

## WURI 2024: GUIDELINES FOR APPLICATION

### When you **plan** for submission:

1. **No fees or expenses:** WURI operates as a not-for-profit program, ensuring that there are no charges or hidden costs associated with the application and evaluation process. Furthermore, this program and its participants are not engaged in any marketing activities.
2. **Innovative cases as the target of evaluation:** Our emphasis is on evaluating individual innovative cases rather than relying solely on past statistical data from universities. We are keen to explore each unique innovative case that can provide valuable insights into future prospects. Therefore, **please submit your application for each innovative case separately.**
3. **Use of template:** Please fill out the template provided to share your innovative cases. You can access the latest version of the template on our website. Please remember to submit only one program per template.
4. **Preventing the use of previous-year templates:** we upgrade the template each year. Thus, we don't allow using templates from previous years. Please download the new template from our website or follow the link below in this document.
5. **Multiple categories for application:** Applicants have the flexibility to apply for one or more of the following thirteen categories: (A1) Student Support and Engagement, (A2) Student Mobility and Openness, (A3) Industrial Application, (A4) Entrepreneurial Spirit, (A5) Crisis Management, (A6) Social Responsibility (A7) Generative AI Application, (A8) Support for Global Resilience (e.g., Russia-Ukraine War), (B1) Leadership, (B2) Funding, (B3) Infrastructure/ Technology (B4) Symbol (Promotion) (B5) Culture/Values. **Details are listed in the Appendix of this document.**

An applicant can be ranked in more than one category or all thirteen if applicable. **If your case fits into multiple categories, please select the primary category you wish to be ranked in from the list of 13 and submit your application accordingly.**

6. **Multiple submissions for each category:** Applicants can submit multiple programs for each category. Nevertheless, programs within the same category should possess distinct and unique characteristics.
7. **Disallowing repeated submissions from the previous year:** We discourage the resubmission of identical content from the previous year. If there have been significant changes to key information in a program previously submitted, you may consider resubmitting it.
8. **Collaborative projects:** If your program has been jointly developed and/or implemented in cases of multi-degree programs, research consortia, or similar collaborative projects, two or more applicants can submit the same application separately. However, please ensure that the two organizations involved are distinct institutions.
9. **Tips for templates:** Please refer to our guideline for templates. Highlighted things to be emphasized again is the following:
  - ① The program name should not exceed 150 characters and the abstract should not exceed 300 words
  - ② Use the full name of your university (e.g, FUS (X), Franklin University Switzerland (O) )
  - ③ It is essential to use the international language of English throughout all content during the evaluation process. Please avoid using any special characters in the university name and program name.

## When you submit your application:

10. **Due dates:** The deadline for submission is **November 15, 2023**. In the previous year, a large number of applications were received at the last minute, leading to errors for some universities. Therefore, we strongly encourage early submission. Applicants are permitted to revise their applications until the final due date.
11. **Log-in to our website** (<https://www.wuri.world/>): Please log-in to our website to facilitate submission and track your application. If you do not have an existing account with us, kindly register first.

To register, click the “Log in” button on the top right corner of website.

12. **Online submission:** All applications must be submitted through our online system by accessing the WURI Online Application System on our website.  
(<https://www.wuri.world/2024-wuri-application-system>)

The WURI Application System enables you to **submit a new program, track your saved version, and resubmit the template.**

13. **Submitting a new program:** When submitting a new application, please click the “Go to submit a new program” button within the WURI Application System (see red arrow in the below image)  
(<https://www.wuri.world/2024-wuri-application-system>).
14. **Track your submission:** You can also track submission by clicking the “Go to find your saved data” button within the WURI Application System (<https://www.wuri.world/2024-wuri-application-system>). (see orange arrow in the below image). When tracking your application, please ensure that your program name and category number in serial number (WURI2024\_A1001) are accurate.

## WURI Application System

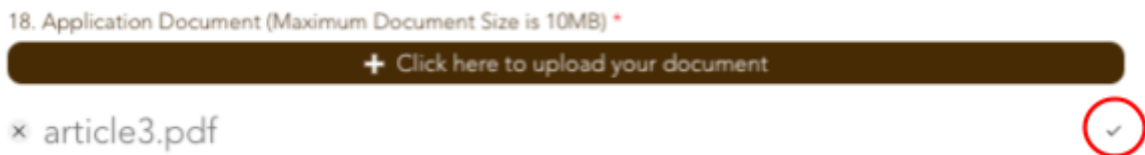
To track your submission, please create a member account in our website (click on to log-in on the top right corner).

Submit the application through our online system and attach the template file(s). We strongly recommend you to carefully read through our [guideline for application](#) before you submit. If you are submitting multiple programs, please submit one at a time. When you are submitting a new program, please click onto “Go to submit a new program.” To track your submitted files or if you want to make edits to submitted application, please click onto “Go to find your saved data.” Deadline for submission is **November 15, 2023**.

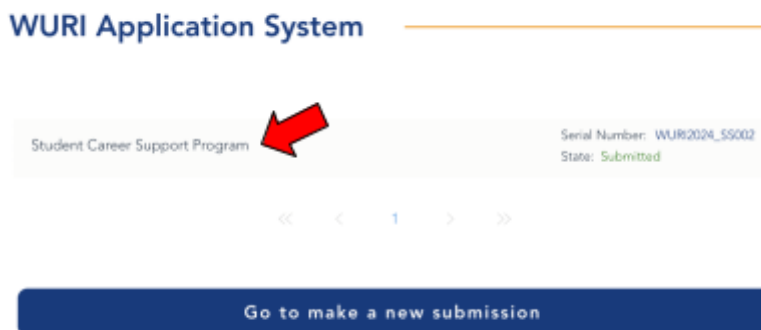


15. **Submitting multiple programs:** When submitting multiple applications, please submit one program at a time. The basic information about your university will be automatically saved and can be used for multiple submissions.

16. **Wait until the completion of file upload:** Depending on the size of your template and the traffic status, it might take several seconds to complete uploading your file. Please wait till the file has been successfully uploaded (by checking the “V” sign: see red circle below) and then click on the submit button.



17. **Modify your submission:** You have the option to make changes to your application until the due date (November 15, 2023). To modify your application, please follow these steps:
- (1) Click “Go to find your saved data” in the main page of WURI Online Application System.
  - (2) Select the program you wish to modify.



### **When you are being evaluated:**

18. **Ranking:** The rankings will be publicly disclosed for each category and subsequently, the evaluation results from each category will be aggregated to formulate the global top rankings. Universities will be ranked based on the quality and quantity of their programs, encompassing all submitted applications.
19. **Evaluation process:** The initial round of evaluation relies on peer assessment. All participating applicants will evaluate one another anonymously. The specific methodology is available on our website and will also be reiterated when we send out invitations to serve as an evaluator. Evaluation will start from early January till March.
20. **Evaluation criteria:** Each program will be assessed based on uniqueness, implementability, and impact.
21. **Tips for receiving a positive evaluation:** We recommend you paying particular attention to the following aspects to enhance your evaluation:
- Craft a well-written abstract.
  - Write well on “key points to highlight from content” and “differences from traditional approaches” sections in the template
  - Be specific in presenting your program’s content to assist evaluators in comprehending it thoroughly, potentially by incorporating graphs, images, photos, and other visual aids.
22. **Announcement of our rankings:** The final rankings will be unveiled during the 4th Hanseatic League of Universities Conference, scheduled to take place at Franklin University Switzerland in mid-June, 2024.

## Appendix: Overview of WURI Categories

### 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 whom?		Innovation Means: Innovate how?	
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

\*\*\*

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.