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TIMES HIGHER EDUCATION MASTERCLASS 2026

Hanoi, 15 July, 2026



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Assoc. Prof. Dr. Nguyen Thu Thuy

**Director General, Department of
International Cooperation
Ministry of Education and Training**





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Dr. Le Mai Lan

**Vice Chairwoman of Vingroup,
President of VinUniversity**





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Ms. Mei Mei Lim

President of Times Higher Education, Asia-Pacific



Global Landscape and Trends in Higher Education



50+ Years of Insights

Empowering higher education by combining data and expertise within a global platform, THE helps universities deliver transformative impact for people, places and the planet.

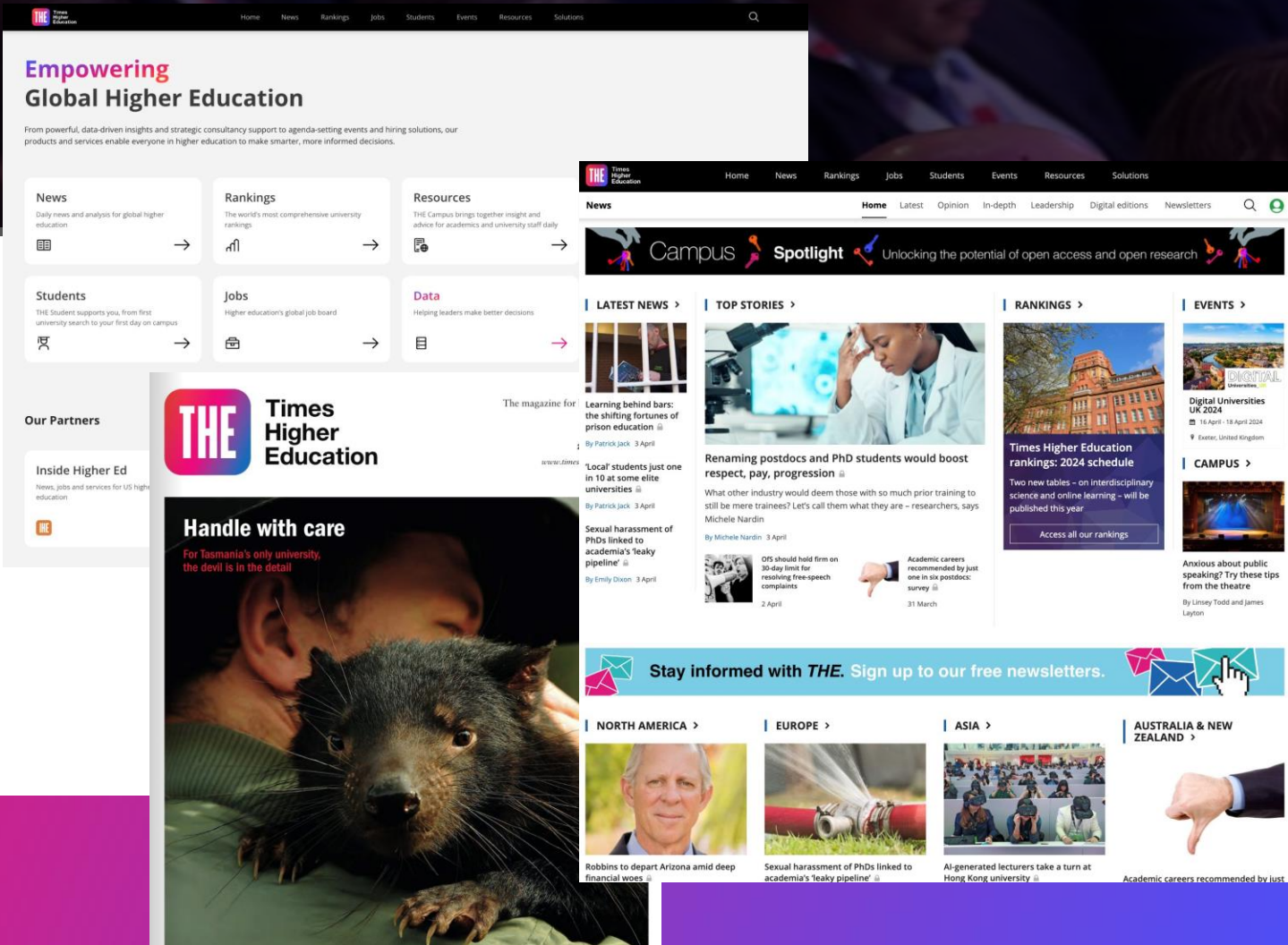
We connect the world's higher education community, facilitate the flow of ideas and talent, and help academics and students fulfil their potential.

We are proud to support universities, and believe that together we will build a better, more sustainable future.

1971



2026



50+ Years of Insights

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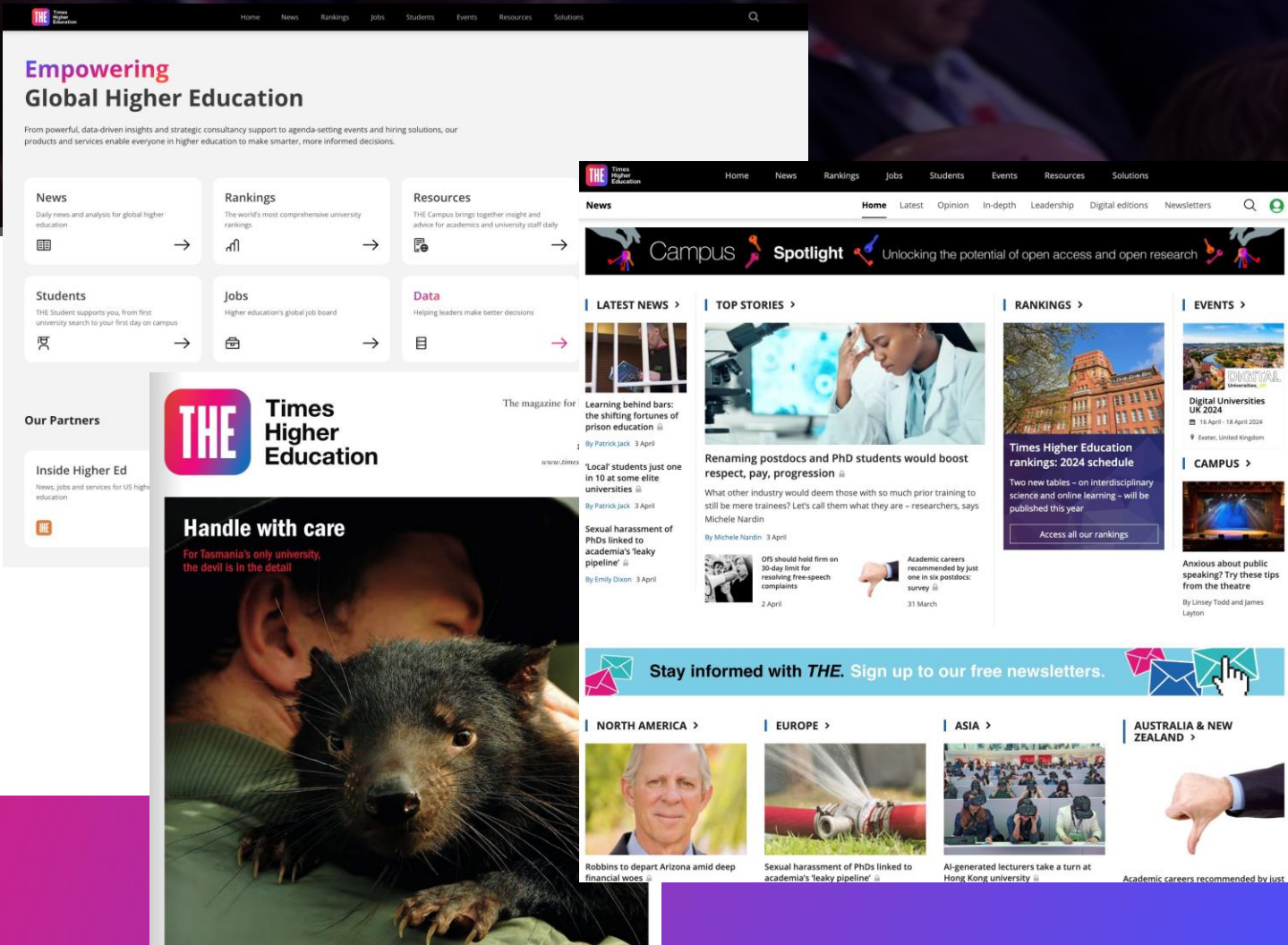
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2026



We deliver strategic guidance and policy reform to help leaders solve the world's greatest challenges

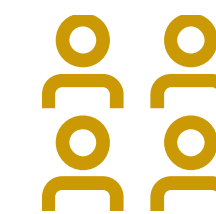
Empowering
global
higher education



Data &
Insights

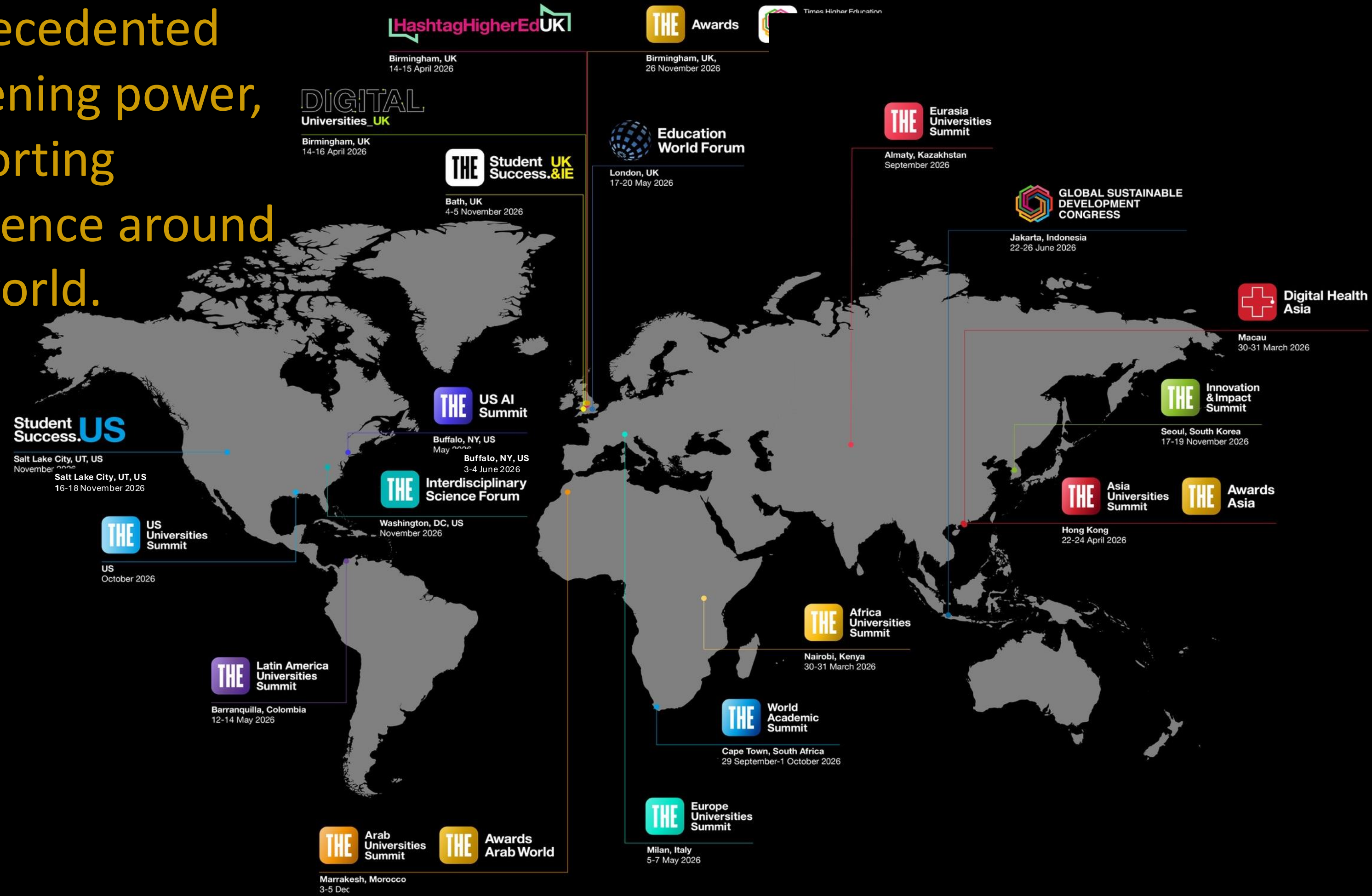


Strategic
Expertise



Marketing
& Events

Unprecedented
convening power,
supporting
excellence around
the world.



Transnational Education in Egypt

Operating Environment, Delivery Models
and Partnership Opportunities

September 2023



MENA case study | Egypt

Transnational Education Operating Environment and Partnership Opportunities



1. Summary of project

THE prepared a British Council report assessing the operating environment, delivery models and partnership opportunities for UK transnational education in Egypt. The project helped UK universities understand Egypt's TNE market, regulatory conditions, stakeholder landscape, delivery models and future partnership potential.



2. What we did for the client

THE combined desk research, data analysis, regulatory review, TNE mapping, stakeholder interviews and student engagement. This included analysis of HESA data, Egyptian higher education policy and regulation, UK and non-UK TNE partnerships, 25 interviews with UK and Egyptian stakeholders, and engagement with current and prospective Egyptian students.



3. Key findings and recommendations

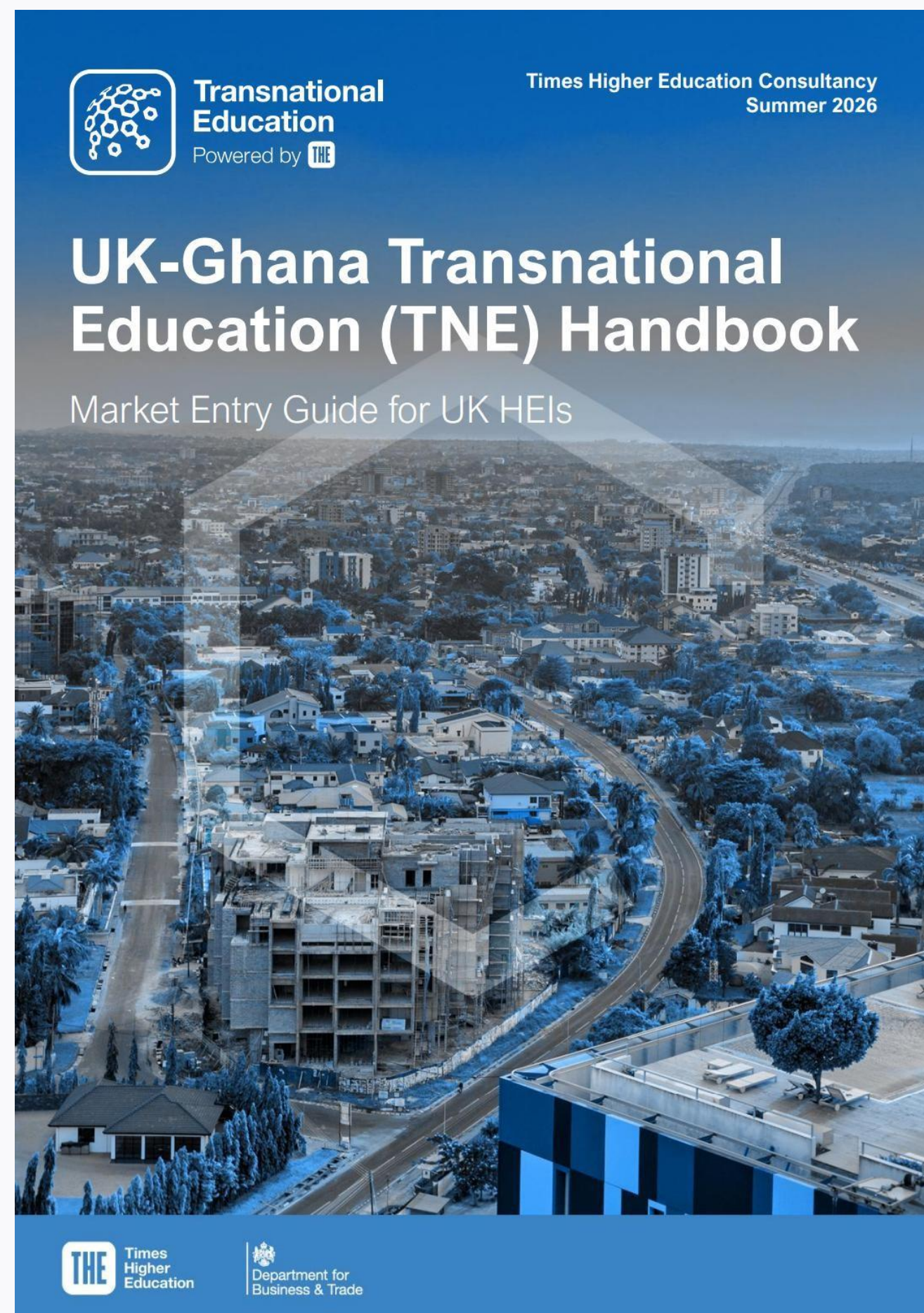
Egypt was identified as a positive and growing TNE market, supported by demographic demand, high regard for UK education, government interest in foreign university presence and affordability pressures limiting outward mobility. Challenges included regulatory clarity for non-IBC models, UK risk appetite and limited visibility of private investors, consultants and stakeholder routes.



4. Proposed impact

The project gave the British Council and UK universities a clearer evidence base for expanding high-quality TNE in Egypt. It clarified viable partnership models, regulatory and stakeholder pathways, and how TNE could support Egypt's ambition to expand higher education capacity and strengthen its role as a regional education hub.

Strategic value: Translating market intelligence into practical pathways for international partnership.



Sub-Saharan Africa case study | Ghana

UK–Ghana Transnational Education Market Entry Handbook



1. Summary of project

THE produced a UK–Ghana TNE Handbook for the UK Department for Business and Trade, designed as a market-entry guide for UK higher education institutions considering transnational education in Ghana. The guide sets out the application process, regulatory landscape, partnership routes and strategic opportunities for UK providers.



2. What we did for the client

THE combined documentary review, stakeholder interviews and capacity-building workshops. This included workshops in Accra with GTEC, the Ministry of Education and higher education institutions; interviews with GTEC, the British High Commission, British Council and Lancaster University Ghana; and review of policy, regulatory and strategy documents.



3. Key findings and recommendations

Ghana was identified as a politically stable, strategically positioned and promising TNE market, with strong student demand and potential to act as a gateway to West Africa. Recommendations focused on early engagement with GTEC, feasibility testing, local legal advice, partner due diligence, clear roles and responsibilities, and careful choice of delivery model.



4. Proposed impact

The handbook gives UK universities a clearer, lower-risk pathway into Ghana. It supports better-informed market entry, aligns UK provision with Ghana's priorities in access, quality, STEM, research and employability, and identifies opportunities for collaborative provision, STEM capacity, research partnerships, tri-partite partnerships and longer-term TNE hub development.

Strategic value: Converting market opportunity into practical pathways for UK–Ghana education partnership.

A Foreign University Market Entry Guide:

A Foundational Framework for Setting Up International Branch Campuses in Tamil Nadu



APAC case study | Tamil Nadu, India

Knowledge City TNE Market Entry and Foreign University Attraction



1. Summary of project

THE was commissioned by Tamil Nadu Industrial Development Corporation to support the attraction of high-quality foreign universities to the forthcoming Tamil Nadu Knowledge City development in Greater Chennai. Phase 1 built the evidence base, value proposition and engagement strategy to support the ambition of attracting 5–10 foreign universities.



2. What we did for the client

THE delivered desk research, data analysis, stakeholder consultation, university outreach and strategic market positioning. This included analysis of India's branch-campus regulations, TNE sender markets, comparative TNE ecosystems, THE rankings data, HESA mobility and TNE data, Tamil Nadu's economic strengths, and structured engagement with foreign universities.



3. Key findings and recommendations

Tamil Nadu offers a strong proposition through high higher education participation, industry-aligned talent, science and technology strengths, and Knowledge City's planned plug-and-play infrastructure. Recommendations focused on priority sender-market outreach, clear regulatory guidance, a differentiated Chennai value proposition, Knowledge Tower facilities, state facilitation, and IBC and joint/dual degree pathways.



4. Proposed impact

The project positions Tamil Nadu as a leading Indian destination for international branch campuses and high-value TNE partnerships. It supports foreign university attraction, strengthens Tamil Nadu's role as a global education and innovation hub, connects higher education with industry clusters, and gives universities practical guidance for market entry and long-term establishment.

Strategic value: Turning a state-level education vision into a practical foreign university attraction strategy.

Europe Central Asia | Hungary

Global Higher Education Performance and Sector KPI Framework



1. Summary of project

THE worked with Hungary’s Ministry of Culture and Innovation to strengthen the global competitiveness, reputation and international connectivity of the Hungarian higher education sector. The project focused on ranked universities and supported Hungary’s ambition to improve global performance and build a more internationally recognised higher education system.



2. What we did for the client

THE analysed Hungarian university performance across World University Rankings metrics, benchmarked the sector against global and European comparators, identified strengths and weaknesses across teaching, research, industry and internationalisation, and developed targeted institutional roadmaps. A follow-on KPI framework translated the analysis into sector-level indicators and practical initiatives.



3. Key findings and recommendations

The analysis found strong foundations in internationalisation, doctoral provision and sector funding, but highlighted improvement needs in teaching and research reputation, research strength, citation impact and publications per staff. Recommendations included brand strategy, academic network-building, PhD recruitment, research productivity targets, international co-authorship, industry partnerships and patent-linked activity.



4. Proposed impact

The work is designed to move Hungary from rankings analysis to coordinated sector improvement. Targeted national-level interventions could support three universities entering the global top 500 by 2030 and one university entering the global top 100 by 2030, while strengthening research quality, reputation, collaboration, industry income and recruitment.

Strategic value: Turning rankings intelligence into a national performance improvement framework.

Ministry of Culture and Innovation: Vision and targets

A key strategic vision for the Hungary Government is to make Hungary one of Europe's five most liveable countries and most competitive economies by 2030.

Higher education is crucial for economic development, national sovereignty, and cultural enrichment. The goal is to continuously improve the quality and efficiency of the higher education sector, to ensure competitiveness, flexibility and stability.

Strengthening the competitiveness of universities:

Improve the global standing of Hungarian institutions, retain local talent, and attract foreign students.

Increase graduate employability:
Increase the proportion of degree holders in the 25-34 age group and enhance the employability of graduates.

Enhance Research and Innovation:
Boost Hungary's innovation rank in Europe, focusing on regional and sectoral research priorities, and achieve top 10 innovator status in Europe by 2030

Training Programs:
Align educational content with labour market needs through practical training and industry collaboration.

Revenue Generation:
Strengthen financial sustainability through diverse funding sources and monetization of services.

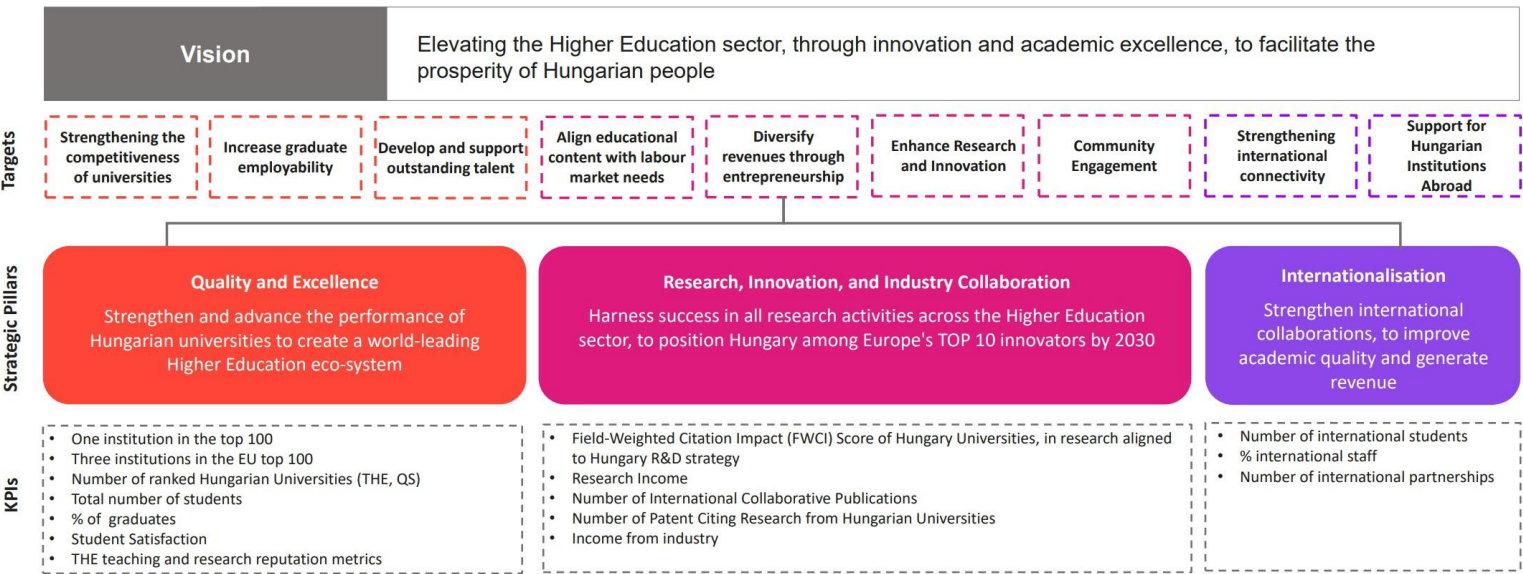
Talent Management:
Develop and support outstanding talent through mentoring and incubation services.

Community Engagement:
Serve as local resource centers, enhancing community cohesion and providing various public services.

Strengthening international connectivity:
Increase the number of international students and staff, expand international partnerships, and enhance global connectivity.

Support for Hungarian Institutions Abroad:
Assist Hungarian-language higher education institutions abroad and support the development of Hungarian education outside Hungary

Strategic Pillars: Achieving the Vision



University strategy review and roadmap building - outcomes

Analysis and recommendations:

THE will deliver a summary of their conclusions and recommendations to each selected university highlighting the findings of the study, specifically taking note of the areas in which a university has not successfully implemented strategies that will likely benefit them. Within this documentation, THE will highlight recommendations in the six areas with regard to future strategies a university could consider and how these goals can be best communicated and achieved. Where appropriate we will share best practices from other universities.

This analysis will be delivered as a one-day face-to-face session along with a post-consultancy report, delivered by a THE specialist consultant to the senior leadership team.

Outcomes:

Through this exercise, each university will have its internationalisation strategy audited by a team of global higher education experts. At the end of the project, each university will have:

- An independent evaluation of the strengths and weaknesses of its current strategy
- Primary data revealing the extent to which its internationalisation strategy has been effectively implemented throughout the university
- Analysis on how to strengthen understanding and application of its internationalisation strategies
- Recommendations with regard to the international content and communication of its new roadmap



Each university has a specific roadmap, but there are some unifying recommendations to support their overall improvement

Publications	Partnerships	Internationalisation	Reputation
• Targeted strategies to increase publications in top 10% of journals in different subject areas • Identification of high-impact international researchers to secure enduring collaborations	• Increasing institutional partnerships to increase co-authorships and knowledge exchange, including training • Enhancing partnerships with international agencies, including multilateral research organisations	• Enhanced used of recruitment agencies and more dynamic country market targeting • Support subsidisation for recruitment of high calibre international researchers and doctoral students	• Investments in marketing and communications to support research and teaching reputation • Increasing participation in forums and conferences across new territories to widen visibility

Europe Central Asia | Uzbekistan

Sector Performance Analysis and Institutional Roadmaps



1. Summary of project

THE worked with Uzbekistan’s Ministry of Higher Education, Science and Innovation to analyse the World University Rankings performance of five selected Uzbek institutions. The project identified performance gaps, benchmarked universities against regional peers and created practical roadmaps to support rankings improvement and institutional competitiveness.



2. What we did for the client

THE analysed performance across five Uzbek universities, benchmarked each against peer institutions, reviewed metric and pillar performance, and developed KPIs for rankings improvement. The work also included focus groups, strategic review and alignment between KPIs, existing university strategy and institutional readiness.



3. Key findings and recommendations

The analysis found that TIAME is the clear national leader, while other institutions show more uneven profiles. Across most universities, strong citation quality is constrained by low research productivity. Recommendations focused on top-journal publication strategies, international partnerships, co-authorship, staff and student recruitment, technology transfer and reputation-building.



4. Proposed impact

The project helps Uzbekistan move from rankings participation to active performance improvement. Institution-specific roadmaps support stronger research output, improved global visibility, deeper international collaboration, more effective industry engagement and better alignment between university development and national higher education ambitions.

Strategic value: Converting rankings diagnostics into practical institutional improvement roadmaps.

APAC case study | Thailand

Sustainable Development Goals, Regional Economic Corridors and Sustainability Graduate Outcomes

1. Summary of project

THE supported Thailand's Ministry of Higher Education, Science and Innovation (MHESI) across a two-phase project examining how universities contribute to sustainability, regional development and graduate outcomes. Phase 1 explored university SDG priorities and their relationship to Regional Economic Corridors. Phase 2 assessed sustainability education, graduate skills, employment confidence and entrepreneurship.

2. What we did for the client

THE conducted qualitative interviews with 35 area-based universities across Thailand to understand SDG priorities and regional contribution. The second phase surveyed 4,544 final-year students from 94 universities, creating an evidence base on sustainability-related education, employment intentions, entrepreneurship confidence and the University 2 Tambon programme.

3. Key findings and recommendations

The project showed strong student engagement with sustainability-related employment and entrepreneurship. Across Regional Economic Corridors, net agreement that students would seek sustainability-related employment ranged from 59% to 78%. Overall, 72% of participants intended to seek sustainability-related employment, rising to 82% among students involved in U2T.

4. Proposed impact

The work gave MHESI an evidence base for linking university SDG activity, regional development and graduate outcomes. It showed how sustainability education and community-based programmes can build employment confidence, support entrepreneurship, strengthen regional economic corridors and position universities as contributors to local transformation.

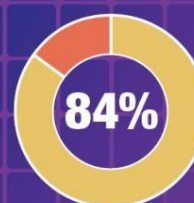
Strategic value: Connecting university impact, student outcomes and regional economic development.



**Times
Higher
Education**



Results of Thailand Student Sustainability Survey 2023



84% OF STUDENTS AGREED THAT THEIR UNIVERSITY EDUCATION has equipped them with the necessary foundation to live their lives in a sustainable manner.

**4,544
RESPONDENTS**
94 OUT OF 158 UNIVERSITIES
PARTICIPATED IN THE SURVEY

1 in 3
STUDENTS FELT THAT
volunteering and community
service is the most beneficial
activity for furthering
their understanding of
sustainability.



AGREED THAT THEY CHOSE TO
LIVE SUSTAINABLY EVEN IF THE
IMPACT MAY NOT BE VISIBLE.

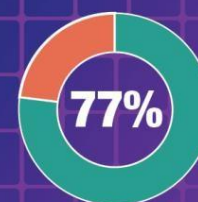
SUSTAINABILITY-RELATED
ACTIVITIES ARE KEY IN
DEVELOPING 21ST CENTURY
skills in students, particularly in soft
skills like collaboration and
communication.



**SOCIAL
RESPONSIBILITY**
IS A TOP SKILL DEVELOPED BY
STUDENTS (59%) AS A RESULT
OF SUSTAINABLE EDUCATION



Results of Thailand Student Sustainability Survey 2023



77% OF THAI STUDENTS
ARE CONFIDENT IN THEIR
EMPLOYABILITY POST-GRADUATION.

STUDENTS (86%) WHO
UNDERWENT THE UNIVERSITY
2 TAMBON (U2T) PROGRAMME
WERE MORE CONFIDENT IN THEIR
EMPLOYABILITY AS COMPARED TO
THEIR PEERS.



**70%
OF STUDENTS**

EXPRESSED INTEREST
IN SEEKING EMPLOYMENT
OPPORTUNITIES IN
SUSTAINABILITY-RELATED
INDUSTRIES.

**82%
OF STUDENTS**

WERE KEEN TO EXPLORE
ENTREPRENEURSHIP
OPPORTUNITIES IN
SUSTAINABILITY-
RELATED FIELDS.



83% OF STUDENTS
HAVE OBTAINED SUSTAINABILITY-
RELATED EXPERIENCE THROUGH
THEIR WORK PLACEMENTS AND/OR
INTERNSHIPS.



Green Skills and the International Higher Education Sector

Recognising the role of higher education institutions (HEIs) in closing the green skills gap



Future capability | Green Skills

International Higher Education Assessment Framework

1. Summary of framework

THE developed the International Green Skills Assessment Framework to recognise how higher education institutions are preparing students for a future green society. The framework responds to the widening gap between labour-market demand for green talent and the supply of graduates with the skills, mindsets and applied experience needed for a just and sustainable transition.

2. What THE developed

THE created a HEI-centric assessment model designed to be accessible, rigorous and developmental. The framework assesses institutional practice across three student pathways — Classroom, Society and Global — and twelve operational categories, including green curricula, teaching, extracurricular activity, multidisciplinary, entrepreneurship, careers, industry, AI/digital, leadership, community, consultancy and opportunity.

3. Key insights and assessment approach

The framework recognises three forms of green skills development: technical skills, human skills and applied skills. Institutions submit evidence through three pathway proformas, combining qualitative case-study evidence, quantitative demonstrations of impact and documentary supplements. Assessment outcomes are proposed across four maturity levels: Developing, Evolving, Innovating and Pioneering.

4. Strategic value for governments and universities

The framework gives universities a practical route to evidence, benchmark and improve their contribution to the green skills agenda. For governments, it connects higher education with priorities around employment, green growth, social equity, productivity and environmental resilience.

Strategic value: Translating the green transition into measurable higher education practice.

THE CONTRIBUTION OF HIGHER EDUCATION INSTITUTIONS TO SUSTAINABLE CITIES AND COMMUNITIES

A partnership between



UN partnership | UNESCO

The Contribution of Higher Education Institutions to Sustainable Cities and Communities



1. Summary of report

THE partnered with UNESCO-IESALC to produce a global report on how higher education institutions contribute to SDG 11: sustainable cities and communities. The report examined universities' roles in urban planning, housing, transport, open spaces, community services, culture, research, teaching and partnerships.



2. THE's role and expertise

THE contributed higher education expertise, data analysis and sector insight to a joint UNESCO-IESALC publication. The work combined policy review, institutional practice analysis, quantitative assessment of university SDG 11 performance and international case studies.



3. Key findings and insights

The report found that universities can act as living laboratories for sustainable cities, supporting greener transport, affordable housing, community services, cultural preservation, research-led urban innovation and teaching linked to local challenges. It also identified gaps in quantitative targets, staff housing provision and structured collaboration with local authorities.



4. Partnership value and proposed impact

The partnership demonstrated how THE's global university data, analytical capability and sector reach can support UNESCO's sustainable development agenda. The report provides evidence and recommendations for universities, policymakers and city leaders seeking to strengthen higher education's contribution to sustainable urban development.

Strategic value: Connecting higher education evidence with the global sustainable cities agenda.

Future capability | AI



AI and Digital Maturity Index: From Digital Foundations to AI-Optimised Systems

1. Summary of framework

THE developed the AI and Digital Maturity Index as a global benchmarking framework to assess how universities are building readiness for AI-enabled transformation. The index examines institutional maturity across digital infrastructure, AI adoption, workforce capability and strategic alignment, drawing on 4,950 responses from 1,353 universities across 82 countries.

2. What THE developed

- THE evolved its Digital Maturity Index into the AI-DMI to reflect the rapid expansion of AI across teaching, research and university operations. The framework assesses education and research staff, and governance and administration staff, across four dimensions: Strategy, People, Utilisation and Technology. Institutions are classified across four maturity stages: Incidental, Intentional, Integrated and Optimised.

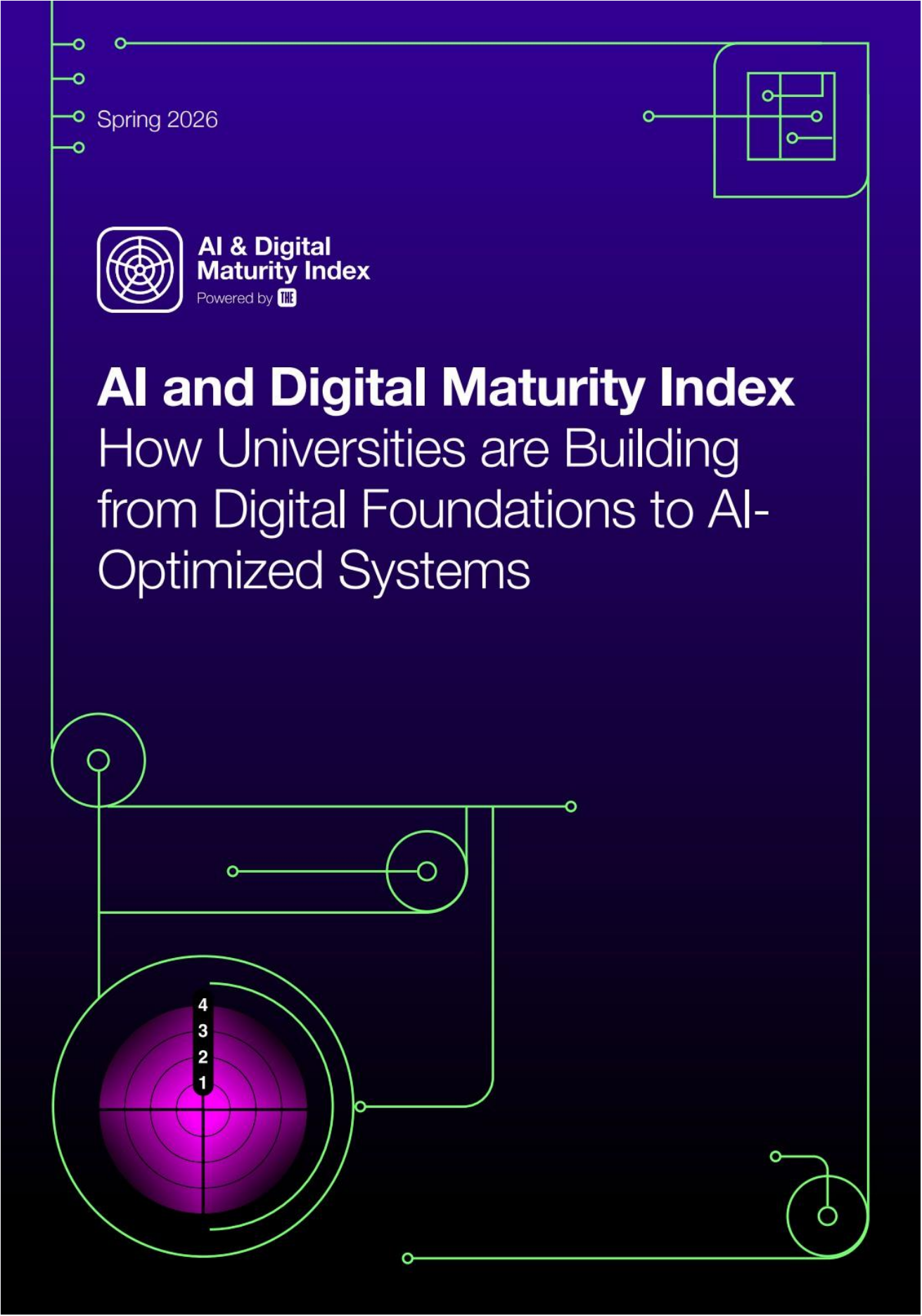
3. Key insights and assessment approach

- The AI-DMI shows that AI readiness is uneven across regions and income groups. It identifies structural divides in connectivity, access to generative AI tools, AI-intensive adoption, research computing capacity, leadership and incentives. It also shows that technology readiness often exceeds utilisation, highlighting the need for strategy, skills and institutional alignment.

4. Strategic value for governments and universities

- The framework gives universities, governments and sector partners a structured way to benchmark AI readiness, identify capability gaps and track progress. For governments, it provides an evidence base for policy on digital infrastructure, equitable AI access, shared high-performance computing, workforce development and responsible AI governance.

Strategic value: Measuring system-level readiness for the AI-enabled university.



Session 1: THE World University Rankings (WUR) & Asia University Rankings (AUR)



Agenda

1

Institutional Data

2

Reputation Data

3

Bibliometrics

4

Asia Rankings
Adaptation

5

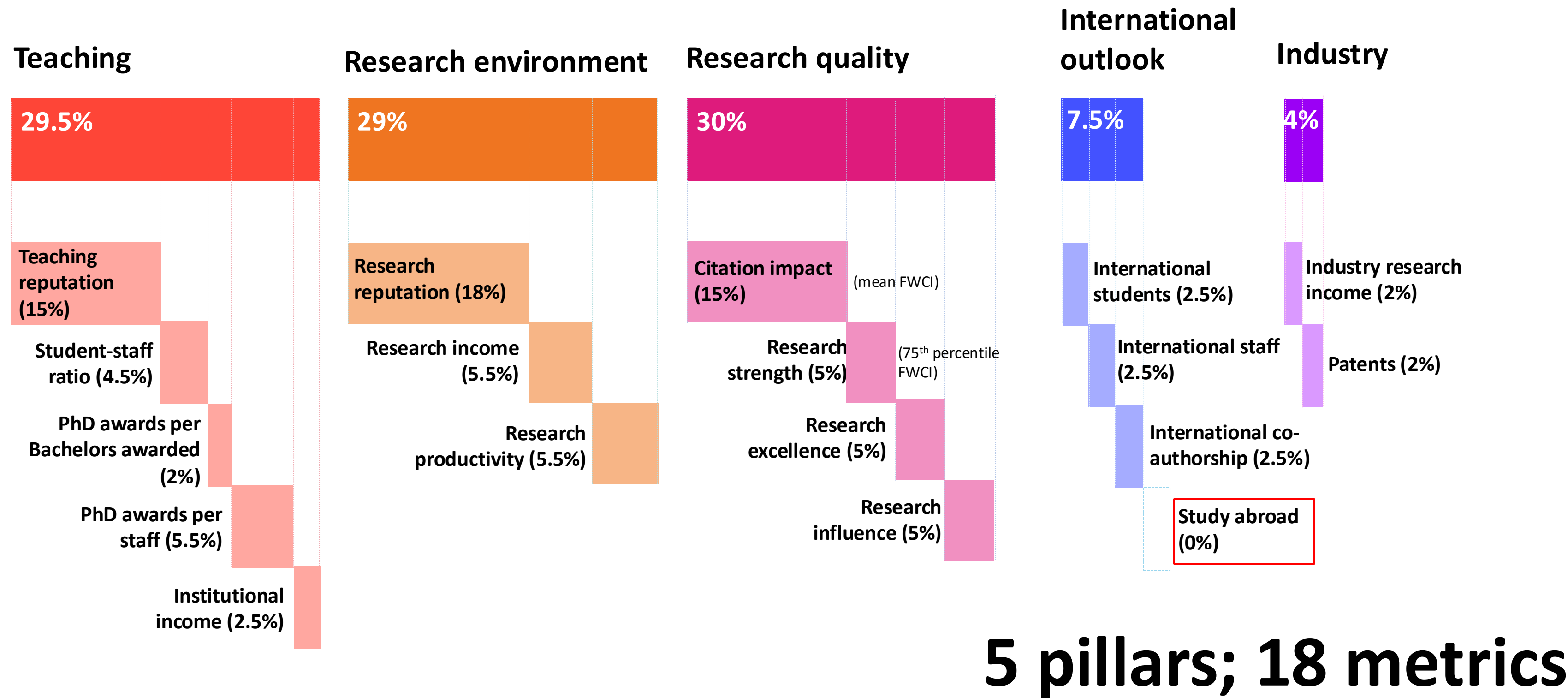
Overview of VN
Universities
Performance

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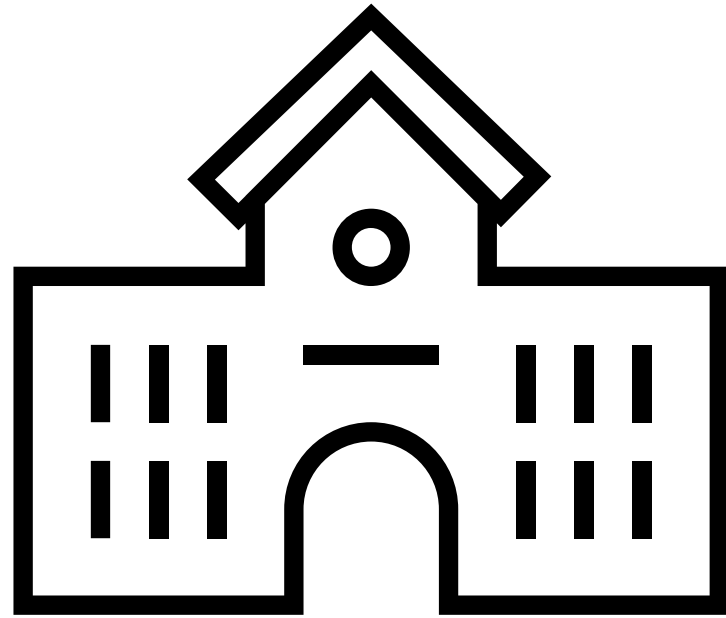
Q&A

THE World University Ranking Methodology

Times Higher Education WUR ranking metrics



Data sources



Performance data

Universities (via THE)

- Student numbers
- Academic and research staff numbers
- International staff and students
- Degrees awarded
- Income data

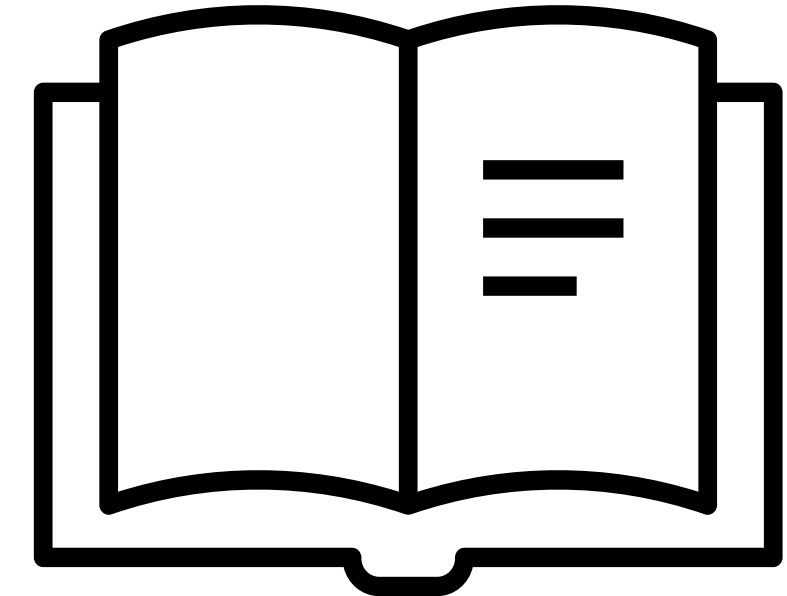
Data is collected for a specific academic year (2023-24 for WUR27), at the overall level and by (up to) 11 subjects



Reputation data

Academics (via THE)

- Annual survey of published academics
- Two core questions:
 - nominate up to 15 universities providing the best **teaching** in your subject area
 - nominate up to 15 universities producing the best **research** in your subject area
- 2 years' worth of data used for ranking

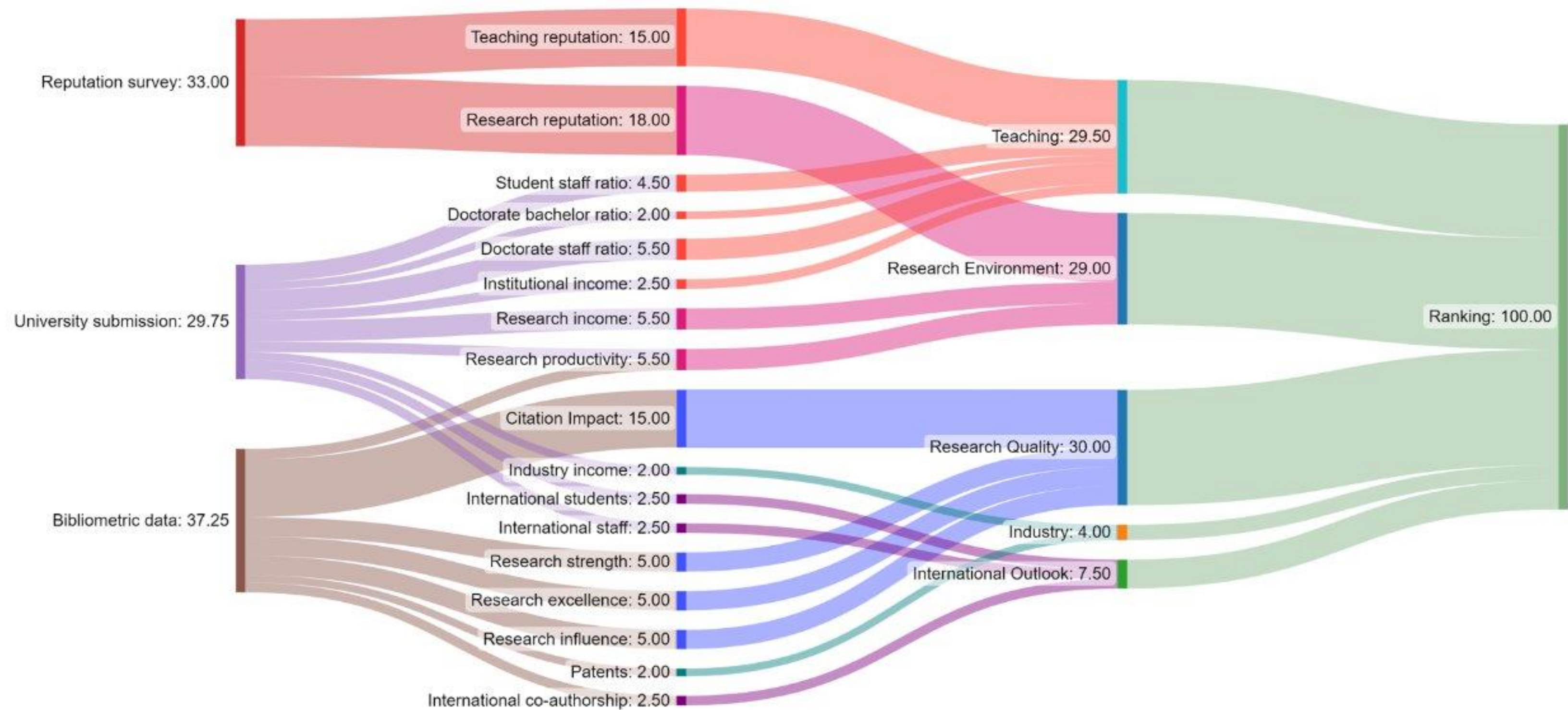
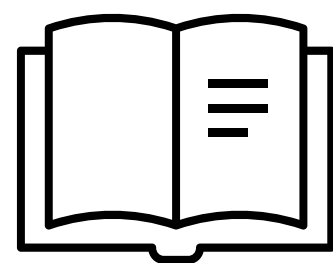
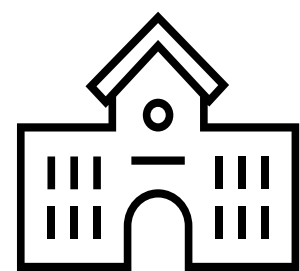


Bibliometric data

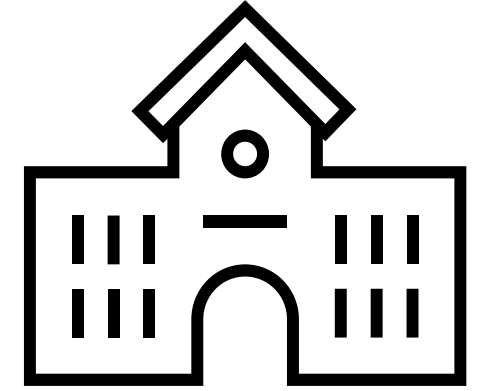
via Elsevier

- Only publications indexed in Scopus are considered
- Five document types considered:
 - Articles
 - Reviews
 - Conference proceedings
 - Books
 - Book chapters
- 5-year window used (2020-2024 in WUR26)

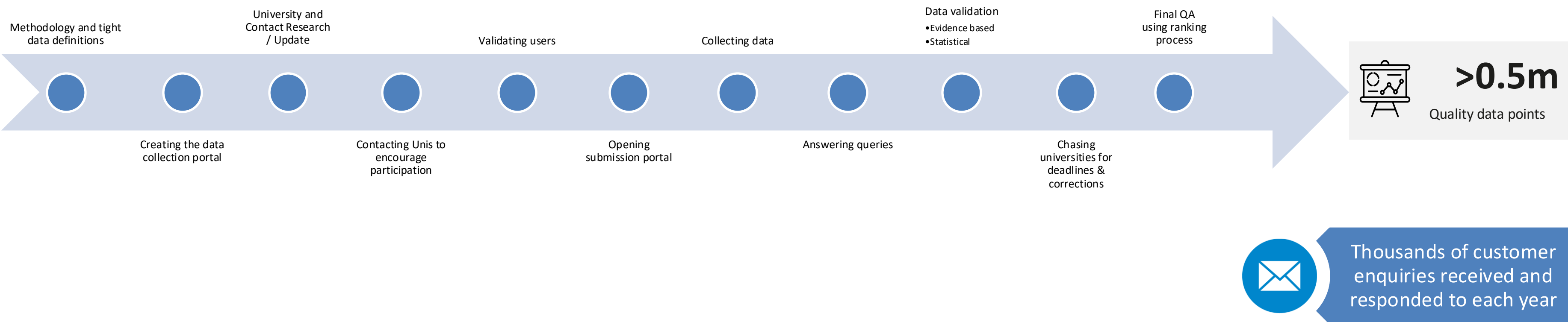
World University Ranking Methodology



Key Building Block: University Performance Data

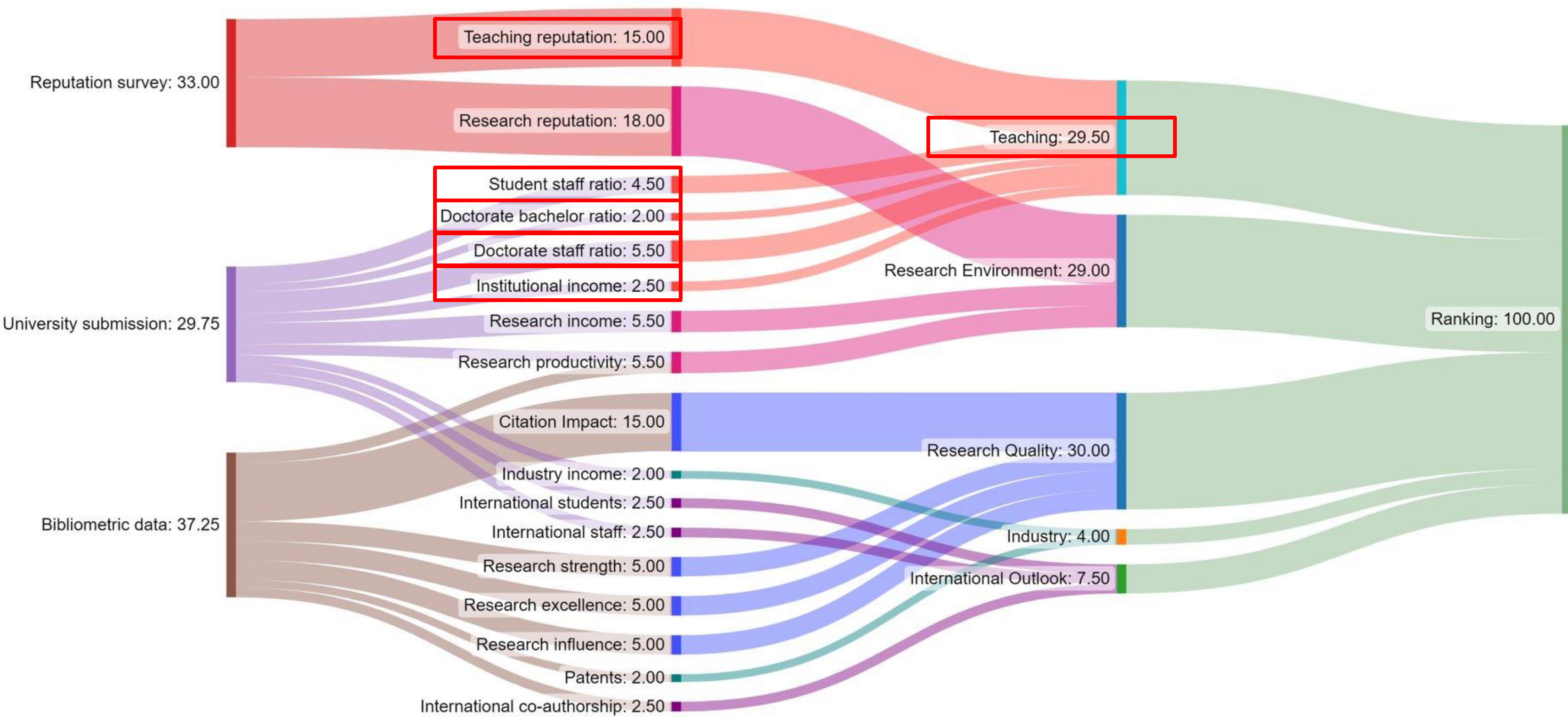


- Data is collected direct from universities every year
- Data is collected for the entire university, and in 11 broad subject areas
- Data is validated using statistical techniques, and verified against over 70 external datasets – more are added each year



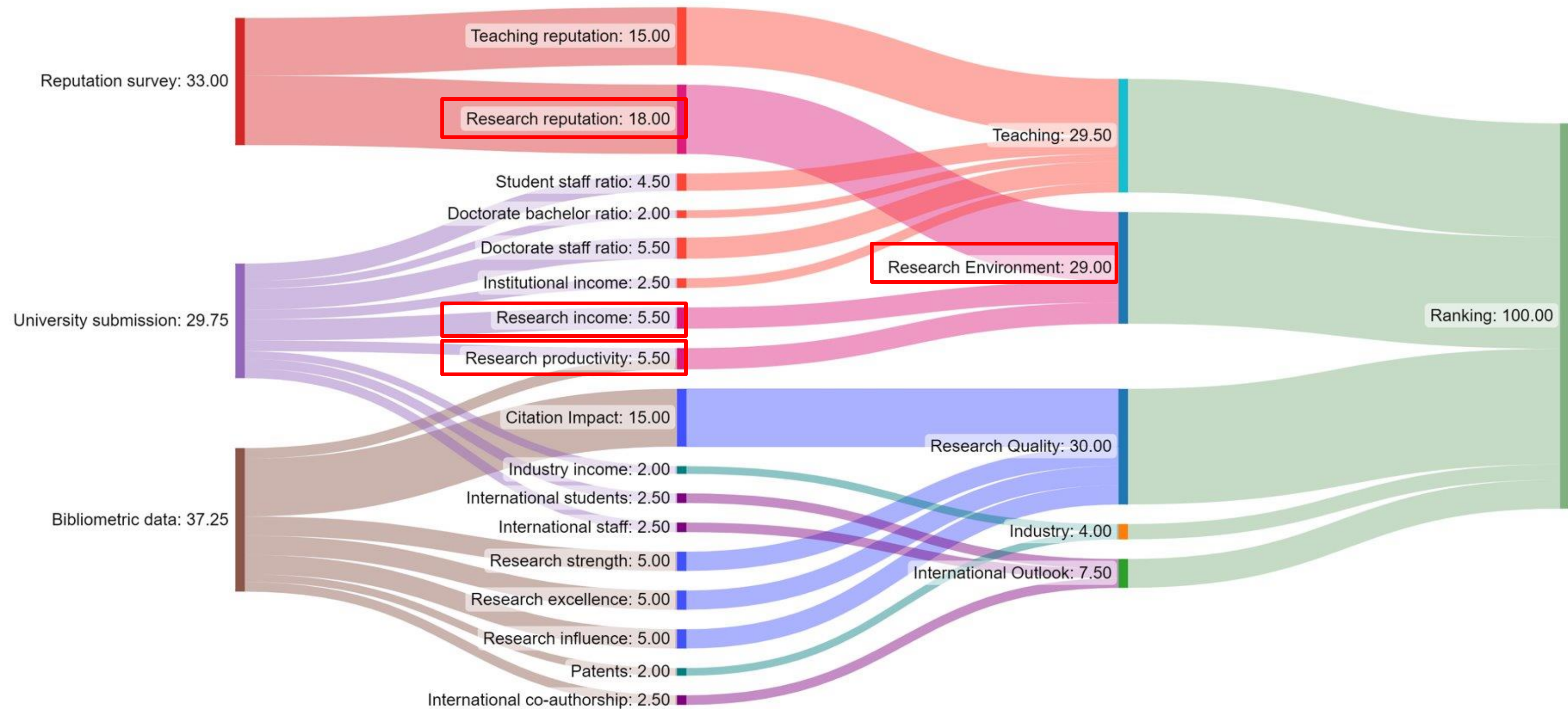
Teaching metrics

Understanding The Resources And The Shape Of Research Focused Teaching



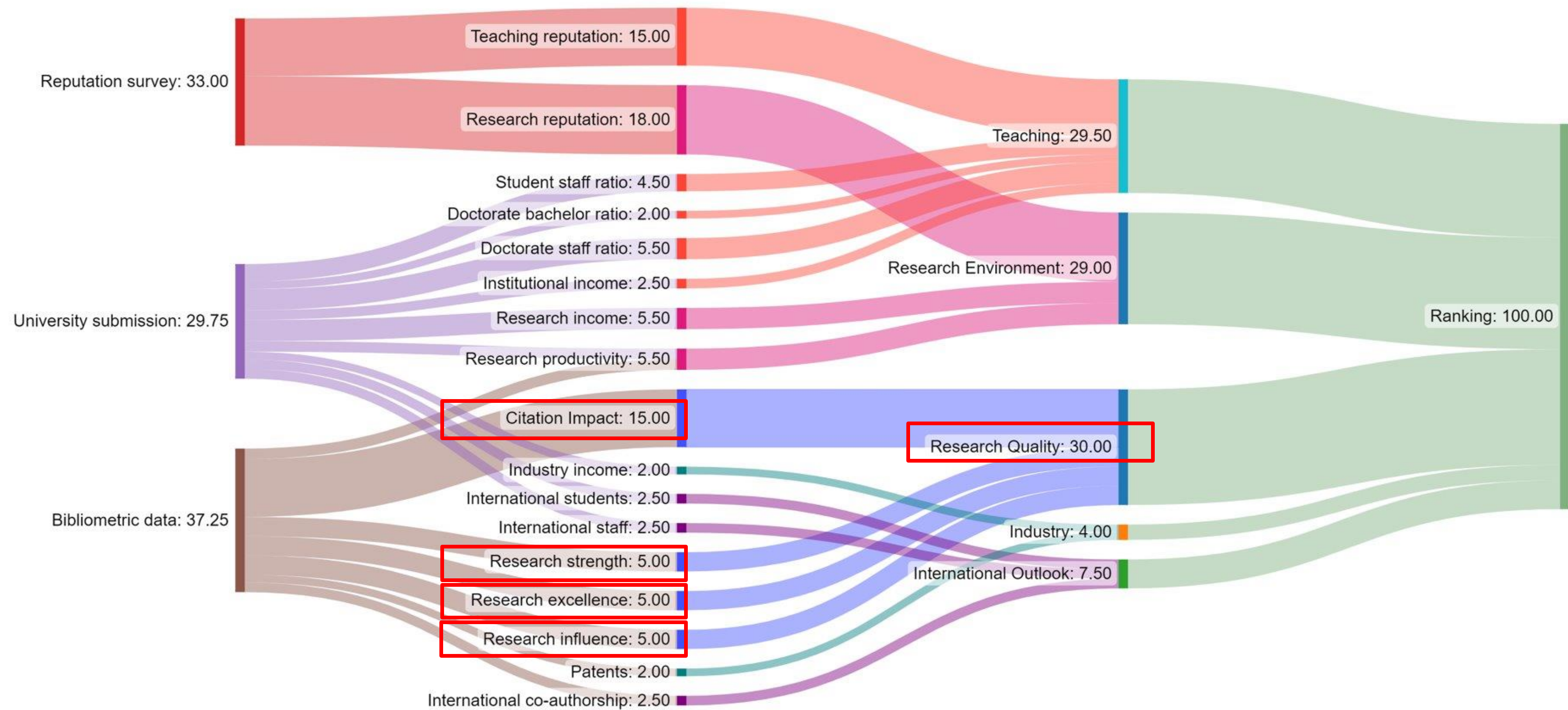
Research Environment metrics

The Resources And Productivity Of Research



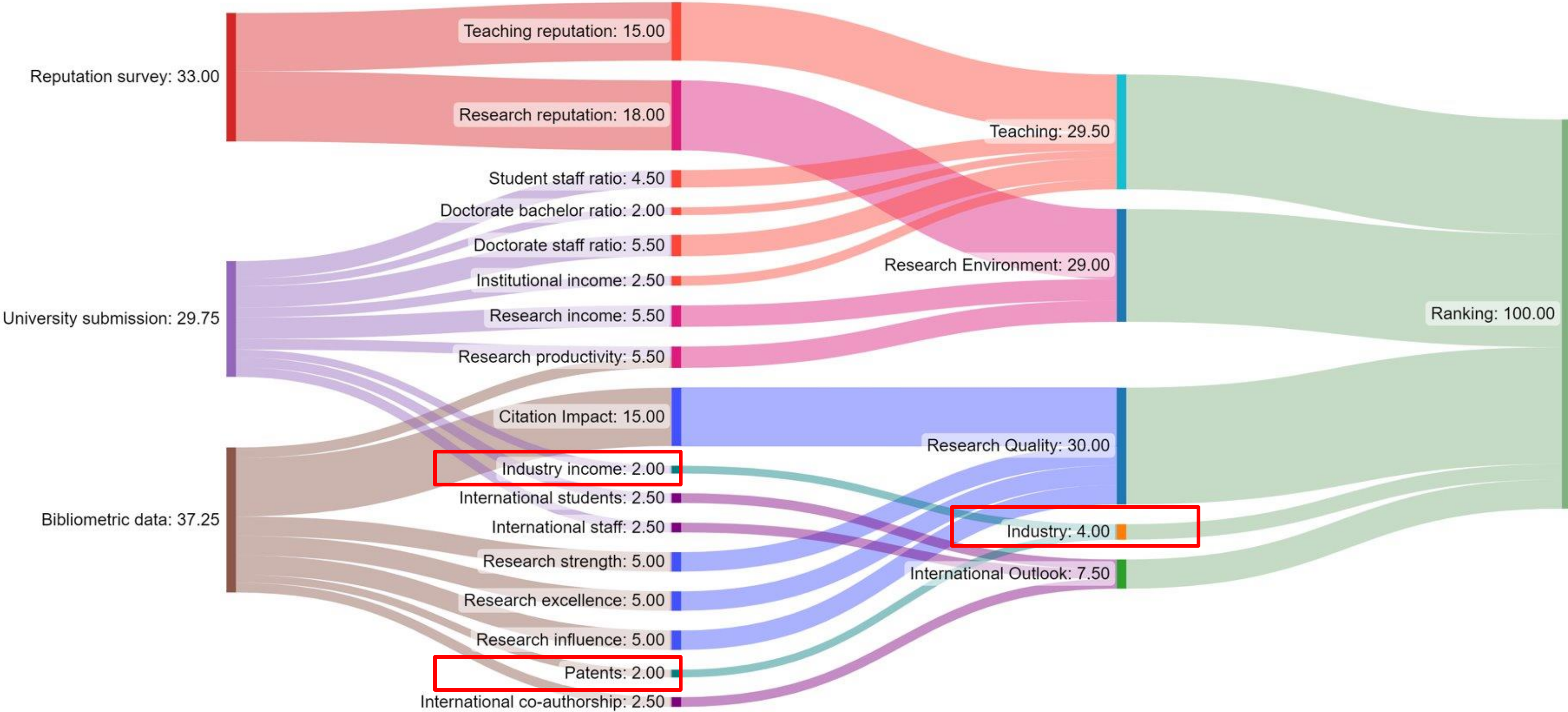
Research Quality metrics

The Quality Of Research Outputs



Industry metrics

The Link Between Higher Education And The Economic Drivers Of A Country



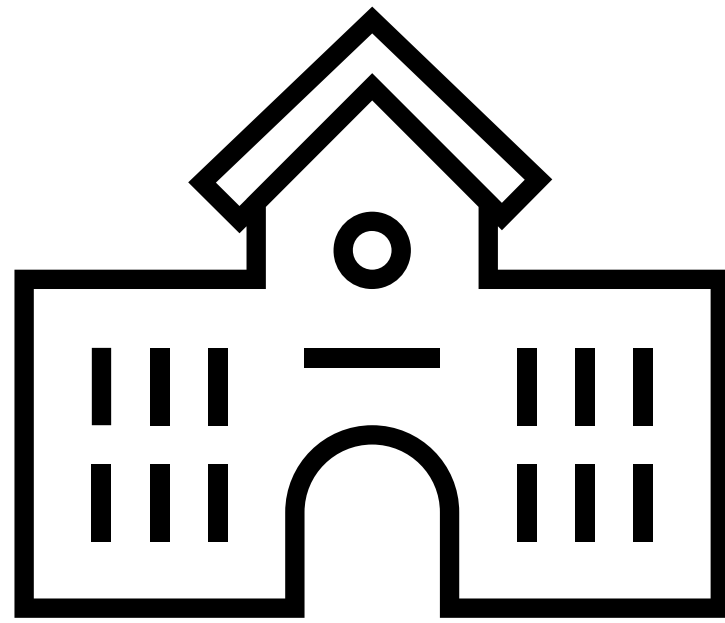
International Outlook metrics

The Openness Of An Institution To The World Of Research



Reputation Data

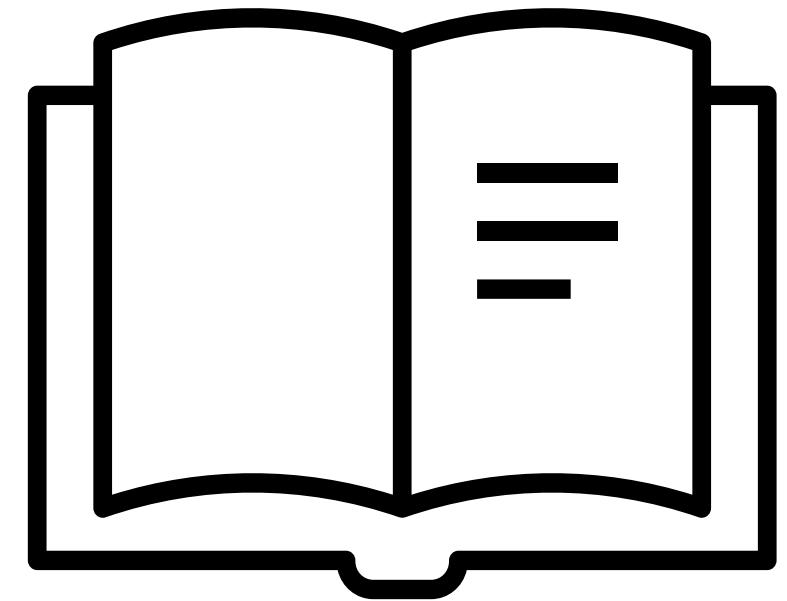
The data for the WUR



Performance data
Universities (via THE)

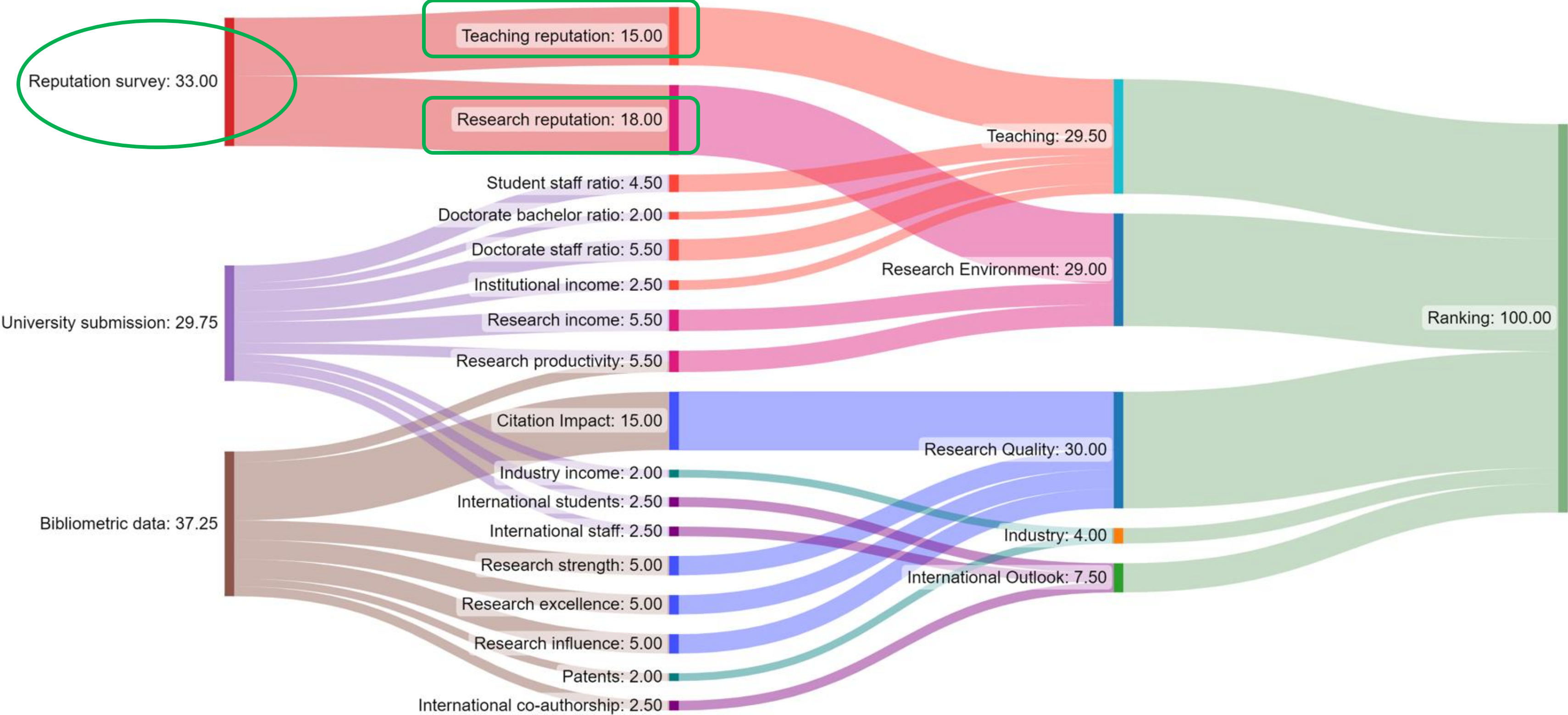


Reputation data
Academics (via THE)



Bibliometric data
Academics (via Elsevier)

Reputation data - **Academics (via THE)**



Reputation in the context of THE rankings

Reputation: Refers to global academics' perception of institutional excellence. This perception is based on the quality of teaching and research at these institutions.

- Strong reputation can help attract students and faculty, as well secure funding and establish partnership.

Data Collection: THE conducts a global survey, gathering opinions from academics.

Impact on Rankings: Reputation data forms one-third of the overall THE World University Rankings.

Key Building Block: Academic Reputation Survey



Key participation criteria

- **Strictly invitation-only** (universities cannot make nominations or supply contact lists, and individuals cannot nominate themselves for participation)
- Academics must have at least **one cited research paper and have published in the last 5 years.**

Survey

- Scholars are questioned at the level of their specific subject discipline and are asked to **name up to 15 universities** that they believe are the best in research and teaching, both in general and in their direct experience
- The survey is translated into 12 languages

Fair representation

- Results are **benchmarked using UNESCO data** to ensure the ranking is representative of the global distribution of scholars, both by country and subject

Survey questions



Thank you for your interest in the Times Higher Education Academic Reputation Survey! Your participation is very important as the responses to the survey will contribute to the Times Higher Education *World University Rankings*. Only cited authors such as yourself have been invited to participate in this survey.

In the following sections, we would like to ask for your views on:

- The best research and teaching universities in the world
- Some questions about you that we will use to contextualise the data that we receive

It will take around 15 minutes to complete this survey. If you are unable to complete the survey in one session, you can click on the link later and you will be able to continue the survey where you left off.

Please do not use your browser's 'back' or 'forward' buttons; use the buttons at the bottom of each survey page.

We really appreciate your time and contribution to this research!

Please click next to begin the survey.

Previous

Pause

Next



The best research universities in the world

Please choose up to 15 institutions in the world (in any order and from any country) that you regard as producing the best research within your subject area. Please only think about research for this question.

Please begin typing and you will be presented with suggested responses. If you cannot find the institution you would like to select in the list, please continue making your other selections from the list. You will then have opportunity to enter any unlisted institutions later on in the survey.

If you want to choose fewer than the requested number of institutions, please click the next button after you have made all the selections you want.



Please type in in English

Aalto University School of Business [Finland]



Accord University [Somalia]



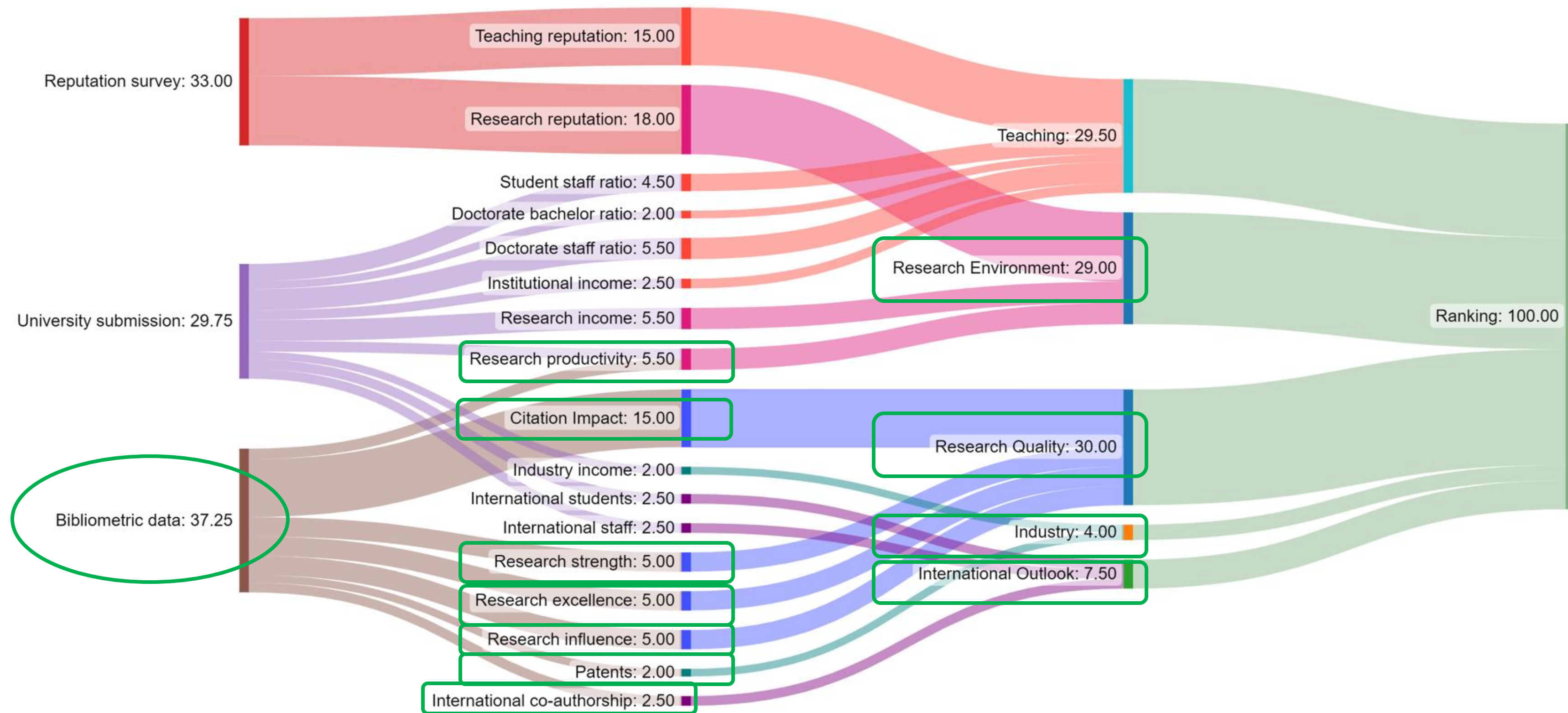
Previous

Pause

Next

Bibliometrics

Bibliometric data - Academics (via Elsevier)

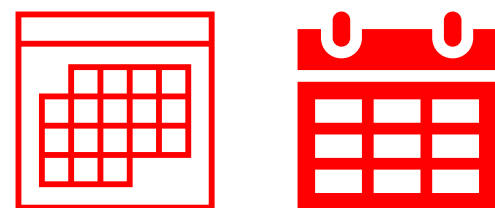
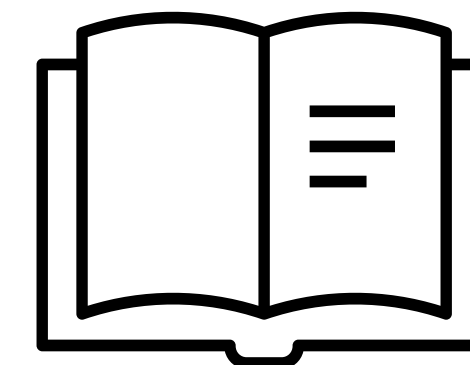


What are bibliometric data?

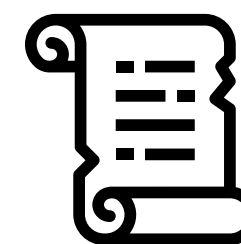
Bibliometric Data are quantitative information used to analyse the production and dissemination of scientific knowledge.

We do not require you to submit information about your institution's publications or citations. We source this data directly from Elsevier's 'Scopus' database. However, to ensure your institution's publications are correctly attributed, please read this [Bibliometric Data Factsheet](#).

Key Building Block: Bibliometric Data



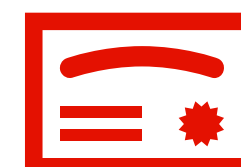
WUR 2026: 2020-2024
WUR 2027: 2021-2025
WUR 2028: 2022-2026



Journal papers, conference
proceedings, books, book
chapters, reviews

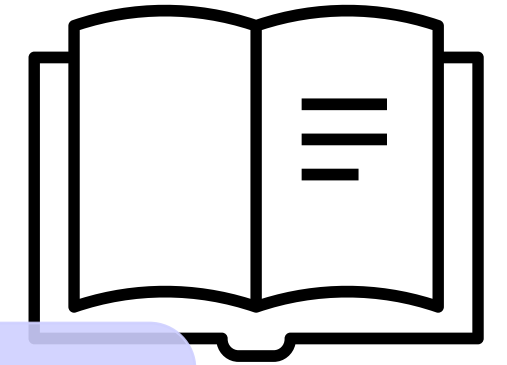


Discontinued
journals



Patent offices increased from
5 to 103 (of which 43 have
valid data)

Key Building Block: Bibliometric Data



Citation Impact

- Mean FWCI of an institution's research output

Research Strength

- 75th percentile FWCI of an institution's research output

Research Excellence

- Number of papers in top 10% by FWCI

Research Influence

- Network of citations rather than just one level of citation

Bibliometric Data – Important Note

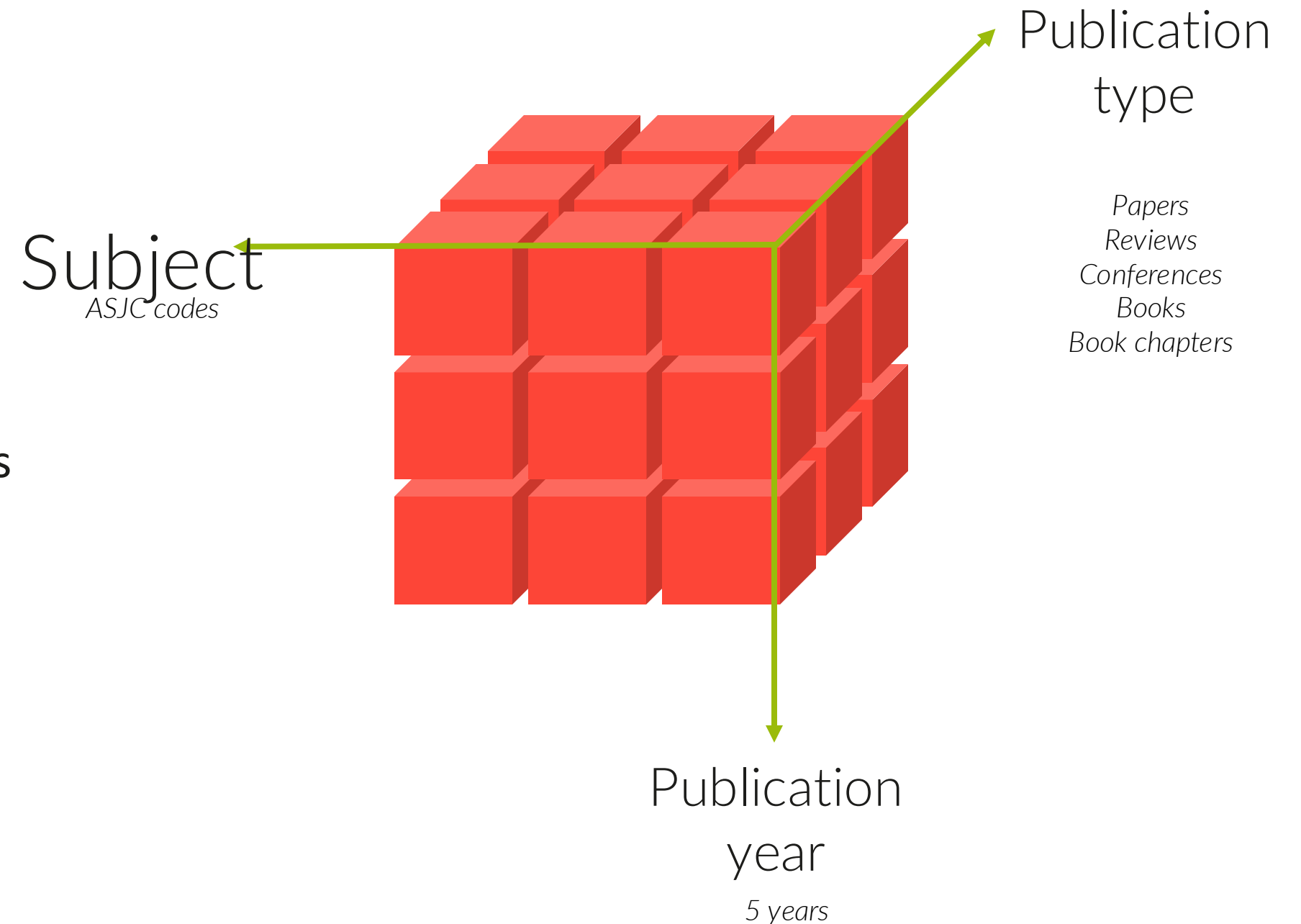
It is important to ensure with Elsevier that your institution's publications are correctly attributed to your Scopus institution profile accurately. If you don't already have one, you can create an Elsevier account for free from [any of Elsevier's products](#).

Validate and Optimize Data

Regularly review Scopus data for missing publications or errors.
Ensure researchers properly affiliate with your institution.

Key building block: Bibliometrics

- Data comes from Elsevier's Scopus dataset.
- A fundamental measure is Field Weighted Citation Impact.
- We want to calculate the average number of citations that a piece of research from an institution receives.
- We normalise by **year, publication type, subject**
- Within each cell we compare a paper to the average.



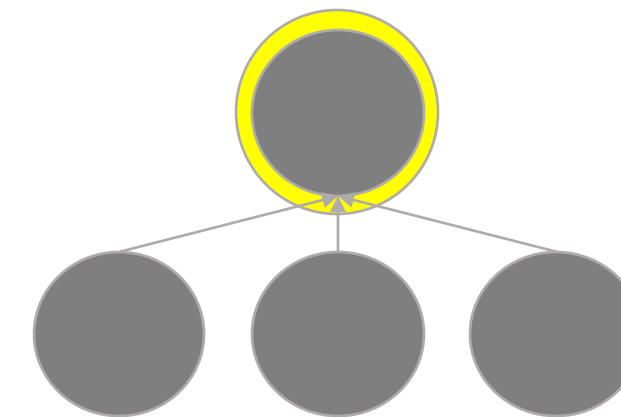
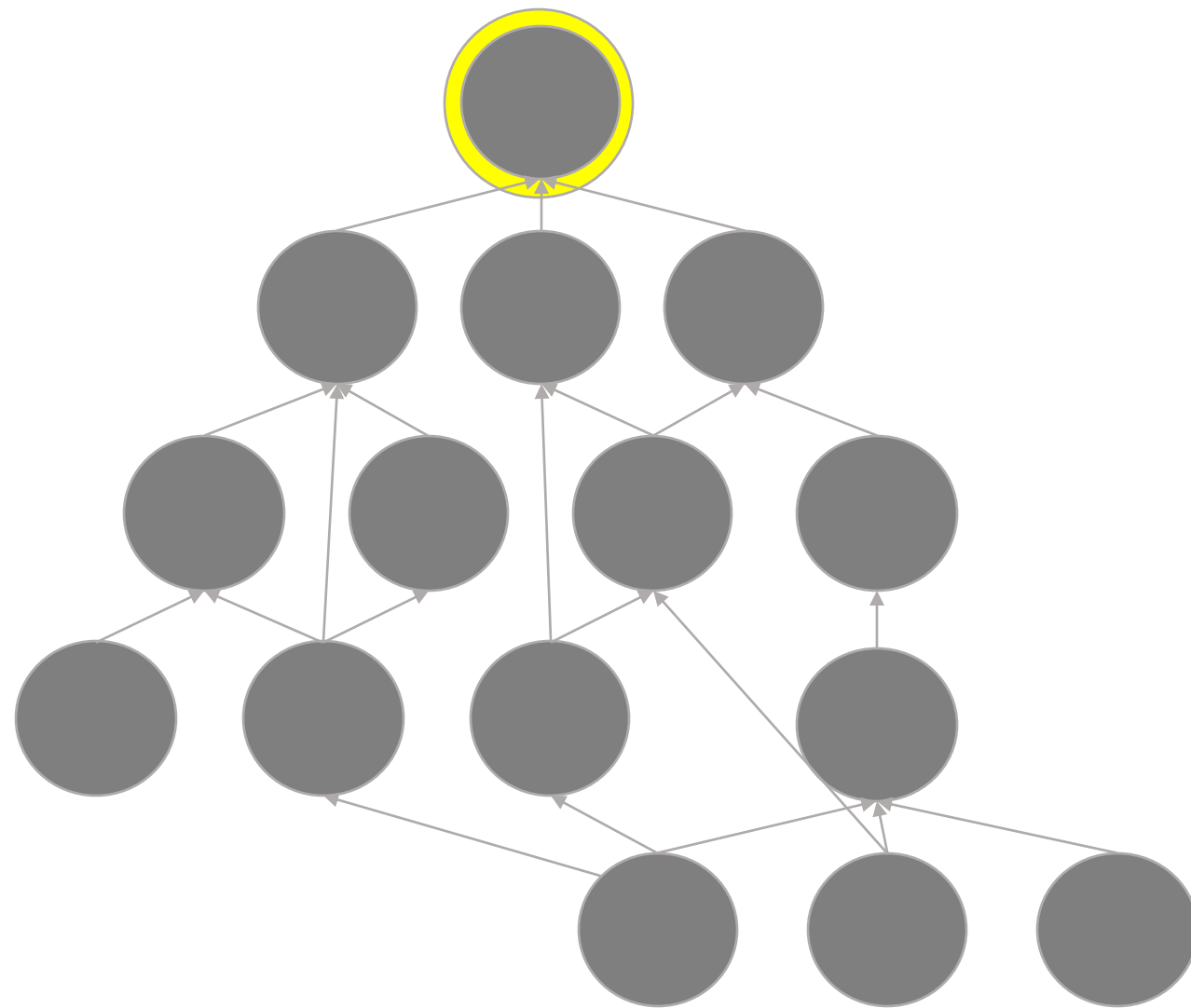
Let's say I published a journal article in 2019 on artificial intelligence, and it received 6 citations so far...

...and the average number of citations received by publications of the same type, same year and same subject is 2...

...then the FWCI of this publication is $6/2 = 3$

Research Influence - Papers

Both papers have 3 citations. Which one is likely to be more “influential”?



Industry: Patents

- The extent to which universities are supporting their **national economies through technology transfer** is an area that deserves greater recognition. We will be introducing an additional measure.
- Directly measures **research output**, specifically how much an institution's research is cited by patents. This is similar to one that we already use within the THE Impact Rankings (in SDG 9: Industry, Innovation and Infrastructure).
- This measure is **subject weighted** to avoid penalising universities producing research in fields low in patents.
- This is a **count of patents, normalised by staff numbers**.

Internationalisation

Regarding the concept of internationalisation in the context of the rankings, it refers to **the efforts made by universities to increase their international presence and collaborations**. This is measured through categories like international students, international staff, and international collaborations.

- 1. International students:** Having more international students is beneficial as it helps create a diverse and open-minded academic environment.
- 2. International staff:** Recruiting international staff brings a broader perspective to teaching and research.
- 3. International collaborations:** Engaging in international collaborations enhances the institution's global reputation and academic reach.

Exposure to **diverse ways of thinking** and **different teaching methods** is beneficial for the learning environment and student development.

Methodology Difference – Asia University Rankings

THE Rankings

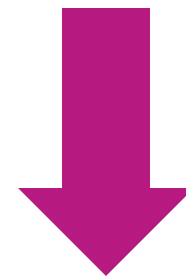
GLOBAL RESEARCH



Focus: research output, research quality, research collaboration, reputation + more

Participation rules: 1,000+ publications over 5 years, teach undergraduates across a range of subjects

REGIONAL RESEARCH



Focus: research output, research quality, research collaboration, reputation + more

Key difference: reduced focus on reputation, emphasis on research and industry metrics

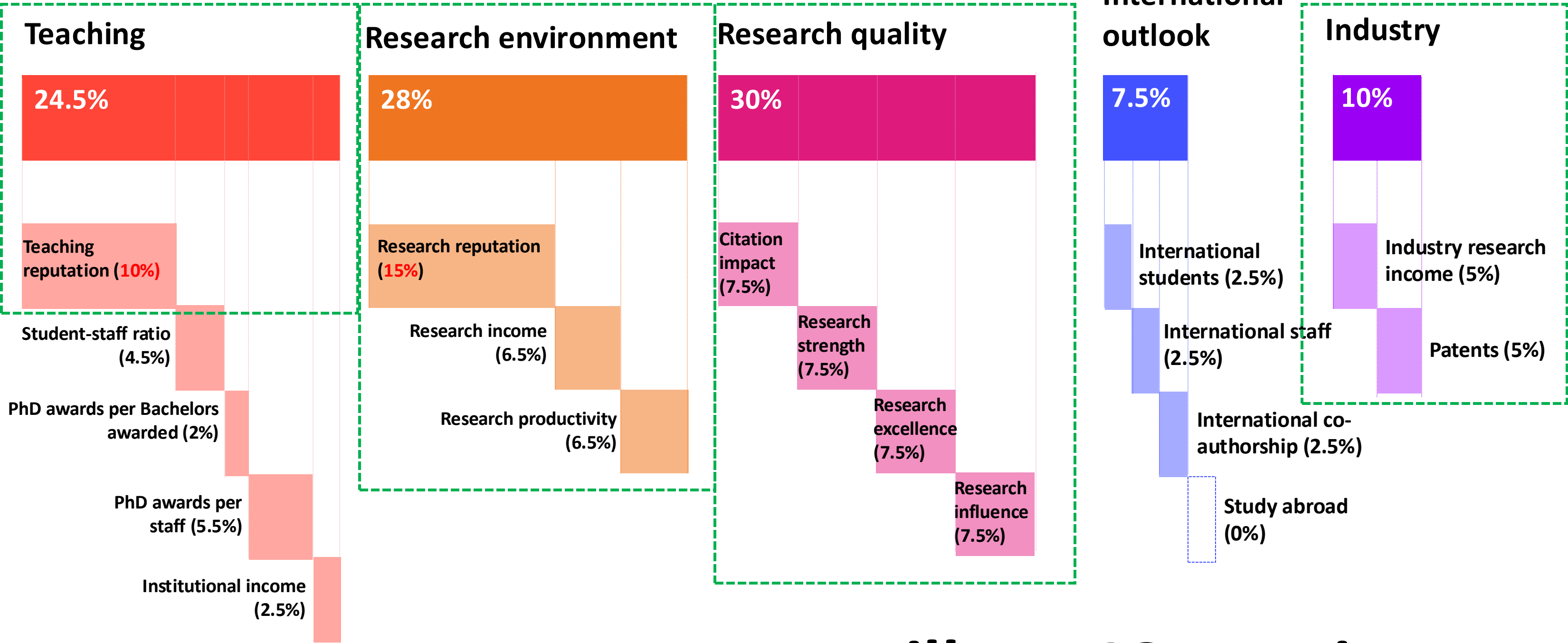
SUSTAINABILITY



Focus: research, teaching, stewardship and outreach against the UN's 17 Sustainable Development Goals

Participation rules: all UG or PG higher education institutions

The ASIA University Rankings metrics



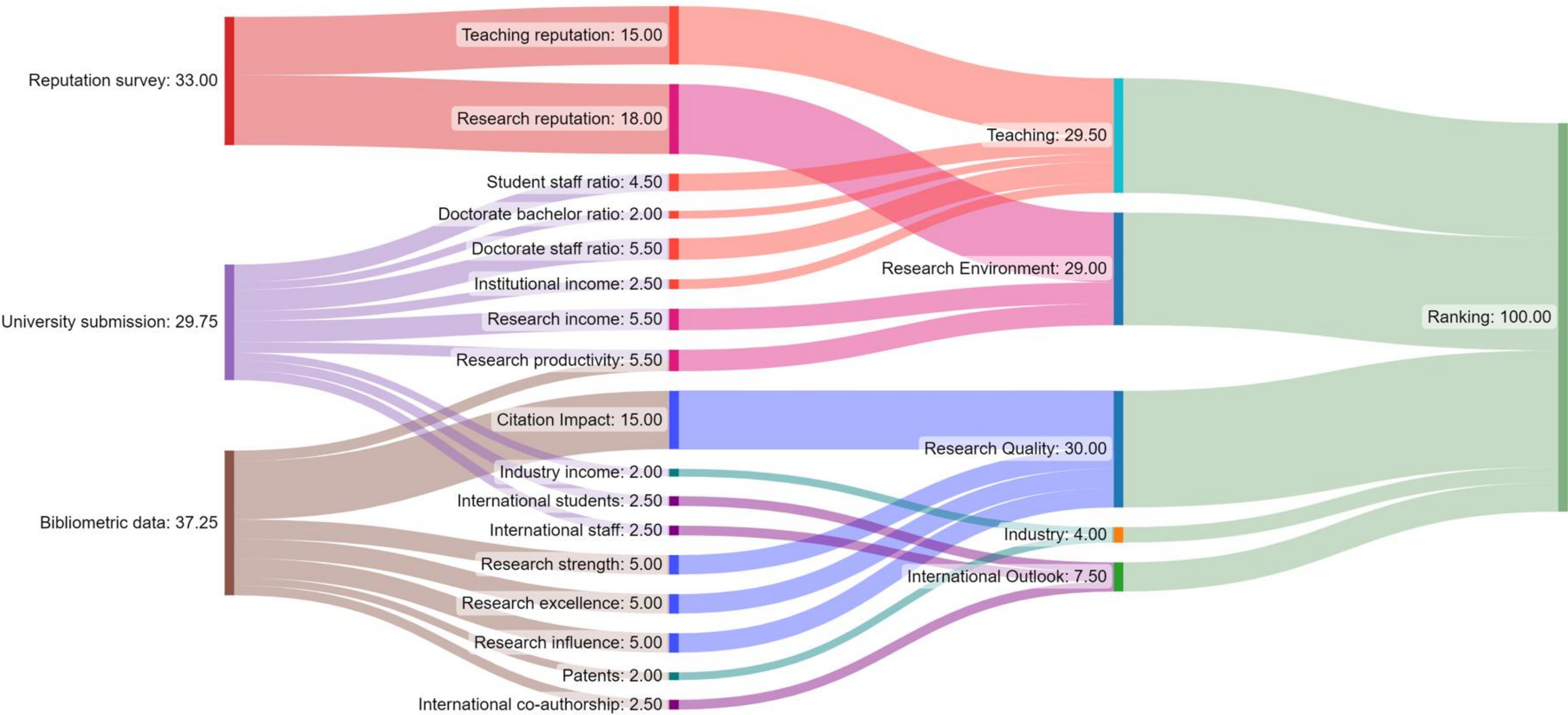
5 pillars; 18 metrics

Weightage comparison between WUR and AUR

		WUR	Asia
Teaching	Teaching Reputation	15.0%	10.0%
	Student-staff ratio	4.5%	4.5%
	PhD awards per Bachelor awarded	2.0%	2.0%
	PhD awards per staff	5.5%	5.5%
	Institutional income	2.5%	2.5%
Research Environment	Research reputation	18.0%	15.0%
	Research income	5.5%	6.5%
	Research productivity	5.5%	6.5%
Research Quality	Citation impact	15.0%	7.5%
	Research strength	5.0%	7.5%
	Research excellence	5.0%	7.5%
	Research influence	5.0%	7.5%
International outlook	International students	2.5%	2.5%
	International staff	2.5%	2.5%
	International co-authorship	2.5%	2.5%
	Study abroad	0.0%	0.0%
Industry	Industry research income	2.0%	5.0%
	Patents	2.0%	5.0%

 Metrics with greater weight when compare across both rankings.

WUR Methodology



World University Rankings: *How to Participate*

How to Participate in THE WUR 2028: Eligibility Criteria

Participation in THE World University Rankings is free of charge. However, there is a set of eligibility criteria

- Must teach at undergraduate level
- Publication requirements
 - At least 1,000 publications in 5 years
 - At least 100 publications each year
 - Separate publication requirements for the subject rankings
- Must not be a subject specialist

How to Participate in THE WUR 2028

We need your help for the **institutional data**

1. Nominate a Data Provider and Approver

A Data Provider and Approver for your institution will need to be nominated.
Please email us at profilerankings@timeshighereducation.com

2. Connect to the Portal

You will receive login details to connect to the Data Collection Portal
The Portal will be open between **mid January to end March 2027**

THE Data Collection Portal 1/3



World University Rankings 2027

Complete the stages of the data collection process

THE- Times Higher Education World

[Introduction](#)

[Institution Profile](#)

[Data](#)

[Notes](#)

[Review, print & submit](#)

Welcome to the Times Higher Education (THE) World University Rankings data collection portal.

The secure portal is structured to collect accurate and detailed information to enable us to develop a detailed, multifaceted performance profile of your institution to create the THE World University Rankings and related specialist rankings.

Please note that this portal is directly managed by Times Higher Education and is the only source of institutional data for the THE World University Rankings. The information that you submit will be combined with other sources of data and used to create a comprehensive and representative picture of your institution and of others around the world.

Only by submitting data via this portal can your institution be considered for inclusion in the THE World University Rankings and multiple related publications and products.

Thank you for taking the time to participate in this important global research project.

Please download our quick-start guide which explains the key aspects of the data collection process and how to navigate your institution's data collection portal account. We recommend that you read the information before you begin your data submission and refer to it during completion of the data collection process.

[English user guide](#)

[Arabic user guide](#)

[Mandarin user guide](#)

[German user guide](#)

[French user guide](#)

[Italian user guide](#)

[Japanese user guide](#)

[Korean user guide](#)

Data collection materials are available for download in 12 languages

THE Data Collection Portal 2/3

We collect **data** at the institution level and in our 11 subjects

- Staff and international staff
- Students and international students
- Undergraduate degrees awarded and doctorates awarded
- Income data

Year of Reference for WUR 2028 (published in autumn 2027): **2025**

Academic Year ending in **2025**

Calendar Year ending in **2025**

Art and Humanities

Business and Economics

Clinical and Health

Computer Science

Education

Engineering

Law

Life Sciences

Physical Sciences

Psychology

Social Sciences

THE Data Collection Portal 3/3

Once you are done with data entry, please go to this tab to submit your data

THE Times Higher Education Portal

Introduction

Institution Profile

Data

Notes

Review, print & submit

Please provide information about the teaching and research activities of your institution. The more data that you share, the more meaningful your profile will be.

Please note that all information should be entered in English. Click on each of the sections below and complete your data.

Important notes

- Please provide data about people as full-time equivalents (FTE), with no commas or thousand separators (e.g. 18742.5).
- Please note that the income data we request at the subject level (total institutional income, research income, research income from industry and commerce) needs to be broken down by subject. Please DO NOT replicate the income data from the overall level into the subject level. Ideally, any data at the subject level should add up to the data at the overall level.
- Please provide monetary data in the currency selected and report in whole numbers (i.e. 17865456) with no punctuation. Thousands separators and decimal points are not permitted.
- If you are finding it difficult to complete the mandatory fields or in completing the form in English, please do not hesitate to contact us at profilerankings@timeshighereducation.com

All fields marked with a † are required in order to participate in the Overall Rankings. Note that this includes some subject fields. Additionally, fields marked with a * are also required in order to be eligible for the Subject Rankings.

Overall – This section is mandatory for all universities to complete

61%

In this section you should submit data about your institution as a whole. This is not an automatically calculated sum of categories. You are required to enter data manually.

IPEDS subject mapping

	2020	2019
Number of academic staff (FTE) †	562	Data unavailable
		We do not record this type of information
Number of academic staff of international/overseas origin (FTE) †	230	Data unavailable
		data unavailable

Enter the data

THE Times Higher Education

THE South-east Asia Rankings – Coming Soon

- **A new regional ranking** designed to showcase the strengths and diversity of higher education across South-east Asia.
- **Built using the trusted THE World University Rankings methodology**, providing a familiar and globally recognised framework for institutional comparison.
- **Lower entry threshold than global rankings**, enabling broader participation across the region and creating a pathway for more universities to progress from reporter status to ranked status in future editions.
- The new ranking provides **greater visibility for South-east Asian universities**, highlighting institutional excellence within the regional context while complementing global rankings.
- It offers universities valuable benchmarking opportunities against regional peers and helps identify areas for strategic improvement.
- As South-east Asia continues to strengthen its higher education and research ecosystem, the ranking aims to recognise institutions driving innovation, international collaboration and societal impact.

How to Participate in THE WUR 2028

We need your help for the **institutional data**

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Please email us at profilerankings@timeshighereducation.com

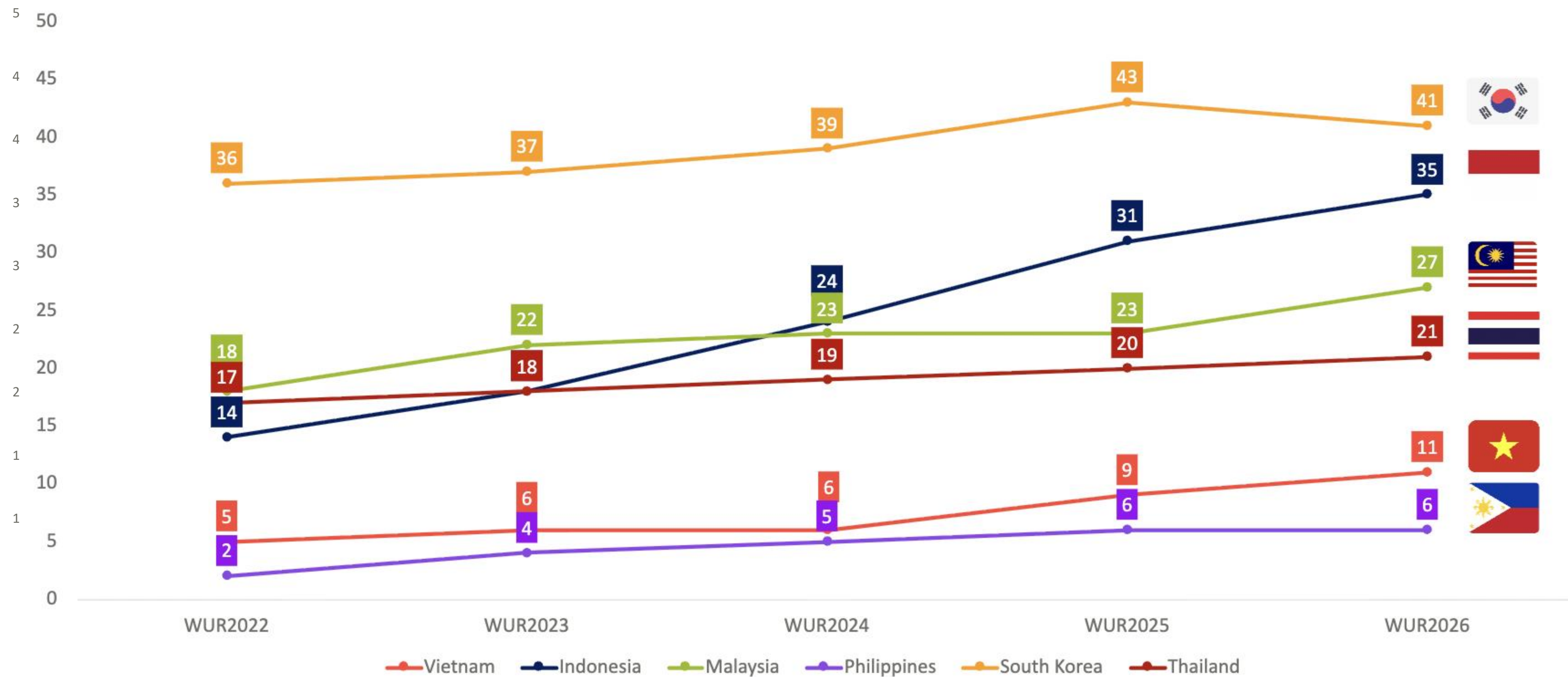
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Thank you

Overview of Vietnamese Universities' Performance in THE WUR & AUR 2026

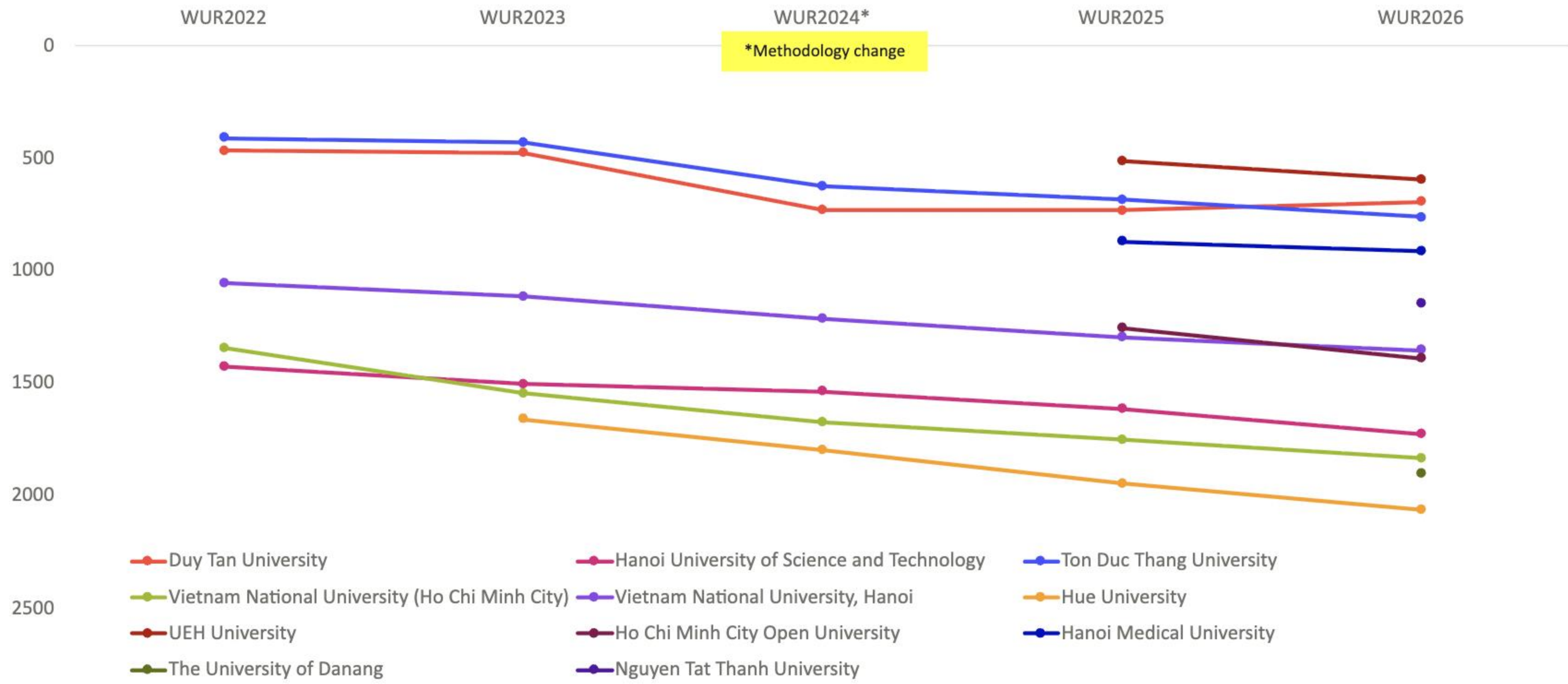
Year-on-year number of participating universities



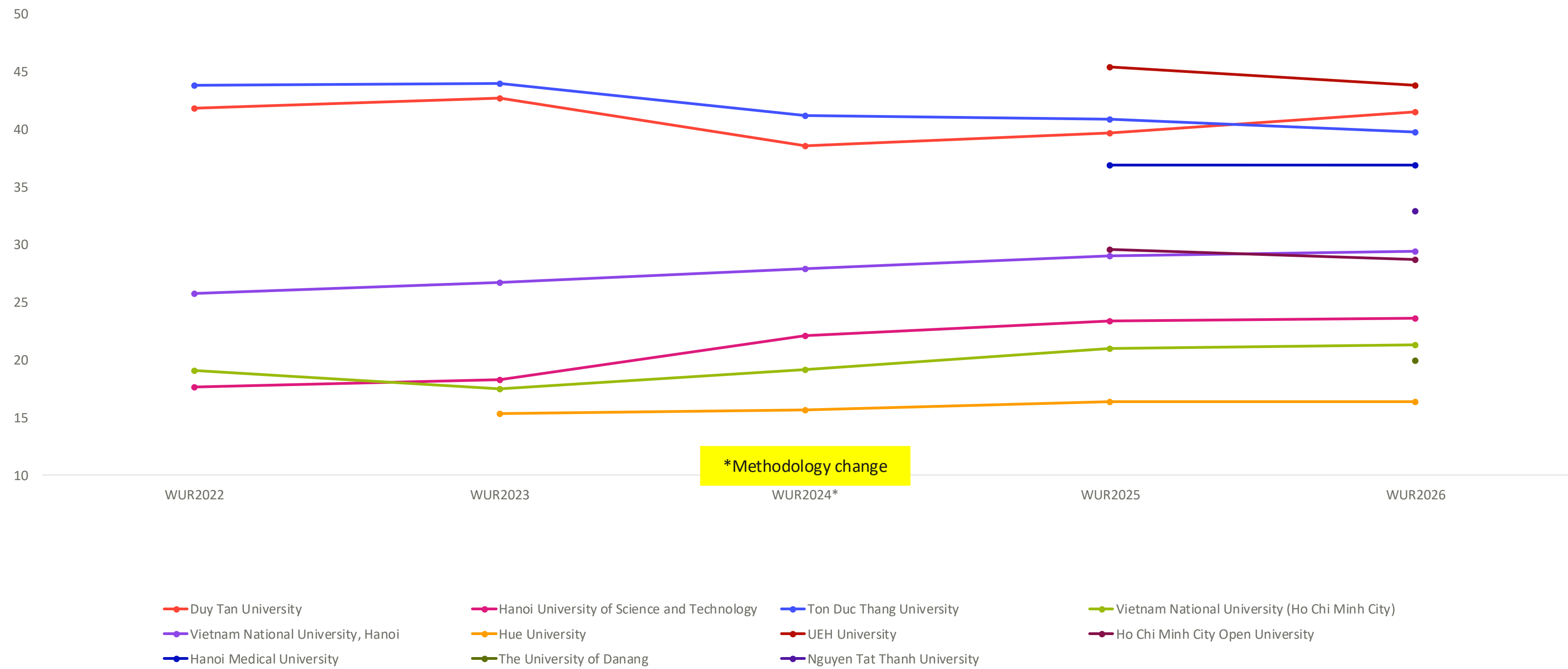
Vietnamese Universities' ranking at a glance

Vietnam Rank		WUR2026 Rank	AUR2026 Rank	Vietnam Rank		WUR2026 Rank	AUR2026 Rank
1	UEH UNIVERSITY	501 - 600	=184	7	HO CHI MINH CITY OPEN UNIVERSITY	1201 - 1500	601 - 800
2	DUY TAN UNIVERSITY	601 - 800	251 - 300	8	HANOI UNIVERSITY OF SCIENCE AND TECHNOLOGY	1501+	601 - 800
3	TON DUC THANG UNIVERSITY	601 - 800	251 - 300	9	VIETNAM NATIONAL UNIVERSITY (HO CHI MINH CITY)	1501+	601 - 800
4	HANOI MEDICAL UNIVERSITY	801 - 1000	401 - 500	10	THE UNIVERSITY OF DANANG	1501+	801+
5	NGUYEN TAT THANH UNIVERSITY	1001 - 1200	501 - 600	11	HUE UNIVERSITY	1501+	801+
6	VIETNAM NATIONAL UNIVERSITY, HANOI	1201 - 1500	601 - 800	Total Universities in WUR2026		2,191	
				Total Universities in Asia 2026		929	

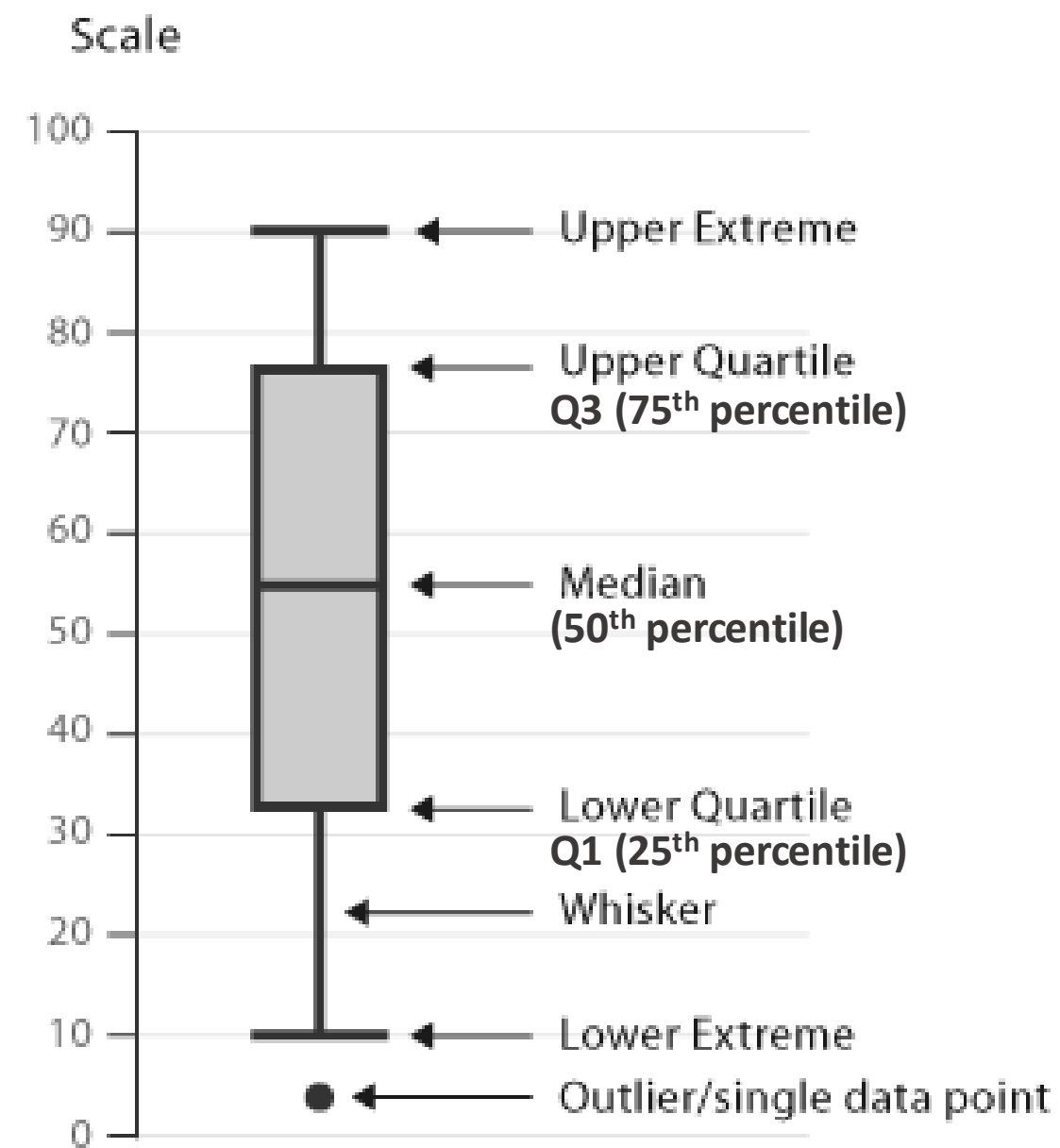
Year-on-year Rank Performance (WUR22 – WUR26)



Year-on-year Score Performance (WUR22 – WUR26)



Box and Whisker Plot – How to Read This Chart



Box = Middle 50% of universities

Line in box = Median = 50th percentile

Whiskers = Full score range

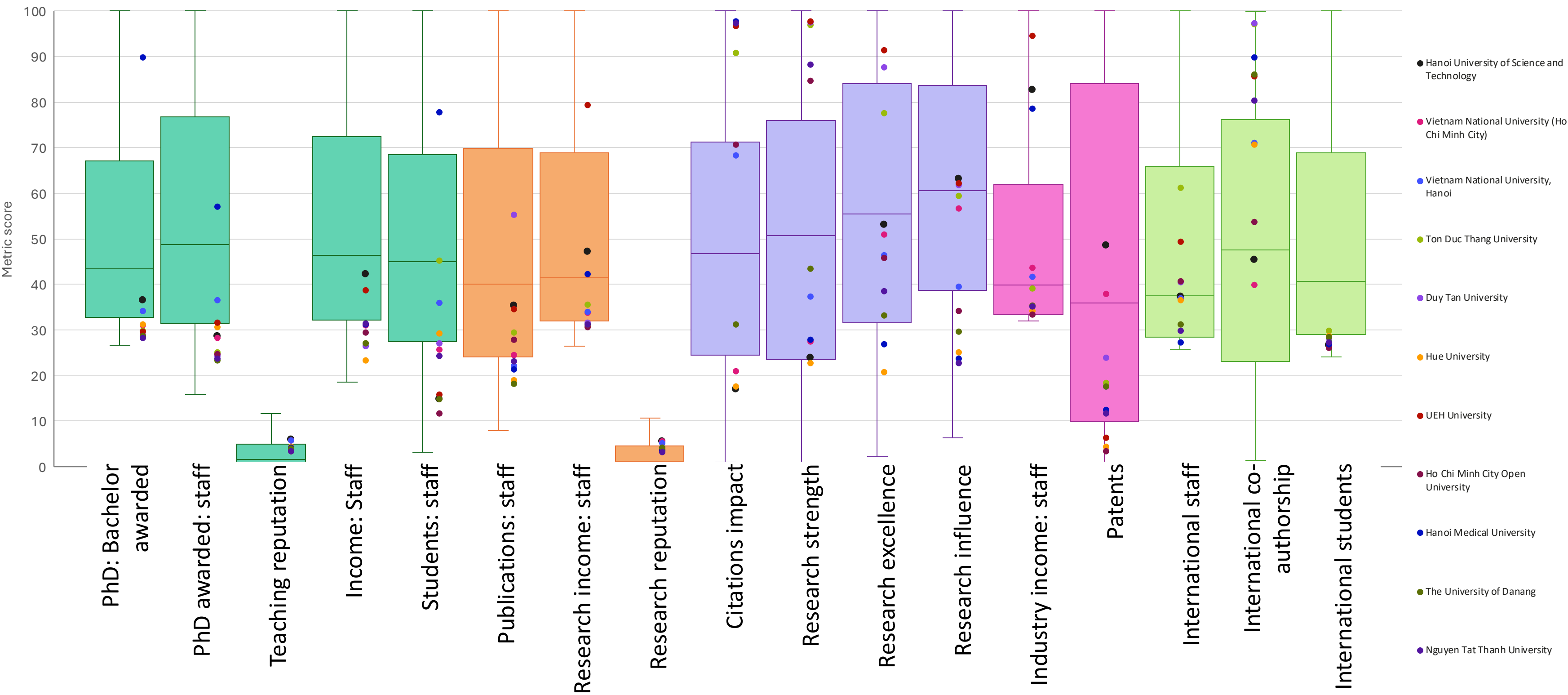
Upper Quartile (Q3) = 75th percentile

Lower Quartile (Q1) = 25th percentile

Outlier = University with exceptionally high or low performance compared with the majority of peers

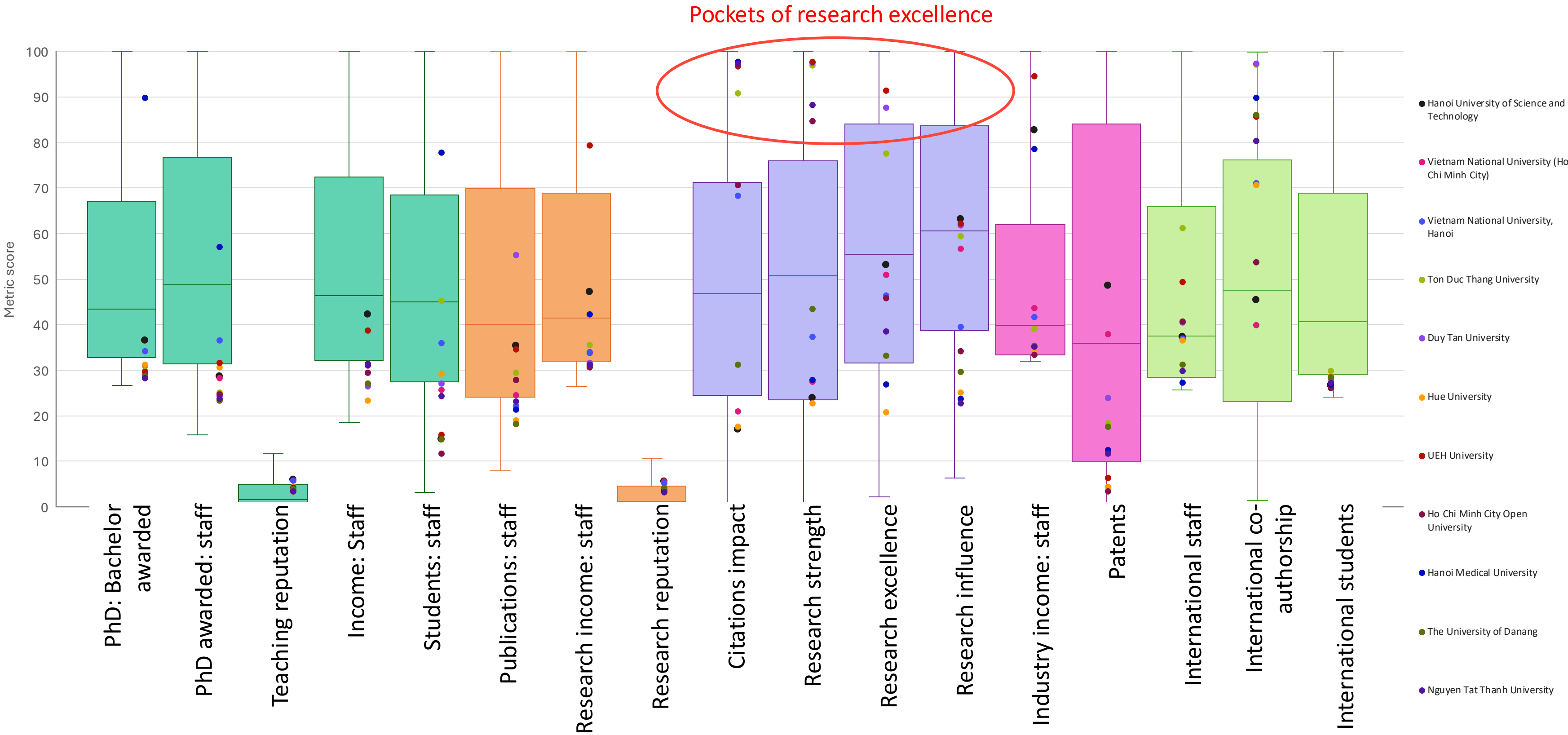
Image from https://datavizcatalogue.com/methods/box_plot.html

Viet Nam Universities vs Global 2026



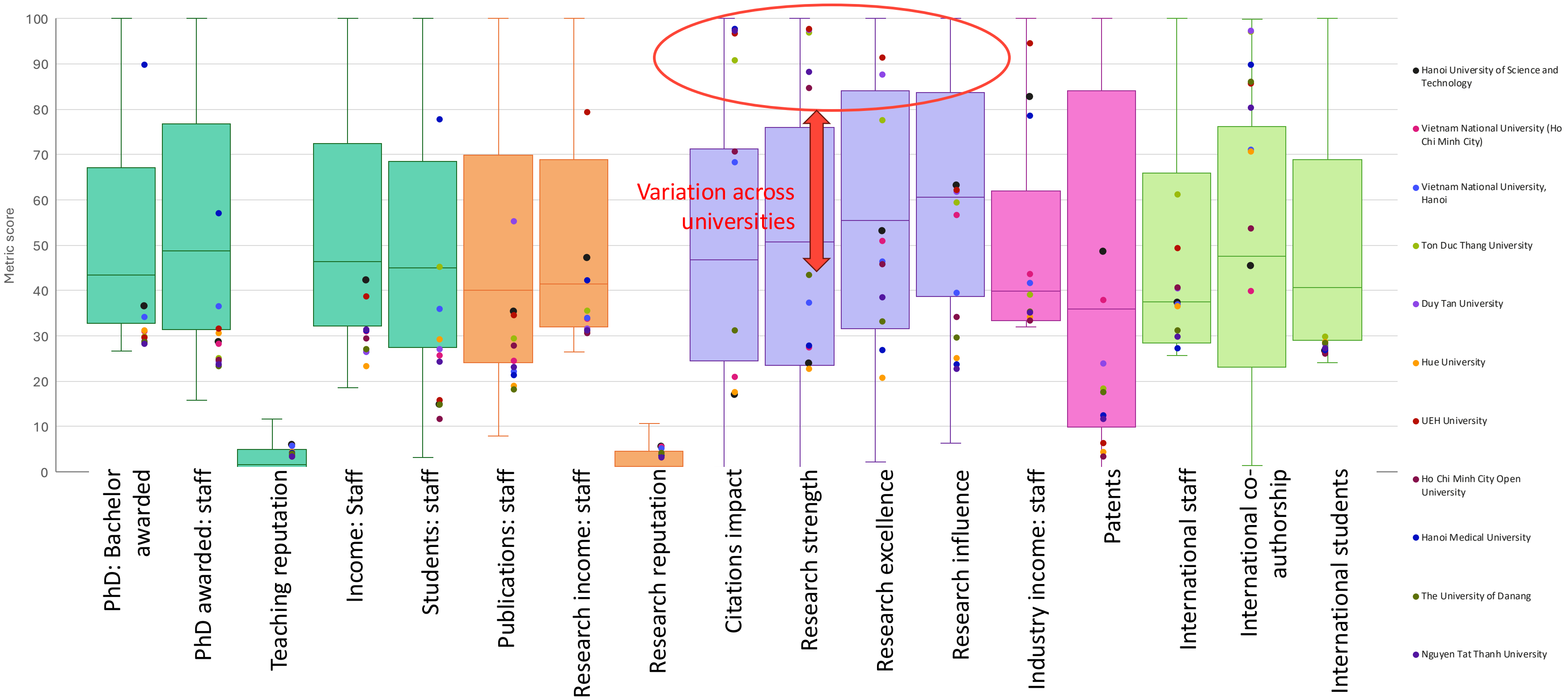
Viet Nam Universities vs Global 2026

1. Pockets of research excellence
- NTTU, UEH, TDTU, HCMCOU, DTU



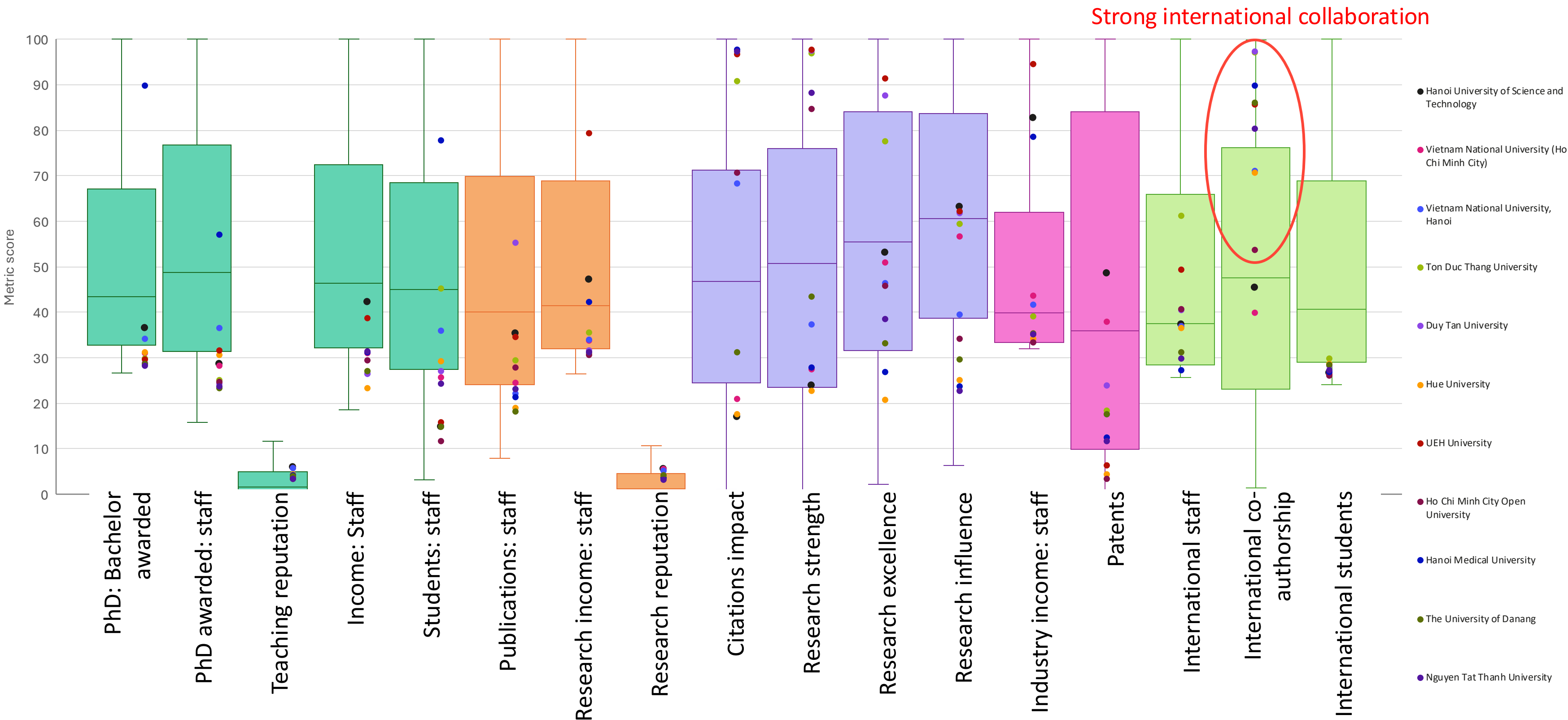
Viet Nam Universities vs Global 2026

- 1. Pockets of research excellence
- 2. Large variation in research performance



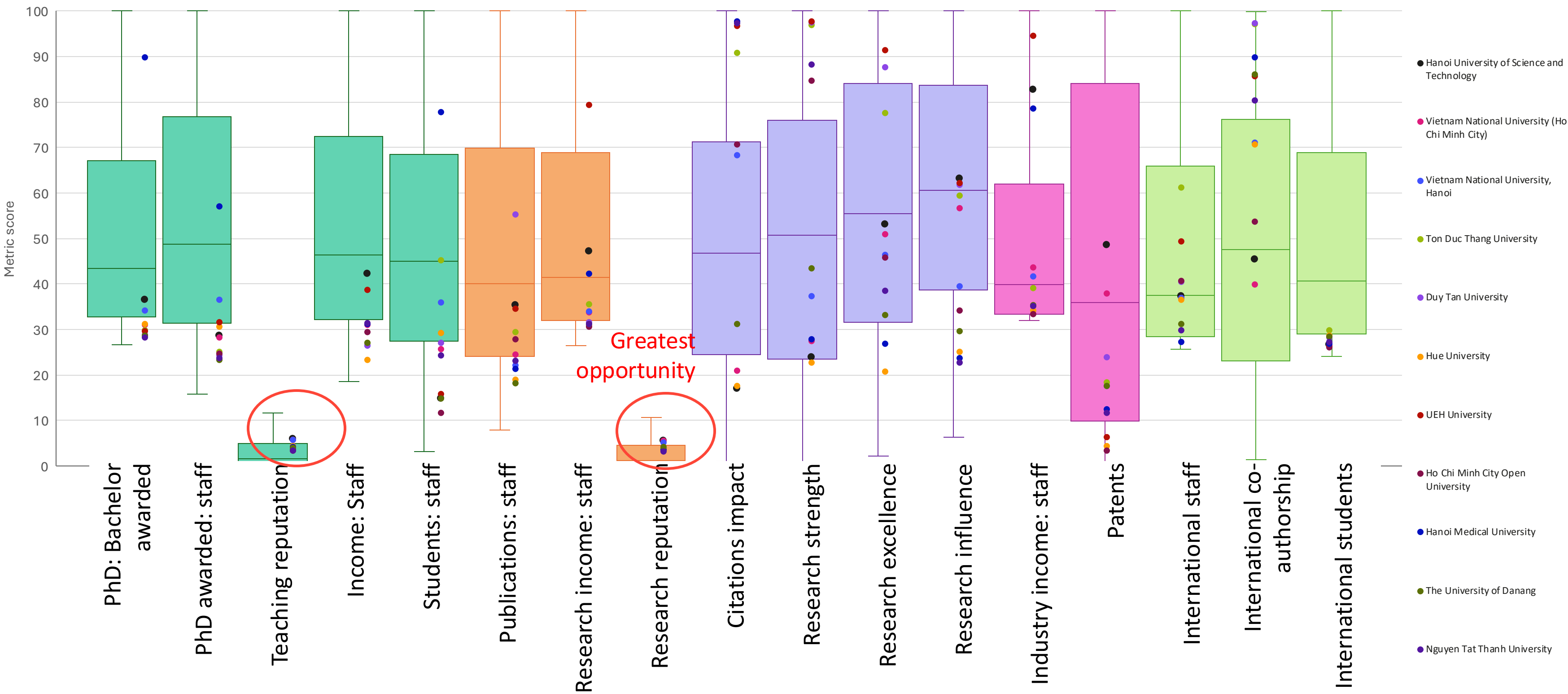
Viet Nam Universities vs Global 2026

- 1. Pockets of research excellence
- 2. Large variation in research performance
- 3. Strong international collaboration
 - DTU, HMU, UD, NTTU, VNU-Hanoi, HU, HCMCOU



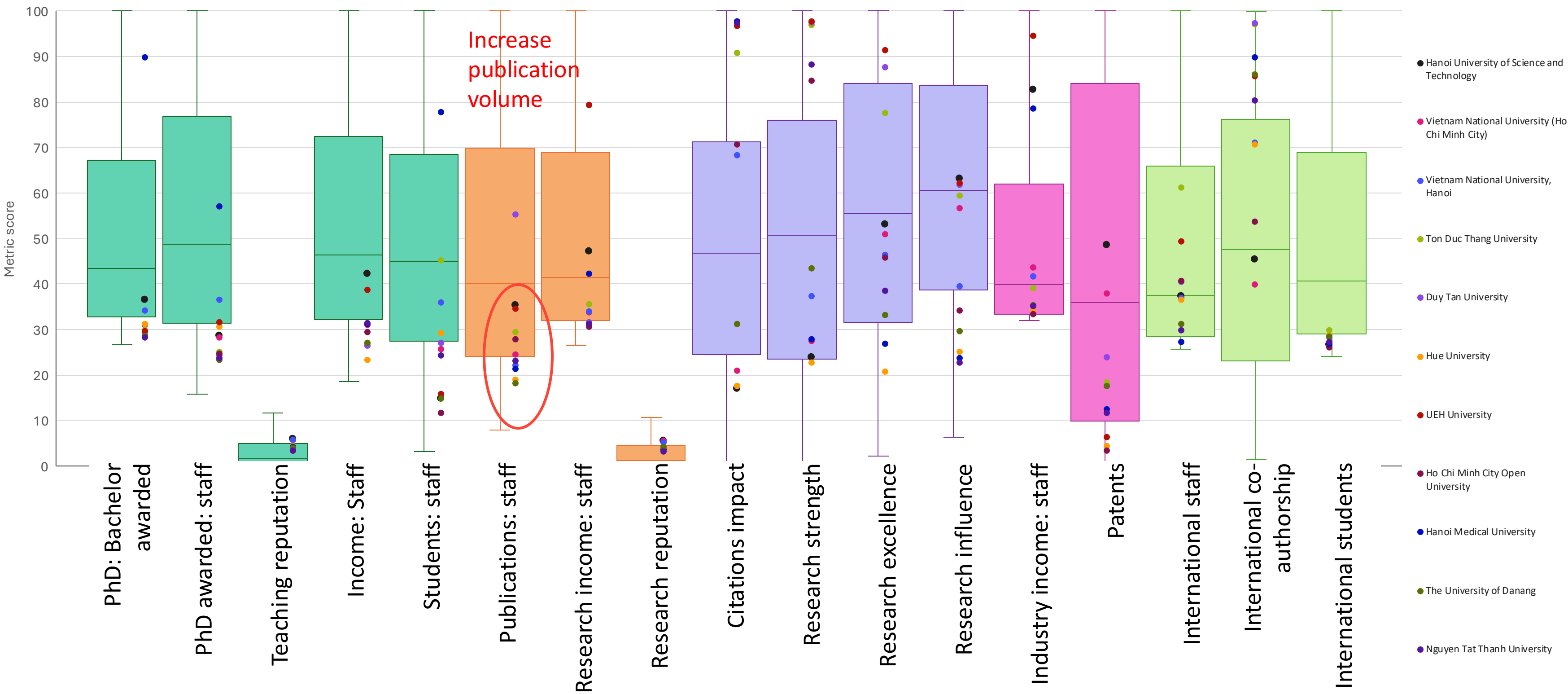
Viet Nam Universities vs Global 2026

- 1. Pockets of research excellence
- 2. Large variation in research performance
- 3. Strong international collaboration
- 4. Reputation is the biggest opportunity



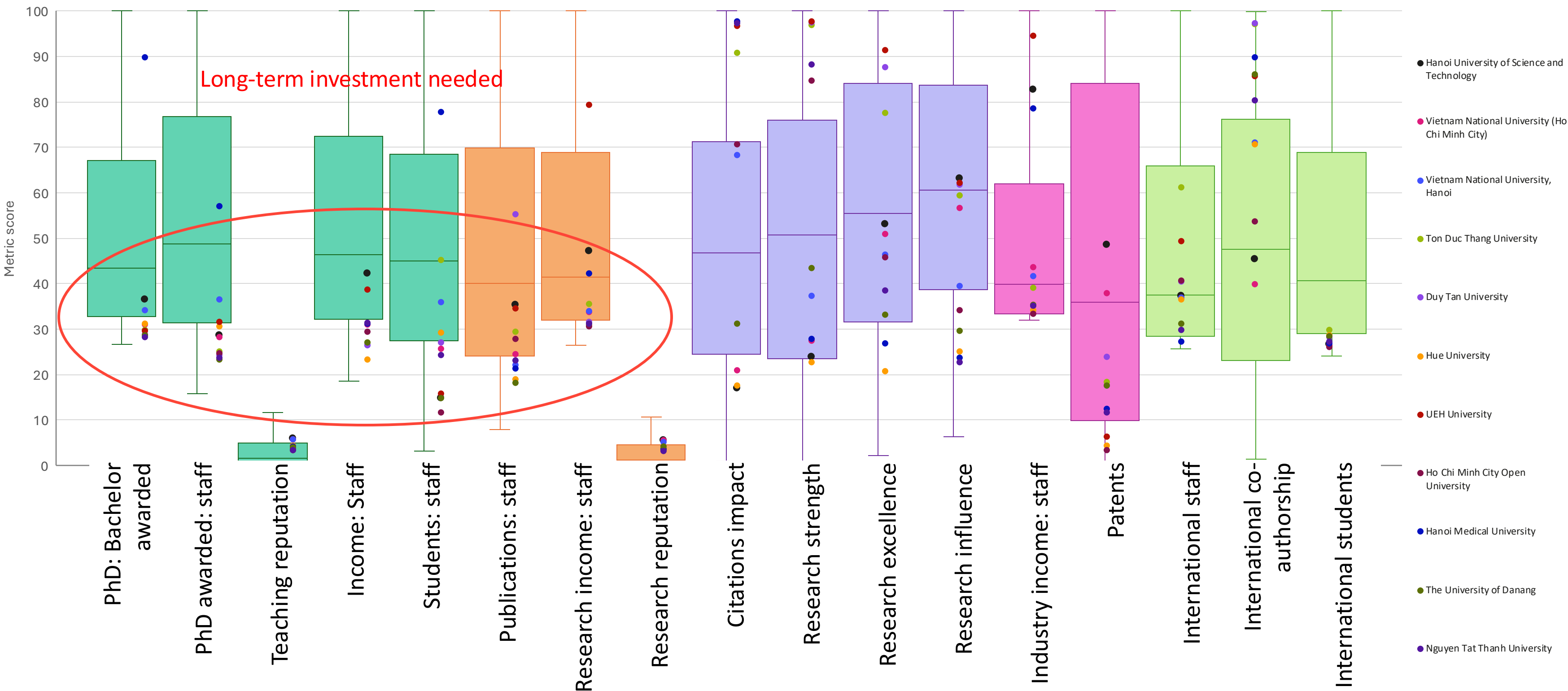
Viet Nam Universities vs Global 2026

- 1. Pockets of research excellence
- 2. Large variation in research performance
- 3. Strong international collaboration
- 4. Reputation is the biggest opportunity
- 5. Increase research productivity

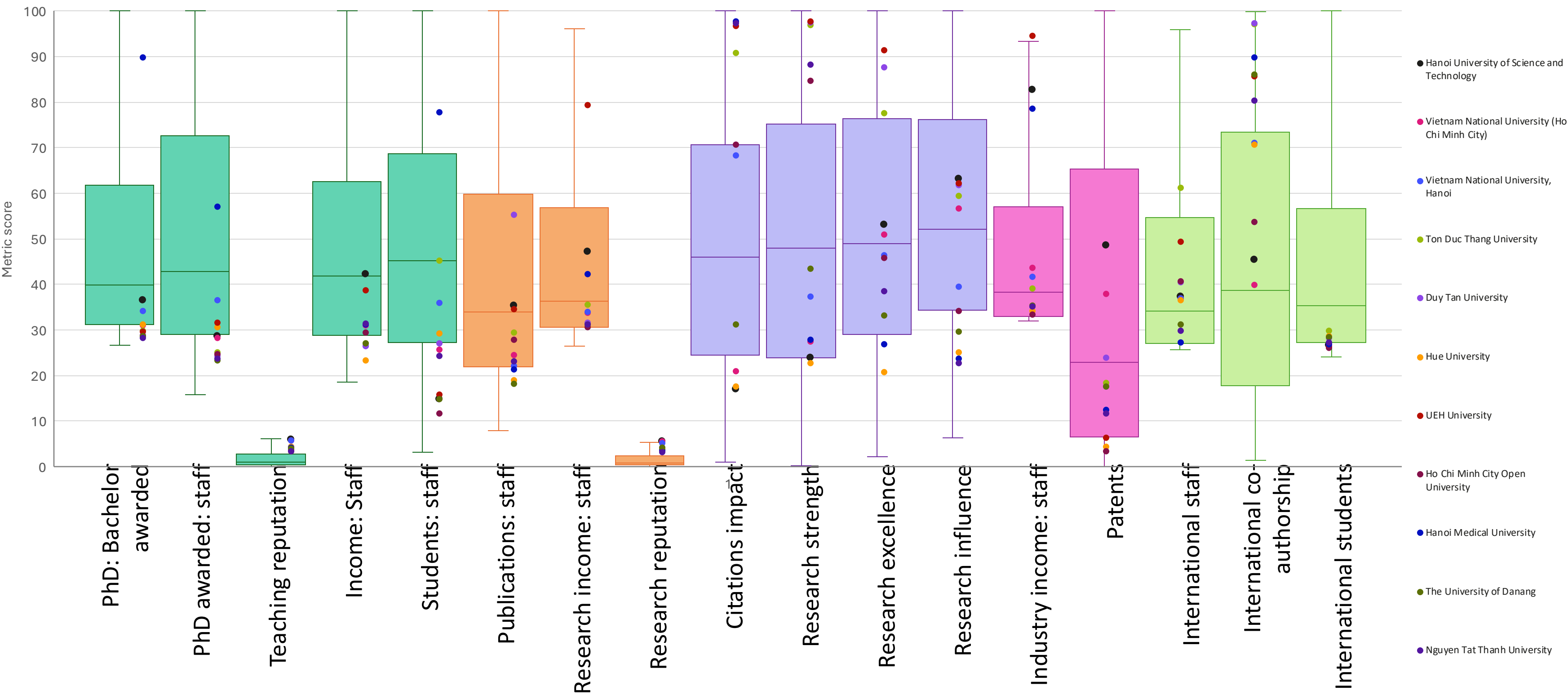


Viet Nam Universities vs Global 2026

- 1. Pockets of research excellence
- 2. Large variation in research performance
- 3. Strong international collaboration
- 4. Reputation is the biggest opportunity
- 5. Increase research productivity
- 6. Resources remain a constraint

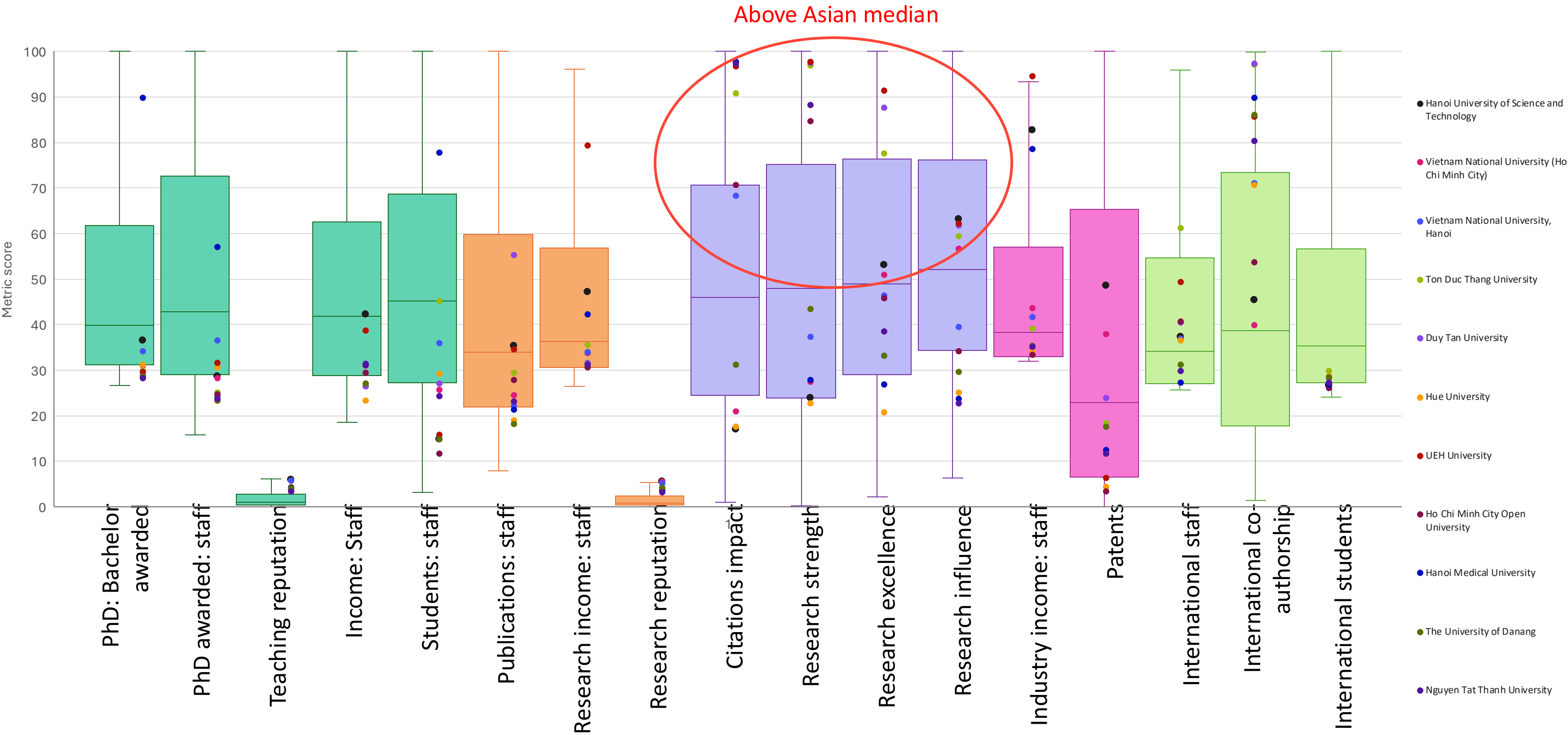


Viet Nam Universities vs Asia 2026



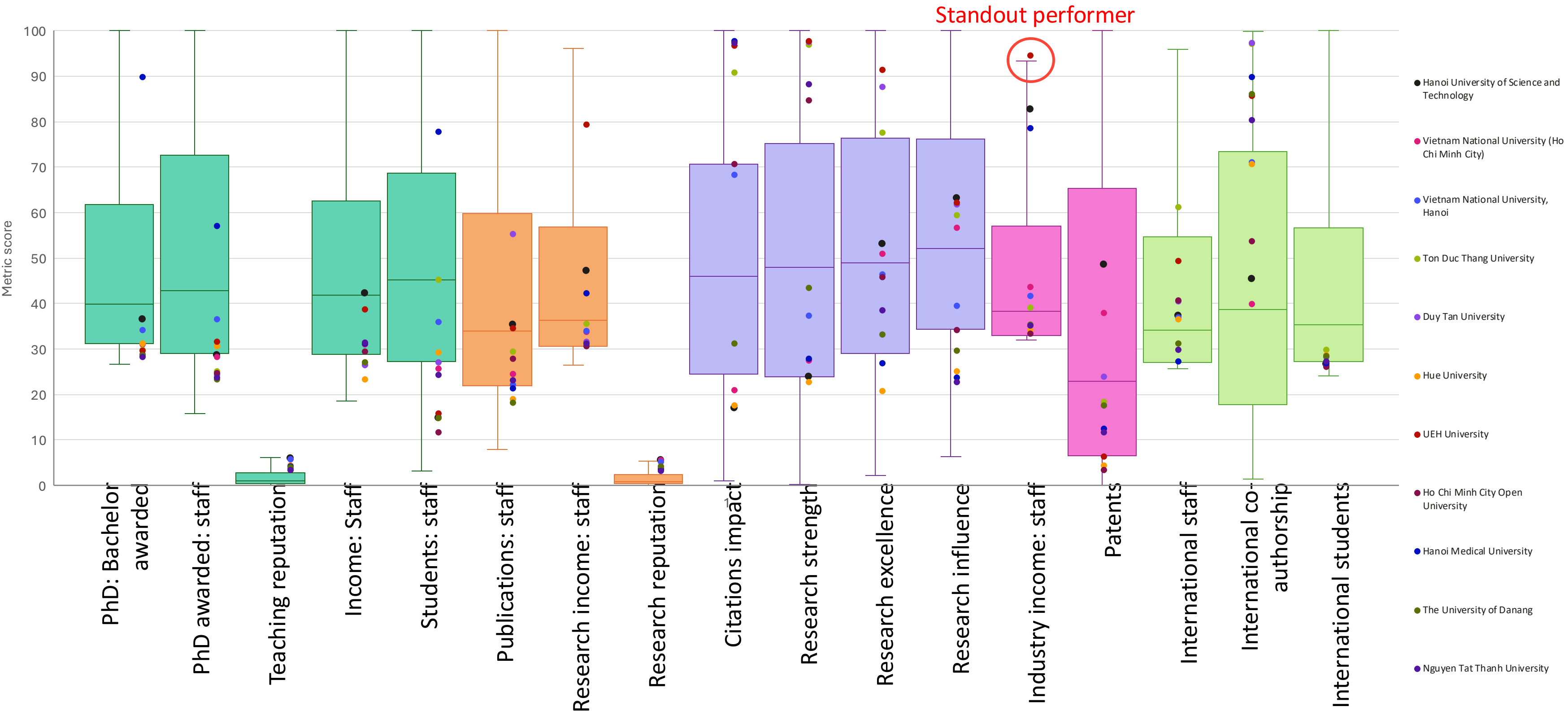
Viet Nam Universities vs Asia 2026

1. Above Asian median in research quality
- NTTU, UEH, TDTU, HCMCOU, VNU-Hanoi
HUST, VNU-HCMC, DTU



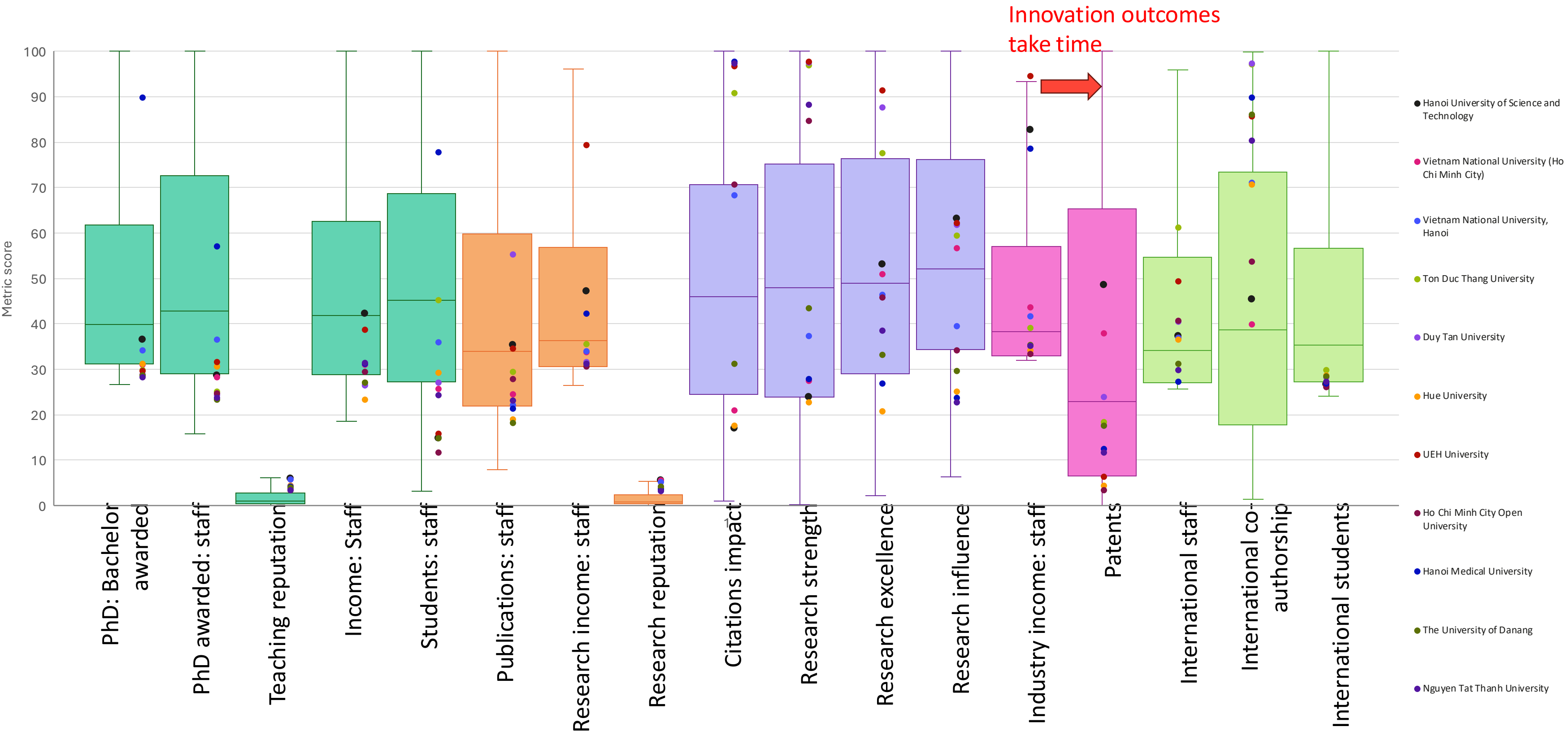
Viet Nam Universities vs Asia 2026

- 1. Above Asian median in research quality
- 2. Standout performer in industry income
 - UEH



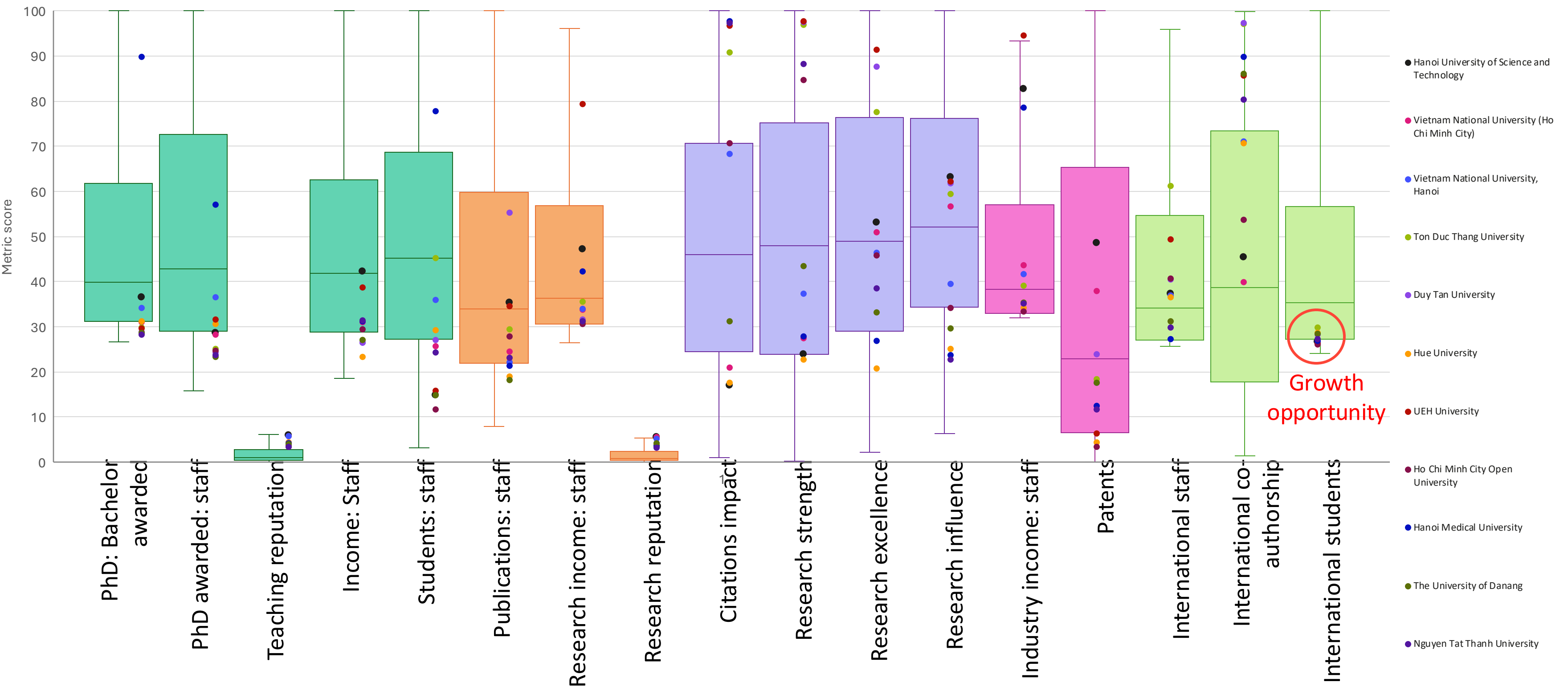
Viet Nam Universities vs Asia 2026

- 1. Above Asian median in research quality
- 2. Standout performer in industry income
- 3. Strong industry engagement; patent outcomes take time



Viet Nam Universities vs Asia 2026

- 1. Above Asian median in research quality
- 2. Standout performer in industry income
- 3. Strong industry engagement; patent outcomes take time
- 4. International student enrolment remains low



Viet Nam Universities: SWOT

Strengths

- **Research quality** is improving
- **Strong international collaboration** (at or above the global median for International Co-authorship)
- **Innovation** is gaining momentum (**patents**)
- Leading universities are becoming **globally competitive** (above 75th percentile)

Weakness

- Teaching and research **reputation** remain low
- Research capacity is uneven across the sector
- Structural indicators remain challenging (PhD-to-Bachelor ratio, institutional income and staff resources trail leading Asian universities)
- Performance gap within the sector is widening

Opportunities

- Leverage Viet Nam's growing **international investment**
- Build international reputation
- Expand doctoral education
- Accelerate **knowledge transfer**
- Benefit from **supportive national policies**

Threats

- Increasing regional competition
- Rankings are becoming more competitive
- Global competition for talent

Spotlight: Duy Tan University (DTU)

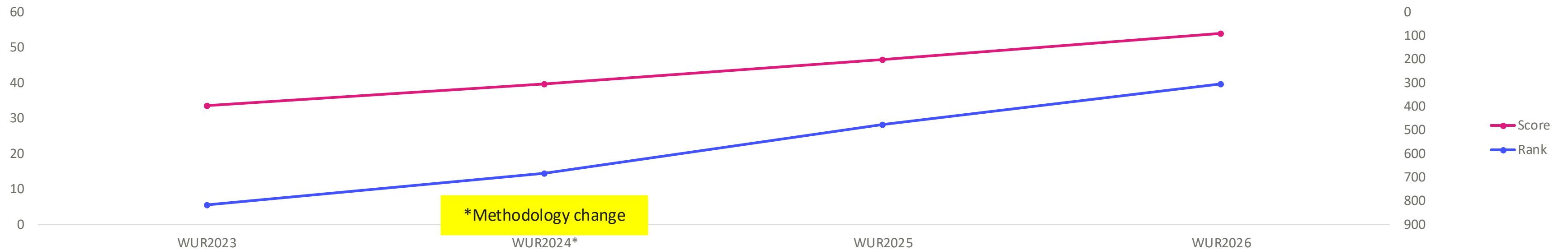


A leading example of Viet Nam's global progress

- DTU is a private research university based in Da Nang, Viet Nam.
- DTU has a strong and consistent research performance, with **both FWCI metrics performing consistently** over the last five years.
- In **WUR 2024**, DTU saw a slight dip in scores due to the introduction of new metrics.
- **DTU has strong performance in Patents**, with a 128% improvement since its introduction in WUR 2024. **Research Influence** is also another area of strength, with an almost 20% improvement since WUR 2024.
- As DTU is in a **highly competitive band** (601 – 800), more must be done to ensure that their overall WUR score improves enough y-o-y to outperform new entrants.

Case Studies

Case Study: Sunway University (Malaysia)



Rankings Journey

- One of Southeast Asia's fastest-rising young universities.
- Improved from the **601–800 band (WUR 2024)** to **301–350 (WUR 2026)**
- Continued year-on-year growth in overall score.
- Research Quality ranked **111th globally** in THE WUR 2026.

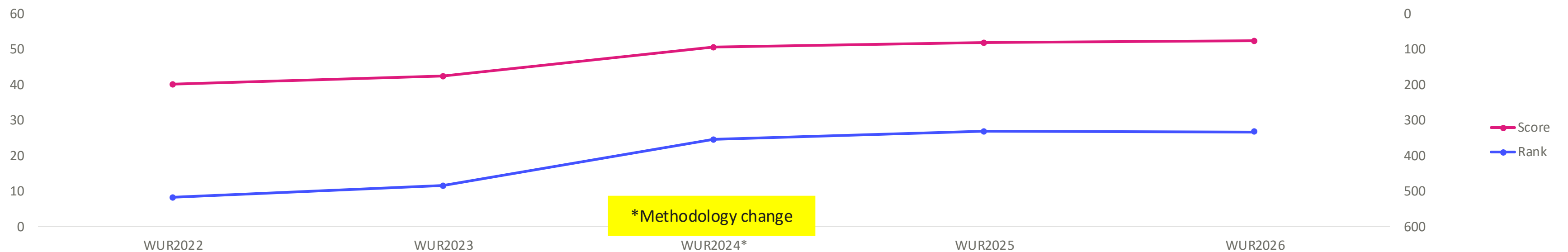
Current Priorities

- Attract high-quality international students.
- Strengthen global brand recognition.
- Continue making evidence-based strategic decisions.

How THE is Supporting Sunway University

- **Brand Transformation Consultancy** to strengthen international positioning.
- **THE DataPoints** to provide benchmarking and actionable insights for strategic planning.
- **THE Events** to increase international visibility and connect with global higher education leaders.

Case Study: University of Electronic Science and Technology of China (Chengdu, China)



Rankings Journey

- Consistently improved its position in the THE World University Rankings.
- Entered the **Top 300 globally** following the WUR 2024 methodology enhancement and has maintained its performance.
- Achieved sustained growth in overall score through continued investment in research excellence.

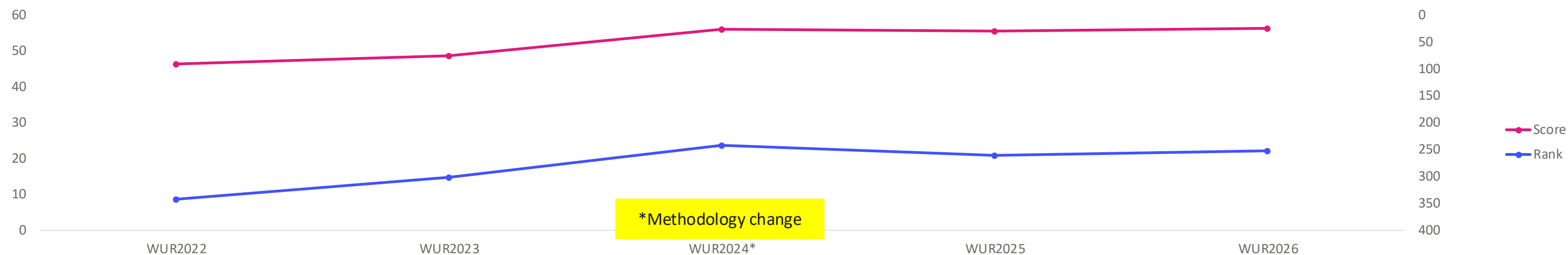
Strategic Focus

- Build internationally recognised strengths in engineering, computer science and physical sciences.
- Increase global visibility of its research and academic achievements.
- Strengthen international engagement and collaborations.

How THE is Supporting UESTC

- **Host of the Digital Universities Asia 2026 Summit**, bringing global higher education leaders to Chengdu.
- Showcasing UESTC's research strengths and innovation on an international stage.
- Creating opportunities to build partnerships, enhance institutional visibility and strengthen global reputation.

Case Study: Swinburne University of Technology (Australia)



Rankings Journey

- Consistently ranked among the world's **Top 300 universities**.
- Progressed from the **301–350 band (WUR 2023)** to the **201–250 band (WUR 2024)** and has maintained a strong global position.
- Continued improvements in overall score, underpinned by strengths in research quality, industry engagement and international collaboration.

Comprehensive Partnership with THE

- **DataPoints** to benchmark performance and support strategic, data-driven planning.
- **Branding & Storytelling Campaigns** to showcase Swinburne's strengths and enhance global visibility over multiple years.
- **Hiring Solutions** to attract leading academic and professional talent.
- **Consultancy** to better understand ranking performance, reputation, and opportunities for continuous improvement.

Impact

- A long-term partnership supporting multiple aspects of institutional strategy—from performance insights and global branding to talent attraction.
- Demonstrates how an integrated approach can strengthen international visibility, institutional reputation and long-term competitiveness.

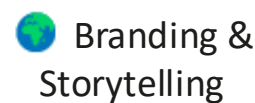
Understand

Benchmark performance



Promote

Build global visibility



Recruit

Attract top talent

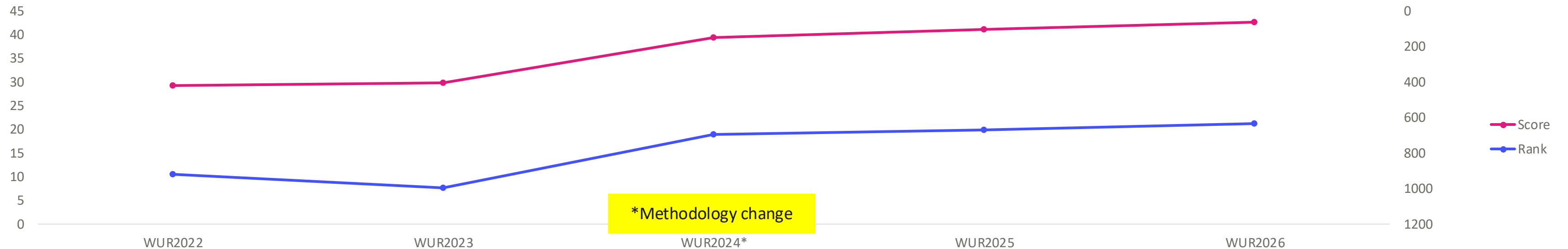


Improve

Inform strategic planning



Case Study: Hiroshima University (Japan)



Rankings Journey

- Improved by around **300 places** in the THE World University Rankings over the past five years (currently ranked 601-800 in WUR 2026).
- Continued year-on-year improvement in overall score.
- Achieved outstanding sustainability performance, rising to **77th globally** in the THE Sustainability Impact Ratings 2026 and becoming Japan's second-highest ranked university.

Strategic Focus

- Identify institutional strengths and improvement opportunities.
- Prioritise investment where it delivers the greatest impact.
- Align research, sustainability and internationalisation with long-term institutional goals.

How THE is Supporting Hiroshima University

- **Consultancy** to identify strengths, weaknesses and areas for strategic improvement in Sustainability
- Uses THE insights to help prioritise initiatives and allocate limited resources more effectively.
- Demonstrates how performance analysis can support a holistic institutional strategy rather than focusing on rankings alone.
- **THE Awards Asia 2025** – Winner for “International Strategy of the Year” and “Outstanding Contribution to Environmental Leadership”

Q&A

Thank you

UNIVERSITIES SHARING

VIETNAM NATIONAL UNIVERSITY, HANOI



By Assoc. Prof. Nghiem Xuan Huy, VNU - Hanoi

UNIVERSITY RANKINGS IN A NEW ERA

From data governance to sustainable development and global standing

A practitioner's perspective and lessons from Vietnam National University, Hanoi (VNU Hanoi)

Key claim: A ranking is a measurable *consequence* of real quality — not a target to be gamed.

Main contents



Times
Higher
Education



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The central argument

02

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03

Where VNU Hanoi stands

04

Root causes

05

Lessons, actions and priorities for H.E institutions in Vietnam

The central argument

Confronting the paradox head-on

✓ LEGITIMATE

Improving indicators **THROUGH** real improvement

- Clean, accurate data governance
- Genuine research depth & impact
- Real international co-authorship
- Reputation built on real contribution

✗ GAMING

Inflating indicators without real gains

- “Affiliation” deals with highly-cited researchers
- Organized self- and cross-citation
- Lobbying reputation surveys
- Inflating faculty counts; mega-author papers

The ethical line: a real elite university vs. a beautiful but fake ranking.

Understanding ranking philosophies

Different Systems, Different Priorities



Ranking System	Primary Focus	Key Metrics & Weightings
THE (Times Higher Education)	Research Excellence	Teaching (29.5%), Research Environment (29%), Research Quality (30%), International Outlook (7.5%), Industry (4%)
QS (Quacquarelli Symonds)	Reputation & Employability	Academic Reputation (30%), Employer Reputation (15%), Citations per Faculty (20%), Faculty-Student Ratio (10%), Internationalization (15%), Sustainability (5%)
ARWU (Shanghai Ranking)	Research Output & Impact	Alumni Awards (10%), Staff Awards (20%), Highly Cited Researchers (20%), Nature/Science Papers (20%), Per Capita Performance (10%)

The consequence: A university strong on brand & graduate outcomes but weak on citation density ranks **high on QS, low on THE** - the common situation of most Vietnamese universities.

Where VNU Hanoi stands today



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751–760

QS World 2027

158

QS Asia 2026
(highest in Vietnam)

#1

Domestic ranking
(VNUR, Vietnam)

1201+

THE World 2026

STRENGTHS

223

Employment Outcomes
(world) · 68.7 pts (+8.6)

435

Employer Reputation
(world) · +37 places

+50 / +58

Academic Rep. / Int'l
Research Network (places up)

Citations

per faculty

THE CORE BOTTLENECK
(the one metric holding VNU back)

Root causes - the national wide

01

Teaching–research disconnect

Many faculty teach heavily but publish little; the two missions are not integrated.

02

Weak research incentives

Science-and-technology (S&T) policy does not yet create enough financial or career motivation to do research.

03

Formalistic cooperation

Many MOUs signed, but real co-publication and co-supervision remain limited.

04

Fragmented affiliation data

Inconsistent affiliation names on Scopus mean the output is mis-attributed and uncounted.

05

Under-used stakeholder feedback

Feedback loops are not systematically converted into quality improvement.

Lessons for Vietnamese universities



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1 Start with data, not money

The cheapest gains come first: standardize your Scopus affiliation, unify unit names, and report every QS metric fully - before any spending.

2 Rank by philosophy, not fear

Read each ranking's methodology. Pick the board that matches your mission; don't chase every indicator at once.

3 Govern by your own standard

Internalize international criteria into one home-grown standard so all units pull in the same direction - not scattered chases of loose metrics.

4 Reputation is built year-round

Nurture scholar and employer networks continuously, on genuine contribution - never as a survey-season scramble.

5 Fix citations substantively

Make FWCI (Field-Weighted Citation Impact) a KPI over raw counts; integrate teaching and research; build real international co-authorship, never fake affiliation.

6 Name the money question

Real quality costs money. Diversify income and invest with focus - a few breakthrough fields, not thin spreading.

Lessons for the higher education system

1

A national ranking-data capability

A shared unit to fix affiliation mapping and train institutional-research staff — most Vietnamese universities lose points to messy data, not weak science.

2

Incentives that reward depth

Tie NQ 57 / science-and-technology funding to FWCI and Q1/Q2 output, not raw paper counts - so quality, not volume, is what pays.

3

Real international collaboration

Fund joint labs, co-supervision and co-publication - the one lever that raises citations and international network together.

4

Play to national strengths

Support social sciences & humanities against STEM-biased methodologies, and coordinate so universities specialize rather than duplicate.

A tiered action roadmap

QUICK WINS

0–12 months · low cost

- Clean & standardize Scopus affiliation data
- Unify international unit names
- Complete 400-scholar / 400-employer survey lists
- Report Sustainability & IRN data fully

Targets: Citations · Reputation · Sustainability · IRN

MID-TERM

1–3 years · moderate cost

- Grow PhD student numbers
- Build strong research groups
- Real international co-publication & co-supervision
- Launch English-taught programs

Targets: Citations / FWCI · IRN · Int'l faculty & students

LONG-TERM

3+ years · high cost

- Attract top-tier talent with competitive packages
- Raise research income per faculty
- Invest in flagship research infrastructure

Targets: Research income · Citations · Faculty/Student ratio

Two priorities that matter most



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The missed opportunity

QS's three newer metrics

- Sustainability, Employment Outcomes, and International Research Network are low-cost fronts where VNU already leads.
- Full, systematic reporting can lift these at almost no cost. Leaving them blank wastes an existing advantage.

The core bottleneck

Citations & research impact

- **Quality over quantity:** target Q1/Q2 journals; make FWCI a KPI, not raw paper counts.
- **Integrate teaching & research:** embed PhD students in strong groups; hire on evidenced research capacity.
- **Real co-authorship networks:** genuine international collaboration lifts both citations and IRN - never fake affiliation.



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Closing message

The bottleneck is not brand or employability - it is the **depth and reach of research.**

- *Take the shortcut, and the ranking may arrive first, **but it will not stay.***

THANK YOU

from
Quality



to
Ranking



BEYOND RANKINGS

From Internationalization to the Global Recognition

A Vietnamese University Perspective

By Phạm Thanh Hảo, VinUniversity



INTERNATIONALIZATION BECOMES A STRATEGIC IMPERATIVE



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Resolution No. 71-NQ/TW *Breakthrough Development in Education and Training*



Mục tiêu đến năm 2035

Hệ thống giáo dục và đào tạo tiếp tục được hiện đại hóa, có bước tiến mạnh, vững chắc về tiếp cận, công bằng và chất lượng.

Phấn đấu ít nhất 2 cơ sở giáo dục đại học thuộc nhóm 100 đại học hàng đầu thế giới trong một số lĩnh vực theo các bảng xếp hạng quốc tế uy tín.

*The education and training system continues to be modernized, making strong and sustained progress in accessibility, equity, and quality. At least **02 higher education institutions** placed among the world's top 100 universities in selected fields.*

Tầm nhìn đến năm 2045

Việt Nam có hệ thống giáo dục quốc dân hiện đại, công bằng và chất lượng, đứng vào **nhóm 20 quốc gia hàng đầu thế giới**.

Phấn đấu ít nhất 5 cơ sở giáo dục đại học thuộc nhóm 100 đại học hàng đầu thế giới trong một số lĩnh vực theo các bảng xếp hạng quốc tế uy tín.

*Vietnam will have a modern, equitable, and high-quality national education system, ranking among **the world's top 20 countries**. Have at least **05 higher education institutions** placed among the world's top 100 universities in selected fields.*

A Key Challenge for Universities: How Can We Achieve This Goal?

INTERNATIONALIZATION BECOMES A STRATEGIC IMPERATIVE



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Internationalization is the **process of integrating an international, intercultural or global dimension** into the purpose, functions and delivery of higher education.

Jane Knight (2015)

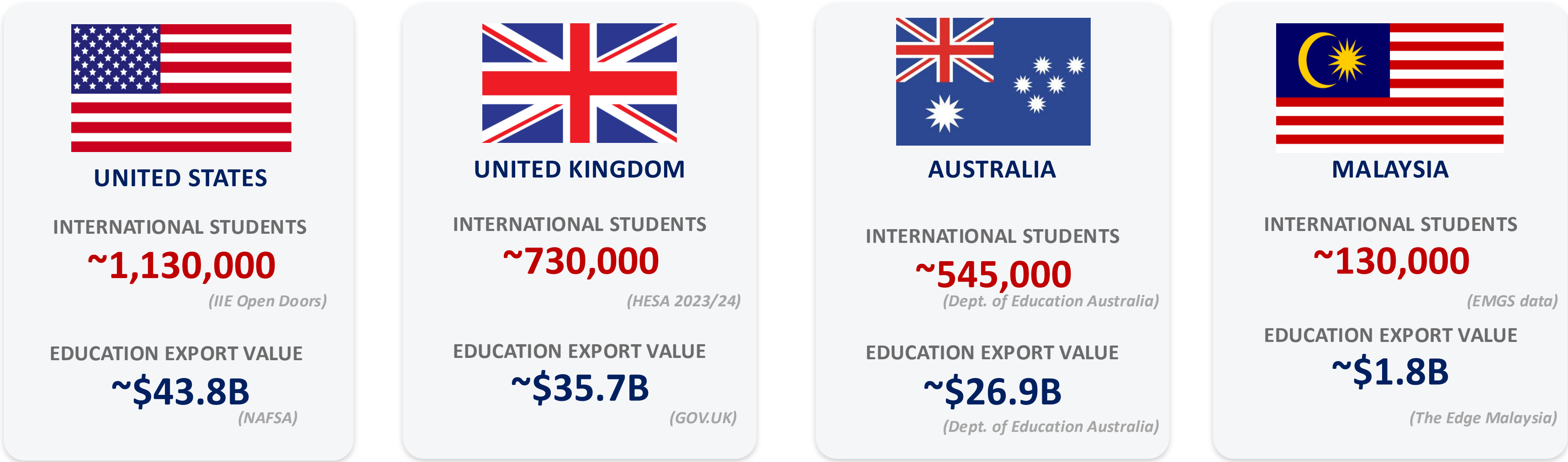
Internationalization is the journey from local relevance to **global value creation**.

Our perspective

INTERNATIONALIZATION BECOMES A STRATEGIC IMPERATIVE

▶ EDUCATION IS NO LONGER CONFINED TO TEACHING & LEARNING
EDUCATION HAS BECOME A "SOFT POWER" TO EXPORT KNOWLEDGE

Annual number of International Students enrollments and Education Export Value, by country



Education is the 4th largest export.

Education Hub of Asia.

INTERNATIONALIZATION BECOMES A STRATEGIC IMPERATIVE



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▶ EDUCATION IS NO LONGER CONFINED TO TEACHING & LEARNING
EDUCATION HAS BECOME A "SOFT POWER" TO EXPORT KNOWLEDGE

KNOWLEDGE IMPORT

- Send students abroad
- Import curricula
- Joint / Dual programs
- Visiting professors
- International accreditation



Vietnam

Student studying abroad: ~250 000
International students in Vietnam: ~22 000
Net importer 11:1

INTERNATIONALIZATION

- International faculty
- English-medium education
- Research collaboration
- Student mobility
- Global partnerships
- Academic reputation

EDUCATION EXPORT

- International students
- Transnational education
- Executive education
- Research & Innovation
- Knowledge economy
- National soft power



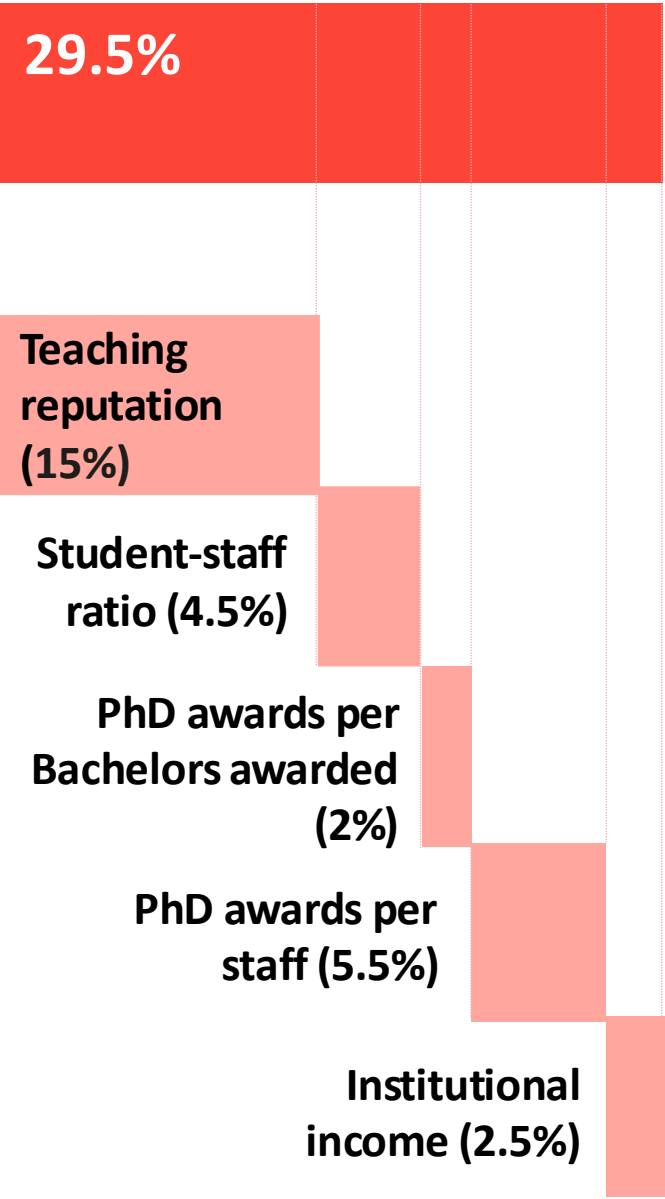
Malaysia

Student studying abroad: ~55 000
International students in Malaysia: ~130 000
Net exporter 2,4:1

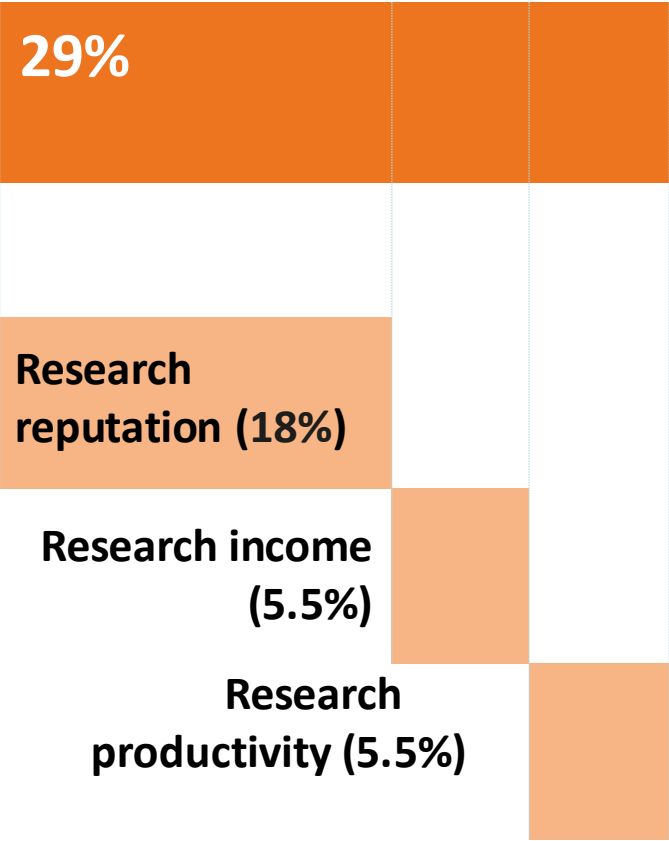
INTERNATIONALIZATION BECOMES A STRATEGIC IMPERATIVE

▶ THE CONSIDERS INTERNATIONALIZATION A KEY INDICATOR OF GLOBAL COMPETITIVENESS

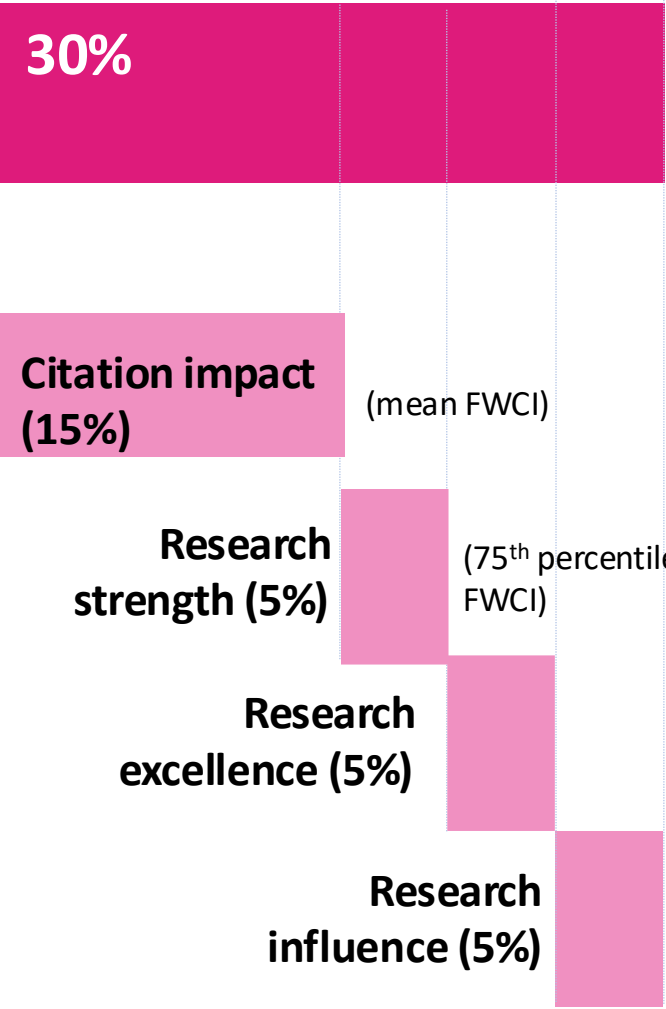
Teaching



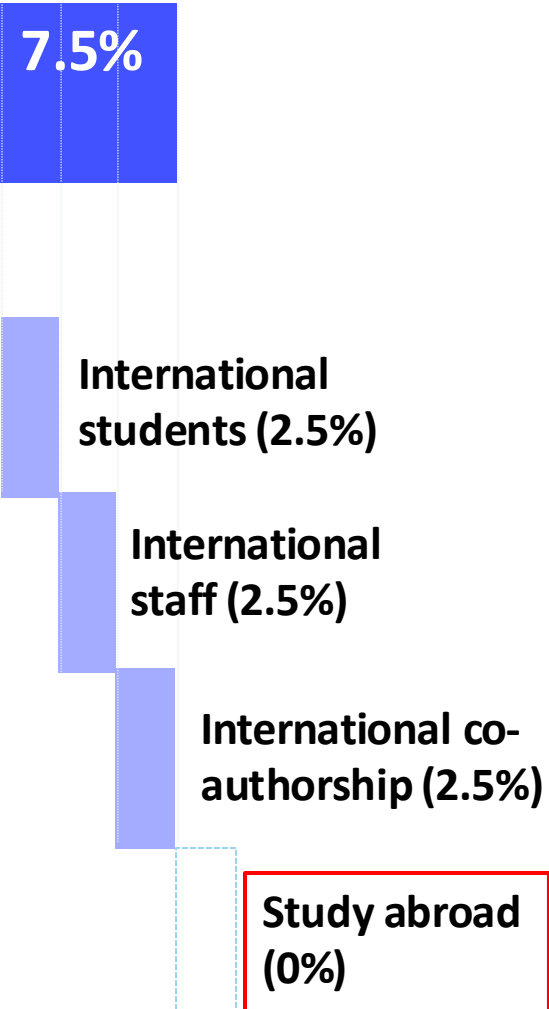
Research environment



Research quality



International Outlook



Industry



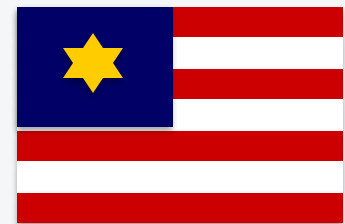
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International Staff & Student Ratios, by Country



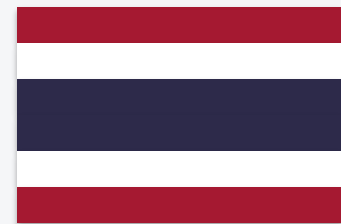
MALAYSIA

INT'L STAFF RATIO

16.6%

INT'L STUDENT RATIO

22.9%



THAILAND

INT'L STAFF RATIO

4.4%

INT'L STUDENT RATIO

1.9%



INDONESIA

INT'L STAFF RATIO

8.4%

INT'L STUDENT RATIO

2.1%



VIETNAM

INT'L STAFF RATIO

4.7%

INT'L STUDENT RATIO

0.7%

Goal to 2030

- 10% Int' staff ratio
- 3% Int' student ratio

INTERNATIONALIZATION BECOMES A STRATEGIC IMPERATIVE



▶ EVEN VIETNAM'S TOP UNIVERSITIES ENROLL NEAR-ZERO INTERNATIONAL STUDENTS

Country	Institution	Rank in AUR THE	Int'l Outlook Score	Int'l Students Ratio	Int'l faculty Ratio	Int'l co-authorship
Malaysia	Universiti Teknologi Petronas	65	78.9	13%	23.2%	67.3%
	University of Malaya	65	91.4	32%	30.7%	60.1%
	Sunway University	=84	89.3	27%	22.6%	74.9%
	Universiti Kebangsaan Malaysia	=87	82.6	31%	28.1%	47.5%
	Universiti Teknologi Malaysia	95	70.7	28%	5%	56.8%
Vietnam	UEH University	=184	48.1	0%	8.7%	55%
	Duy Tan University	251-300	55.2	1%	13.1%	78.7%
	Hanoi Medical University	401 - 500	47.5	0%	0%	59.4%
	Hanoi University of Science & Technology	601 - 800	35.3	0%	4.2%	39.5%
	Vietnam National University, Hanoi	601 - 800	44.3	0%	4.1%	49.7%
	VinUniversity			4.4%	40%	

Big gap in attracting talents

Source: Based on data collected for the ⁽¹⁾ World University Rankings 2026, filtering top 5 highest rank universities per country in AUR

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TWO PATHWAYS FOR INTERNATIONALIZATION

Partnership-led (Trợ lực)

***Borrow** global excellence through partnerships to
accelerate institutional development.*

- Joint programs
- Dual degree
- Student exchange
- Branch campus
- Visiting faculty
- Curriculum transfer...

Borrow

Capability-led (Nội lực)

***Build** world-class capabilities so the world chooses
to partner with you.*

- Faculty excellence
- Research excellence
- Program excellence
- Labs
- Student experience
- Global culture...

Build

Ecosystem-led (Hợp lực)

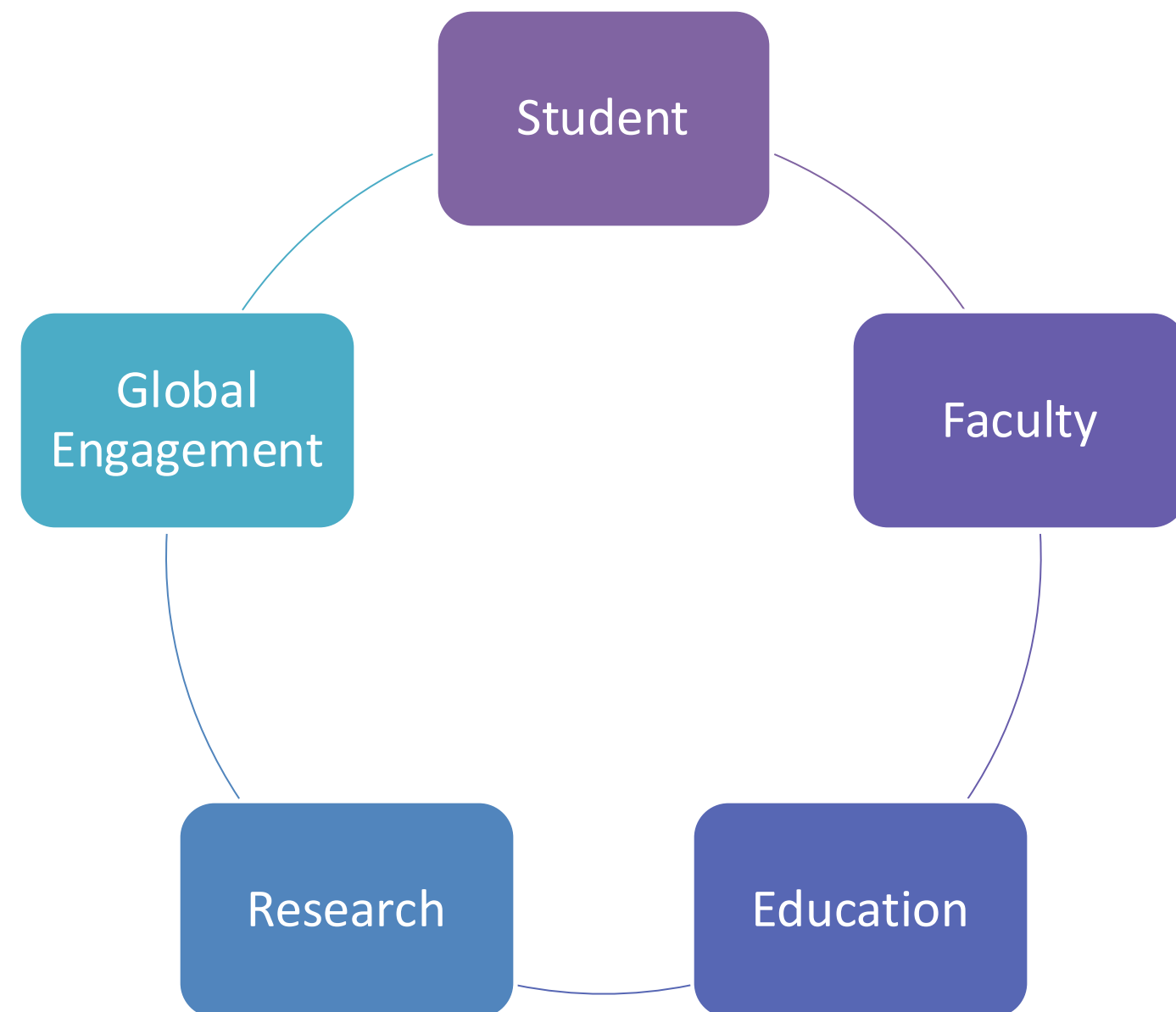
CASE STUDY | VINUNI IS PURSUING A CAPABILITY-LED INTERNATIONALIZATION STRATEGY



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05 strategic pillars



Students

~5% international students from 33 countries

2,000+ International students hosted

50%+ Students have international experience

25% of graduates pursued their Master's or Ph.D. degree at prestigious universities.



% students have earned
prestigious national or
international awards
20%

Average SAT
1480

Average high school GPA
9.2/10

Average English proficiency
IELTS 7.5



~40% International faculty, from 18 countries



**PROF.
LING SAN**

Senior Deputy President



**PROF.
LAURENT EL GHAOUI**

Vice Provost,
Research and Innovation



**PROF.
MINH DO**

Dean of College of Engineering &
Computer Science
Director of VinUni - Illinois
Smart Health Center



**PROF.
NGUYEN THANH LIEM**

Director
Research Institute of Stem
Cell



**PROF.
PHAN MANH HUONG**

Chief Scientific Officer
Center for Materials Innovation and
Technology



**PROF.
SAEID SANEI**

Program Director of Computer
Science College of
Engineering and Computer
Science



**PROF.
PRANEE LIAMPUTTONG**

Faculty
College of Arts and Sciences



**PROF.
DIMITRI PODDIGHE**

Director, Pediatrics Residency
Program
College of Health Sciences



**PROF.
CHUN-YANG YIN**

Faculty of College of
Engineering and Computer
Science



**ASSOC. PROF.
NGUYEN PHUOC Q. DUY**

Faculty of College of
Engineering and Computer
Science



**ASSIST. PROF.
KUMAR VIKRANT**

Faculty of College of
Engineering and Computer
Science

**TOP 2%
MOST
CITED
SCHOLARS**

ACROSS ALL SCIENTIFIC DISCIPLINES

Integrated programs with Top 100 universities

68 INTEGRATED DUAL-DEGREE PATHWAYS

Students who are accepted into this program will have the opportunity to earn two bachelor's degrees or a bachelor's and a master's degree – one from VinUni and the second degree from a partner university abroad.



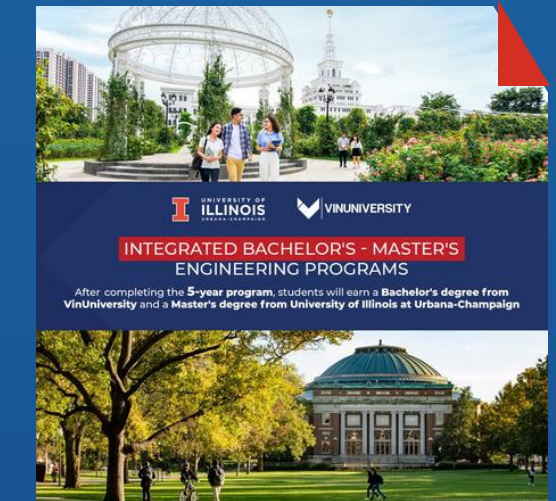
3+2, 4+1 Programs with University of Pennsylvania



3+2, 3.5 + 2, 3.5+1.5 Programs with Cornell University



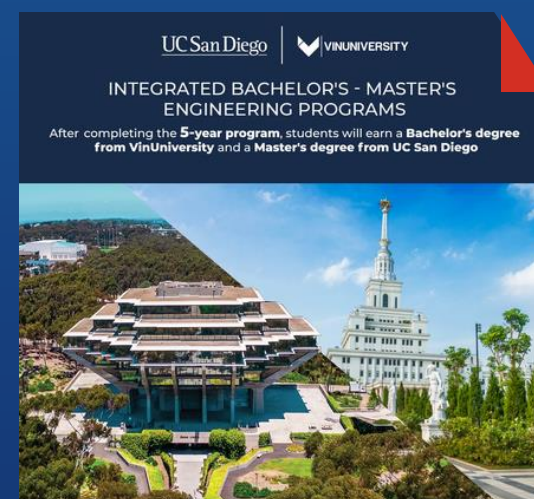
3+2 Programs with Carnegie Mellon University



3+2, 4+1 Programs with University of Illinois Urbana-Champaign



3+1 +1 Programs with Nanyang Technological University, Singapore



3+2 Program with University of California San Diego



3+2, Joint Ph.D. Programs with University of Technology Sydney

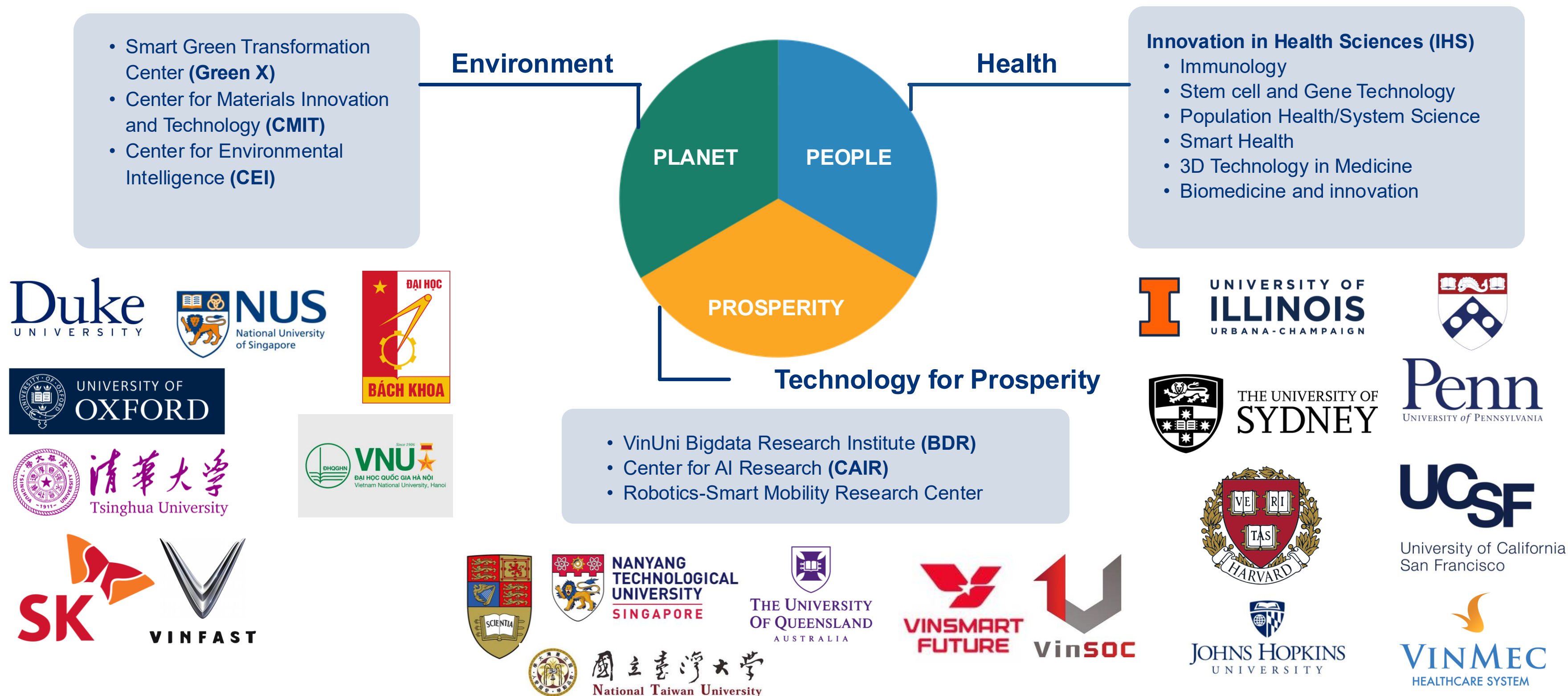


3+2, 3.5+2, 2.5+1.5 Program with University of Queensland



3+2 Program with University of Western Australia

Research Cluster and Centers





GLOBAL ACADEMIC PARTNERS OF
VINUNIVERSITY

INTERNATIONALIZATION BECOMES A STRATEGIC IMPERATIVE



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A Few Reflections from Our Journey



Start with a clear strategy.

Internationalization is a long-term institutional strategy.

Build strengths before pursuing rankings.

Invest in people, research and distinctive capabilities. International recognition will follow.

There is no one-size-fits-all model.

Every university should choose the pathway that best fits its mission, maturity and strengths.

Every university contributes to the international reputation of Vietnamese higher education.

As each institution becomes more internationally recognized, together we strengthen the "**Study in Vietnam**" brand.



**Internationalization is not about becoming more international.
It is about becoming more valuable to the world.**

**THANK
YOU**

FEEDBACK FOR OPENLINGO AI Translation App - VinUni



VINUNIVERSITY



Session 2: THE Sustainability Impact Ratings



Sustainable Development Goals

- Goals agreed by the UN in 2015
- A common framework for evaluation and a commitment to deliver
- Broad and comprehensive
- 17 Goals
- Over 250 indicators



The largest and most comprehensive global university ranking
dedicated to the UN sustainable development goals



1,646
Universities

283,000+
documents collected

3.7m
publications on the SDGs

116
Countries and regions



30,000+
person hours (mainly evidence validation)

269,000+
measurements

75
metrics*

251
indicators*

Theory of Change



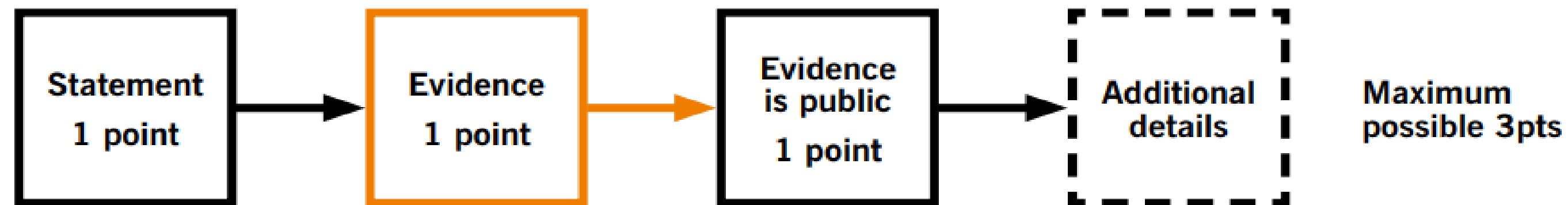
- **Research:** giving us the direction of travel, by helping us to understand how and why to make change (Elsevier's keyword search)
- **Stewardship:** how we use our resources, fairly and equitably, shapes our impact on the world
- **Outreach:** Working directly with local and cross-border communities directs our impact within the wider context of society, and amplifies the work we do
- **Teaching** the next generation to adopt sustainability in their lives and be the change-makers of tomorrow

Recap of how evidence is scored

General metric calculation notes: Evidence

Evidence is assessed according to a simple calculation approach. Where a metric requires evidence a series of questions are asked, and points are assigned according to the answer. This is detailed in the methodology for each metric.

Where evidence is provided, *THE* have evaluated if the evidence fully answers the question, partially answers the question, or does not answer the question. This scores one, half, or zero points.

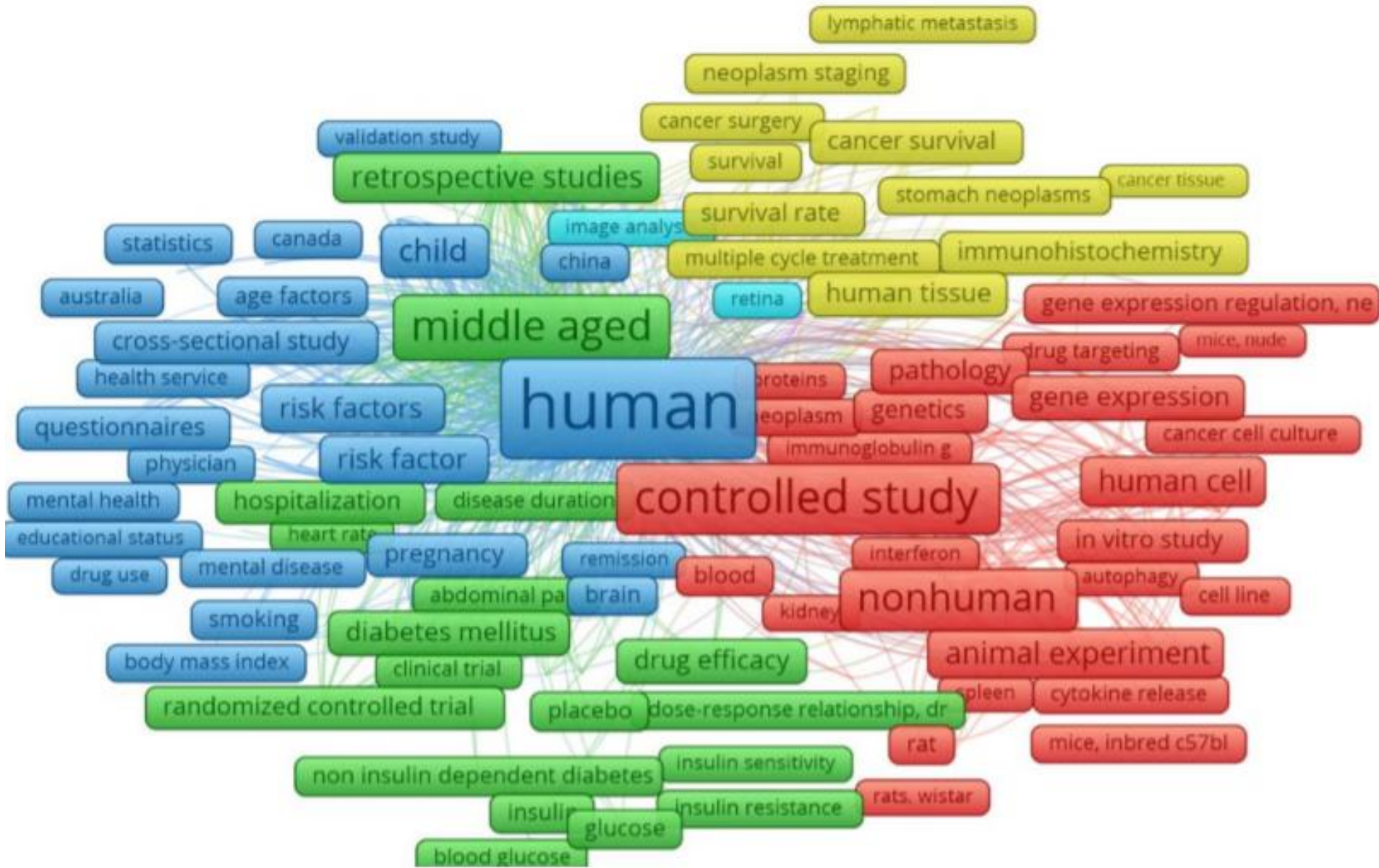
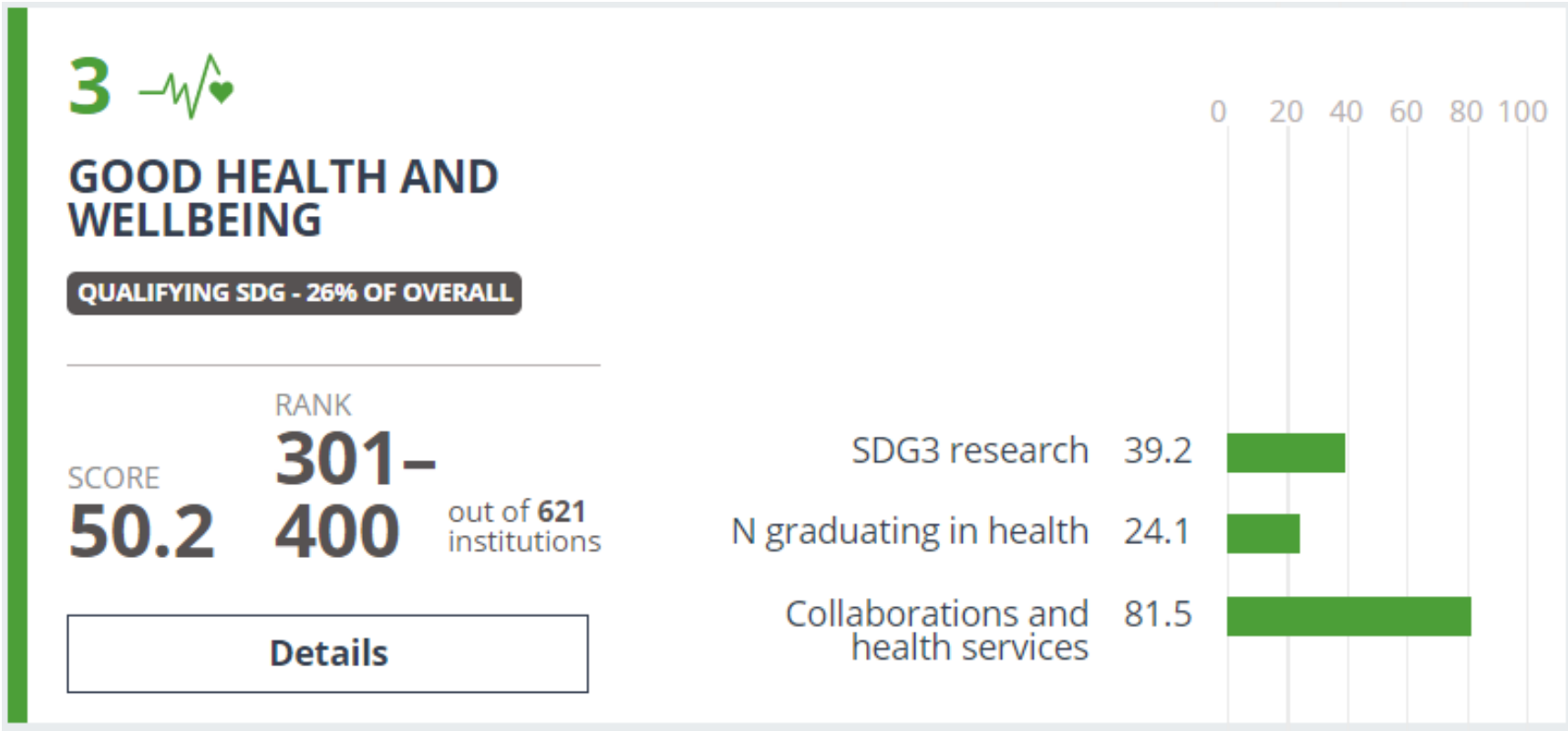


Evidence is evaluated for relevance:

1 point	specific
0.5 point	general
0 point	not relevant

Universities that are unable to provide data on a specific metric are scored at zero for that metric.

Research evidence

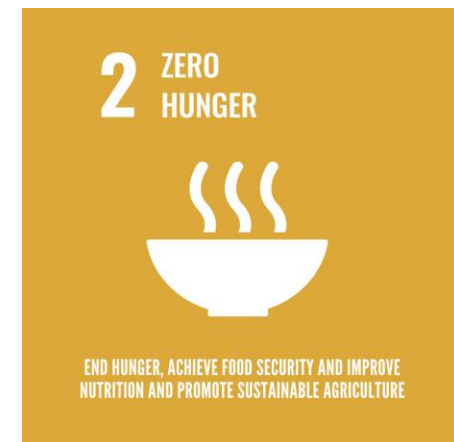


The key words used are publicly available:
<https://elsevier.digitalcommonsdata.com/datasets/9sxdkm8s4/4>

Where does our data come from – Universities submission

Evidence submissions from universities:

- Links to your website
- Policy documents
- Reports
- Publicity material
- Guides
- Timetables



Does your university as a body prioritise purchase of products from local, sustainable sources?

Evidence Example from Van Lang University



Canteen Trường ĐH Văn Lang – Không gian ẩm thực xanh, bền vững và lan tỏa ý thức tiêu dùng có trách nhiệm

Canteen Trường Đại học Văn Lang được đầu tư xây dựng với không gian thoáng đãng, sạch sẽ, hiện đại, phục vụ những bữa ăn ngon miệng cho cán bộ, giảng viên, nhân viên và sinh viên Văn Lang.



Khu vực ngồi ăn tại căn tin tầng 4 tòa A - Cơ sở chính Trường Đại học Văn Lang



Khu vực ngồi ăn tại căn tin tầng trệt - Cơ sở 1 Trường Đại học Văn Lang



THỰC ĐƠN CANTEEN (MÓN MẶN)						
	THỨ 2 (Monday)	THỨ 3 (Tuesday)	THỨ 4 (Wednesday)	THỨ 5 (Thursday)	THỨ 6 (Friday)	THỨ 7 (Saturday)
BỮA SÁNG (Breakfast) 7:00 - 10:00	Bún riêu cua	Phở bò	Bún thịt	Hủ tiếu sườn	Bún bò	Mì gói nấu sườn
	Thịt kho đậu hũ	Bà rọi chiên sả ớt	Thịt kho trứng	Bà chỉ cháy cạnh	Thịt kho nước dừa	Thịt kho tôm
BỮA TRƯA (Lunch) 11:30 - 14:00	Cà ri gà kiểu Ấn	Vịt kho gừng	Cánh gà nước mắm	Đùi vịt nướng chanh	Đùi gà chiên	Sườn kho tiêu
	Sườn non muối ớt	Sườn kho trứng cút	Sườn xào chua ngọt	Sườn non cay mặn	Sườn non kho cải	Cà ri khoai tây
	Cá mực sốt cà	Cá pa-ua kho tiêu	Cá bớp mè chiên	Cá lóc kho	Cánh gà kho sả ớt	Cá kho chua ngọt
	Trứng chiên hành	Lòng gà xào mướp	Khô gà xào trứng	Chả trứng	Chả cá thu sốt cà	
	Rau luộc chấm nước	Cà tím nướng	Rau luộc kho quẹt	Rau luộc trứng	Rau nung xào bơ	
	Xù mai	Thịt luộc cà pháo	Đậu hũ nhồi	Cánh tôm khoai mì	Cà tím mỡ hành	
	Cánh chua cá lóc	Cánh chua rau dlay	Cánh sườn khoai tây	Cánh gà lá gừng	Cà chua nhồi	Cánh tập tễn

Thực đơn món mặn

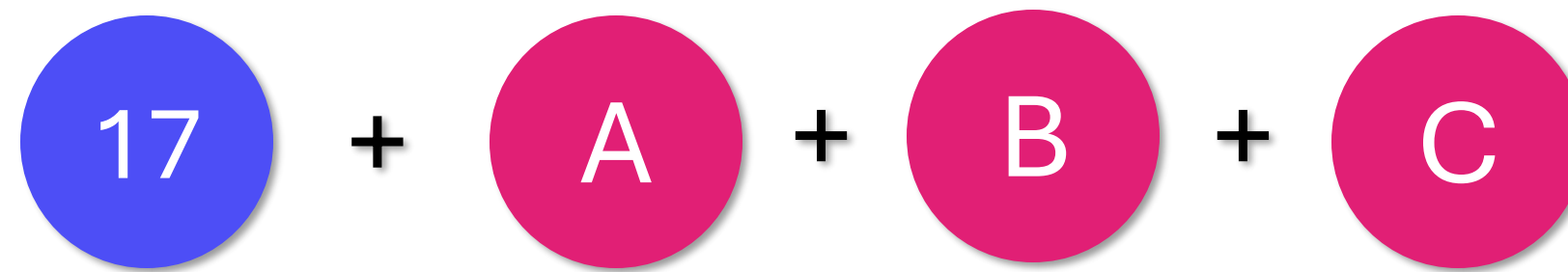
Đảm bảo lựa chọn thực phẩm lành mạnh và giá cả phải chăng

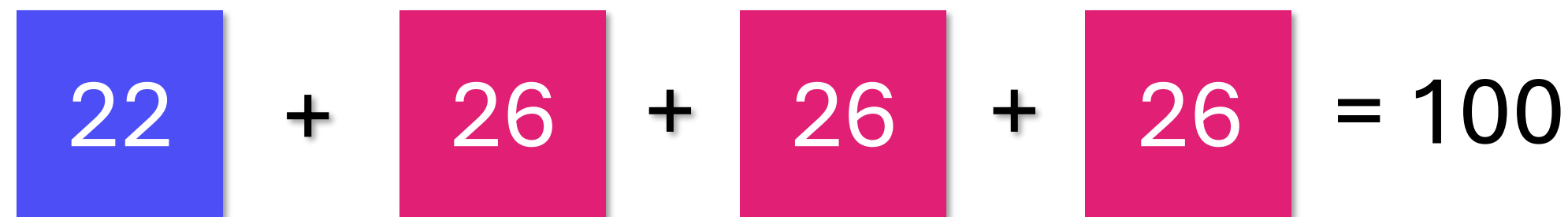
Canteen phục vụ bữa sáng và bữa trưa cân bằng dinh dưỡng với các nhóm thực phẩm thiết yếu: tinh bột – chất đạm – rau xanh – canh. Mỗi phần ăn tiêu chuẩn có giá 35.000 đồng, giúp sinh viên và giảng viên tiếp cận bữa ăn ngon, an toàn và hợp lý về chi phí. Ngoài ra, Canteen còn cung cấp chè, đồ uống lành mạnh như nước ép, sinh tố, trà thảo mộc với giá chỉ từ 8.000 – 15.000 đồng. Nhà trường hướng đến giá trị “an toàn – dinh dưỡng – hợp lý – nhân văn”, đảm bảo mọi thành viên trong cộng đồng Văn Lang đều được tiếp cận với thực phẩm lành mạnh và giá cả phải chăng.



The overall ranking

- An overall score is created from SDG 17 and the three strongest SDGs for a university
- Universities could submit to as many SDGs as they wished
- Bibliometrics will always represent the same proportion of overall score (27%), regardless of SDGs chosen

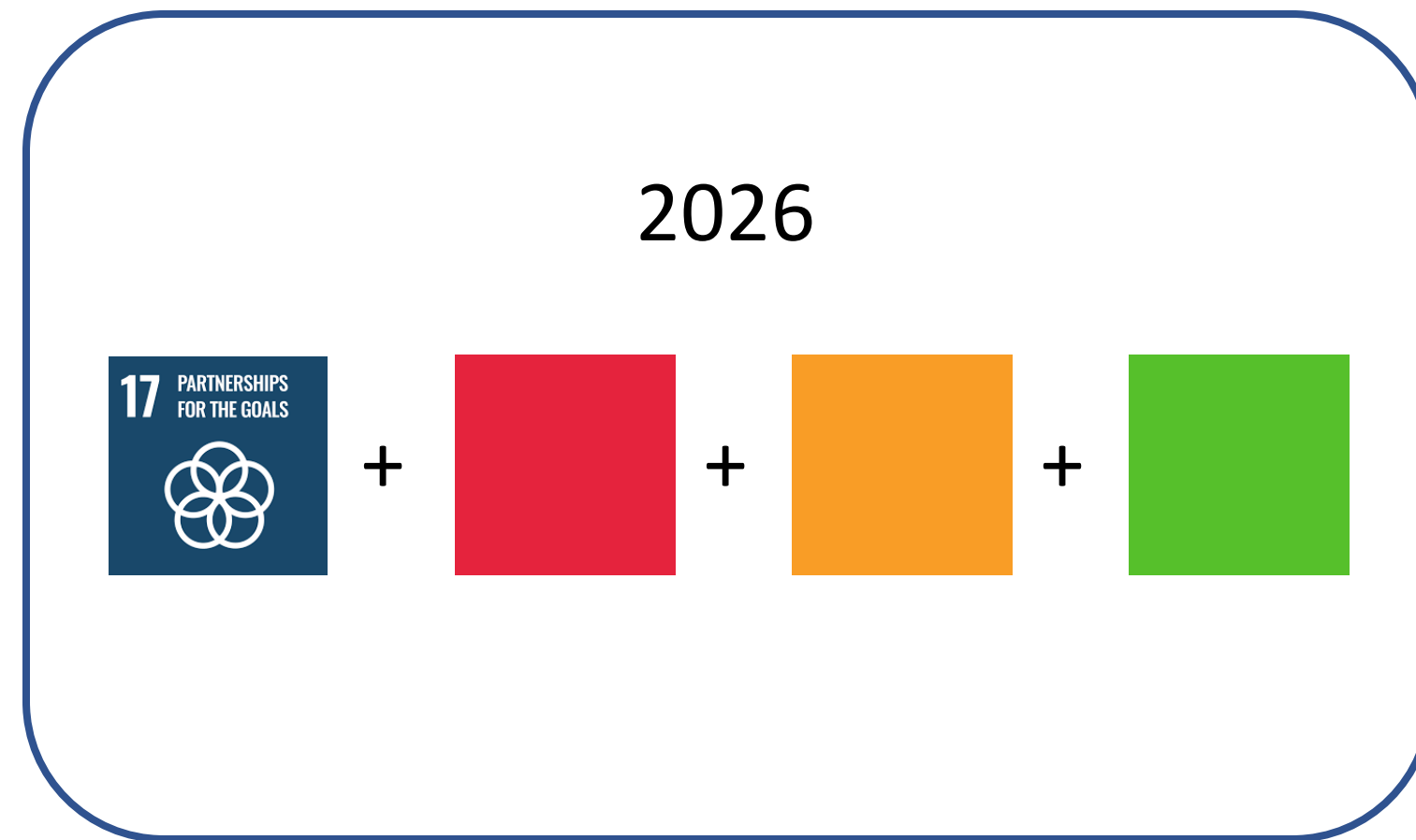




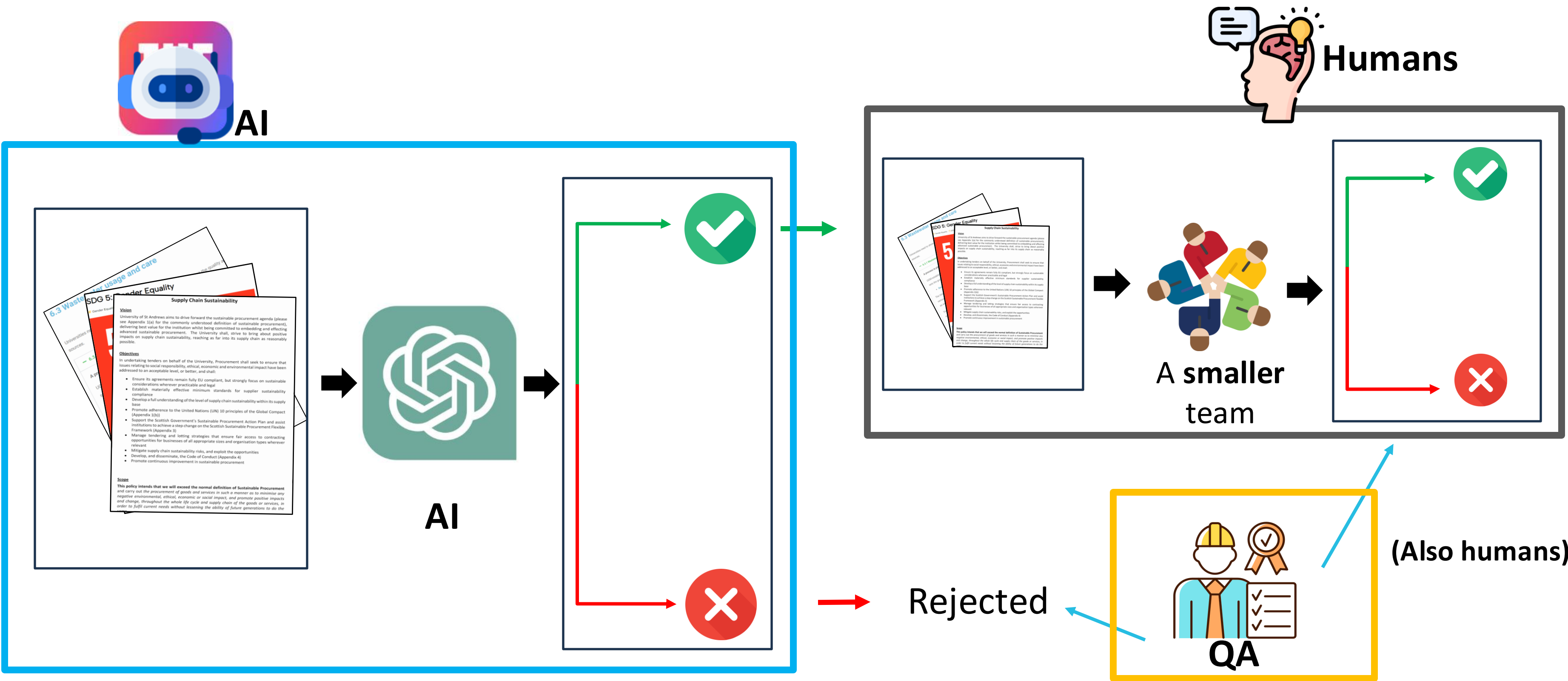
A diagram illustrating the weighted contribution of each component to the total score of 100. It consists of four squares arranged horizontally, separated by plus signs, followed by an equals sign and the number 100. The first square is blue and contains the number '22'. The next three squares are pink and each contains the number '26'.

$$22 + 26 + 26 + 26 = 100$$

Calculating the annual score for new members



Impact 2026 Evidence validation process



Best Practice Guide

Addressing weaknesses:

How easy is it to improve in indicators?

RESEARCH

Long-term outlook

Not all universities can address this

Requires high-level, strategic investment from leadership

Check affiliation mapping

NUMERICAL DATA

Medium-term

Depends on the question: some might be very location-dependent

Make sure reporting is done right

EVIDENCE

Short-term, can be addressed fastest

Are all your activities documented?

Is your documentation clear and comprehensive?

Have all your policies been reviewed recently?

Evidence Best Practice



Evidence should be **specific and obvious**; check keywords in the question.

- Evidence is irrelevant when it does not **fully** answer the question.
- Reflect keywords in the question in the evidences – ideally create specific sections/headings that reflect the question as per the methodology.



From 2025, **only 1 piece of evidence** is accepted. URLs are preferred; video and audio files are **not** accepted.

- Good practice: submit evidence through the 'evidence' box and write in the 'Notes' section the connection between the evidence and what the question is asking. Specify where validators can find the relevant evidence.
- Ensure that specific sections and document pages (e.g. which paragraph or line) are referenced in the notes.



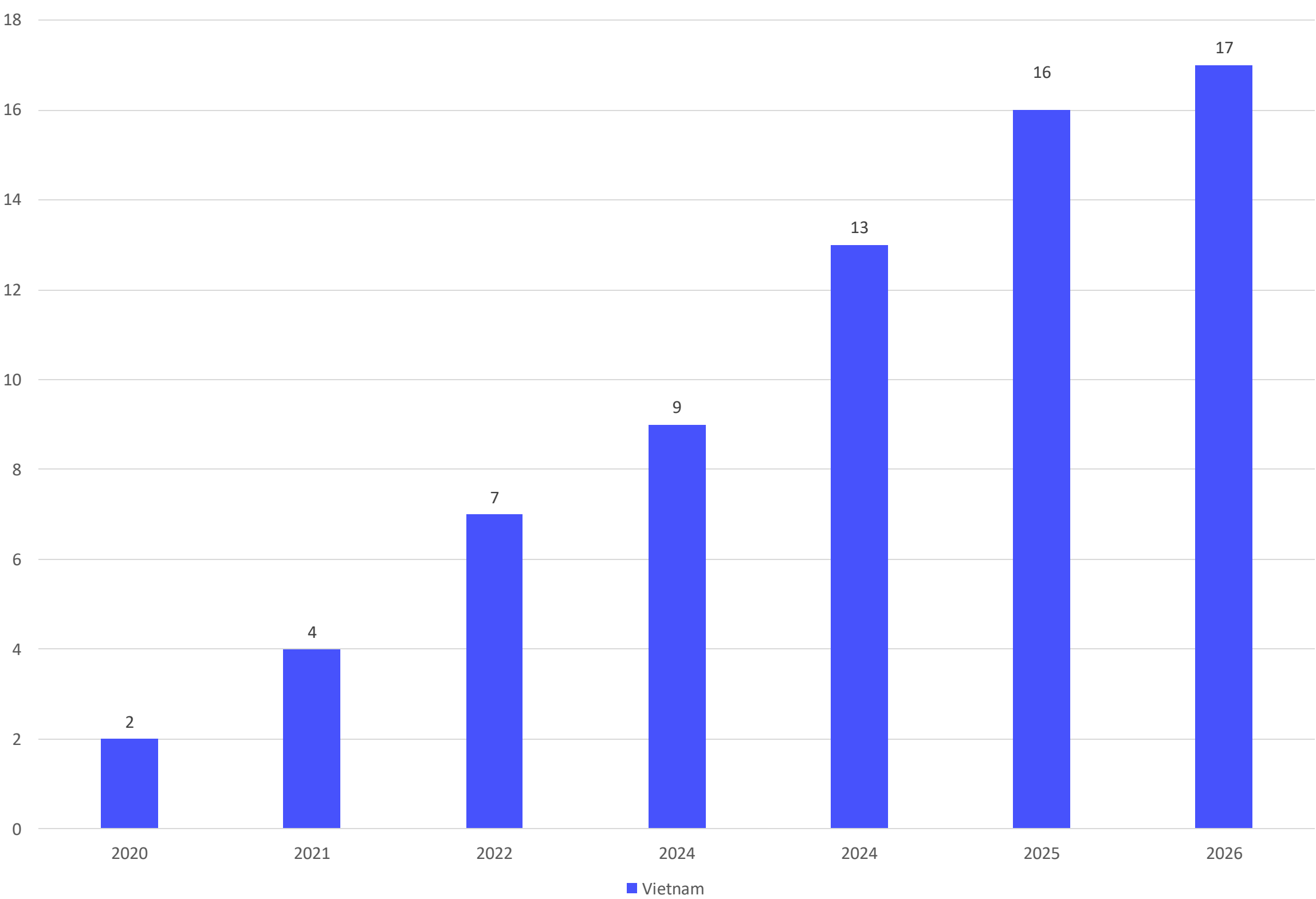
Age of data is **within the date range** from the methodology, otherwise may be penalized for non-compliance.

- **For 2026, data and evidence will be taken from 2024.**
- This may be inclusive of: 1) Calendar year Jan to Dec, 2) Academic year that ended in 2023-2024, 3) Financial year that ended in 2024. You may use the most appropriate annual cycle that best fits your data but ends in 2024.
- For evidence of past initiatives/activities, ensure that your evidence is not outdated and reflected explicitly.

Impact 2026 Overall Performance

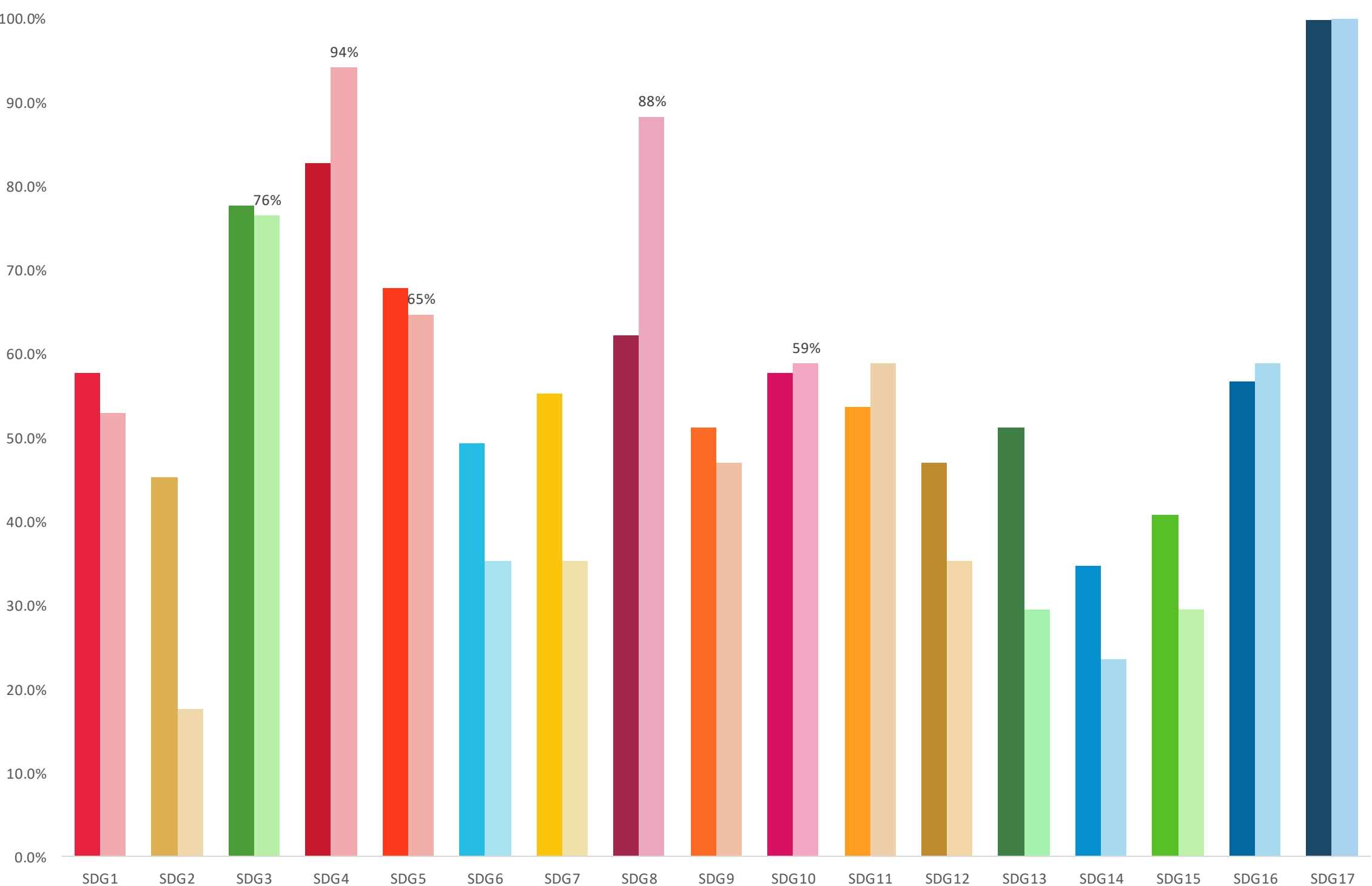
Vietnam Overview

Overview of Viet Nam's Participation in the Impact Ratings



Ever since the inception of the Impact Ratings, participation by Vietnamese universities have been growing steadily year-on-year.

Most popular SDGs in Viet Nam



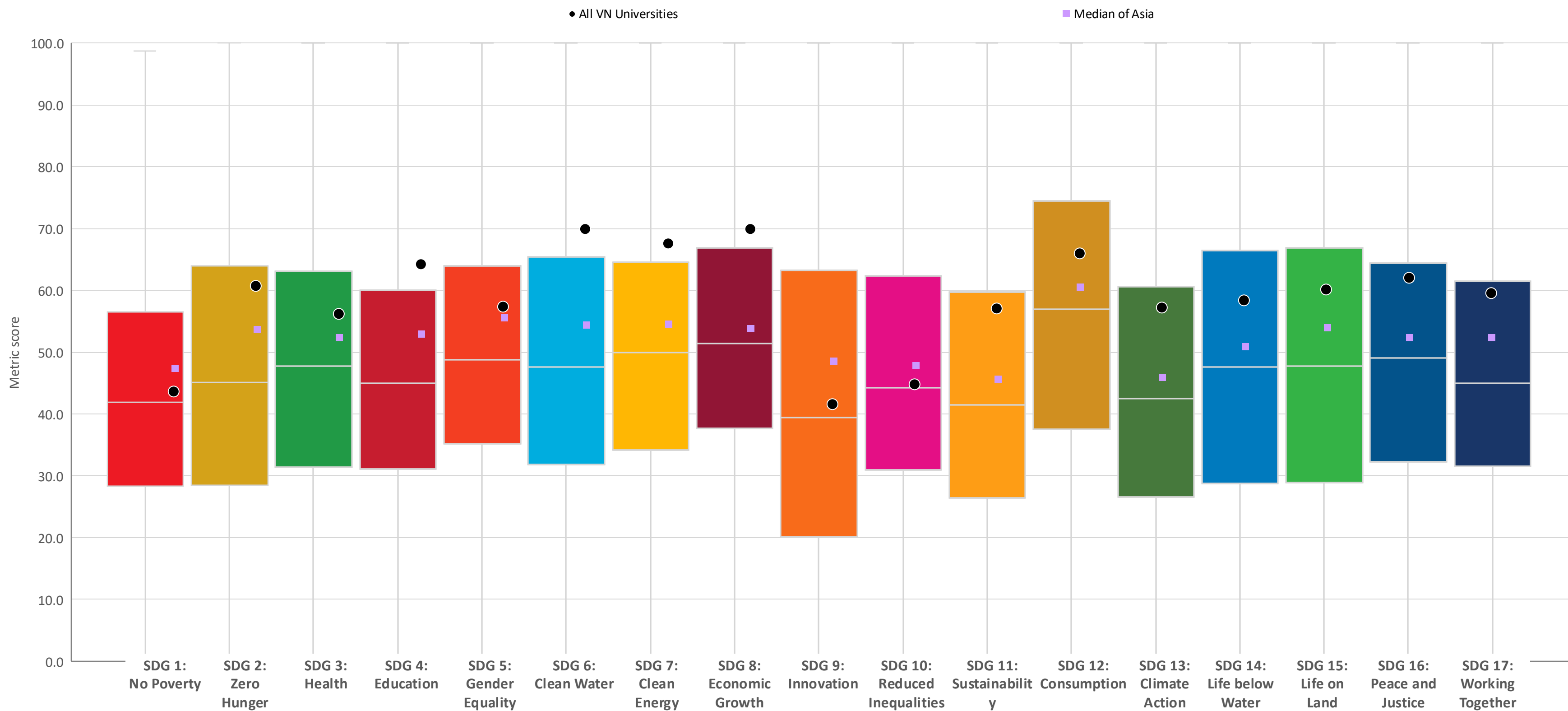
Left (Darker Color) = World (SDG/total number of participating institutions)
Right (Lighter Color) = Vietnam (SDG/total number of participating VN institutions)



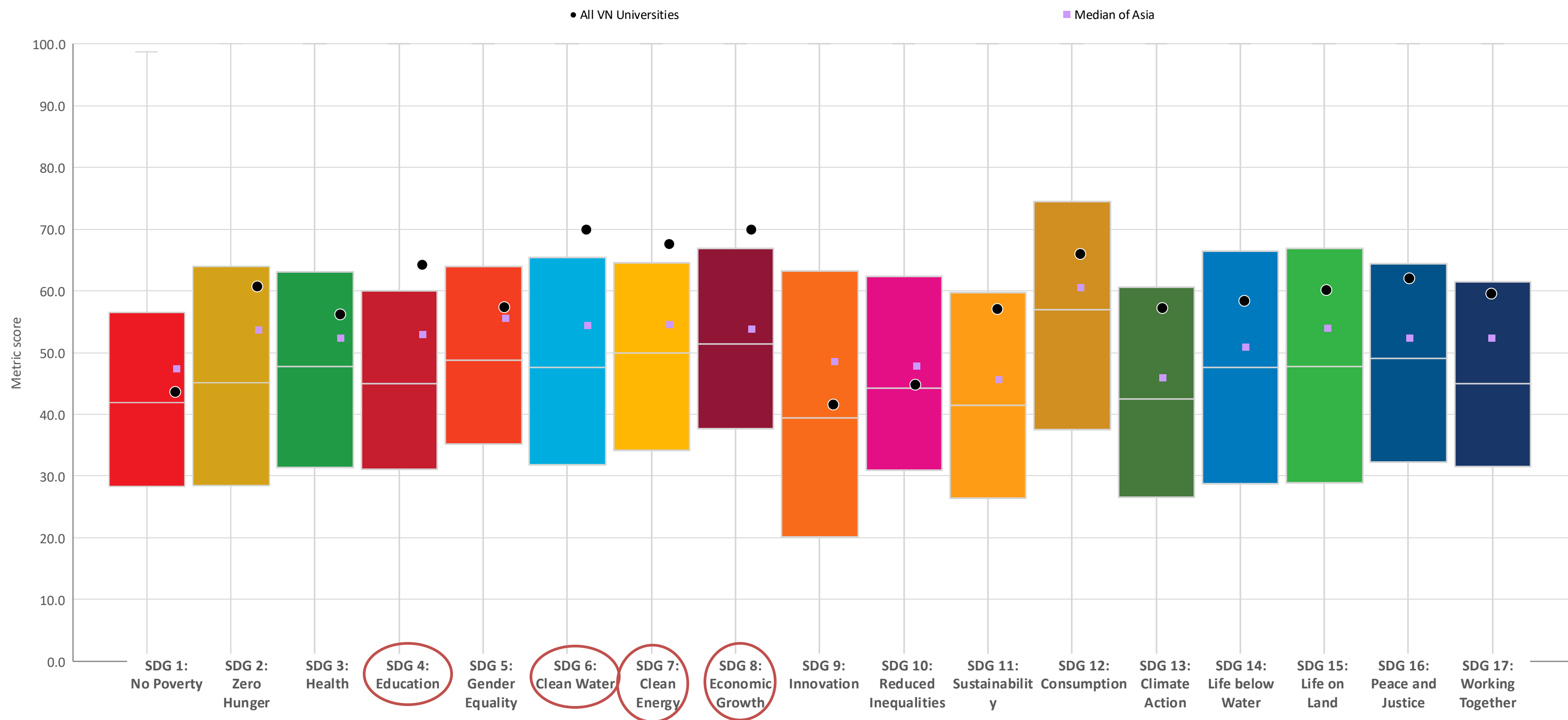
In the 2026 Impact Rankings, **SDG4 (Quality Education)** was the most popular SDG in the Vietnam with 94% participation rate as compared to 82% globally.

Other popular SDGs include **8 (Decent Work and Economic Growth)**, **3 (Good Health & Wellbeing)**, **5 (Gender Equality)** and **10 (Reducing Inequalities)** which suggest national and regional priorities in these areas.

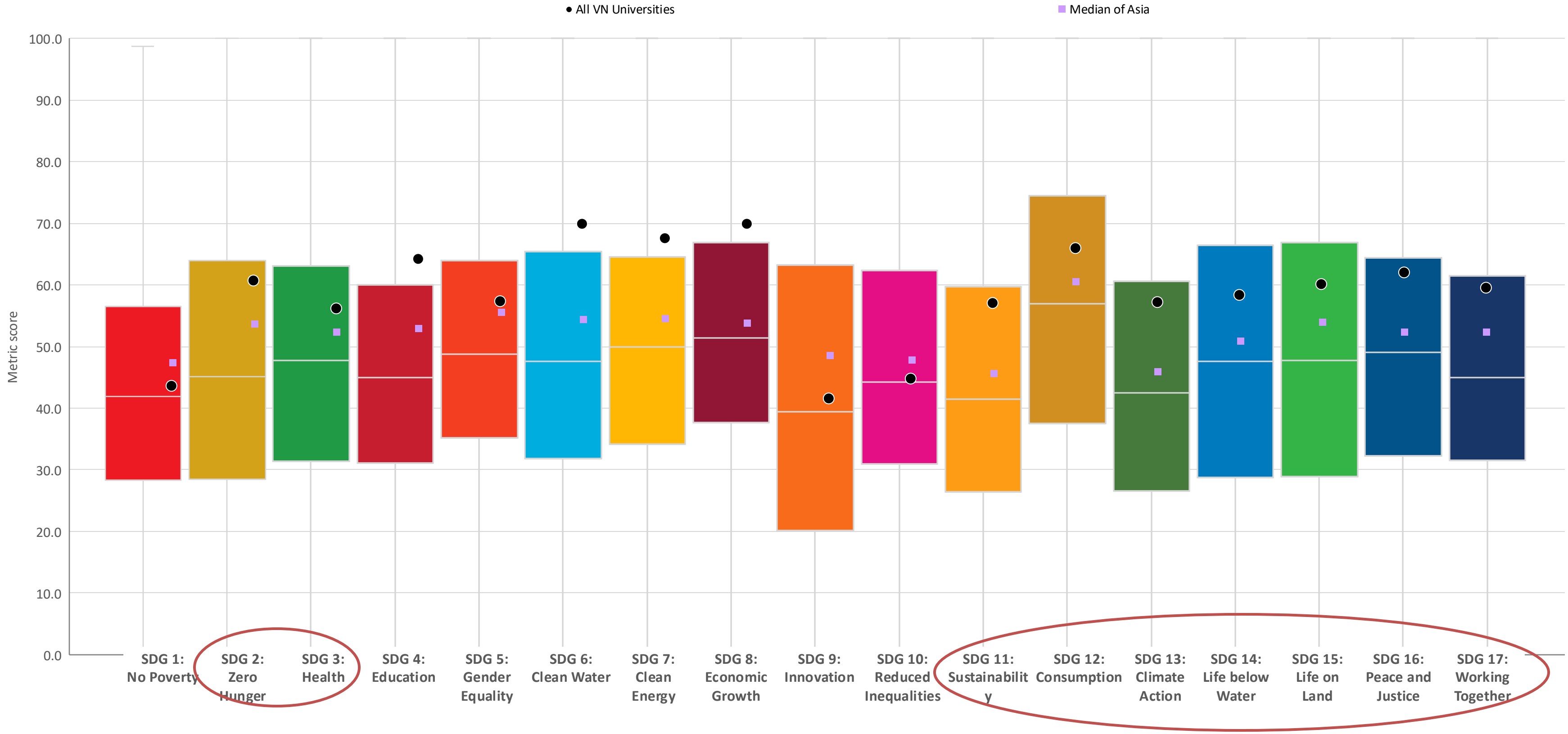
Viet Nam's Performance in Individual SDGs – Impact 2026



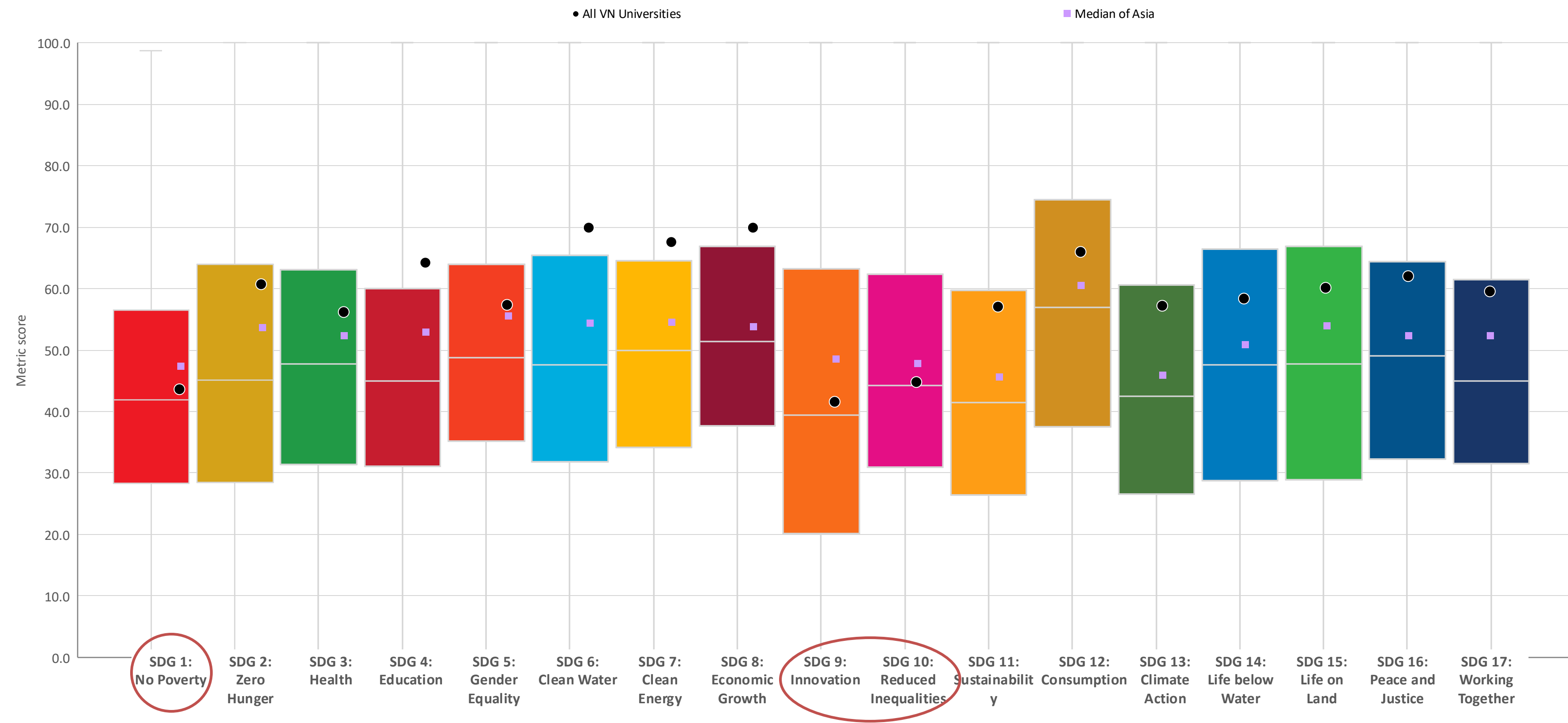
Viet Nam's Performance in Individual SDGs – Impact 2026



Viet Nam's Performance in Individual SDGs – Impact 2026



Viet Nam's Performance in Individual SDGs – Impact 2026



Top University in Viet Nam in each SDG

SDG1: UEH University	SDG5: UEH University	SDG9: UEH University	SDG13: UEH University
SDG2: UEH University	SDG6: UEH University	SDG10: UEH University	SDG14: UEH University
SDG3: Phenikaa University	SDG7: UEH University	SDG11: FPT University	SDG15: UEH University
SDG4: FPT University	SDG8: UEH University	SDG12: UEH University	SDG16: FPT University
SDG17: Nguyen Tat Thanh University			
Overall: UEH University			

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THE Sustainability Impact Network

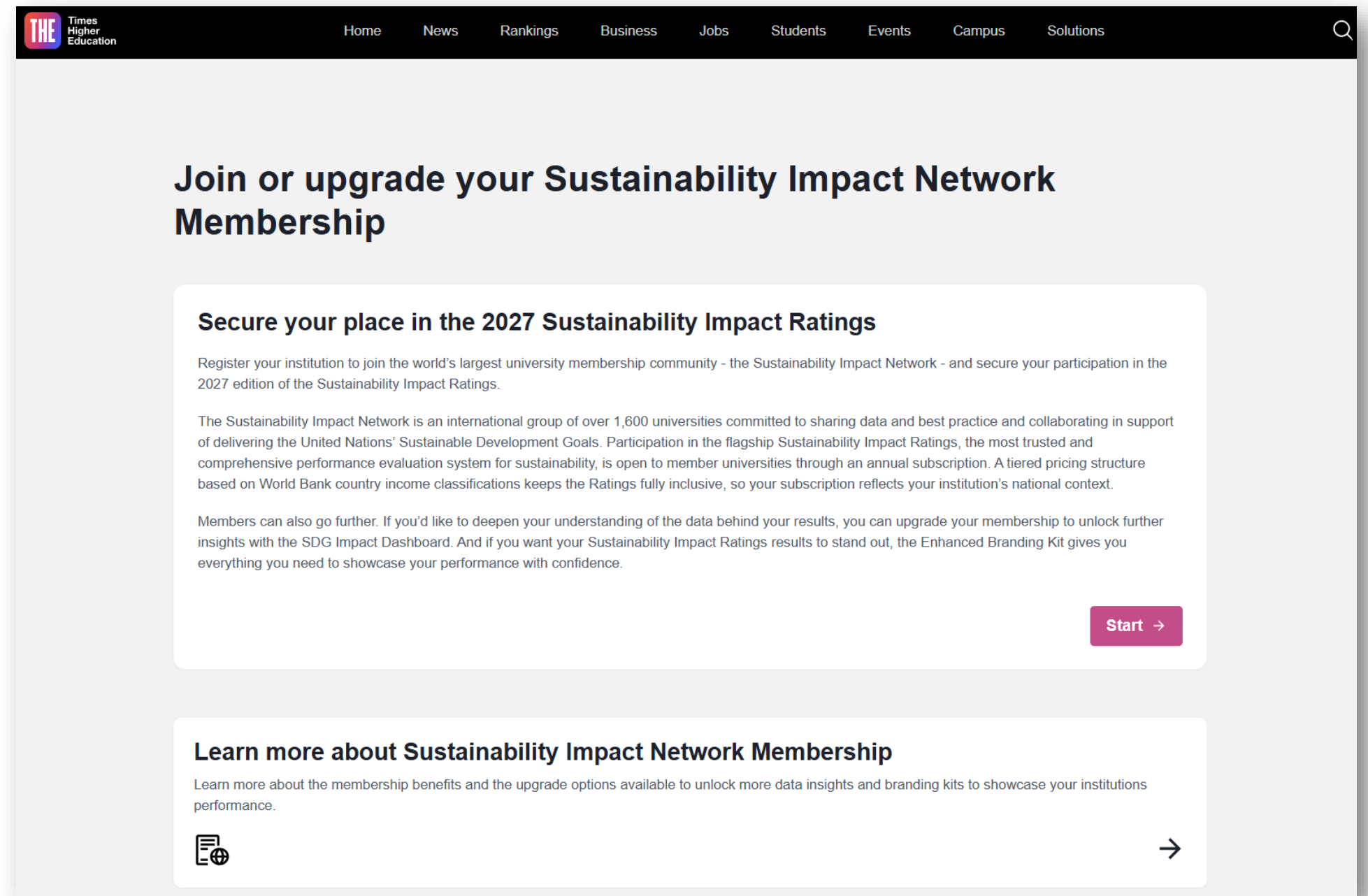
How to Join

How to Participate in the Sustainability Impact Ratings 2027

Registration is now open:



- Institutions must first be verified by THE's Data team before joining the Sustainability Impact Network and participating in the Impact Ratings.
- **New institutions or those not previously participating** in the Impact Ratings should contact impact@timeshighereducation.com for registration.
- Data collection portal will open from **mid-September to mid-November 2026**

A screenshot of the THE Sustainability Impact Network Membership page. The page has a dark header with the THE logo and navigation links: Home, News, Rankings, Business, Jobs, Students, Events, Campus, Solutions. The main content area is light gray and features two white boxes. The top box is titled "Join or upgrade your Sustainability Impact Network Membership" and contains the sub-header "Secure your place in the 2027 Sustainability Impact Ratings". It includes text about registering institutions and the benefits of the Sustainability Impact Network. A pink "Start →" button is at the bottom right of this box. The bottom box is titled "Learn more about Sustainability Impact Network Membership" and includes text about membership benefits. It features a document icon with a plus sign and a right-pointing arrow at the bottom right.

Join or upgrade your Sustainability Impact Network Membership

Secure your place in the 2027 Sustainability Impact Ratings

Register your institution to join the world's largest university membership community - the Sustainability Impact Network - and secure your participation in the 2027 edition of the Sustainability Impact Ratings.

The Sustainability Impact Network is an international group of over 1,600 universities committed to sharing data and best practice and collaborating in support of delivering the United Nations' Sustainable Development Goals. Participation in the flagship Sustainability Impact Ratings, the most trusted and comprehensive performance evaluation system for sustainability, is open to member universities through an annual subscription. A tiered pricing structure based on World Bank country income classifications keeps the Ratings fully inclusive, so your subscription reflects your institution's national context.

Members can also go further. If you'd like to deepen your understanding of the data behind your results, you can upgrade your membership to unlock further insights with the SDG Impact Dashboard. And if you want your Sustainability Impact Ratings results to stand out, the Enhanced Branding Kit gives you everything you need to showcase your performance with confidence.

Start →

Learn more about Sustainability Impact Network Membership

Learn more about the membership benefits and the upgrade options available to unlock more data insights and branding kits to showcase your institutions performance.

 **→**

Join the Largest Sustainability Impact Network in the World

THE Sustainability Impact Network Subscription Plan (12 months)	Basic	Advanced	Premium
	Broad overview across all 17 SDGs - built for initial benchmarking and executive reporting.	Full indicator-level insight for your priority SDGs - for universities ready to move from insight to action.	Complete depth across every SDG and indicator - for institutions leading sustainability across their full portfolio.
	£1,035	£8,500	£18,300
Dashboard Features			
Access to SDG Scores and Rankings	Limited (Overview only)	Up to 4 SDGs	Full Access to all 17 SDGs
Data Analysis	Metric Level Analysis	Metric & Indicator Level Analysis	Metric & Indicator Level Analysis
Data Downloads	Present Year Only	Present and Previous Year Only	All Historical Data
Institutional Benchmarking	Limited	✓	✓
Best Practice Guide	-	✓	✓
Institutional Year on Year Performance Report	-	✓	✓
Access to Submitted Institutional Evidence	-	Up to 4 SDGs	Full Access to all 17 SDGs
Early Access to Annual Data Update	48 Hours Ahead of Release	2 Weeks Ahead of Release	2 Weeks Ahead of Release
Digital Content			
Webinars, Newsletters, and Branded Marketing Assets	✓	✓	✓
Onboarding & Support			
Evidence Feedback Support	-	Limited	Up to 15 indicators a year
Evidence Feedback Support (response time)	-	72 hour response time	72 hour response time
Data Specific Queries	✓	✓	✓

Q&A

Thank you

Session 3: THE DataPoints & Branding Case Studies



Times
Higher
Education

THE DataPoints Dashboards



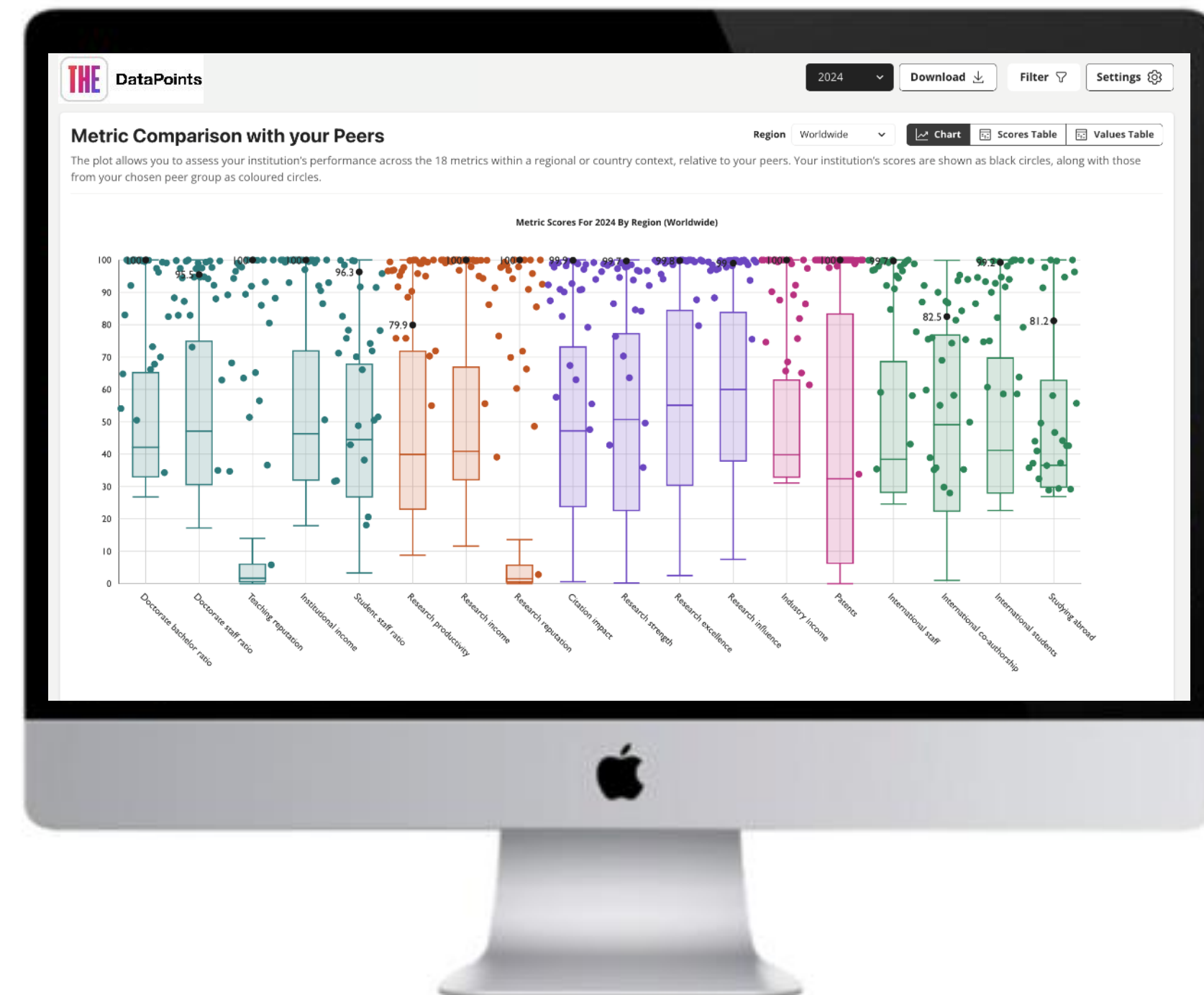
DataPoints

World University Rankings Dashboard

New: Now supporting the WUR3.0 methodology

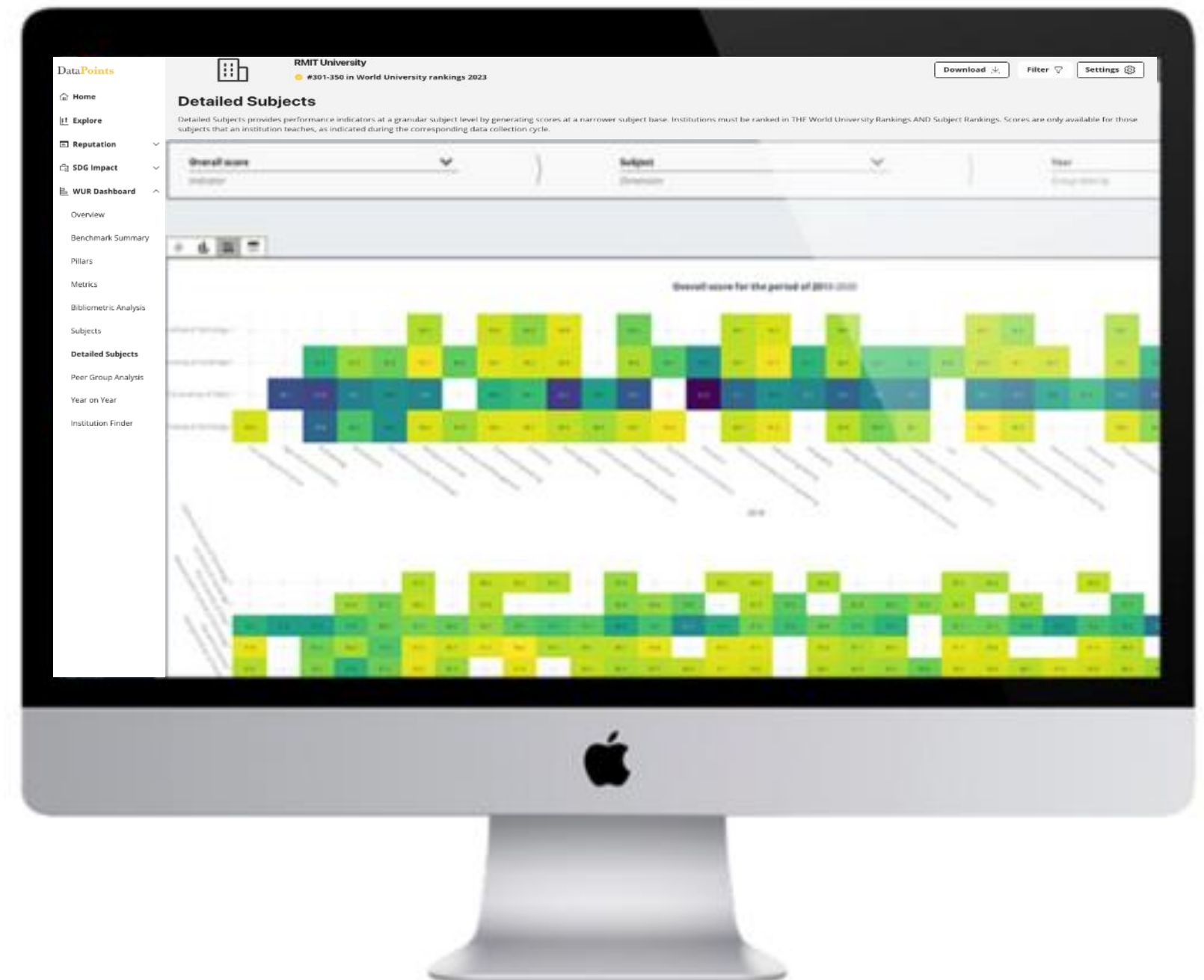
Arming you with the right data and tools, THE's DataPoints: WUR Dashboard helps you to identify and analyse your institution's strengths, weaknesses and critically, areas of opportunity, to support the strategic development of your institution and to ensure that you remain globally competitive.

With exclusive access to the data and automation of the most time-consuming tasks and outputs presented in a user-friendly format, THE DataPoints takes the hard work out of data collection and analysis, leaving you more time to focus on strategic success.



THE DataPoints offers exclusive access to the data behind THE's rankings and is designed to save you time. Key features include:

- Benchmark against 2,500+ institutions from around the world
- Global, regional and country-level distributions
- Institutional-level data across 31-subject areas
- Cross-metric comparison
- Peer group analysis
- Year on Year analysis
- Data download capabilities
- Access to your WUR ranking result two weeks before the official release





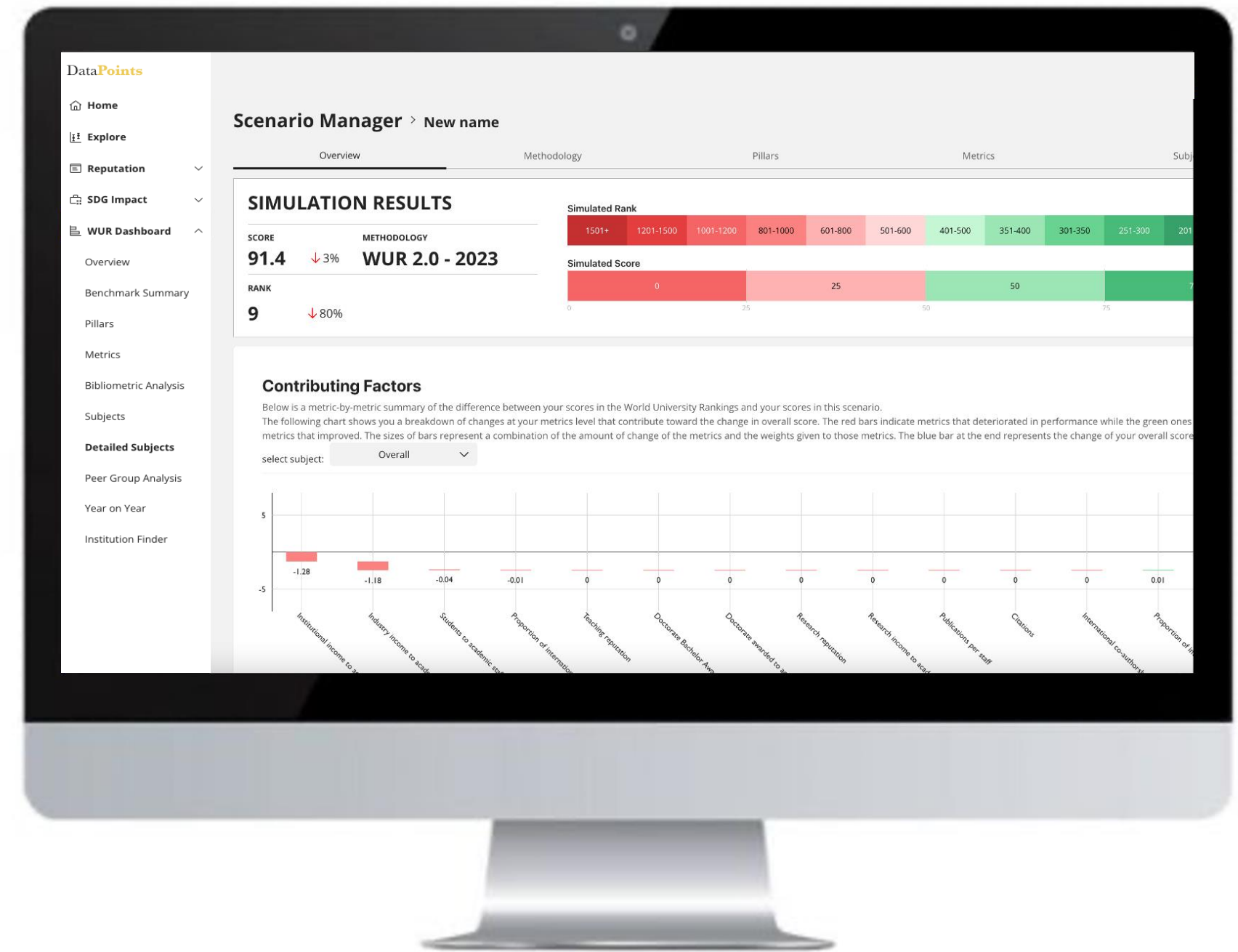
DataPoints

World University Rankings Dashboard

THE Explore / Reporter - Plan for change.

Universities are constantly evolving to meet the ever-changing needs of a diverse and international sector. Changes within a university can impact rankings metrics and performance. THE Explore takes the guessing away.

THE Explore allows you to create hypothetical scenarios by changing your institutions core inputs and running them against the most recent World University Ranking. This will give you a view of how changes across your institution (such as staff numbers, research output, funding etc.), can impact your World University Rankings performance.



THE Explore is included as part of DataPoints: WUR Dashboard Advanced / Comprehensive subscriptions

DataPoints: Reputation

Understand the strength of your university's brand and reputation, globally.

Product features:

- Over 100,000 survey responses, 1 million votes cast and votes for over 2,500 institutions
- Based on the largest invitation-only survey examining academic reputation over 31 subject areas
- Understand how your institution and faculties are perceived by researchers around the world
- Data download

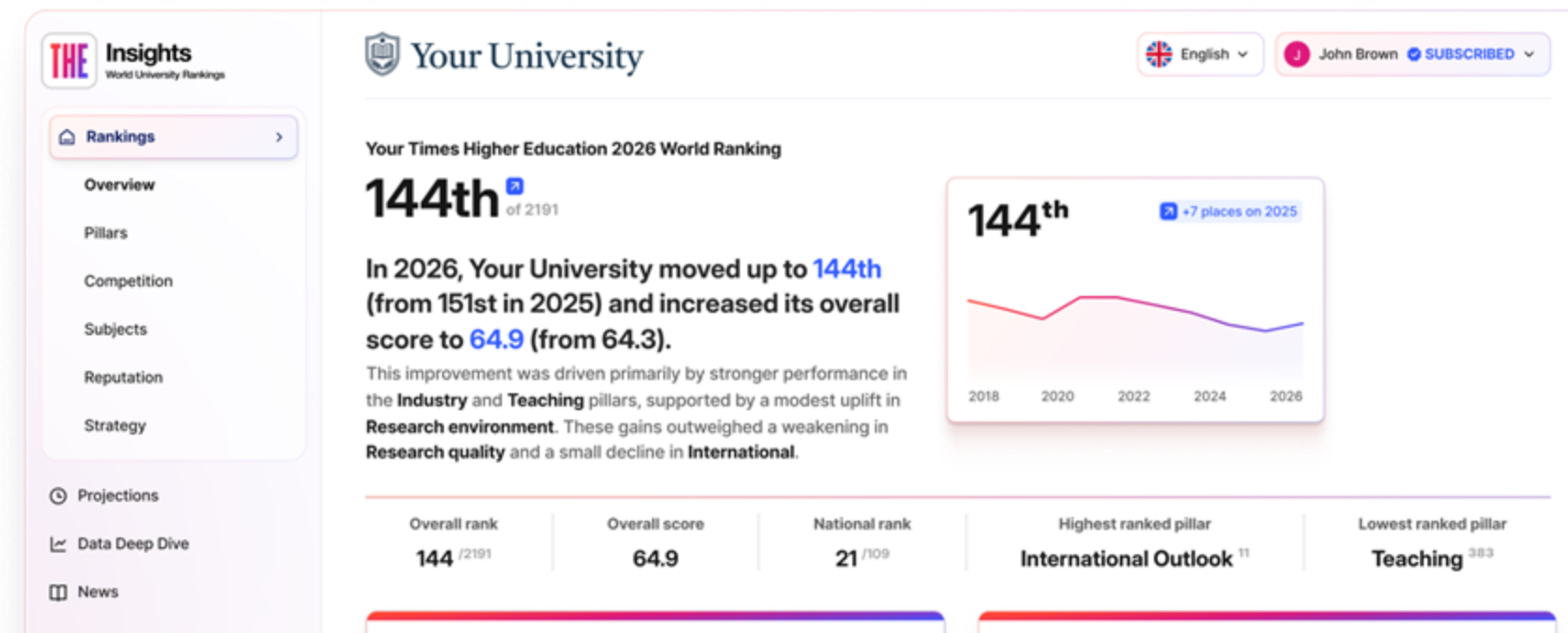




Insights

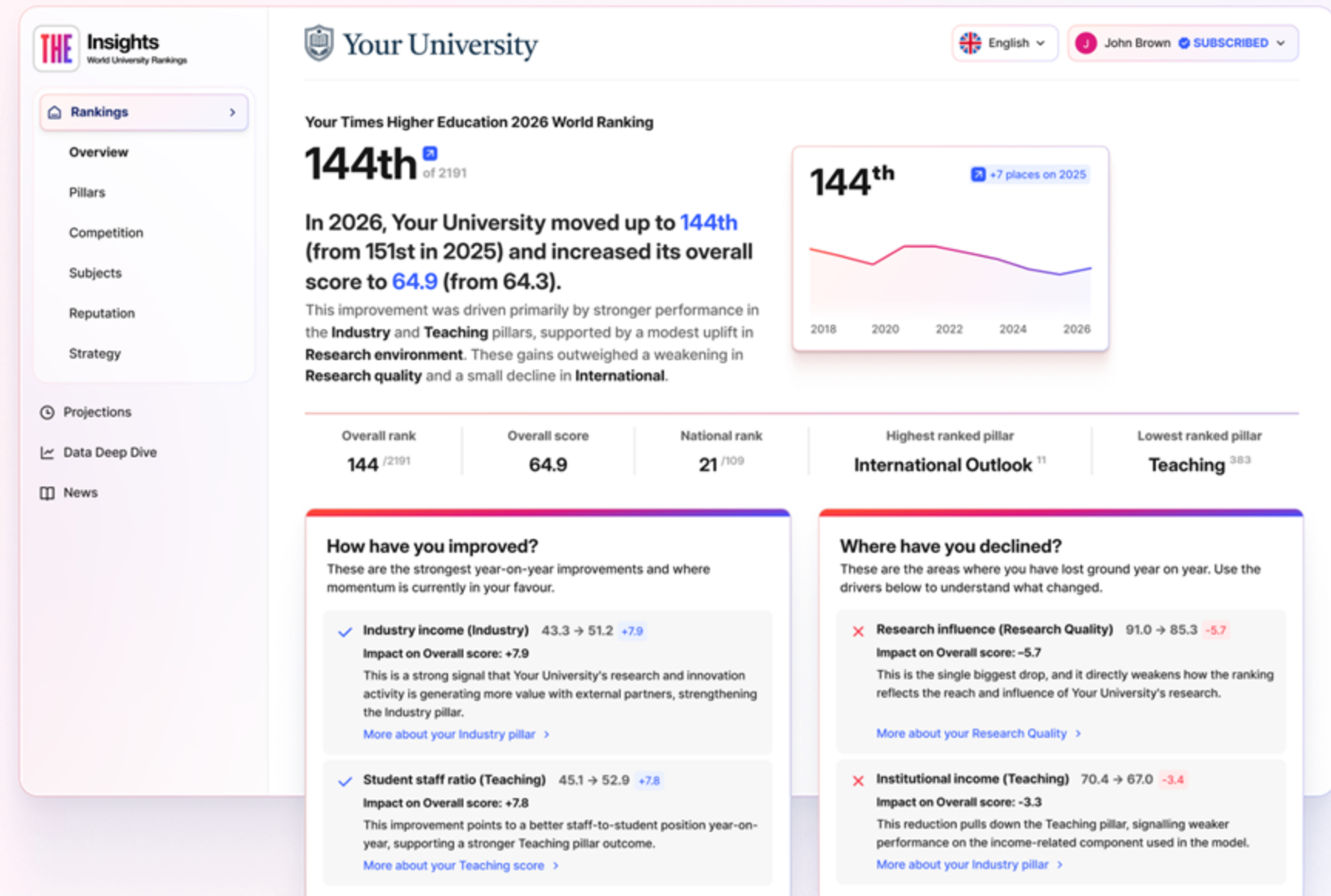
World University Rankings

Get **deep-dive analysis** of your rankings performance, in a way that is built for university leaders **like you.**



Go beyond your headline ranking

Designed specifically for university senior leaders, **THE Insights, World University Rankings** is designed to equip executives with the clarity to truly understand institutional performance, anticipate competitor moves, and take decisive action to **secure and accelerate your university's trajectory up the rankings.**



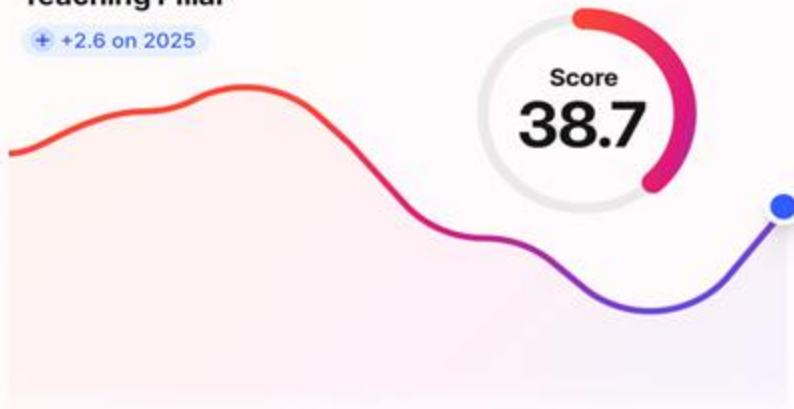
Receive rich, actionable insights

Teaching Pillar

+2.6 on 2025

Score

38.7



Understand your ranking drivers

See a clear breakdown of performance across the key ranking pillars, helping you to understand what is lifting your position, what is holding it back, and where movement opportunity lies.

Everont University

2026 Ranking

121st

Your University

2026 Ranking

144th

UNIVERSITY OF OMERSADA

2026 Ranking

163rd

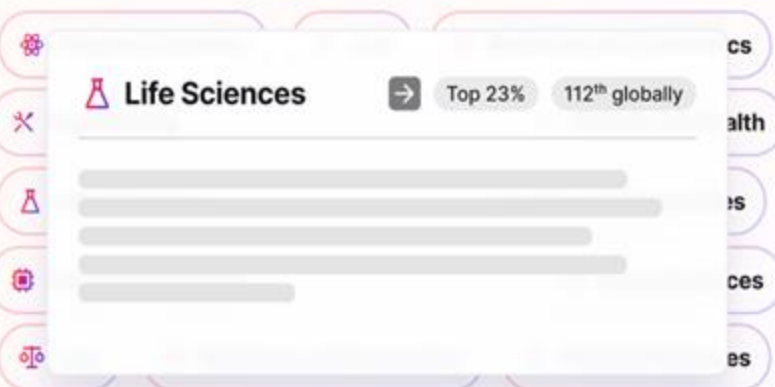
Compare against institutions that matter

Benchmark your university against your peers to see where you are ahead, where your competitors are gaining ground, and where the biggest gaps are opening up.

Life Sciences

Top 23%

112th globally



Explore subject-level performance

Move beyond your overall rank with a subject-level view of performance. Collaborate with your subject leaders to highlight areas of strength, identify underperforming groups, and understand exactly where your improvement efforts will deliver the greatest return.

Executive takeaway

Research Quality

Raise Research reputation to match research performance

Teaching

Improve immediately

Focus on strategic impact

THE Insights helps turn analysis into action by translating your rankings performance into clear, prioritised opportunities. It highlights the levers most likely to move your results, surfaces the gaps that matter versus peers, and points to practical focus areas your teams can take forward with confidence.

Who are you competing with for league table position?

A quick view of the universities closest to you in the 2026 table. Select a rival to see where you lead, where you trail, and what would move your position.

Your University's competitive pressure comes from a tight group of UK institutions immediately above and below it in the table, where small changes in Overall score can quickly shift positions. To move upward, Your University must defend against fast-rising peers below while closing narrow score gaps with universities just ahead.

National competitors	Global competitors	Your chosen competitors		
University name	2026 ranking	Closest gap you can target	Why this is a competitor	
University of Southampton	129 ↗ 5	Research environment	Just 15 places above you; small year-to-year shifts can swap positions among UK research-intensive peers.	
University of Omersada	163 ↘ 16	Teaching	19 places below you; close enough that modest improvements could quickly close the gap and challenge you's position.	
Newcastle University	164 ↘ 14	Research environment	20 places below you; nearby rank peer where small pillar movements can change relative league-table standing.	
University of Nottingham	165 ↗ 17	Research environment	21 places below you; another large UK research university competing for students, staff and funding in the same tier.	
University of Warwick	122 ↘ 9	Research environment	22 places above you; a realistic "next rung" UK benchmark - closing pillar gaps is key to moving up.	

Solid middle-tier performance:

These subjects align with Your University's overall rank, offering credible global presence but lacking the impact and reputation strength needed to drive significant league-table gains.



Engineering

↗ Top 38%↘ 172nd globally

A credible international performer that sits close to Your University's overall rank. Strengths lie in research productivity and applied activity, but impact and citation intensity need to rise to break into the top 100.

[Read more >](#)



Computer Science

→ Top 38%↘ 174th globally

A solid but competitive subject where Your University is globally visible without being distinctive. Performance is constrained by research environment and scale rather than quality, limiting upward movement in the rankings.

[Read more >](#)



Arts and Humanities

→ Top 45%↘ 214th globally

A solid research-intensive subject aligned with Your University's biomedical focus. It supports strong citation impact and research excellence, reinforcing the university's profile in health and life-science disciplines.

[Read more >](#)

Areas of relative weakness:

These subjects sit below Your University's overall rank and weaken subject breadth, with lower research influence and visibility limiting their league-table contribution.



Business and Economics

↘ Top 45%↘ 217th globally

One of Your University's weakest subjects, performing well below the institutional average. Lower research influence and reputation limit competitiveness, making this a drag on subject breadth and overall reputation signals.

[Read more >](#)



Social Sciences

→ Top 45%↘ 234th globally

A clear underperformer relative to Your University's strengths. While research volume exists, weaker citation impact and research influence reduce international competitiveness and contribute negatively to overall profile balance.

[Read more >](#)

Competitor Analysis

Subject Performance



Your 2026 Executive Summary by Ranking Pillar

The World University Rankings are generated from 17 performance metrics grouped into five pillars, each of which represents a key area of higher education excellence: teaching, research environment, research quality, industry and international outlook.

Teaching
37.7 +2.6

Research Environment
41.6 +0.3

Research Quality
94.7 -1.4

Industry
75.5 +4.0

International Outlook
96.5 -0.5

Teaching

Rank 126 (Up 12 places) | Top 24%

Impact on Overall score: +2.6

Teaching strengthened materially this year. The biggest positive contributions came from a better **student-staff position** and an improved **teaching reputation** signal, supported by a healthier **doctoral-to-undergraduate** mix. Doctoral intensity measures were broadly supportive overall, reinforcing the sense of stronger academic capacity and training environment. This progress was partially tempered by softer institutional income in the model, which limited how far the pillar could rise, but the net direction is clearly positive.

[More about your teaching score >](#)

Score

37.7

+2.6 on 2025

Pillar

Focal points for rankings impact

To improve Your University's ranking most effectively, the University should focus on the few areas that are both (a) highly weighted in the model and (b) realistically movable in the next 1-3 cycles. The 2026 results show that Your University's upward movement is being driven by **Teaching** and **Industry**, while the main constraint is a weakening signal in **Research influence** and a slight cooling in **International collaboration**. The lowest-hanging fruit therefore sits in targeted recovery and consolidation rather than wholesale change.

Research Quality

Raise Research reputation to match research performance

Score 94.7

Your Research Quality pillar is extremely strong at 94.7, supported by excellent metrics: Citation impact 96.4, Research strength 95.6, Research excellence 99.1, and Research influence 90.3. However, the Research Environment pillar is only 42.6, primarily due to low Research reputation (21.2) and moderate Research income (60.0) despite strong Research productivity (95.2). This indicates a reputation gap rather than a performance gap. You should focus on flagship research programmes, high-profile hires, and global research collaborations to increase international recognition of its research output.

Teaching

Improve Teaching reputation (largest immediate gain)

Score 37.7

Teaching is Your University's weakest pillar at 37.7, despite reasonable structural inputs: Student-staff ratio 54.9, Doctorate-bachelor ratio 53.2, Doctorate-staff ratio 59.4, and Institutional income 68.0. The major constraint is Teaching reputation at 19.4, which heavily drags the pillar score. You should invest in global academic visibility for its strongest teaching-led disciplines (notably medicine, dentistry, law, and life sciences) through international faculty exchanges, joint degrees, and targeted academic outreach. Strengthening the university's perceived teaching excellence among global academics would be the fastest way to raise the teaching pillar and overall rank.

Industry

Convert strong patent output into higher industry income

Score 75.5

The Industry pillar score is 75.5, driven by extremely strong Patents (99.9). However, Industry income is only 53.2, which limits the pillar score. This suggests that Your University generates substantial intellectual property but captures relatively less direct commercial funding. The university could improve performance by strengthening technology transfer, licensing activity, and industry-funded research partnerships. Scaling spin-outs and contract research in engineering, digital health, materials science, and biotech would increase industry income and directly improve this pillar.

International Outlook

Leverage globalisation strength to boost reputation metrics

Score 96.5

Your International pillar is already exceptional at 96.5, with International students 99.8, International staff 99.8, and International co-authorship 92.9. While this pillar is already near its ceiling, the university can strategically leverage this global network to influence reputation metrics in Teaching and Research Environment. Expanding international research centres, joint PhD programmes, and global academic partnerships would translate existing international strength into greater academic visibility, helping lift Teaching reputation (19.4) and Research reputation (21.2)—the two metrics currently constraining overall rank growth.

Strategy

SDG Impact Dashboard



DataPoints

SDG Impact Dashboard

Powerful data, insights and benchmarking to empower success in sustainability.

THE's SDG Impact Dashboard is a vital tool that empowers universities' sustainability work by providing rich data on performance & clear insight into best practice from around the world.

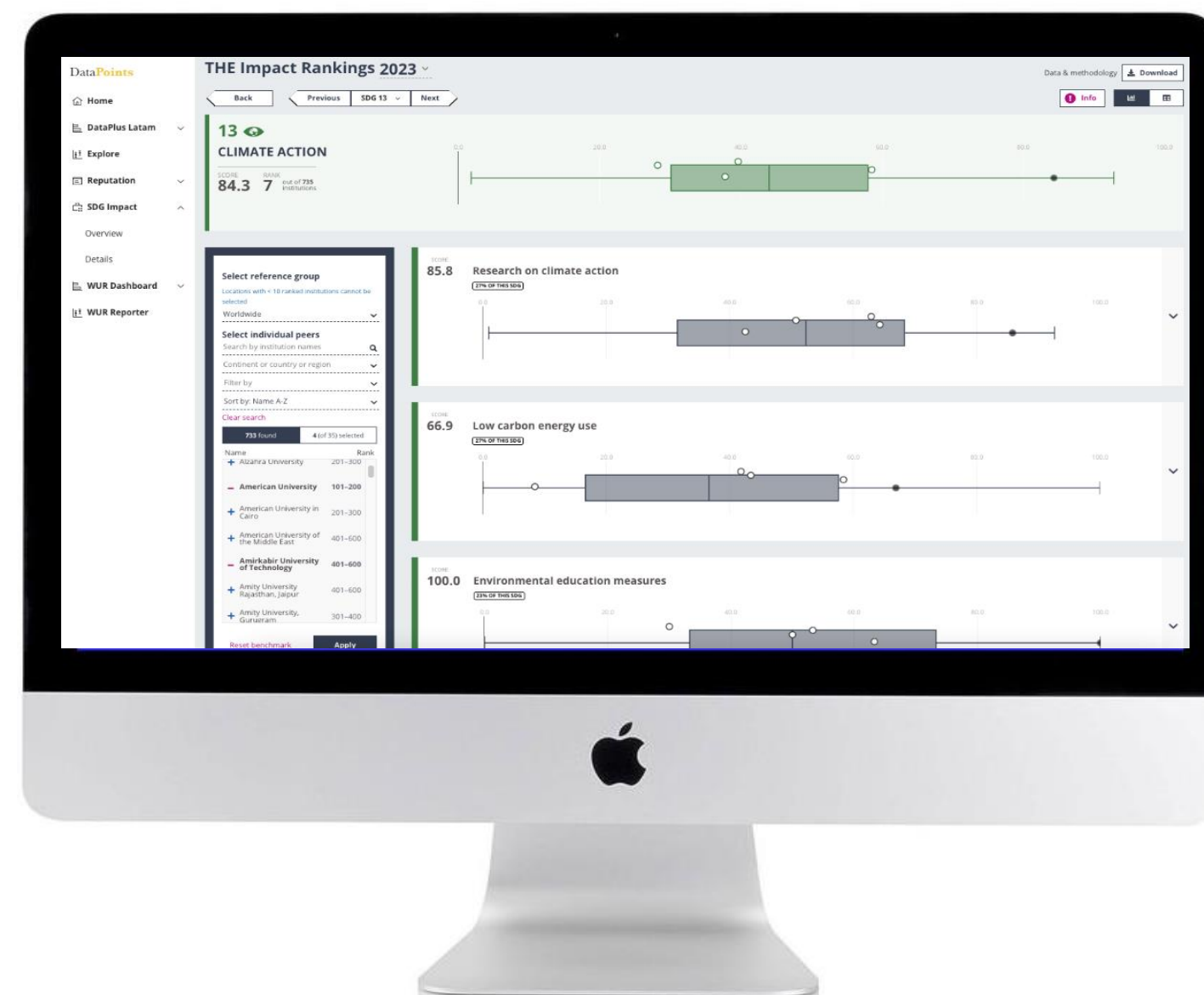
Now in its fifth year, universities can track their year-on-year performance in **THE's Impact Rankings** across four years of data to help shape and drive successful strategy.



Access the data for 1,600+ universities around the world, across all 17 SDGs.

Key features include:

- Access all the underlying data behind THE's Impact Rankings
- Understand and compare how your institution performs globally and domestically
- Ascertain how individual metrics contributed to your score in each SDG
- Perform detailed analysis to provide tactical guidance and priorities for improving your ranking
- Identify the opportunities and threats to your institution's rankings performance
- Export the data to use in your own analysis or analytical tools
- Receive your own results 2-week in advance
- **Access raw data and the evaluation of policies and other evidence**



Subscribers to the SDGID perform better year-on-year, on average, compared to other universities

Universities that were subscribers to our Impact Dashboard at the time of our data collection saw an average score increase of **3.5 pts across all their SDG rankings**, vs 2.8 for non-customers. They increased their **Overall** scores by **3 pts on average**, vs 2.7 for non-subscribers.

How did SDGID subscribers achieve this?

- They analysed their strengths and weaknesses
- They updated policies and other pieces of evidence that were out of date
- They made more of their policies public
- They learnt from other universities around the world and adopted best-practise

sdg1	sdg2	sdg3	sdg4	sdg5	sdg6	sdg7	sdg8	sdg9	sdg10	sdg11	sdg12	sdg13	sdg14	sdg15	sdg16	sdg17
		6.4	23.0	35.3											11.3	64.5
-3.8		6.7					12.8									4.7
-2.3	10.8	-2.9	3.0	5.3	22.8	-0.7	9.3	4.5	-4.6	-10.8	-11.6	-12.5	-7.8	-8.5	-9.4	-0.6
		18.3	8.8	15.4					-14.3							2.5
			20.0					11.0								1.8
-17.3	-5.8	-5.0	-9.5	-4.8	-2.2	-9.6	-13.2	19.5	-2.0	1.5	25.9	-10.7	-26.7	-20.3	-4.0	-4.3
-8.6	-20.4	-14.4	-3.5	7.8	-3.2	-8.4	-10.2	-4.4	-0.7	-8.0	-17.4	-6.8	-23.6	-16.5	1.9	-22.7
		9.5	7.0	-1.8												
		-0.5	-32.2	-25.0	-6.3			6.2								-25.7
6.7	-1.5	-9.7	8.7	-6.3	-19.1	-1.9	0.3	-0.1	-5.7	2.7	-12.4	11.1	-3.8	-13.5	-13.7	-13.2
	-8.0	-0.9	19.8	4.3			8.2		7.2						2.2	10.4
	-10.6						-7.0	-2.5					-16.9	-13.3	-9.7	-12.8
5.1	-14.7	-18.3	-3.1	-4.6	-20.8	-0.8	4.6	6.5	1.1	-1.0	17.7	-3.9	1.6	-2.1	5.5	-22.2
		13.0	-1.1								7.6	-6.9				-9.1
						-16.9		0.2								
					-15.7	-29.2					-11.0					-4.2
		18.4	15.0	4.4			-2.4	13.6		5.1					4.2	0.0
								15.2		19.1	5.8					20.9
			4.5												-4.9	-7.0
7.7		8.2	14.6	0.0	-7.4	1.3		8.4			19.5					-1.5
-19.3			40.7	-2.1	-9.1	-11.6	-6.7	15.2	-10.6	-5.3	-1.6	0.8	-23.1	-20.7		30.6
-5.9		20.3	15.7					-17.7	3.2	-19.5						3.0

SDGID subscriber?	avg difference in OVERALL score	avg difference in SDG scores
Yes	3	3.5
No	2.7	2.8



- DataPoints
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WUR Dashboard

Overview

Benchmark Summ...

Pillars

Metrics

Bibliometric Analysis

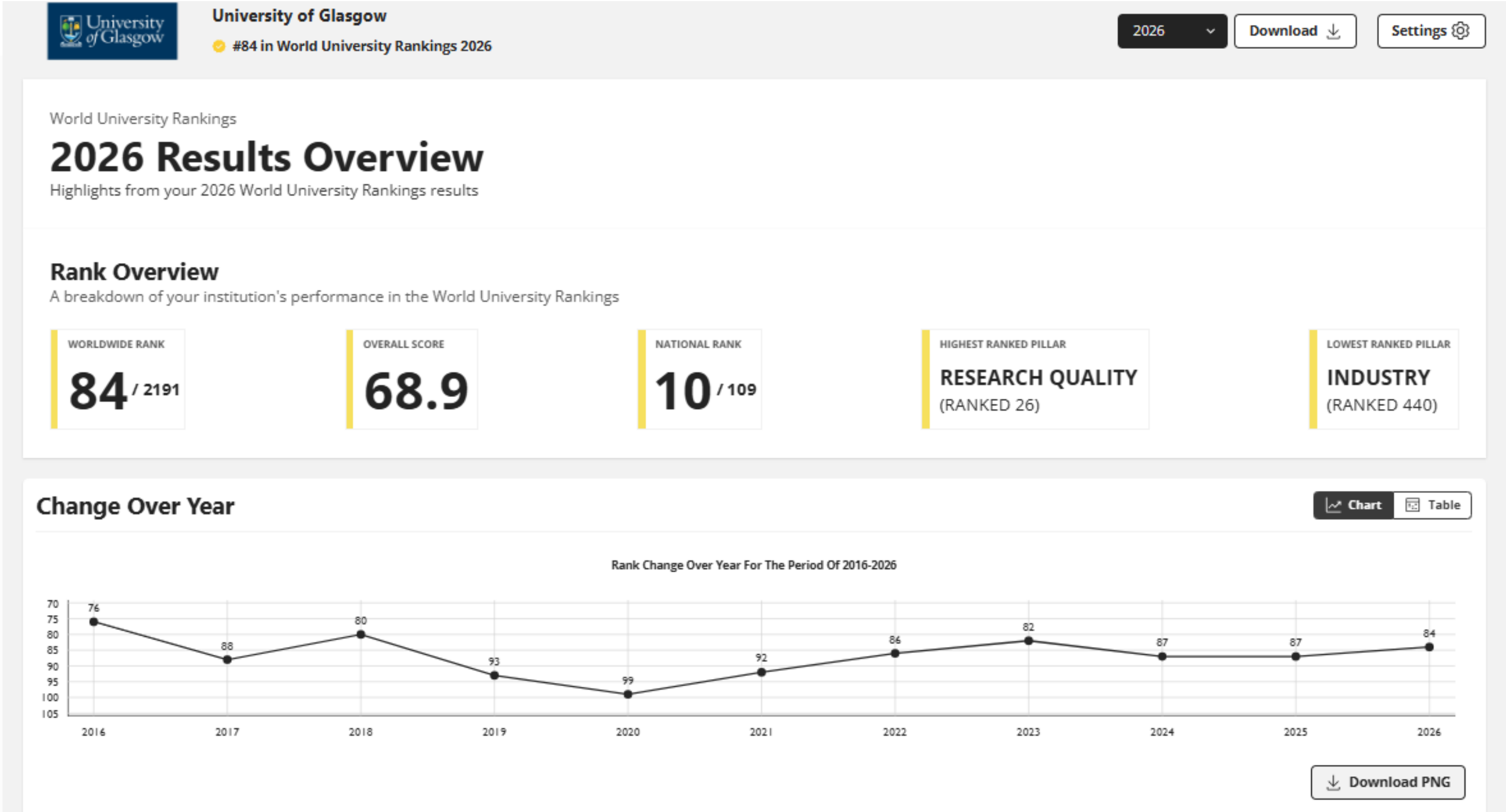
Subjects

Detailed Subjects

Peer Group Analysis

Year on Year

Institution Finder





DataPoints



University of Glasgow

#84 in World University Rankings 2026

2026

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Filter

Settings

2026 Metric Results

Scores per metric from your 2026 World University Rankings results

Metric Comparison with your Peers

The plot allows you to assess your institution's performance across the 18 metrics within a regional or country context, relative to your peers. Your institution's scores are shown as black circles, along with those from your chosen peer group as coloured circles. Within the Values Table the Institutional Income, Research Income & Industry Income are in USD at purchasing power parity (PPP) exchange rate.

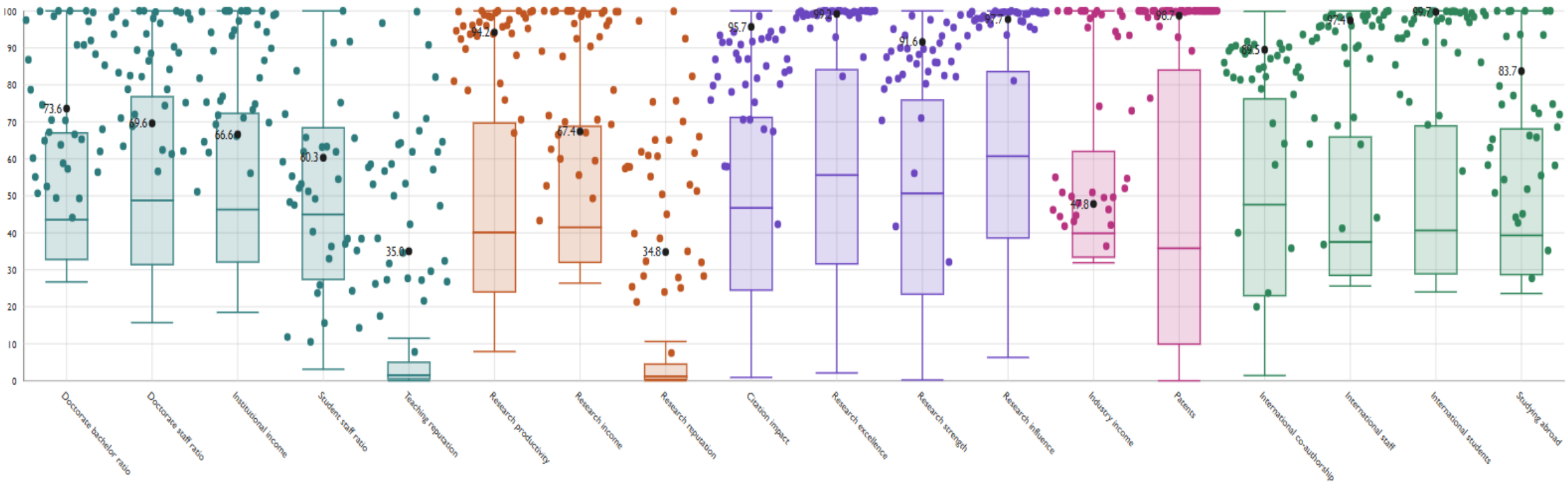
Region Worldwide

Chart

Scores Table

Values Table

Metric Scores For 2026 By Region (Worldwide)



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Search by institution name

- ☒ Worldwide
- ☒ North America
 - ☒ United States
 - ☒ Columbia University
 - ☒ Delft University of Technology
 - ☒ Durham University
 - ☒ The Hong Kong Polytechnic University
 - ☒ King's College London
 - ☒ Canada
 - ☒ McGill University
 - ☒ University of British Columbia
- ☒ Europe
 - ☒ Netherlands
 - ☒ Delft University of Technology
 - ☒ University of Amsterdam
 - ☒ Utrecht University
 - ☒ United Kingdom
 - ☒ Durham University

You have selected 36 of a possible 36

- ☒ Columbia University
- ☒ Delft University of Technology
- ☒ Durham University
- ☒ The Hong Kong Polytechnic University
- ☒ King's College London
- ☒ KTH Royal Institute of Technology
- ☒ KU Leuven
- ☒ Kyoto University
- ☒ McGill University
- ☒ Monash University
- ☒ Nanyang Technological University, Singapore
- ☒ New York University
- ☒ Seoul National University
- ☒ Sorbonne University
- ☒ Technical University of Munich



DataPoints

Data and analysis is available on an institutional-level, across THE's 11 broad subject areas as well as a more detailed view of 31 subject areas (exclusive to DataPoints).

Agriculture and Forestry
Sociology
Archaeology
Art, Performing Art and Design
Education

Geography
Business and Management

Psychology
Veterinary Science

Architecture

General Engineering
Civil Engineering
Chemical Engineering

Computer Science
Medicine and Dentistry

Chemistry
Sport Science

Electrical and Electronic Engineering
Physics and Astronomy
Mechanical and Aerospace Engineering
Other Health

Economics and Econometrics
Accounting and Finance
Politics and International Studies

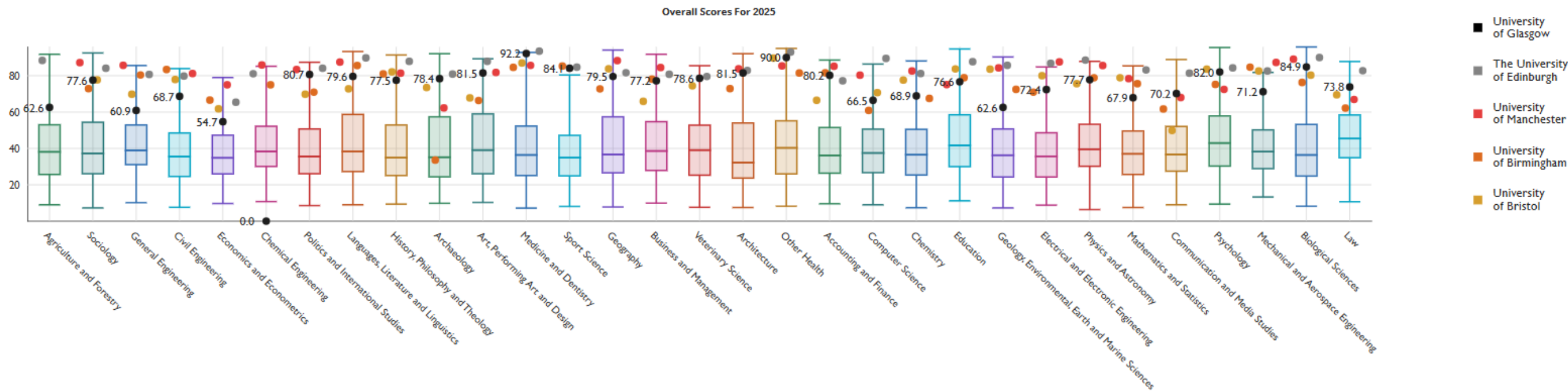
Languages, Literature and Linguistic
History, Philosophy and Theology
Geology, Environmental, Earth and Marine Science
Mathematics and Statistics

Communication and Media Studies
Biological Sciences

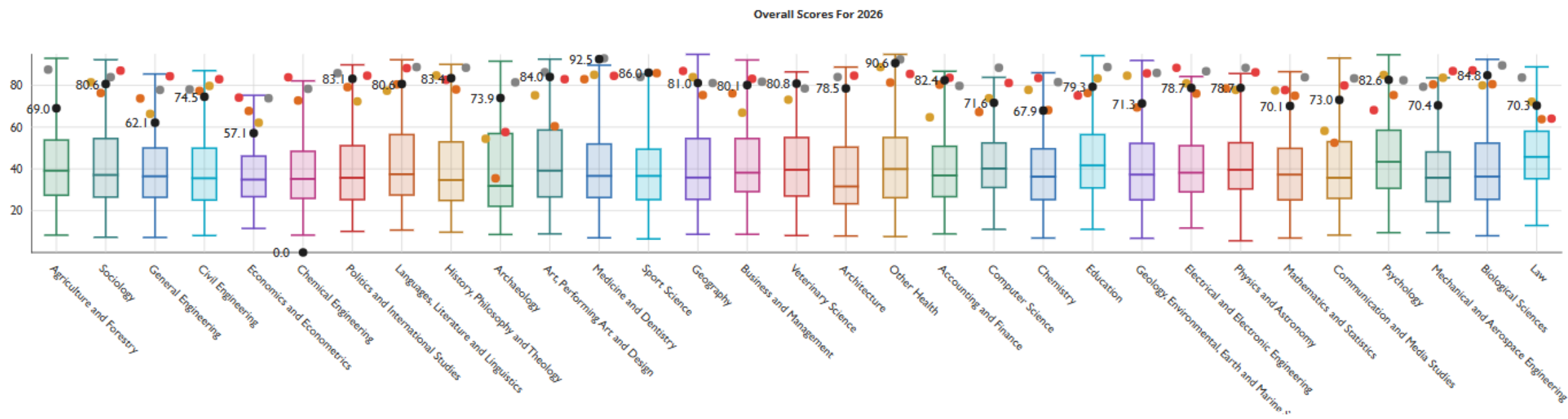
Law

World University Rankings Dashboard





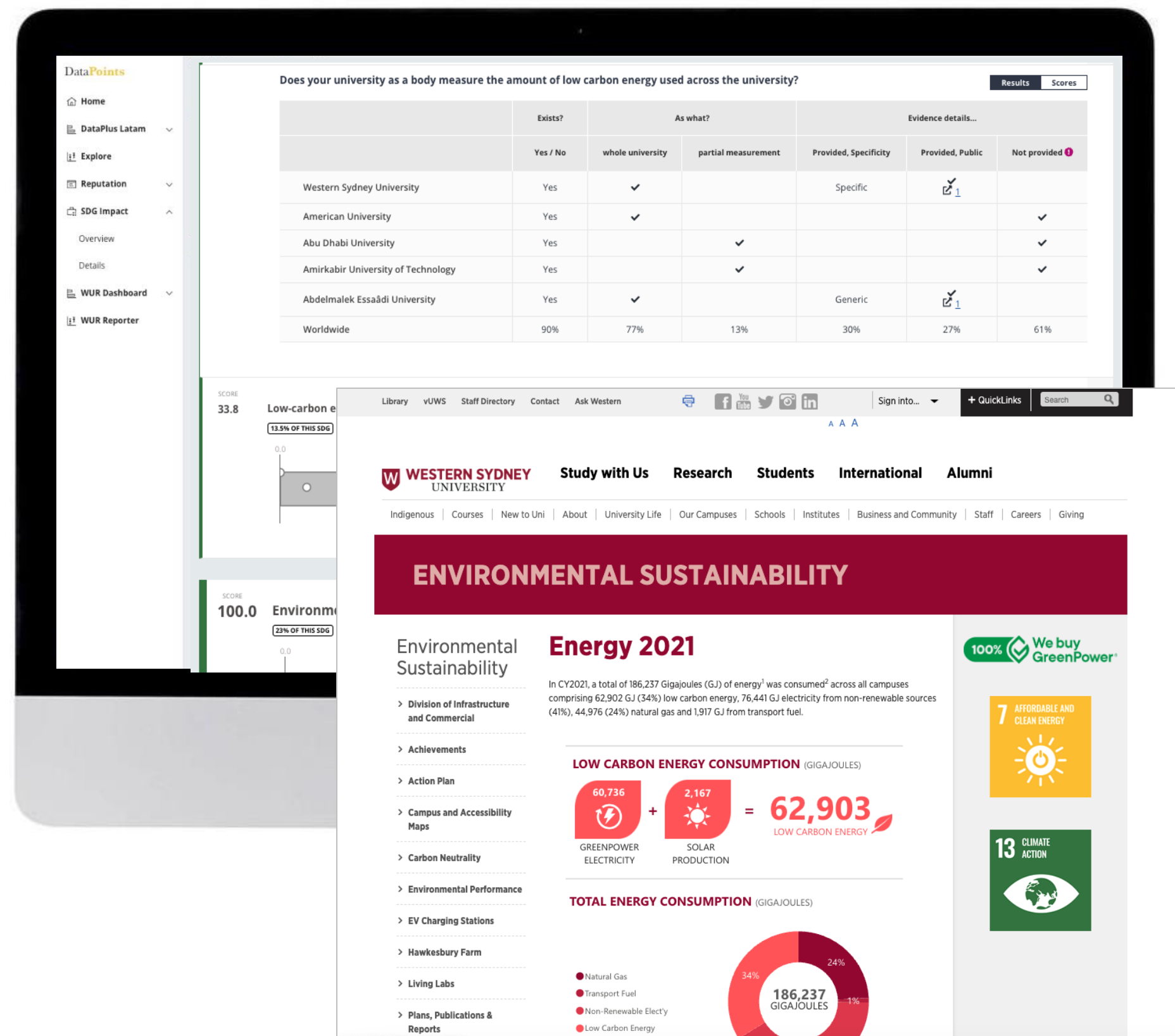
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Access global best-practices in university sustainability.

THE's SDG Impact Dashboard includes links to universities' policies across all 17 Sustainable Development Goals, including how they were scored as part of THE's Impact Rankings.

As an institution, you can access and evaluate all examples in the public domain to help guide the development of your own policies, initiatives and to support your rankings submission.





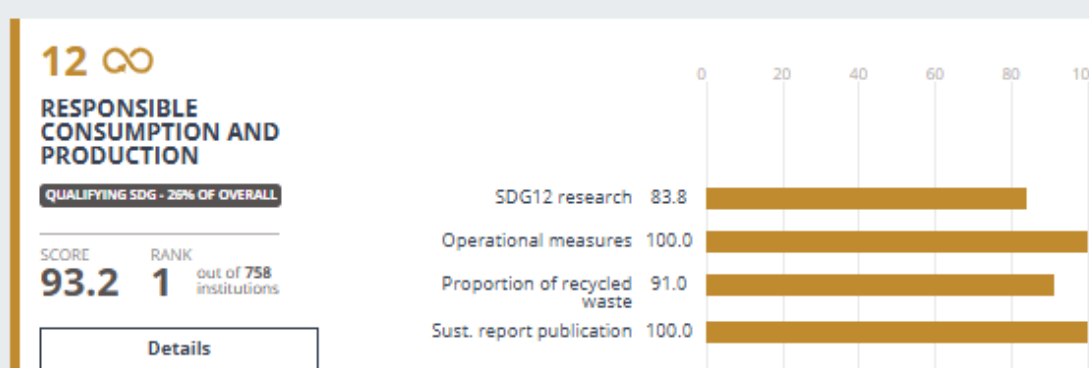
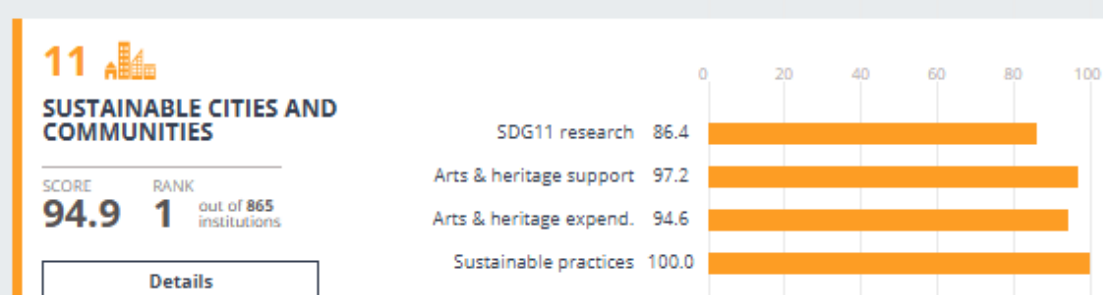
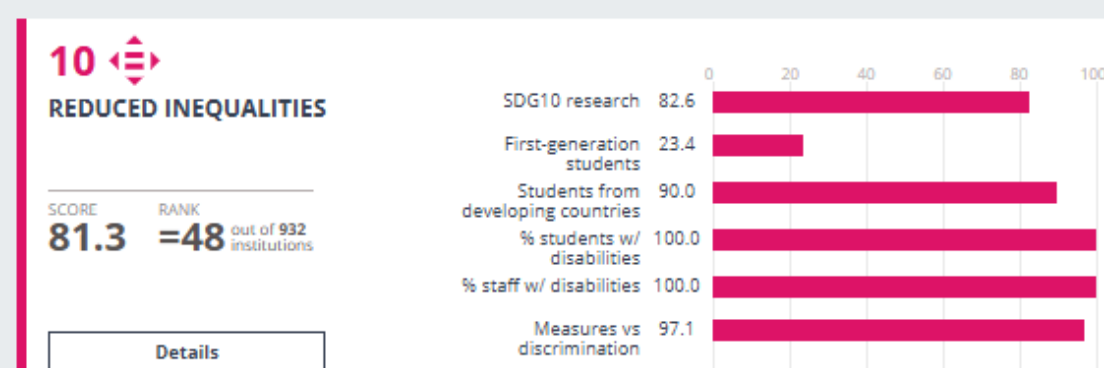
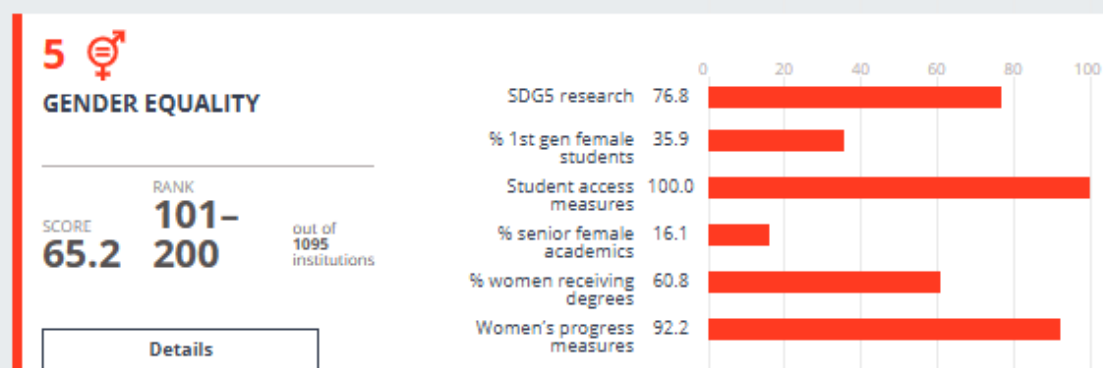
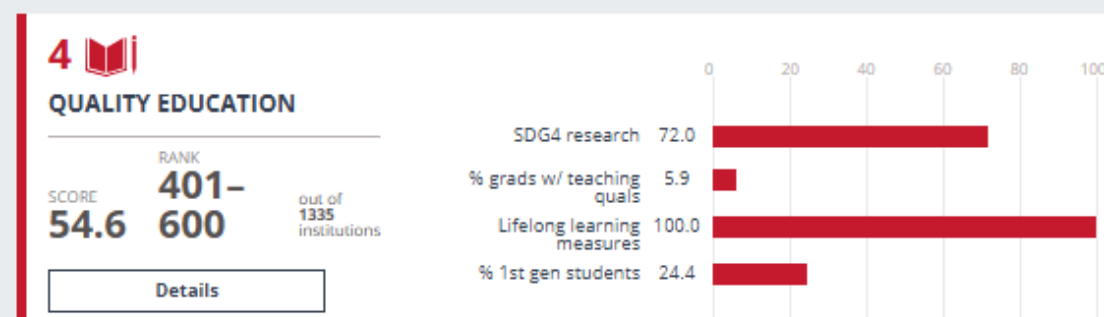
- Home
- DataPlus Latam
- Explore
- Reputation
- Resources Hub
- SDG Impact
 - Overview
 - Details
- WUR Dashboard
- WUR Reporter
- Reputation Core NEW
- Reputation Advanced NEW



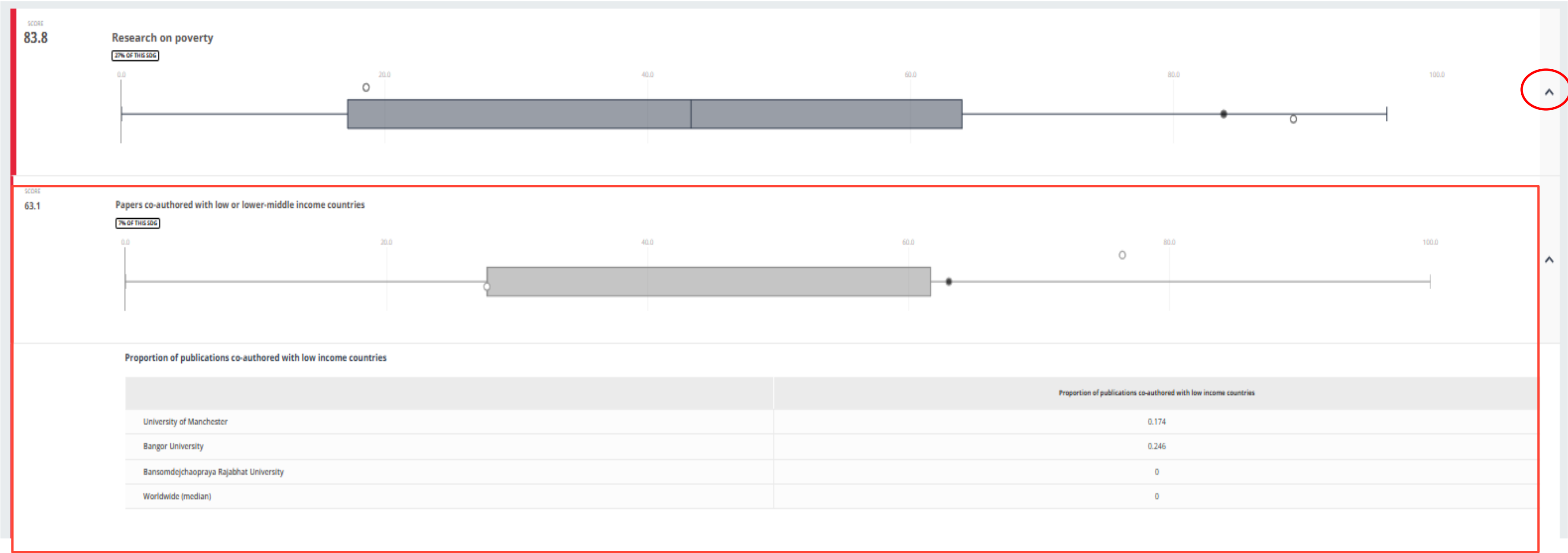


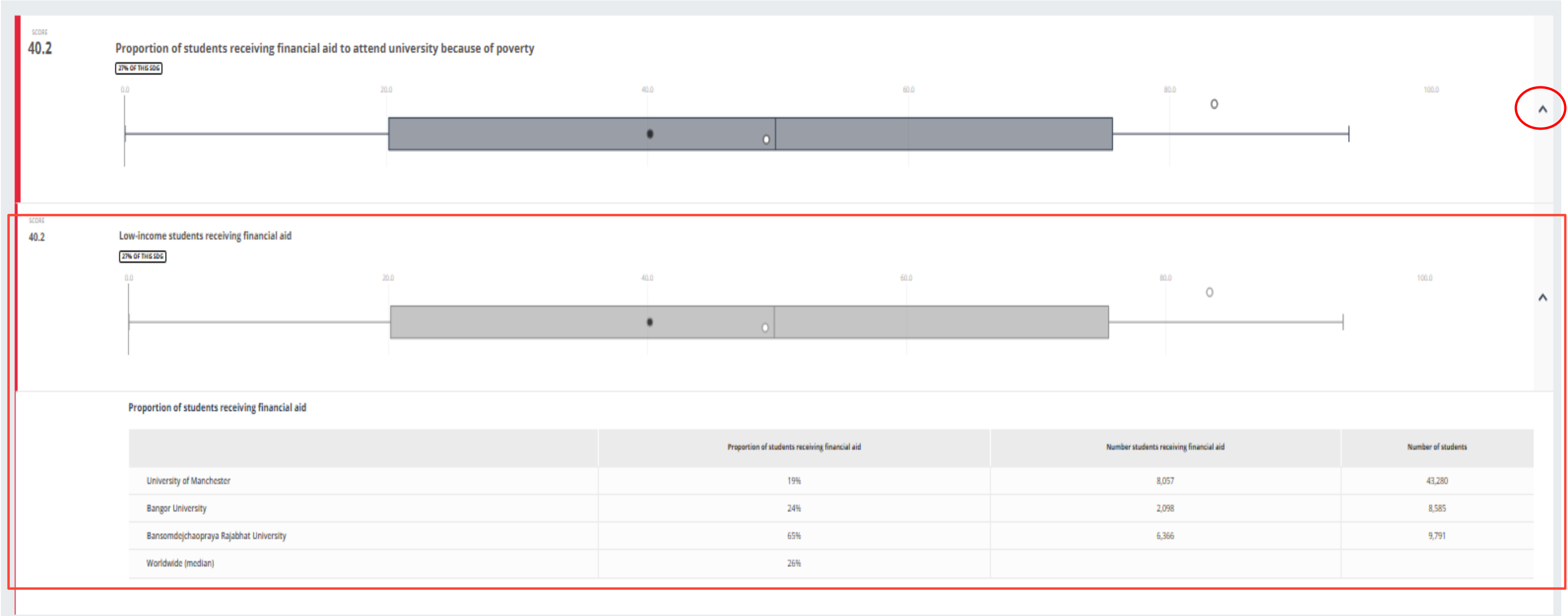
Sustainable Development Goals Breakdowns

Info









SDG Impact Dashboard - Evidence



Provided, Public	
☒	<u>1</u>
☒	<u>1</u>
☒	<u>1</u>



<https://www.socialresponsibility.manchester.ac.uk/sdg-1-policies-processes-and-practices/#:~:text=We%20provide%20a,thrive%20in%20Manchester>

Our current target focuses on reducing the degree attainment gap between students from the most and least advantaged groups, with progress measured through national datasets and internal monitoring. This evidence informs targeted interventions, such as financial support, mentoring, and academic development programmes designed to improve continuation and graduation rates for students from the lowest income backgrounds.

We provide a range of free and subsidised support to help students from low-income families succeed and complete their studies.

- **Financial support:** Students from the lowest household income groups are eligible for bursaries, scholarships, and hardship funding which provide direct financial assistance with living and study costs.
- **Food support:** We offer hot water for tea, coffee and meals, subsidised hot meals on campus and access to Community Fridges which provide free fresh food options, ensuring that students facing financial difficulties can access healthy food.
- **Housing and Legal services:** Our Legal Advice Centre provides free, confidential advice to our students. Additionally, our Manchester Student Homes housing service provides free advice and support on housing issues.
- **Technology access:** Through our Help me get online initiative, students who lack digital access can receive free laptops, subsidised Wi-Fi packages, or data grants to ensure they can study effectively.
- **Transport:** We provide free and discounted public transport options, helping students commute to campus without financial barriers.

We have a range of programmes and initiatives to assist students who fall into the bottom 20% of household income in the country to successfully complete their studies. Some of the financial initiatives we provide, includes;

The Manchester Bursary: Non-repayable bursaries of up to £2,000 per year are automatically awarded to UK students from households with an income below £25,000, helping to meet the costs of living and study.

Undergraduate Access Scholarships: Available for students who have successfully completed one of our widening participation programmes (such as the Manchester Access Programme). These scholarships provide additional non-repayable funding to support students from disadvantaged backgrounds throughout their course

Living Cost Support Fund: Offers a non-repayable grant to students facing unexpected financial pressures to support with food insecurity, utility bills and other financial hardships.

**University of
Manchester – SDG1 –
Public Evidence (Low-
income student
support)**

THE Enhanced Branding Kit

Enhanced Branding Kit

The Enhanced Branding Kit (EBK) gives Impact Network members everything they need to communicate their Sustainability Ratings results.

It includes:

- 1. Impact Performance Report
- 2. Exclusive Medals & Certificates
- 3. Enhanced Profile

Asset	EBK Clients	Network Members (no EBK)
Social Media Banners	✓ — Global, continental, regional and country level	✓ — Global level only
Performance Medals	✓ — Global, continental, regional and country level	X
PDF Certificates	✓ — Global, continental, regional and country level	✓ — Global level only
Performance Highlights Report (PDF Deck)	✓ — Global, continental, regional and country level	X



Times Higher Education
Sustainability
Impact Ratings

SUSTAINABILITY IMPACT RATINGS 2026 · EXCLUSIVELY FOR NETWORK MEMBERS

Enhanced Branding Kit

65%

of students actively factor sustainability into their enrolment decision

IESG Climate Action Barometer 2025

Your institution has been assessed against the UN SDGs by the world's most trusted sustainability ratings system. The kit gives you the assets to make that visible - to the students who are already looking and to the funders, partners and leadership who need to act on it.

WHAT'S INCLUDED

01 Two weeks early

Early Results Access

Your full results - including all medals - delivered two weeks before the official June publication date. Your team has time to prepare, brief leadership and plan communications rather than react on the day.

02 Bespoke

Performance Highlights Reports

A bespoke analysis of your results - identifying your strongest SDG performances, placing them in context, and giving your team the language and data to tell your sustainability story with confidence.



03 Kit members only

Exclusive Medals & Certificates

Official THE-endorsed medals recognising SDG performance at global, continental, regional and country level. Ready to deploy across your website, social channels, prospectus and partner communications.



Enhanced Branding Kit

Impact Performance Report



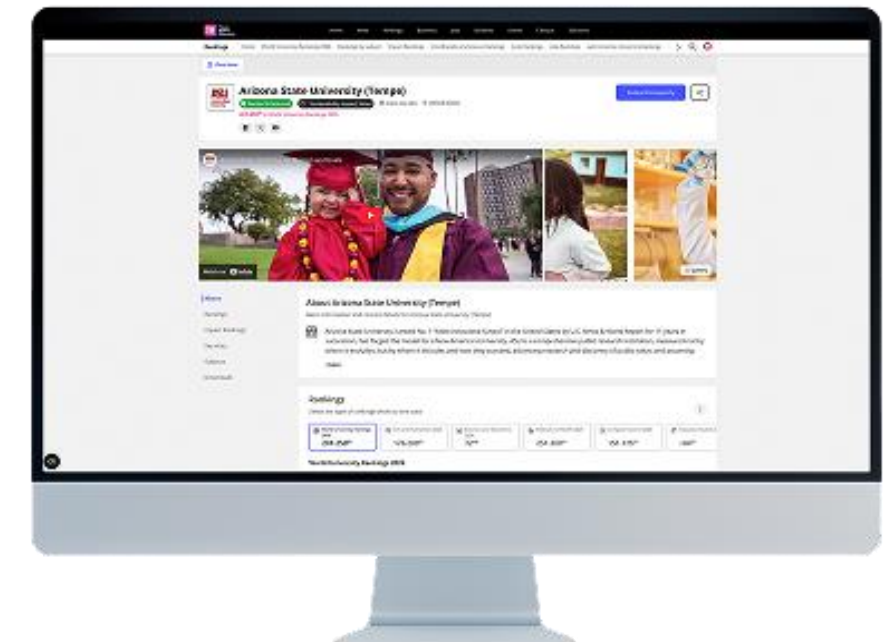
A bespoke analysis of participating institutions' Impact Rankings results, identifying strongest SDG performance areas, benchmarking performance against peers, and providing evidence-based insights to support sustainability strategy, reporting and stakeholder engagement.

Official Licensed Medals & Certificates



Official THE-endorsed medals recognising SDG performance at the global, continental, regional and country levels. Digital assets are provided for participating institutions to showcase achievements across websites, social media, marketing materials and partner communications.

Enhanced Profile



An enhanced institutional profile on THE's global platform with customisable content, enabling participating institutions to showcase sustainability initiatives, achievements and impact to an international audience of students, researchers, partners and funders.

Enhanced Branding Kit – How the Medals Can Be Used



King Faisal University
83,004 followers
2h • 🌐

[+ Follow](#)

King Faisal University Ranked 35th Worldwide in THE Sustainability Impact Ratings 2026, Highest in Saudi Arabia and the GCC.
... more



Times Higher Education
Sustainability Impact Ratings 2026



KFU
جامعة الملك فيصل
KING FAISAL UNIVERSITY

King Faisal University Ranked 35th Worldwide in THE Sustainability Impact Ratings 2026, Highest in Saudi Arabia and the GCC





KFUniversity kfudusa كفو



Universitas Sebelas Maret
121,865 followers
23h • Edited • 🌐

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Driving Global Change: UNS Achieves Global Top 200 Position in THE Sustainability Impact Ratings...more



Driving Global Change

UNS secures its position as one of the elite global institutions for sustainability.

Out of 1603 institutions

#57 Asia #6 Indonesia

601-800 301-400 101-200

2024 2025 2026

UNS ranked 1st nationally in several SDG categories

SDG Category	Global Ranking
2. Clean Water and Sanitation	8th globally
4. Quality Education	=34th globally
8. Decent Work and Economic Growth	15th globally
16. Peace, Justice and Strong Institutions	3rd globally

UNS achieved outstanding achievements in other 100 categories

Category	Rank
1. No Poverty	23rd globally
3. Good Health and Well-being	40th-200 globally
5. Gender Equality	50th-200 globally
6. Clean Water and Sanitation	8th globally
7. Affordable and Clean Energy	110th globally
8. Decent Work and Economic Growth	15th globally
9. Industry, Innovation and Infrastructure	100th-200 globally
10. Reduced Inequalities	60th-200 globally
11. Sustainable Cities and Communities	100th-200 globally
12. Responsible Consumption and Production	100th-200 globally
13. Climate Action	100th-200 globally
14. Life Below Water	100th-200 globally
15. Life on Land	100th-200 globally
16. Peace, Justice and Strong Institutions	3rd globally
17. Partnerships for the Goals	100th-200 globally

uns.official UNSOfficial 11MaretUniv uns.ac.id





Dawisson Belém Lopes • 2nd
Professor of International and Comparat...
22h • 🌐

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For the first time in its history, **Universidade Federal de Minas Gerais** (UFMG) has emerged as the leading university in South America in a global higher...more



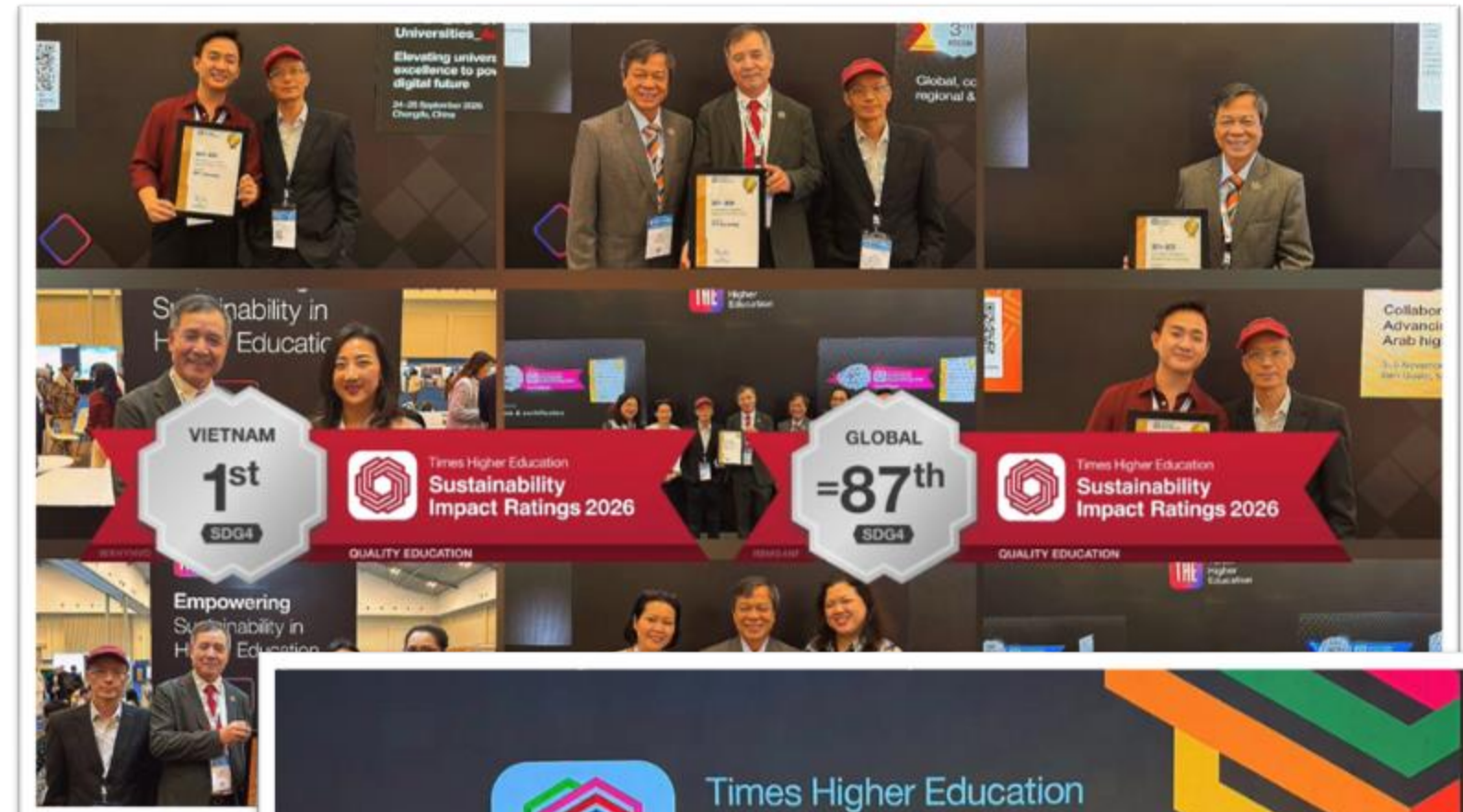
UFGM 1º lugar na América do Sul



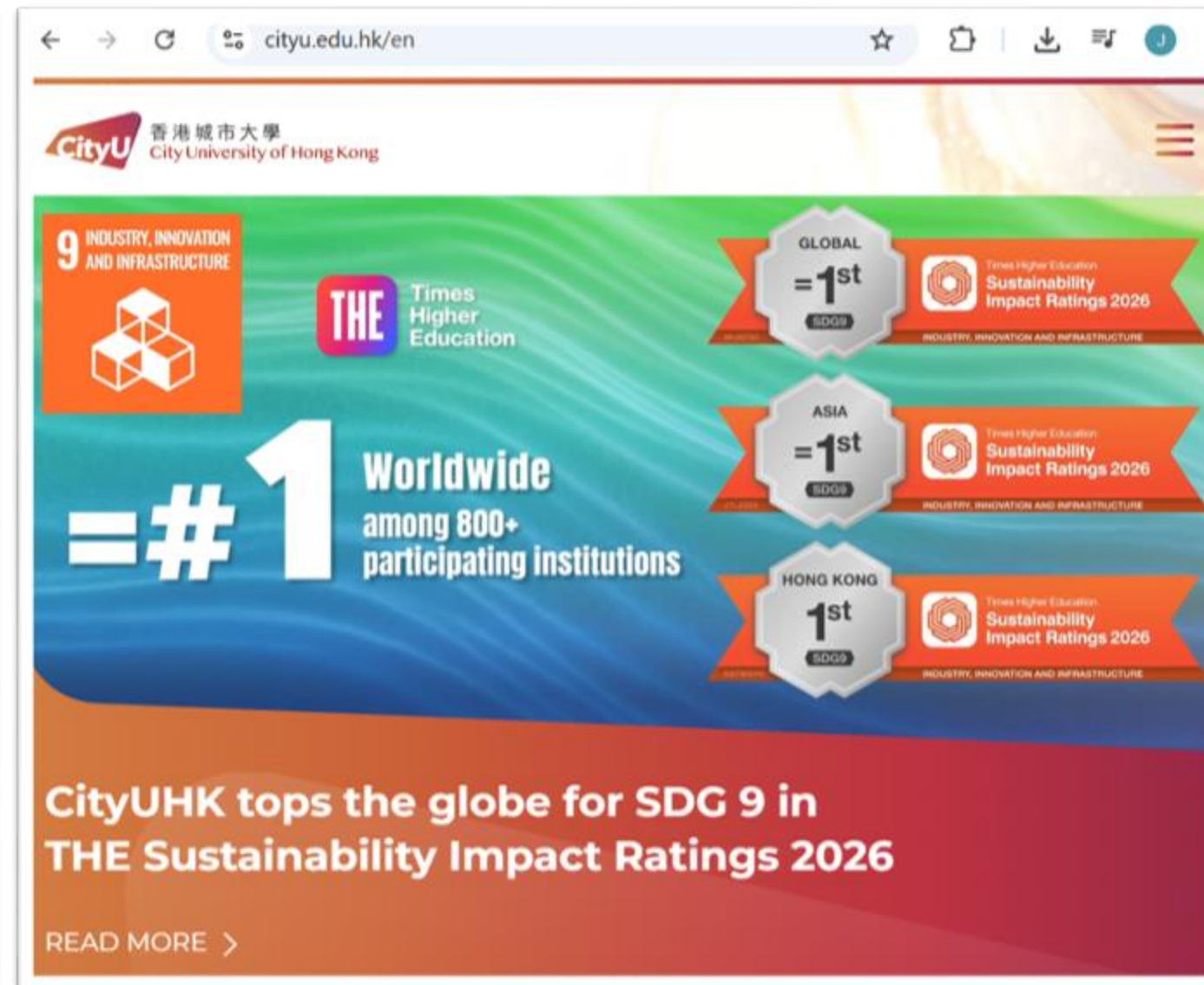
Enhanced Branding Kit – How the Medals Can Be Used



FPT University (Vietnam) showcased its achievements by displaying THE medals on a banner at the entrance to its Da Nang campus and featuring them in an internal promotional video. The Enhanced Branding Kit was also shared within the university community, enabling students, faculty, and staff to use the assets across social media to celebrate and amplify the university's success.



Enhanced Branding Kit – How the Medals Can Be Used



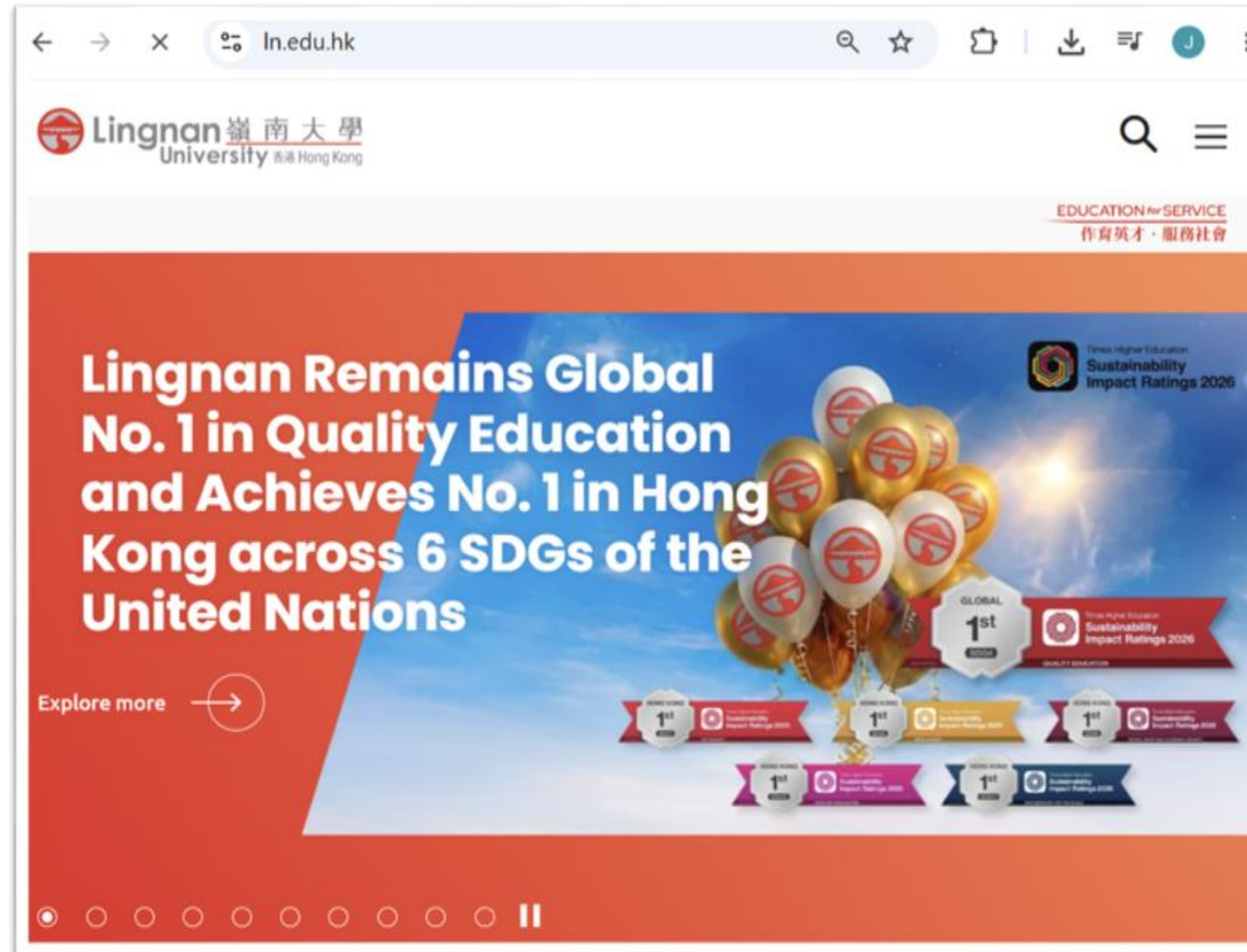
City University of Hong Kong (CityUHK) highlighted its strengths in SDG 9 across social media, the university website, and its exhibition stand at the Global Sustainable Development Congress (GSDC) 2026.



Enhanced Branding Kit – How the Medals Can Be Used

Lingnan University (Hong Kong) highlighted its best SDGs on its university website and on social media (LinkedIn):

- Global 1st in SDG 4
- Hong Kong 1st in SDGs 1, 2, 8, 10 and 17



Enhanced Branding Kit – How the Medals Can Be Used

Sunway University (Malaysia) highlighted it's overall performance at the Global Sustainable Development Congress 2026:

- **45th in the World**
- **22nd in Asia**
- **4th in Malaysia**



Q&A

Thank you



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TIMES HIGHER EDUCATION MASTERCLASS 2026

CLOSING REMARKS



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VinUni-VinFuture Innovation in Higher Education Symposium

Time: 5 December 2026, Saturday

- **Morning:** President Innovation in HE Forum
- **Afternoon:** Best Practices in Innovation in HE: Teaching Excellence, Research Excellence, Internationalization
- **Award:** HE Innovation Challenge

