



***IAU 2018 International Conference
November 15, 2018***

**A Future vision of
National Universities of Japan**

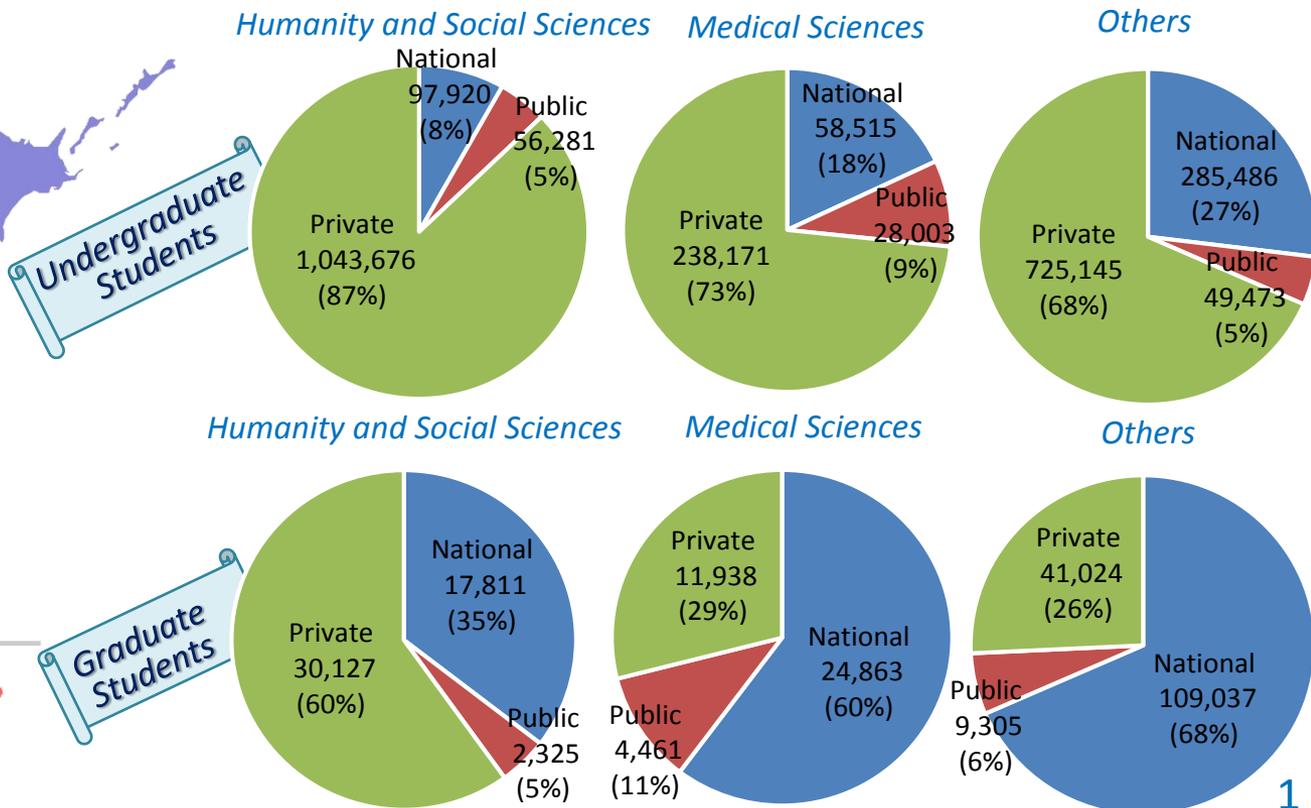
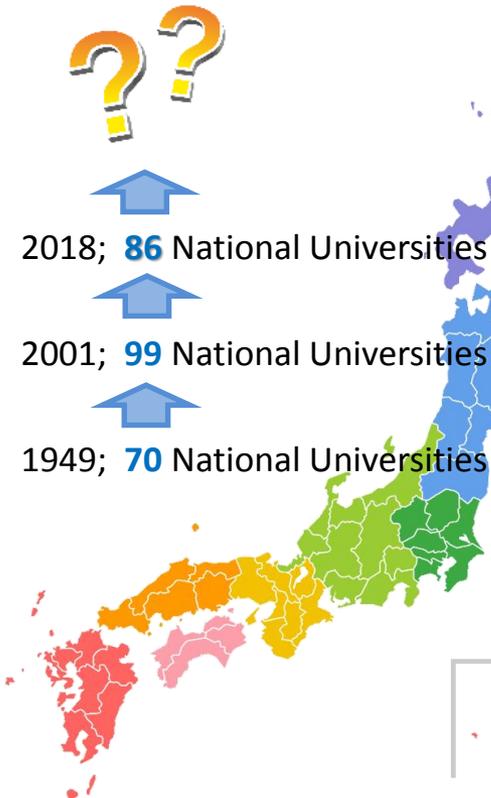
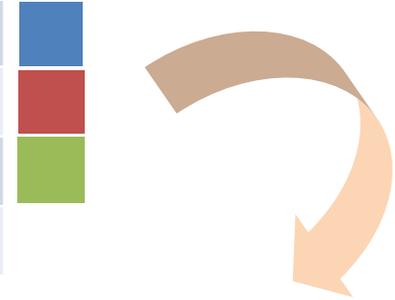
***Mr. Kenji Kakuta, Deputy Secretary,
The Japan Association of National Universities (JANU)***



Universities in Japan

(As of May 1, 2017)

	Universities	Undergraduate Students	Graduate Students
National	86 (11.0%)	441,921 (17.1%)	145,273 (62.0%)
Public	90 (11.5%)	133,757 (5.2%)	15,359 (6.6%)
Private	604 (77.5%)	2,006,992 (77.7%)	73,664 (31.4%)
Total	780 (100%)	2,582,670 (100%)	234,296 (100%)





About JANU



The Japan Association of
National Universities

➤ History

Founded in 1950

➤ Member

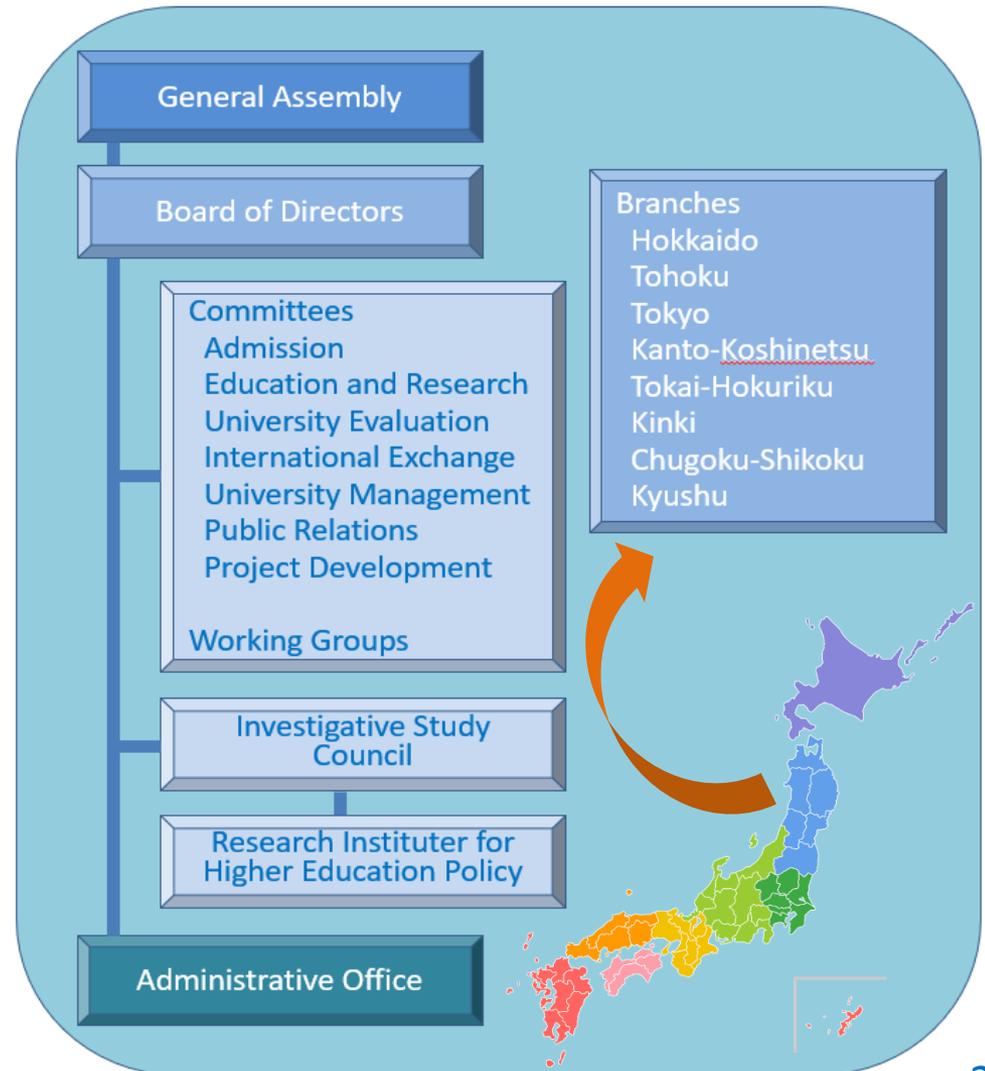
All national universities; 86

➤ Activities

Studying on various higher education policy issues; education, research, admission, quality assurance, international exchange, finance etc.)

Expressing the views of national universities on various higher education policy issues to the government and to the general public

Supporting for the management and human resource development of national universities, etc.





International Strategy and Recent Activities

➤ JANU's Goal by 2020 for Internationalization

Items	Goal in 2020
International Students (%)	10%
Japanese Study Abroad Students (%)	5%
International Faculty Members (%)	Double (%)
Lectures in English (number)	Double (number)



Start (2012)	Current (2017)	Goal (2020)
5.8%	7.4%	10%
2.2%	4.7%	5%
3.2%	4.4%	6.4%
11,779	28,549	23,678

➤ Collaboration with University Associations Overseas

- ☆ France : MOU with CPU and CDEFI (2014), Joint Symposium (2015,2016, and **Dec. 2018**)
- ☆ Germany : MOU with HRK (2015), Presidents Meeting (2016, and **Apr. 2018**)
- ☆ Australia : MOU with UA (2015), Joint Symposium (**Oct. 2018**)
- ☆ Taiwan : MOU with FICHET (2016), Presidents Meeting (2016, and **Jun. 2018**)
- ☆ UK : MOU with UUK (2016), Round-table Discussion (**Oct. 2018**)
- ☆ ASEAN : MOU with SEAMEO RIHED (2018)
- ☆ US : MOU with ACE (2018), Round-table Discussion (**Mar. 2018**)



CPU; Conférence des Présidents d'Université
CDEFI; Conférence des Directeurs des Ecoles Françaises d'Ingénieurs
HRK; Hochschulrektorenkonferenz (the German Rectors' Conference)
UA; Universities Australia
FICHET; Foundation for International Cooperation in Higher Education of Taiwan
UUK; Universities UK
SEAMEO RIHED; Southeast Asian Ministers of Education Organization, Regional Centre for Higher Education and Development
ACE; American Council on Education



Expectations to Universities from Society I

◆ Innovation



- **Research** for leading to innovation and creation of new industry
- **Education** for developing innovative human resources
- Strengthening **university-industry cooperation**

Endoscope, Light emitting diode, Bullet train, Hybrid vehicle, Liquid crystal display, etc.

◆ Globalization



- **International mobility** of students, faculty and administrative staff
- **International joint research and cooperation**
- Creating **world-class excellent universities**

76% Top 10% Academic Paper

26



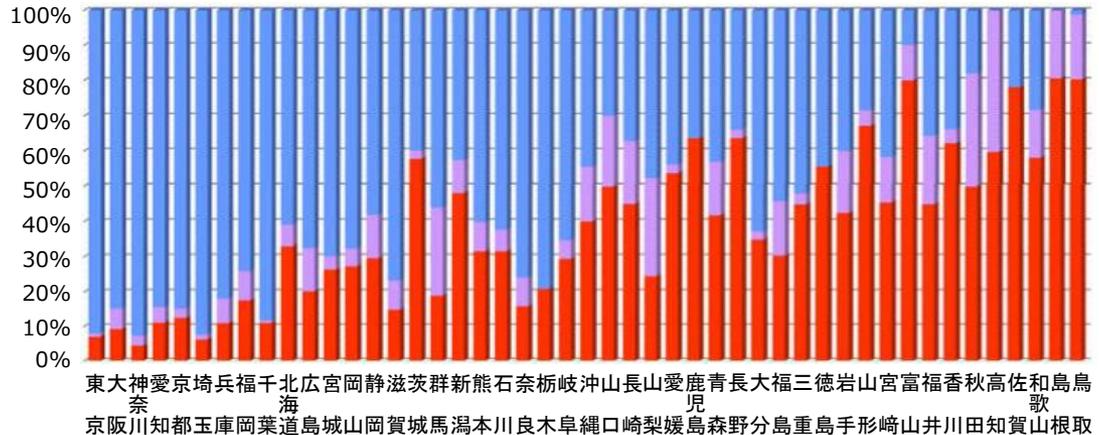
Nobel Prize Laureate

◆ Revitalization of local regions all over Japan

- Revitalizing **local industry and economy**
- Attracting active population to **local regions**



■ National ■ Public ■ Private





Expectations to Universities from Society II

◆ Reform of university education and admission process

- Encouraging **active learning** of students, as well as enhancing **employability** of students through practical education in cooperation with industry
- Reform of **admission process** emphasizing ability to think, judge, communicate, as well as knowledge and skill

Pursuing diversity of admission, such like admission office examination

Studying on introduction of additional skill (speaking and writing) judgment as for English subject



◆ Governance and management of universities

- Establishing **effective and strong governance and management system** of universities by incorporating business management model

*All national universities were incorporated in 2004.
Before then, all national universities were part of MEXT.*

- Strengthening **collaboration among universities** including management integration in order to ensure solid management basis and effective utilization of resources



Difficulty surrounding Universities I

◆ Finance regarding national universities

◇ Decrease of government subsidy to national universities

- ₩1.24 trillion (2004) → ₩1.09 trillion (2017) **After National University Incorporation**
(**12% decrease**) → Negative effect
- Decrease of personnel cost and number of permanent staff, especially number of young researchers, which give disincentive for students to advance to doctoral courses



◇ Insufficient investment from industry

- R&D investment from industry to universities: ₩92 billion,
0.73% of total R&D expenditure of industry (₩12.7 trillion)



◇ Insufficient endowment from industry and general public

- ₩71 billion, **2.3%** of total university income



◇ Insufficient economic support to students

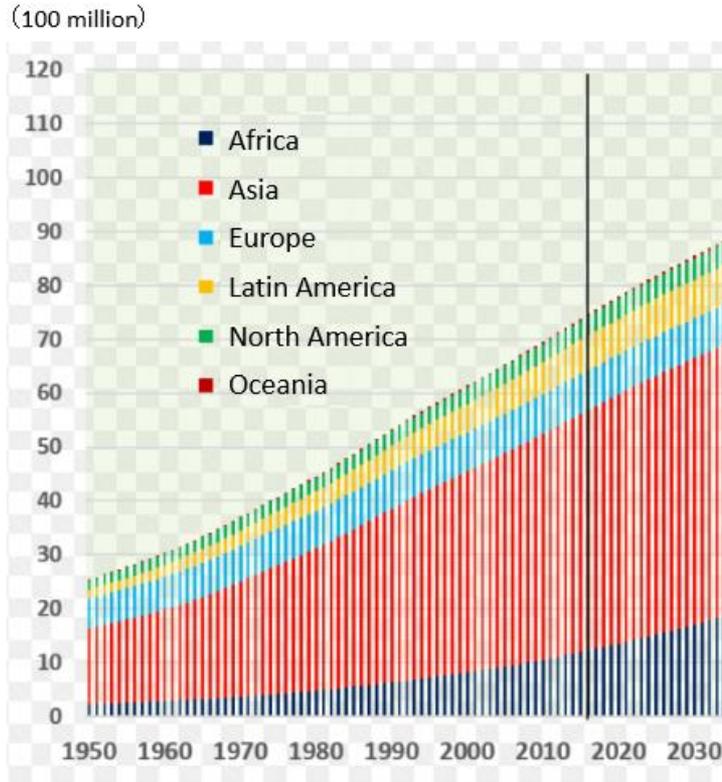
- Recipients of scholarship (loan): **39%** of undergraduates, **34%** of graduates
- Scholarship as benefit (not loan) has just started for a limited number of students from very low-income households. → Introduction of much wider economic assistance system for students with financial difficulty is now under consideration.



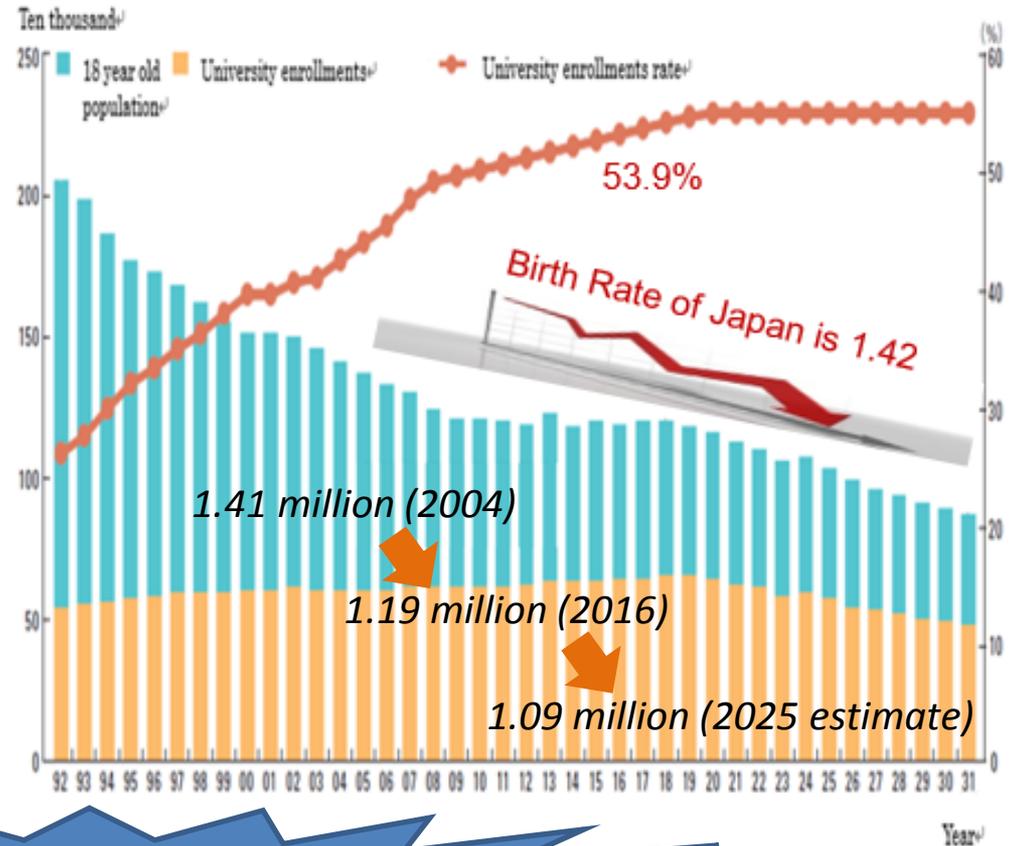
Difficulty surrounding Universities II

◆ Decrease of young population in Japan

- Expanding world population



- Rapid decrease of 18-years-old population



We must reexamine the validity of the scale of higher education in Japan.



Challenges for Universities I

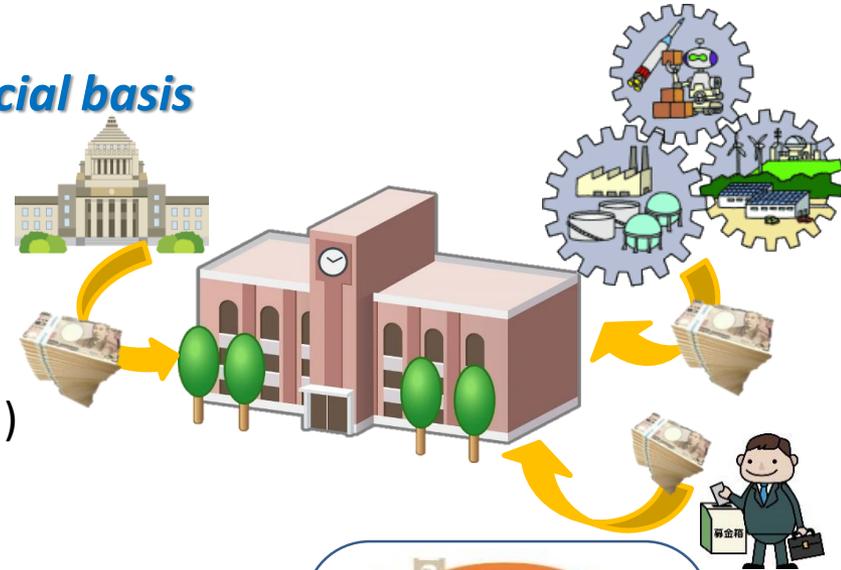
◆ Enrollment of diverse students

- **International** students: **6%** of total students
- **Female** students: **37%** of total undergraduates
- **Adult** students (older than 25): **2%** of total students



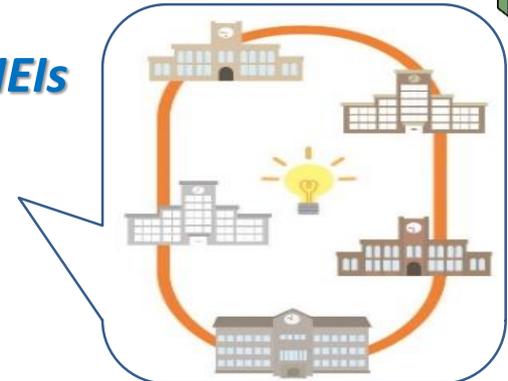
◆ Ensuring diverse resources for solid financial basis

- **Subsidy** from Government
- **Investment** from industry
- **Endowment** from industry and general public
- Other revenue
(Asset management, Intellectual property etc.)



◆ Collaboration among universities and with other HEIs

- Among national universities
- With other HEIs including public and private universities
- Possible management integration or merger of HEIs





Challenges for Universities II

◆ Establishment of more effective governance system

- Deregulation of financial, personnel and other systems in order to **enhance management autonomy** of universities based on their own long-term strategy
- Developing **future leaders** of university management including presidents

◆ Drawing a grand design of national universities in higher education

Considering the situation of the way of whole future higher education in Japan;

- Role and mission of national universities in the future society
- Enrollment capacity and distribution in view of geography, academic fields and levels (bachelors, masters and doctors)
- Role sharing and collaboration among various HEIs (national, public and private)



A Future Vision of National Universities in Higher Education was compiled in January 2018

<http://www.janu.jp/eng>

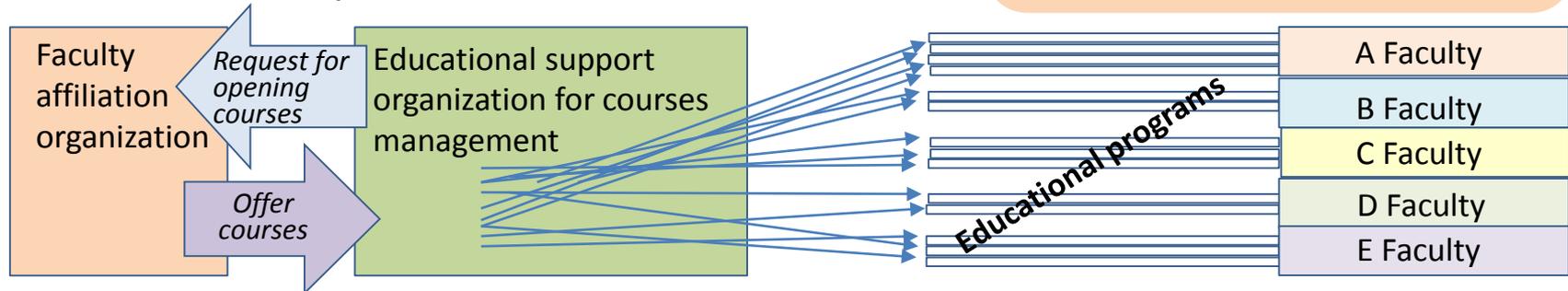




Education

- ◆ Systematic maintenance of **educational programs** by **focusing on academic degrees**, such as bachelor’s, master’s, and doctoral degrees in order to enhance education and respond to the needs of students

In general, Japanese national universities have focused on organizational structure, such as department, faculty, or graduate school



- ◆ Enhancing **liberal arts education, practical and extracurricular activities** in cooperation with other universities, local communities and industries
- ◆ Nurturing of talent in cooperation with **industries**, as well as enhancing enrollment of **adult students** in order to expand diversify of students
- ◆ Strengthening **recurrent education** emphasizing practicality aiming at offering adults the opportunity to receive further education in graduate schools



Research

- ◆ Promoting **in-depth and edgy basic research**, as well as promoting **research in interdisciplinary or integrated fields**
- ◆ Creating **research network** or **research hub** which center on the academic fields where specific universities or research institutes have an advantage in order that a wide range of excellent researchers can gather together and interact
- ◆ Encouraging recruitment and promotion of **young researchers** and **female researchers**, and establish an environment that can concentrate on research
 - Female ratio in national universities*
 - Undergraduate students 36.7%
 - Master's course students 26.7%
 - Doctoral course students 27.7%
 - Faculty member 16.7%
 - President 3 out of 86
- ◆ Inviting or recruiting **excellent researchers from private companies** or **overseas** using an annual compensation system or a cross appointment system
 - In general, Japanese payroll system is comprised by monthly salary, bonus, and retirement allowance based on lifetime employment system*



Industry-University Collaboration / Regional Cooperation

- ◆ Providing a wide range of learning opportunities for students through **internships** in order to aim for **career awareness** and **entrepreneurial spirit**, and develop **collaborative education programs** with industries or local communities
- ◆ Promoting organization-based, large-scale, long-term, and continuous **joint industry-university research** based on university strategies
- ◆ Establishing a system which encourages conducting **research which leads to open innovation** by collaborating with a network of universities, research institutes, and groups of companies
- ◆ Actively participating in planning **regional creation** for local governments, and encourage **nurturing of talent** with local governments or local industries



International Expansion

- ◆ Establishing a **unified system** of whole national universities to accept undergraduate students from overseas
Examination for Japanese University Admission for International Students(EJU) has been conducted by JASSO
- ◆ Expansion **degree programs taught in English** for undergraduate, as well as **double degree programs** and **joint degree programs** for graduate schools
- ◆ Support for international students in **getting jobs at Japanese companies** through the provision of Japanese language and Japanese culture education or internship
Japanese government start to consider mitigation of immigration policy for job seek international students after graduation
- ◆ Promoting **organizational international joint research** based on university strategies
- ◆ Facilitating joint use of **international exchange hubs**, and promoting international exchange activities with **overseas university consortiums**



Management

- ◆ Utilizing of people with **high levels of expertise and experience** in management as trustees or vice presidents
- ◆ Establishing **training programs** that train future managerial talent, including presidents, through cooperation with national universities
- ◆ Considering to create an appropriate system of **efforts management, performance evaluation,** and **reflection of evaluations** with regard to each faculty in order to enhance their motivation
- ◆ Promoting **practical personnel exchanges** of faculty members between national universities, private companies, and overseas universities
- ◆ Strengthening **planning abilities and the expertise** of administrative staff
- ◆ Ensuring **diverse financial resources** for maintaining solid financial basis

A three-day training camp, so called “University Design Workshop” was held in this Summer. 47 staff including, vice president, dean, department head were participated. In addition to the lecture, a group discussion and a whole discussion were held for a total of 9 hours.

Outside funds, such as revenue of competitive research funds, joint industry-university research, donations was doubled from the incorporation.



Scale and Management Style

- ◆ Holding **the basic principle** that at least one national university (campus) be established in each prefecture
- ◆ Examining the establishment of a **management body** which is expected to strategically coordinate and determine resource allocation or sharing roles between national universities (campuses) from a wider perspective
- ◆ Maintaining **at least current scale** by trying to secure students from diverse backgrounds including international students and adults, as for the whole national universities
 - Graduate school
 - Expanding** the scale according to the characteristics of each university from the viewpoint of maintaining and strengthening advanced educational research functions
 - Undergraduate
 - Paying attention** so as not to further decrease university enrollment rates in regions where the rates is low, as well as it has high portion of national university students



**Thank you so much
for your kind attention.**

kakuta@janu.jp