

# WURI Categories Overview

## The Mechanism-Based View in University’s Innovation

The Mechanism-Based View<sup>1</sup> (Cho, 2014) is a framework that provides a deeper understanding of how organizations create and sustain a competitive advantage through innovation. It focuses on the underlying mechanisms that drive innovation, which encompasses both the content (what to innovate) and the process (how to innovate). This view helps organizations to develop customer-centric, strategically aligned, and efficiently executed innovation that lead to sustained success in a dynamic changing environment.

WURI ranking also follows this Mechanism-Based View and it is composed of 13 categories encompassing the innovation target (content) and innovation means (process). Successfully implementing innovation requires both content and process consideration because they address different but interconnected aspects of the innovation journey. These two elements complement each other and ensure that innovation efforts are well-targeted, efficiently executed, and ultimately lead to desired outcomes.

## 13 Categories of WURI Ranking 2024

### WURI 2024 Framework (13 categories)

Innovation Target: Innovate for <b>whom?</b>		Innovation Means: Innovate <b>how?</b>
For Student	A1.Student Support and Engagement	B1. Leadership
	A2.Student Mobility and Openness	
With Industry	A3.Industrial Application (includes former Fourth Industrial Revolution)	B2. Funding
	A4.Entrepreneurial Spirit	
For Society	A5.Crisis Management	B3.Infrastructure/ Technology
	A6.Social Responsibility (former Ethical Values)	
Special Topic 2024	A7.Generative AI application	B4. Symbol/ Promotion
	A8.Support for Global Resilience (Russian-Ukraine War)	
		B5. Culture/Values

<sup>1</sup> Cho, D.S. (2014). *Mechanism-Based View: A New Strategy Paradigm for Holistic Management*. Seoul, South Korea: Seoul Business and Economics Press

## WURI: 6 categories in Innovation Target (Innovate for whom?)

### A1. Student Support and Engagement: Focuses on supporting student's academic and career success as well as student welfare, diversity, inclusion, and participation

Support on academic and career success

- **Pre-stage:** availability of comprehensive and easily accessible **information, mentorship** opportunities
- **On-campus stage:** Robust student support services, including **academic advising, counseling, career counseling, and workshops**, to address students' needs and help them navigate challenges effectively.
- **Post-graduate stage:** Provides alumni network and support, career placement services, and lifelong learning opportunities to help alumni to stay connected and develop their career

Promote student welfare, diversity, inclusion, and participation

- **Welfare:** Health and well-being services, financial assistance, housing and accommodation, career services and internship support, student support networks
- **Diversity and inclusion:** equal access to education and support, inclusive policies and practices, cultural sensitivity
- **Student participation:** variety of student involvement opportunities, students participation in decision-making processes effective communication and transparency

### A2. Student Mobility and Openness: Focuses on exchange and collaboration between schools and across national borders to promote openness and the sharing of knowledge and resources, rather than an independent yet closed system

- Range of exchange programs
- Partnerships and collaborations
- Support services for mobility programs
- Recognition of credits to promote seamless transfer
- Culture sensitivity and internationalization

**A3. Industrial Application:** Emphasizes the application of industrial-related education and research to generate tangible impacts, diverging from the conventional focus on academia-driven research and education.

- Research and Education on AI technology development
- Industry partnerships and collaborations
- Research funding and grants from industry sources
- Technology transfer and intellectual property
- Industry relevance of academic programs
- Alumni success and industry engagement
- Industry-ready skills development
- Industry recognitions and awards
- Feedback from industry partners

**A4. Entrepreneurial Spirit:** Emphasizes the application of industrial-related education and research to generate tangible impacts, diverging from the conventional focus on academia-driven research and education.

- Entrepreneurship programs and curriculum
- Entrepreneurial support services
- Entrepreneurial culture and community
- Funding opportunities
- Alumni entrepreneurship success
- Track record of entrepreneurial ventures
- Industry connections and partnerships to promote entrepreneurs
- Publications and research on entrepreneurship

**A5. Crisis Management:** Focuses on managing environmental and economic crisis that universities face from the greater society, such as climate change, diseases like COVID-19, and other global and local crisis

- Environmental sustainability: conservation of natural resources, renewable energy, waste management
- Climate crisis management: overcoming any uncertain crisis emerging from climate changes
- Economic sustainability: responsible business practices, economic resilience, sustainable supply chains

**A6. Social Responsibility:** Focuses on researching and educating ethics and integrity, rather than solely concentrating on knowledge and skills for academic success.

- Curriculum, course content on social responsibility, ethics, and integrity
- Research projects or initiatives on social responsibility
- Commitment to ethical leadership and governance
- Support on ethical decision-making skills and a sense of social awareness
- Ethical research and publication practices

## **WURI: 2 special topics for Year 2024**

**A7. Generative AI Application:** Focuses on how universities are reacting to and applying Generative AI (e.g., ChatGPT) in their education, research, and administration

- Alignment of generative AI and pedagogical goals and objectives of the courses or programs
- Ethical implication of using generative AI application
- Establishment of customized generative AI application
- Assessment of the reliability and accuracy of the generative AI application
- The availability of resources and support for implementing and maintaining the generative AI applications

**A8. Support for Global Resilience (Russian-Ukraine War):** Focuses on community engagement and outreach for global current issues such as Russian-Ukraine War. This could be a subset of “A6. Social Responsibility”, but this specifically focuses on current issues such as the Russian-Ukraine war.

- Engage with the local community and address social needs
- Partnership with nonprofit org, or community-based initiatives
- Collaboration with external partners with external organizations.
- Support global societal issues such as Russia-Ukraine war

## **WURI: 5 categories in Innovation Means (Innovate how?)**

**B1. Leadership:** Emphasizes whether the existing leadership relinquish its privilege and continually adapt and innovate to remain effective and influential in the ever-changing landscape of higher education.

- Leadership with a clear vision for the program
- Articulated a well-defined strategy to achieve the desired outcomes
- Leadership encourages creative thinking and take calculated risks to implement new ideas
- Prioritized and allocate resources in advance
- Whether new entity for innovation emerges, such as practitioners driving the innovation from the bottom-up

**B2. Funding:** Focuses on how innovative approach a university took to raise fund by exploring diversified funding streams and adopting new methods

- Use of technology or digital platforms to streamline fundraising processes, facilitate online donations, engage with donors through personalized campaigns, or leverage data analytics to identify potential donors
- Collaborations with creative partners; diversification of funding sources
- Implementation of creative fundraising initiatives, such as crowdfunding campaigns, alumni fundraising events, social media campaigns, or innovative sponsorship programs

**B3. Infrastructure/Technology:** Focuses on how well a university is adopting new technologies and new infrastructure to support their innovative efforts throughout the entire programs

- Responses to **AI technology** in education and research
- **Use of new** technologies in teaching, conducting research, and implementing administrative processes
- Availability of **technology infrastructure and resources**
- **AI ethical and responsible practices**
- Recognition and awards to promote new technology and infrastructure adaptation

#### **B4. Symbol (Promotion): Leverages creative ways to promote innovative programs effectively by thinking outside the box**

- **Symbolic representation using iconic symbols and visual identity:** logo, color, typography, and imagery
- Compelling storytelling and emotional appeal strategies
- Brand Ambassadors and influencers; Branding consistency across various communication channels, materials, and platforms
- Experiential marketing including symbolic installations that visually represent the innovative program's concepts, achievements, or potential outcomes, capturing attention

#### **B5. Culture/Values: Culture and value that promotes innovation throughout the students, professors, and administrators in universities**

Promotes industry/student-centered thinking (rather than university/professor-centered thinking)

- Considers the potential social impact of the program
- Stakeholder engagement, especially students
- Clarity of purpose
- Novelty and uniqueness in addressing the identified purpose

Pursuit on social values (alongside the values of universities)

- Societal impact
- Program adheres to ethical principles and values
- Whether approaches with diversity and inclusion
- Whether the program commits to sustainability

Establish innovative culture

- Risk-taking and experimentation
- The level of support and encouragement by university leadership
- The extent to collaborate and engage in cross-disciplinary co-efforts
- Open communication and idea sharing

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We believe these 13 categories encompass the major areas of innovation that higher education institutions should pursue to achieve competitive advantage in this dynamically changing environment.