 3: Innovation Targets: **What to Innovate?****

### **Research**

#### C1. Representative Research Project (New in 2026)

This innovative project/program recognizes a university's flagship research agenda that demonstrates a concentrated and sustained effort to address future societal and global challenges. Its focus is placed on the project's historical continuity, relevance, transformative potential, and social impact—for example, how MIT established its institutional identity through the Manhattan Project, and how Stanford fostered numerous start-ups in Silicon Valley through its Design Thinking initiative.

#### C2. Interdisciplinary, Convergent, and Integrated Research (New in 2026)

This innovative project/program assesses the university's efforts to transcend traditional disciplinary boundaries to create breakthrough interdisciplinary, convergent, and integrated research. It include the fusion of fields such as technology + humanities, medicine + data science, or AI + ethics, emphasizing creativity from convergence.

# Education

## C3. Curricular Innovation for Future-Readiness (New in 2026)

This innovative project/program examines innovative curriculum transformations designed to foster future-proof skills (e.g., creativity, AI literacy, ESG competencies). It includes restructured degree programs, micro-credentials, industry-embedded courses, and practice-based learning models.

## C4. AI-based Teaching and Learning Transformation (New in 2026)

This innovative project/program evaluates how the university leverages AI tools (e.g., ChatGPT, personal AI tutors) in teaching and learning, integrates AI applications into curricula across disciplines, and approaches the AI-driven transformation of society. It focuses on personalized learning, automation, improved access, and the redefinition of educational roles. Compared to B6, which covers the university-wide “Infrastructure/Technology”, C4 focuses on AI application to teaching and learning.

## **Social Engagement**

### **C5. Social Impact through Knowledge Transfer (New in 2026)**

This innovative project/program recognizes organized programs that apply the university's knowledge and expertise to address real problems in local, national, or global communities. It emphasizes tangible influence on policy, systems, or industries—beyond charity or volunteer work.

### **C6. Inclusive Social Innovation for the Underserved (New in 2026)**

This innovative project/program highlights innovation projects that target underserved populations such as the disabled, marginalized groups, or those in developing countries. It combines technological or educational innovation with meaningful inclusivity and empowerment outcomes.

## **Commercialization**

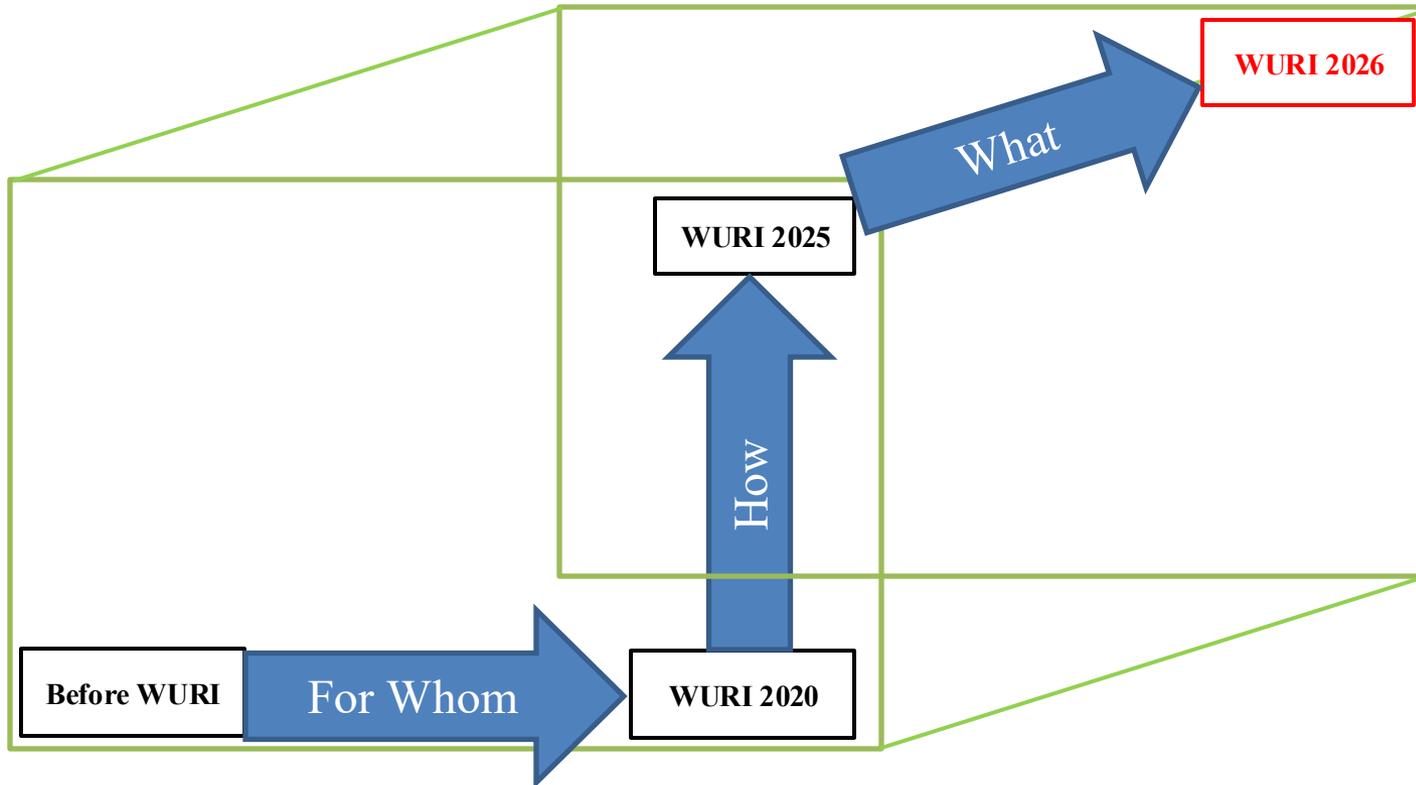
### **C7. University-Based Entrepreneurial Projects (New in 2026)**

This innovative project/program assesses entrepreneurial ventures led or initiated by the university that translates ideas into business impact. It includes start-up incubation, licensing, investment initiatives, and entrepreneurship education programs.

### **C8. Financial Impact-Driven Tech Transfer (New in 2026)**

This innovative project/program evaluates technology transfer efforts in terms of profitability, while continuing to recognize their broader social and environmental value. It prioritizes “Tech for Good” cases in which technologies grounded in public value also pursue strong and sustainable commercial returns.

# For Whom → How → What to Innovate?



# Innovation 1 of WURI for 2026

1. Addition of the Third Axis on **WHAT** to Innovate?
  - The question “What to Innovate” does more than identify domains—it reveals the university’s **strategic identity and innovation priorities**.
  - Together with the existing axes—“For Whom to Innovate” and “How to Innovate”—this third axis helps clarify **why** a university is pursuing innovation in specific areas.
  - Ultimately, it enables a comprehensive framework to assess a university’s **long-term vision, mission alignment, societal impact, and strategic distinctiveness**.

## 2026-2: **Torchlight** effect

(2020)

1. Any universities working hard can be at the Top. → **Rebellion** with WURI
2. Statistics out, innovative cases in → Evaluating not the past but the **future**
3. Cross-evaluation by participating presidents → **Learning-based** ranking

(2021~2025)

1. Case writing by customers → **User-centric** ranking
2. Encouraging many cases to submit → From innovation follower to **innovation driver**
3. Professors actively in writing cases → **Research papers and academic journals**

(2026)

1. 3 axes with 24 categories → **Comprehensive** innovation
2. Such as Representative research projects (C1) → **Torchlight** effect
3. Decentralized ranking → Rankings **by Major and Office**

# 2026-3: Rankings **by Major and Office**

(2020)

1. Any universities working hard can be at the Top. → **Rebellion** with WURI
2. Statistics out, innovative cases in → Evaluating not the past but the **future**
3. Cross-evaluation by participating presidents → **Learning-based** ranking

(2021~2025)

1. Case writing by customers → **User-centric** ranking
2. Encouraging many cases to submit → From innovation follower to **innovation driver**
3. Professors actively in writing cases → **Research papers and academic journals**

(2026)

1. 3 axes with 24 categories → **Comprehensive** innovation
2. Such as Representative research projects (C1) → **Torchlight** effect
3. Decentralized ranking → Rankings **by Major and Office**

# 2026-3: Rankings by Major and Office

School, College, or Headquarters to Which the Case Belongs  
(Please review the list below and write the corresponding number in the box.)

Case Category Number:

## Cross-Cutting & Institutional

1. → UH — University Headquarters
2. → AI — Artificial Intelligence & Data Science
3. → IN — Interdisciplinary & Emerging Fields

## Professional & Career-Oriented Schools

4. → BS — Business / Management
5. → LW — Law
6. → MD — Medicine
7. → DS — Dentistry
8. → NS — Nursing & Health Sciences
9. → PH — Pharmacy
10. → PB — Public Health

## Science, Technology & Applied Fields

11. → EN — Engineering
  12. → CS — Computer Science & Information Technology
  13. → AR — Architecture & Urban Planning
  14. → AG — Agriculture & Life Sciences
  15. → EV — Environmental & Sustainability Studies
- ## Humanities, Arts & Social Sciences
16. → HU — Humanities
  17. → SS — Social Sciences
  18. → ED — Education
  19. → AD — Art & Design
  20. → MU — Music
  21. → PF — Performing Arts (Theatre/Film/Dance)
  22. → DV — Divinity / Theology / Religion

## 2026-3: Rankings by Major and Office

- To further enhance the multidimensionality of university assessment, WURI 2026 will introduce “Rankings by Major”, covering innovative schools, colleges, and headquarters representing distinct academic and institutional fields.
- With this addition, the WURI Rankings 2026 will consist of:
  - 1 ranking of the Global Top 500 Universities
  - 24 rankings of the Top 100 Universities in 24 Innovation Categories
  - 22 rankings of the Top 100 Universities by Major and Institutional Field
- In total, **47 rankings** will be published, offering the most comprehensive and diversified view of innovation in higher education worldwide.

# Contents

1. Evolution and Revolution of University Rankings
2. Start of WURI in 2020
3. Innovations of WURI during 2021~2025
4. Innovations of WURI for 2026
5. Innovations of WURI for 2027 and beyond
6. Global Recognition of WURI
7. Guideline and Helpful Tips to prepare for WURI 2026
8. WURI-Related Conferences

# Innovations of WURI for 2027 and Beyond

1. **Accreditation** of the “World Innovative University”
2. **Validation** of the “SDG & ESG-Based Innovation Project”

# Innovation 1 of WURI for 2027

## 1. **Accreditation** of the “World Innovative University” in 2027

- The certificate for accreditation is titled “**World Innovative University Accreditation (WIUA)**”.
- The WIUA certificate recognizes universities that demonstrate exceptional breadth, depth, and integrity of innovation across academic, research, and societal domains.
- To apply for WIUA, a university must meet the following criteria:
  - ① **Breadth of Innovation:** The university must have submitted cases of innovation in at least **16** out of the 24 innovation categories during the 2025-2027 evaluation period.
  - ② **Depth of Recognition:** At least **6** of those cases must rank within the top 100 globally in their respective categories during 2025-2027.
  - ③ **Independent Inspection:** The university must successfully complete an **on-site inspection conducted by two inspectors**—each a current or former university president with at least two years of experience as a WURI case evaluator. The host university shall cover the inspectors’ travel and accommodation expenses.

# Innovation 1 of WURI for 2027

---

## 1. **Accreditation** of the “World Innovative University” in 2027

- The WIUA Certificate is valid for a period of three years from the date of issuance.
- Comprehensive procedures and detailed evaluation processes for WIUA accreditation will be formally announced in 2026.

# Innovation 2 of WURI for 2027

## 2. **Validation** of the “SDG & ESG-Based Innovation Project”

### **For Global Community**

A7. Future-Oriented Responses to Global Uncertainty and Geopolitical Risk  
(Completely changed from A7 in 2025)

This innovative project/program highlights how the university can help the global community prevent tomorrow’s crises by responding to emerging uncertainties and geopolitical risks—including potential conflicts, trade disruptions, and the weakening of international cooperation. It focuses on how the university fosters strategic foresight, peace education, and resilience-building through innovative education, research, and dialogue. By nurturing future leaders who can anticipate and manage crises, the university contributes to sustaining peace and stability in an unpredictable world. (We encourage the global community to prepare the cases in their real names.)

A8. SDG- and ESG-Based Responses to Past and Present Global Challenges  
(Revised from A8 in 2025)

This innovative project/program showcases how the university can help the global community solve the past and present challenges through the United Nations’ 17 Sustainable Development Goals (SDGs) and the Environmental, Social, and Governance (ESG) principles into their education, research, and community engagement to advance sustainability, inclusion, and ethical responsibility. By promoting climate action, social equity, and transparent governance, the university plays a vital role in creating a more sustainable and just world. (We encourage the global community to prepare the cases in their real names.)

# Innovation 2 of WURI for 2027

---

## 2. **Validation** of SDG & ESG-Based Innovation Projects

- The validation program is titled “**SDG & ESG-Based Innovation Validation (SEIV)**”.
- The SEIV certificate recognizes universities that have meaningful contributions to the achievement of the United Nations’ Sustainable Development Goals (SDGs) and the advancement of ESG (Environmental, Social, and Governance) principles.

# Innovation 2 of WURI for 2027

## 2. **Validation** of SDG & ESG-Based Innovation Projects

- To apply for WIUA, a university must meet the following criteria:
  - ① **Breadth of Innovation:** The university must have submitted at least **3** cases of innovation in Category 8 (SDG & ESG-Based Responses to Past and Present Global Challenges) consecutively during the 2025-2027 evaluation period.
  - ② **Depth of Recognition:** At least **1** of those cases must rank within the top 100 globally in Category 8 during 2025-2027.
  - ③ **Independent Inspection:** The university must successfully complete an on-site inspection of the SDG & ESG-Based Innovation Projects conducted by **an inspector** who is jointly nominated by UNITAR and WURI Foundation from among the experts in SDG and ESG fields. The inspector's travel and accommodation expenses shall be covered by the host university.
- The SEIV Certificate is valid for a period of three years from the date of issuance.
- Comprehensive procedures and detailed evaluation processes for SEIV validation will be formally announced in 2026.

# Innovation 2 of WURI for 2027

## 2. **Validation** of SDG & ESG-Based Innovation Projects

### ● Evaluation Criteria

#### 1) **Verification** of Academic Rigor and Educational Soundness

- Confirm that the SDG & ESG-Based Innovation Projects are grounded in robust academic methodology, sound research design, and effective teaching practices.
- Ensure that reported processes and results are accurate, credible, and aligned with established standards.

#### 2) **Validation** of Innovation Performance and Social Impact

- Assess whether the the SDG & ESG-Based Innovation Projects generate measurable and meaningful outcomes in sustainability, inclusiveness, and societal transformation.
- Evaluate the extent to which innovations achieve their intended purposes and create lasting positive impact.

3) The university must pass both verification process and validation process in order to receive the SEIV Certificate

# Contents

1. Evolution and Revolution of University Rankings
2. Start of WURI in 2020
3. Innovations of WURI during 2021~2025
4. Innovations of WURI for 2026
5. Innovations of WURI for 2027 and beyond
6. Global Recognition of WURI
7. Guideline and Helpful Tips to prepare for WURI 2026
8. WURI-Related Conferences



- **WURI 2026 Official Launch: October 10, 2025**
- **Webinar for WURI Ranking 2026: November 5, 2025 ([Video](#))**
- **WURI Application Deadline: December 19, 2025 (Extended)**
- **1st Peer Evaluation: February 15, 2026**
- **2nd Expert Judgment: March 15, 2026**
- **WURI Ranking Announcement at HLU annual Conference: May 6~8, 2026  
(National Chi-Nan University, Taiwan)**
- **3rd WURI Global Conference: September 23~25, 2026  
(Deggendorf Institute of Technology, Germany)**
- **1st WURI International Research Conference: November 18-20, 2026  
(Makati University, Philippines)**

## WURI Ranking 2026 Framework

Innovation Targets: For Whom to Innovate?		Innovation Means: How to Innovate?		Innovation Targets: What to Innovate?	
For Student	A1. Student Support and Engagement	Leadership	B1. Visionary Leadership	Research	C1. Representative Research Project
	A2. Student Mobility and Openness		B2. Empowerment-Based Management		C2. Interdisciplinary, Convergent, and Integrated Research
For Industry	A3. Industrial Application	Environment	B3. Digital and AI Transformation in Strategy and Management	Education	C3. Curricular Innovation for Future-Readiness
	A4. Entrepreneurial Culture & Ecosystem		B4. Culture/Value		C4. AI-based Teaching and Learning Transformation
For Society	A5. Crisis Management	Resource	B5. Funding for Sustainability	Social Engagement	C5. Social Impact through Knowledge Transfer
	A6. Ethics and Integrity		B6. Infrastructure/Technologies		C6. Inclusive Social Innovation for the Underserved
For Global Community	A7. Future-Oriented Responses to Global Uncertainty and Geopolitical Risk	Mechanism	B7. Cost-Benefit Management	Commercialisation	C7. University-Based Entrepreneurial Projects
	A8. SDG- and ESG-Based Responses to Past and Present Global Challenges		B8. University Brand and Reputation		C8. Frondal Impact-Driven Tech Transfer

WURI's Top-ranked Minerva University showing its #1 position 4 years in a row.



[Give](#)

[Request Info](#)

[Experience Minerva](#)



[Apply](#) →

[Academics](#) ▾

[Admissions & Aid](#) ▾

[About](#) ▾

[Outcomes](#) ▾

Ready to apply?

[Undergraduate Program](#) →

[Graduate Program](#) →

## Global recognition:

Ranked the #1 Most Innovative University in the World Four Years Running (WURI 2022–2025)

[Read the Press Release](#) →

# Minerva University Named World's Most Innovative University for Fourth Consecutive Year

Jul 14, 2025 | San Francisco, California

*Surpassing renowned institutions such as Stanford and MIT, Minerva leads the world in educational innovation*

Minerva University has once again been recognized as the world's most innovative university, earning the top position in the World University Rankings for Innovation (WURI) for the fourth year in a row.

Known for its pioneering approach to global education, Minerva has redefined the undergraduate experience through a fully active learning pedagogy, project-based curriculum, and immersive multi-city model. Students live and learn in different cultural contexts across four continents, building skills in critical thinking, intercultural collaboration, and real-world problem-solving.

Minerva's achievement is particularly notable considering the competitive field of globally renowned institutions it outpaced to claim the top ranking. This includes innovation leaders such as Stanford University, Massachusetts Institute of Technology (MIT), University of Cambridge, Tsinghua University, and the National University of Singapore. By surpassing these established powerhouses, Minerva's distinction underscores the impact of its transformative educational model and commitment to preparing students for complex, real-world challenges.

In addition to being ranked No. 1 overall, Minerva also earned top-20 rankings in multiple WURI categories, reflecting the institution's broad leadership across several critical dimensions of innovation:

**University Brand and Reputation:** Recognizing Minerva's growing global presence and distinct identity as a leader in transformative education.

**Funding for Sustainability:** Highlighting Minerva's commitment to sustainable growth and responsible stewardship in its operations and long-term planning.

**Cost-Benefit Management:** Demonstrating Minerva's effective balance of high-impact education with affordability and resource efficiency.

These category distinctions underscore Minerva's holistic approach to innovation – not only in pedagogy and student experience but also in governance, sustainability, and strategic management.

"Winning this recognition for the fourth consecutive year is more than an honor – it's a reflection of the extraordinary efforts of our entire community," said [Mike Magee](#), President of Minerva University. "At Minerva, innovation is not a moment – it's a mindset. This award affirms the importance of our work preparing students to lead boldly, think critically, and make meaningful change across cultures and disciplines."

The WURI ranking system highlights universities that go beyond traditional metrics and demonstrate meaningful social contribution, innovative educational approaches, and responsiveness to emerging global challenges. Organized by the Institute for Policy and Strategy on National Competitiveness (IPSNC) and supported by organizations such as the United Nations Institute for Training and Research (UNITAR), WURI recognizes institutions that are shaping the future of education.

# Spain-based Rankings Observatory introducing WURI



## Rankings Observatory

Home / Other rankings of interest / World University Rankings for Innovation (WURI)

U-Multirank

CYD Ranking

Ranking of the transparency of  
public universities

THE Impact Rankings

Ranking Web of Repositories:  
Transparent Ranking

Stanford-Elsevier ranking: Most-cited  
researchers in the world in Scopus

Ranking of female researchers in  
Google Scholar

**World University Rankings for  
Innovation (WURI)** >

## World University Rankings for Innovation (WURI)



Share:



The World University Rankings for Innovation ([WURI](#)), also known as World's Universities with Real Impact, is an initiative managed by IPS Switzerland, sponsored by the Hanseatic League of Universities (HLU) and iSTAT. The first edition of the ranking was published in 2020.

The WURI focus on assessing how universities excel in generating real impact on society and industry through innovation.

To do so, the publishers analyse innovation projects and programmes carried out by universities worldwide. While institutions are encouraged to voluntarily submit projects or programmes for evaluation, the publishers also gather publicly accessible data to ensure the broadest and most representative selection of universities, projects and countries.

After the collection stage, projects and programmes are reviewed by a range of evaluators (including representatives from universities, academic networks and specialist publications) based on their innovation, applicability and impact.

Projects are assessed across a series of categories, grouped into two main areas. This edition featured the following:

Philippines' Implementing guidelines of RA 11448, otherwise known as Transnational Higher Education Act and CHED Memorandum Order no. 10 series of 2025



Republic of the Philippines  
OFFICE OF THE PRESIDENT  
COMMISSION ON HIGHER EDUCATION



**Implementing Rules and Regulations of Republic Act No. 11448, known as the "Transnational Higher Education Act"**

Pursuant to the authority vested in the Chairperson of the Commission on Higher Education (CHED) under Section 23 of the Transnational Higher Education Act, the following rules and regulations are hereby promulgated to ensure the efficient and effective implementation of the provisions of the Act:

**RULE 1  
PRELIMINARY PROVISIONS**

**SECTION 1. Title.** These rules and regulations shall be known as the **Implementing Rules and Regulations of Republic Act (RA) No. 11448**, known as the "Transnational Higher Education Act", or the "IRR".

**SECTION 2. Declaration of Policy.** It is hereby declared the policy of the State to provide quality education which is relevant to the changing needs of the people and the society. Higher education shall serve as a principal instrument for generating productive knowledge, innovation and technology to develop relevant and technical order skills needed to compete in the knowledge economy to redound in, and ensure, resource generation.

The State recognizes that rapid developments brought about by globalization, including liberalization of trade in goods and services, and expanding use of information and communication technologies, have created a climate for borderless teaching and learning. In this light, the State shall endeavor to modernize the Philippine higher education sector, and bring international quality standards and expertise into the country, with a view to making higher education globally competitive, attracting a flow of talented students, faculty, and staff, and improving the country's human resource base.

The State shall actively encourage, promote, and accelerate the establishment of transnational higher education programs, the internationalization of higher education in the country, and the development of the transnational higher education sector. Further, the State shall strengthen educational, cultural, social, economic, and political bonds between Philippine and foreign institutions of higher learning, thereby fostering a vibrant exchange of cultures, conducive to peaceful living within the global community. It shall develop collaborative arrangements between and among Philippine higher education institutions (HEIs) and training institutes, on one hand, and foreign HEIs, on the other, with the aim of building the capacity of all partner institutions to operate, manage, and administer postsecondary and graduate programs and to provide opportunities for learners to gain acquire valuable experiences, skills and knowledge, as well as, international and foreign diplomas, degrees, and certificates.

COMMISSION ON HIGHER EDUCATION  
CENTRAL OFFICE RECORDS SECTION

Certified True Copy  
EDRALINDA R. FUENTESELLA  
Administrative Officer V

**RULE 3**  
**QUALITY ASSURANCE IN TRANSNATIONAL HIGHER EDUCATION**

---

**SECTION 13. Quality Assurance.** TNHEIs, which include both the awarding and providing institutions, shall be accountable for quality assurance and control. They shall develop, implement, and review internal quality assurance processes and cooperate with the CHED or other duly recognized local or international audit and accreditation bodies to protect and strengthen the reputation of bona fide institutions engaged in TNHE, as well as to protect the students and other stakeholders from low quality services of institutions with questionable reputation or engaged in malpractice and fraud. To this end, the Commission shall have the authority to set and continuously assess TNHE standards to be adhered to, as well as to enforce the same and oversee its implementation by, CHED recognized-HEIs.

To facilitate the entry of high-ranking universities in the country, foreign TNHEIs belonging to the top 500 HEIs in the world for three (3) consecutive years based on reputable international ranking acknowledged by the CHED shall be presumed to be compliant with international standards and shall be exempt from the standard quality assurance review by the CHED or other audit and accreditation bodies; Provided, That those that fall out of the top 500 ranking shall be required to undergo quality assurance processes as provided in this section.

11



COMMISSION ON HIGHER EDUCATION  
CENTRAL OFFICE RECORDS SECTION

Certified Photocopy:

  
EDRALINDA B. FUENTEBELLA  
Administrative Office V



The CHED shall issue the necessary guidelines for the implementation of this section, including the development of quality assurance standards specific to TNHE programs and institutions, identification and determination of reputable international ranking bodies, as well as the accreditation of the said bodies.

As an initial list, said international ranking bodies shall be limited to the 500 world's best universities as ranked by Quacquarelli Symonds (QS) World University Rankings; Times Higher Education (THE) World University Rankings; and World's Universities with Real Impact (WURI). The Guidelines mentioned in this Section shall also detail the process by which international ranking bodies are to be accredited, solely, by CHED. Further, the list of the universities, as well as acknowledged international ranking providers, shall be subject to periodic assessment and updating by CHED under the Guidelines mentioned in this Section.

**As an initial list, said international ranking bodies shall be limited to the 500 world's best universities as ranked by Quacquarelli Symonds (QS) World University Rankings; Times Higher Education (THE) World University Rankings; and World's Universities with Real Impact (WURI). The Guidelines mentioned in this Section shall also detail the process by which international ranking bodies are to be accredited, solely, by CHED. Further, the list of the universities, as well as acknowledged international ranking providers, shall be subject to periodic assessment and updating by CHED under the Guidelines mentioned in this Section.**

# Contents

1. Evolution and Revolution of University Rankings
2. Start of WURI in 2020
3. Innovations of WURI during 2021~2025
4. Innovations of WURI for 2026
5. Innovations of WURI for 2027 and beyond
6. Global Recognition of WURI
7. Guideline and Helpful Tips to prepare for WURI 2026
8. WURI-Related Conferences

## Guideline for selecting the right category

Each submitted case naturally involves the three axes of innovation — For Whom to Innovate, How to Innovate, and What to Innovate. Because of this, it may be challenging to decide which of the 24 categories best fits your project.

To assist you in making this decision, please follow these guidelines:

1. Each innovative project or program must be submitted under one primary dimension that best represents its core innovation focus.
2. The same case may not be submitted to multiple categories.
3. If a project includes distinct components or perspectives, it may be submitted as separate, independent cases, provided that the contents are sufficiently different and each highlights a clearly separate aspect of innovation.
4. Each submission should stand as an independent and self-contained case for evaluation.

This principle ensures fairness, clarity, and comparability in the WURI Ranking 2026, while also encouraging the sharing of practical and replicable innovations that can inspire others across the global higher education community.

## Helpful tips for preparing innovative cases

Over the past six years, the way universities participate in the WURI Ranking has evolved significantly. In collecting and analyzing thousands of innovation cases, we have discovered several effective strategies that university presidents have used to prepare their submissions. We are pleased to share six key ideas that may help your university strengthen its innovation efforts.

### 1. Inspiring a Spirit of Competition Within the University

The more cases your university submits, the greater your chances of climbing the WURI ranking ladder. For example, universities that submitted over 100 cases in 2023—or more than 150 in 2024—consistently achieved high positions. When asked how this was possible, one university president explained:

*“I gathered 100 leaders—50 department heads, 30 center directors, and 20 administrative managers—and asked each to prepare at least one innovative case. I then created a \$10,000 prize pool, awarding \$1,000 to each case that ranked in the global top 100. In the end, three of our cases made it, and no one questioned the fairness of the process since the evaluation was done by hundreds of university presidents worldwide. For a modest \$3,000, our university transformed into a leading innovation-driven institution.”*

With the 2026 introduction of case classification by academic field, we encourage each college or school within your university to actively submit innovative cases. Rankings will now be announced by classification—such as WURI-BS (Business Schools), WURI-EN (Engineering Schools), WURI-ED (Education Schools), WURI-MD (Medical Schools), WURI-DS (Dental Schools), WURI-UH (University Headquarters), and more—starting in May 2026.

## 2. The Smaller the Scope, the Better the Ranking

Concise, well-focused, and clearly defined cases—with a specific scope and tangible outcomes—tend to perform better in the rankings. Such cases are easier for reviewers and readers to grasp and serve as practical models for other universities seeking to learn from your innovation. As we often say: “Small is beautiful.”

### 3. Tell the Story Behind the Innovation

Facts and data matter—but stories make the difference. Behind every successful case lies a journey of challenge, creativity, and impact. Instead of simply listing activities or outputs, describe:

- Why the innovation began—what problem or opportunity inspired it,
- Who led or participated—highlighting the people behind the change, and
- How it made a real difference—with measurable outcomes or qualitative impact.

A well-told story makes your case memorable and helps others learn from your experience. Reviewers connect more with meaning than with metrics alone.

#### 4. Upgrade and Improve on Last Year's Cases

Innovation is a continuous process, not a one-time event. Many of the strongest WURI cases are refinements of earlier submissions, showing how an idea has matured, expanded, or generated new impacts. If your university has previously submitted a case, consider updating it by:

- Adding new achievements or data that demonstrate measurable progress,
- Describing lessons learned and how feedback led to better implementation, and
- Showing broader influence—how your innovation has grown beyond the original scope.

Reviewers appreciate universities that demonstrate learning from their own innovation. Improving on previous cases reflects a commitment not just to creativity, but to growth and excellence.

## 5. Diversifying Cases Across All 24 Categories

When preparing multiple cases, aim to distribute them across all categories rather than concentrating on a few. Note that competition levels vary—generally, more cases are submitted in the A-categories than in the B-categories.

In 2026, WURI will launch a new initiative, tentatively titled the World Innovative University Accreditation (WIUA). One of the three key criteria for WIUA is the breadth of innovation, measured by a university's submission of cases in at least five of the eight categories within each of the three axes, and in at least 18 of the 24 categories overall.

## 6. Focus on Sustainability and Transferability

An innovation's true strength lies in its ability to endure and inspire replication. When writing your case, emphasize how your initiative:

- Can sustain itself beyond its initial funding or leadership,
- Can be adapted or scaled by other universities or organizations, and
- Continues to create value over time, not just in its first year.

## In essence, Progression of innovation in 6 steps:

1. Motivating **every** department and faculty
2. Focusing **parts** and components
3. Meaningful **storytelling**
4. Upgrading and **improving** last year's innovations
5. Diversifying across **three** axes and **24** categories
6. Making models for others to **learn**

# **Top 10 Insights from WURI 1st-Place Cases**

**Kyung-Sung Kim**

**CEO, iSTAT-Official Sponsor of WURI Metrics**

**Chair Professor and Honorary Dean, Seoul AI School, aSSIST University**

# A 2025 WURI Ranking System:

Innovation Target: Innovate for <b>whom?</b>		Innovation Means: Innovate <b>how?</b>	
For Student	A1. Student Support and Engagement	Leadership	B1. Visionary Leadership
	A2. Student Mobility and Openness		B2. Empowerment-Based Management
For Industry	A3. Industrial Application	Environment	B3. ESG Trend
	A4. Entrepreneurial Spirit		B4. Culture/Values
For Society	A5. Crisis Management	Resource	B5. Funding for Sustainability
	A6. Ethics and Integrity		B6. Infrastructure/Technologies
For Global Community	A7. Technology Development and Application	Mechanism	B7. Cost-Benefit Management
	A8. SDG-Based Responses to Global Challenges		B8. University Brand and Reputation

# A 2026 WURI Ranking Framework

Innovation Targets: For <b>Whom</b> to Innovate?		Innovation Means: <b>How</b> to Innovate?		Innovation Targets <b>What</b> to Innovate?	
For Student	A1. Student Support and Engagement	Leadership	B1. Visionary Leadership	Research	C1. Representative Research Project
	A2. Student Mobility and Openness		B2. Empowerment-Based Management		C2. Interdisciplinary, Convergent, and Integrated Research
For Industry	A3. Industrial Application	Environment	B3. Digital and AI Transformation in Strategy and Management	Education	C3. Curricular Innovation for Future-Readiness
	A4. Entrepreneurial Culture & Eco System		B4. Culture/Value		C4. AI-based Teaching and Learning Transformation
For Society	A5. Crisis Management	Resource	B5. Funding for Sustainability	Social Engagement	C5. Social Impact through Knowledge Transfer
	A6. Ethics and Integrity		B6. Infrastructure/Technologies		C6. Inclusive Social Innovation for the Underserved
For Global Community	A7. Future-Oriented Responses to Global Uncertainty and Geopolitical Risk	Mechanism	B7. Cost-Benefit Management	Commercialization	C7. University-Based Entrepreneurial Projects
	A8. SDG- and ESG-Based Responses to Past and Present Global Challenges		B8. University Brand and Reputation		C8. Financial Impact-Driven Tech Transfer

# WURI 2026: Department

School, College, or Headquarters to Which the Case Belongs (Please review the list below and write the corresponding number in the box.)	
From the list below, please enter <b>only one department number</b> between 1 and 22. (Write one department Number)	
<b>Cross-Cutting &amp; Institutional</b> <ol style="list-style-type: none"><li>1. UH – University Headquarters</li><li>2. AI – Artificial Intelligence &amp; Data Science</li><li>3. IN – Interdisciplinary &amp; Emerging Fields</li></ol> <b>Professional &amp; Career-Oriented Schools</b> <ol style="list-style-type: none"><li>4. BS – Business / Management</li><li>5. LW – Law</li><li>6. MD – Medicine</li><li>7. DS – Dentistry</li><li>8. NS – Nursing &amp; Health Sciences</li><li>9. PH – Pharmacy</li><li>10. PB – Public Health</li></ol>	<b>Science, Technology &amp; Applied Fields</b> <ol style="list-style-type: none"><li>11. EN – Engineering</li><li>12. CS – Computer Science &amp; Information Technology</li><li>13. AR – Architecture &amp; Urban Planning</li><li>14. AG – Agriculture &amp; Life Sciences</li><li>15. EV – Environmental &amp; Sustainability Studies</li></ol> <b>Humanities, Arts &amp; Social Sciences</b> <ol style="list-style-type: none"><li>16. HU – Humanities</li><li>17. SS – Social Sciences</li><li>18. ED – Education</li><li>19. AD – Art &amp; Design</li><li>20. MU – Music</li><li>21. PF – Performing Arts (Theatre/Film/Dance)</li><li>22. DV – Divinity / Theology / Religion</li></ol>
<b>WURI's Serial Number</b>	<b>(Leave this box blank.)</b>

# WURI Ranking 2025 Result

- *87 countries*
- *1253 Universities*
- *4866 Innovative Programs*

## **10 Secret formulae by Guru Kyung-sung Kim**

1. Start with a Human-Centered Problem
2. Focus on Quantifiable Impact, Not Activities
3. Highlight Collaboration and Partnerships
4. Define What's Innovative
5. Structure Around “Planning – Doing – Seeing
6. Emphasize Financial Logic and Sustainability
7. Connect Global Goals with Local Context
8. Focus on People's Empowerment, Not Institutional Pride
9. Demonstrate Scalability and Replicability
10. Write Professionally with Evidence

# 1. Start with a **Human-Centered** Problem

- Every top-ranked case begins with a *real social or human issue*, not the university's internal goal.

**Tip:** Open with *why the initiative matters*—describe the problem affecting **people** or **communities** before presenting the solution.

## 2. Focus on **Quantifiable Impact**, Not Activities

- Winning cases emphasize *measurable outcomes*—such as participation **rates**, productivity growth, or cost-benefit **ratios**—rather than listing activities.

**Tip:** Use concrete **before-and-after** comparisons and specific data to prove effectiveness.

### 3. Highlight **Collaboration** and Partnerships

- Successful programs showcase strong partnerships across *universities, industries, governments, and communities*.

**Tip:** Clearly show **who** worked together and **how** cooperation expanded the project's reach and credibility.

## 4. Define **What's** Innovative

- Each top case clearly identifies its *unique innovation*—whether it's technology, pedagogy, governance, or a new cultural approach.

**Tip:** Include a simple “**Before vs. After**” table to illustrate how your project breaks from tradition.

# 5. Structure Around “Planning – Doing – Seeing

- Evaluators favor reports that follow a clear project lifecycle:

## Tip:

- **Planning:** goals, rationale, background
- **Doing:** implementation process and collaboration
- **Seeing:** outcomes, measurable impact, and lessons learned

## 6. Emphasize Financial Logic and Sustainability

- Top programs explain *how they sustain themselves*—through partnerships, grants, or revenue models.

**Tip:** Summarize financial sources, cost-efficiency, and long-term continuation plans in one clear section.

## 7. Connect Global Goals with Local Context

- The best cases adapt *global objectives* (e.g., SDGs) to ***local culture or needs***.

**Tip:** Describe how the innovation grows from the community's context, traditions, or natural environment.

## 8. Focus on People's Empowerment, Not Institutional Pride

- Leading cases center on *people's transformation*—students, citizens, or communities—not the institution itself.

**Tip:** Add short *testimonials* or *stories* showing how beneficiaries gained new skills, confidence, or independence.

# 9. Demonstrate Scalability and Replicability

- WURI values models that can be *expanded or replicated*.

**Tip:** In the “Future Planning” section, describe how your project can scale regionally or influence policy adoption.

# 10. Write Professionally with Evidence

- Top-ranked reports read like concise academic papers—*clear, data-driven, and credible*.

## Tip:

- Use headings, tables, charts, and URLs for transparency.
- Keep sentences factual and objective.
- Avoid vague praise—let evidence speak for itself.

# **Winning Formula Summary**

- Human problem
- Innovative solution
- Measurable results
- Empowered people
- Scalable model

## **10 Secret formulae by Guru Kyung-sung Kim**

1. Start with a Human-Centered Problem
2. Focus on Quantifiable Impact, Not Activities
3. Highlight Collaboration and Partnerships
4. Define What's Innovative
5. Structure Around “Planning – Doing – Seeing
6. Emphasize Financial Logic and Sustainability
7. Connect Global Goals with Local Context
8. Focus on People's Empowerment, Not Institutional Pride
9. Demonstrate Scalability and Replicability
10. Write Professionally with Evidence

The list of 10 tips is categorized by

**S**

**E**

**R**

**M**

**P**(erformance), then

M is divided by

**M-Learning**

**M-Coordinating**

**M-Balancing**

## 10 Secret formulae by iSTAT President Kyung-sung Kim

1. S: Start with a **Human-Centered** Problem.
7. E: Connect Global Goals with **Local Context**.
10. R: Write Professionally with **Evidence**.
3. M-L: Highlight Collaboration and **Partnerships**.
8. M-C: Focus on People's **Empowerment**, Not Institutional Pride.
5. M-C: Structure Around “**Planning – Doing – Seeing**”.
6. M-B: Emphasize **Financial Logic** and Sustainability.
4. P: **Define** What's Innovative.
2. P: Focus on **Quantifiable Impact**, Not Activities.
9. P: Demonstrate **Scalability and Replicability**.

# Contents

1. Evolution and Revolution of University Rankings
2. Start of WURI in 2020
3. Innovations of WURI during 2021~2025
4. Innovations of WURI for 2026
5. Innovations of WURI for 2027 and beyond
6. Global Recognition of WURI
7. Guideline and Helpful Tips to prepare for WURI 2026
8. WURI-Related Conferences

# HLU26, WGC26, & WIRC26

---

- Annual Conference of Hanseatic League of Universities 2026 (at National Jinan University, Taiwan, on May 6-8, 2026)
  - WURI Global Conference 2026 (at Deggendorf Institute of Technology, Deggendorf, Germany on Sep. 23-25, 2026)
  - WURI International Research Conference 2026 (at University of Makati, Manila, Philippines on November 18-20)
- + URFK (University Ranking Forum for Knowledge-sharing) jointly hosted**

# HLU27, WGC27, & WIRC27

---

- Annual Conference of Hanseatic League of Universities 2027 (at Badr University of Cairo, Cairo, Egypt, on May 5-7, 2027)
  - WURI Global Conference 2027 (Minerva University, San Francisco, USA, on September 22-24, 2027)
  - WURI International Research Conference 2027 (Christ University, Bangalore, India, on November 17-19)
- + URFK (University Ranking Forum for Knowledge-sharing) jointly hosted**

# HLU28, WGC28, & WIRC28

- Annual Conference of Hanseatic League of Universities 2028 (at Inteli, Sao Paulo, Brazil, in May, 2028)
  - WURI Global Conference 2028 (UIDE, Quito, Ecuador, on September 20-22, 2028)
  - WURI International Research Conference 2028 (Bulacan State University, Maloro, in November)
- + URFK (University Ranking Forum for Knowledge-sharing) jointly hosted**

# Host Universities for HLU, WGC, WIRC, & AUAP

Year	HLU (May-July)	WGC (Sep)	WIRC-URFK (Nov)	WURI-AUAP (?)
2018	Groningen, Netherlands Hanze University of Applied Science			
2019	Incheon, Korea Incheon National University (July 5-7)			
2023	Fort Myers, USA Florida Gulf Coast University (May 15-17)	-	-	
2024	Lugano, Switzerland Franklin University Switzerland (Jun 4-6)	Seoul, Korea aSSIST University (Sep 24-26)	-	
2025	Dumagete, Philippines Negros Oriental State University (Jun 9-11)	Busan, Korea Tong Myeong University (Sep 24-26)	-	
2026	Taiwan National Chee-Nan University (May 6-8)	Deggendorf, Germany Deggendorf IT (Sep 23-25)	Manila, Philippines University of Makati (Nov 18-20)	AUAP-WURI Bangkok, Thailand (Expected: November)
2027	Cairo, Egypt Badr University of Cairo (May 5-7)	San Francisco, USA Minerva University (Sep 22-24)	Bangalore, India Christ University (Nov 17-19)	AUAP-WURI
2028	Sao Paulo, Brazil Inteli (May)	Quito, Ecuador UIDE (Sep 20-22)	Maloro, Philippines Balacan State University	AUAP-WURI

# Host Universities for HLU, WGC, WIRC, & URFK

2026

May 6-8: **VP Yung-Ping Tseng**, National Chi Nan University, Taiwan

September 23-25: **Director Ulrike Sauckel**, Deggendorf IT, Germany

November 18-20: **President Elyxzur C. Ramos**, U of Makati, Manila, Philippines

November: **Secretary General Anoop Swarup**, Association of the Universities of Asia and the Pacific, Bangkok, Thailand

2027

May 5-7: **Prime Vice President Ibrahim El Kalla**, Badr U of Cairo, Egypt

September 22-24: **President Michael Magee**, Minerva U, USA

November 17-19: **IQAC Director Alex Joseph**, Christ U, Bangalore, India

November: **Secretary General Anoop Swarup**, AUAP

2028

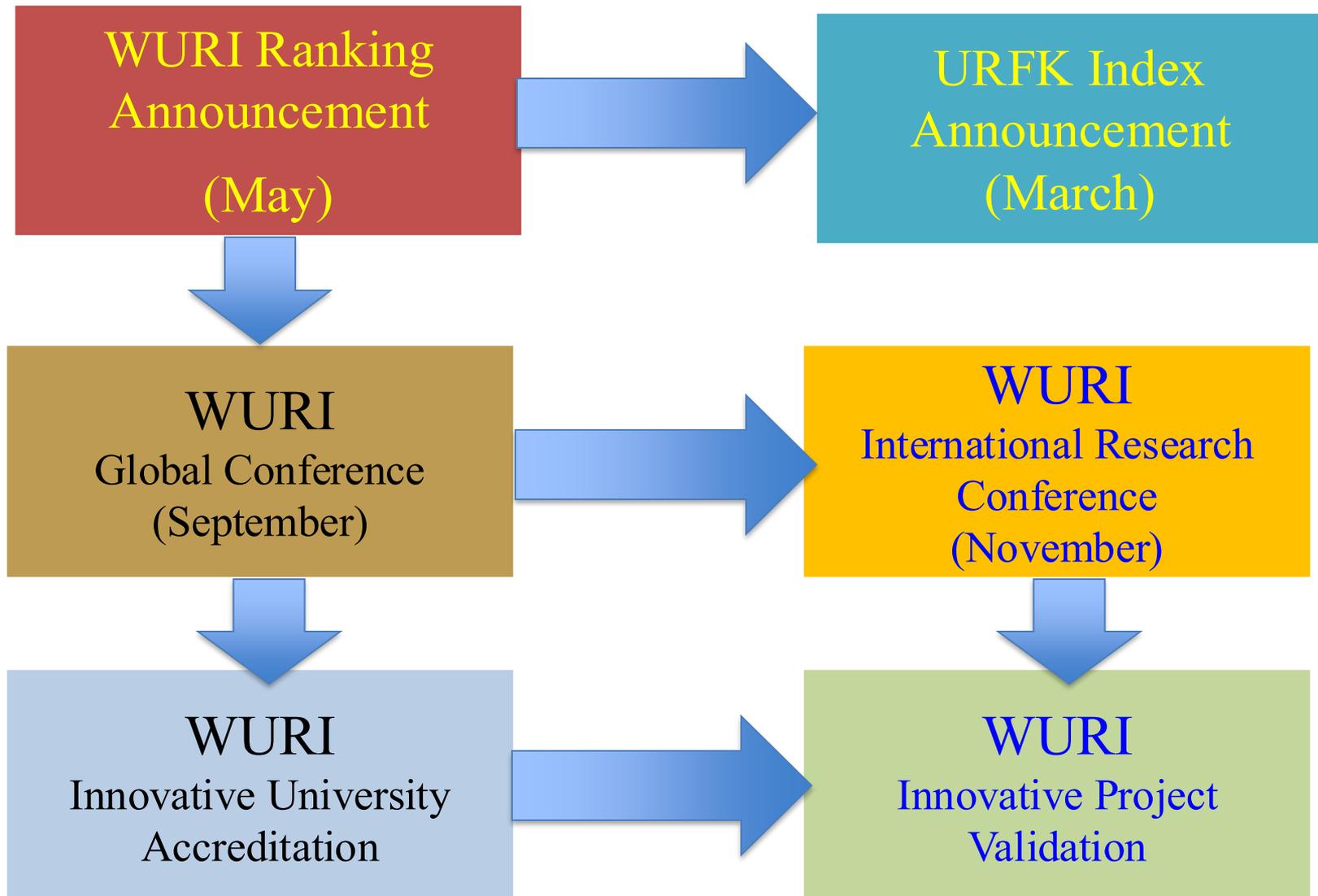
May: **President Maira Habimorad**, Inteli, Sao Paulo, Brazil

September 20-22: **Canciller Nicolas Fernandez Schatzer**, UIDE, Quito, Ecuador

November: **Bulacan State University**, Maloro, Philippines

November: **Secretary General Anoop Swarup**, AUAP

# Extension to the General/Traditional Rankings (2026)



# Building a Comprehensive U. Ranking Model-1 (2027)

	<b>Innovative (Holistic effectiveness)</b>	<b>Traditional (Research excellence)</b>
<b>Qualitative</b>	<b>WURI</b>	<b>Representative Research</b>
<b>Quantitative</b>	<b>University Accreditation &amp; Program Validation</b>	<b>URFK (similar to THE &amp; QS)</b>

# Building a Comprehensive U. Ranking Model-2 (2027)

## 1: Innovative University Model

	Innovative (Holistic effectiveness)	Traditional (Research excellence)
Qualitative	WURI	Representative Research
Quantitative	University Accreditation & Program Validation	URFK (similar to THE & QS)

## 2: Traditional Research University Model

	Innovative (Holistic effectiveness)	Traditional (Research excellence)
Qualitative	WURI	Representative Research
Quantitative	University Accreditation & Program Validation	URFK (similar to THE & QS)

## 3: Innovative General University Model

	Innovative (Holistic effectiveness)	Traditional (Research excellence)
Qualitative	WURI	Representative Research
Quantitative	University Accreditation & Program Validation	URFK (similar to THE & QS)

## 4: General University Model

	Innovative (Holistic effectiveness)	Traditional (Research excellence)
Qualitative	WURI	Representative Research
Quantitative	University Accreditation & Program Validation	URFK (similar to THE & QS)

**With ADB leading and WURI's model guiding,  
Asian universities can rise to new innovation.**

Please browse through [www.wuri.world](http://www.wuri.world)