



Strategic Fund for Establishing International Headquarters in Universities: Challenges and Prospects

JSPS-MEXT Joint Support Program

Hiroshi Ota, Ph.D.

Research Advisor, JSPS Project Team for
Supporting University Internationalization, Japan
Society for the Promotion of Science (JSPS)

Associate Professor, Office for the Promotion of
International Relations, Hitotsubashi University



Background



1. Internationalization of S&T Activities

*Building an appealing research environment
— one that will attract first-class researchers
from around the world*

<Present>

- Int'l/Foreign Faculty (Universities): 3.5%*
- Int'l/Foreign researchers (H.Ed. and Research Institutes): 1.5%*

World University Rankings

The Times Higher Education Supplement 2007

07 (06)		Overall Score	Peer review (40%)	Employer review (10%)	Staff/ student (20%)	Citations /staff (20%)	<u>Int'l staff (5%)</u>	<u>Int'l students (5%)</u>
1 (1)	Harvard	100.0	100	100	100	96	93	91
2 (2)	Cambridge	97.6	100	100	99	83	98	91
2 (3)	Oxford	97.6	100	100	100	82	97	96
2 (4)	Yale	97.6	100	98	100	91	84	75
5 (9)	I.C.London	97.5	99	99	100	81	98	100
6 (10)	Princeton	97.2	100	94	95	97	83	75
7 (7)	Cal Tech	96.5	100	55	100	100	100	91
7 (11)	Chicago	96.5	100	97	100	86	71	90
9 (25)	U.C.London	95.3	96	97	100	82	91	98
10 (4)	MIT	94.6	100	99	85	98	34	94
17 (19)	<u>Tokyo</u>	91.1	100	92	96	88	<u>25</u>	<u>44</u>
25 (29)	<u>Kyoto</u>	87.2	99	89	83	90	<u>29</u>	<u>24</u>

Background



2. University Reform

- The Era of intense international competition for knowledge
- Building universities with vitality and originality amidst a competitive environment
- Incorporation of national universities

Background



3. University's international activities depend on initiative of individual researchers

- Too much burden upon researchers who host scholars from abroad
 - e.g. Visa procedures, Apartment-hunting, and support services
- International activities not well organized
 - e.g. Dead inter-university cooperative agreements and MOUs
- Low proportion of int'l/foreign faculty in universities (3.5%)
- Lack of administrative staff with language and cross-cultural skills as well as training in international program management

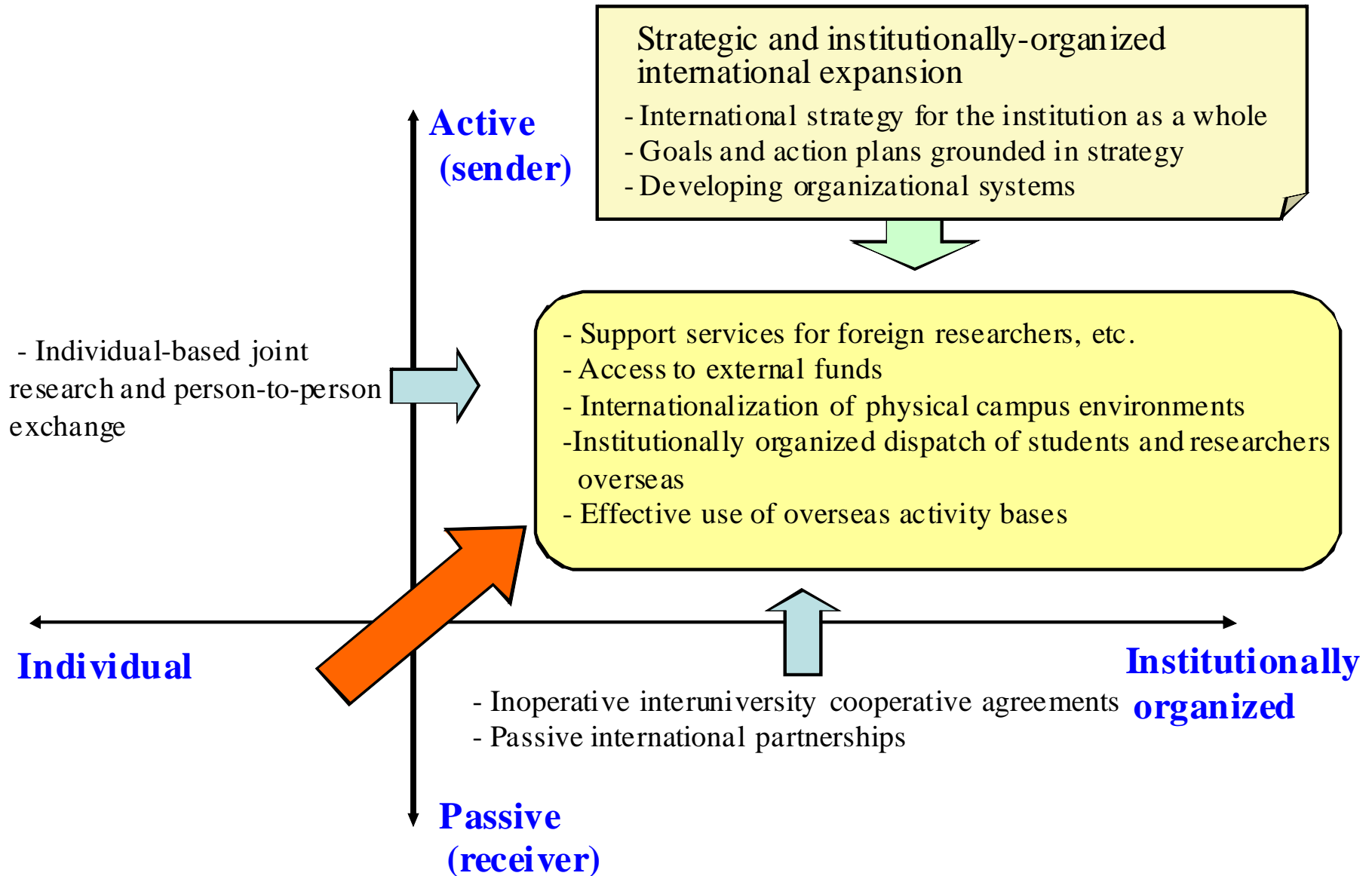
Strategic Promotion for International Science and Technology Activities

Final Report Overview (MEXT: January, 2005)

Strengthening the Foundations of International Activity —

supporting universities' international activities through an organizational strategy

International Expansion of University (concept diagram)



Developing International Activities in Education and Research Strengthening International Competition

Education

- Government grants
- Special grants for education and research programs
- Grants for supporting strategic international education programs
- Initiatives in Creating Attractive Education, etc.

- Joint/double degree programs with overseas partner universities
- Attract high-caliber int'l students
- Study Abroad programs for Japanese Students

Research

- Internationally collaborative research projects
- Int'l Researcher exchange programs
- Attract first-class int'l researchers and faculty

- JSPS International Programs
- Grants-in-Aid for Scientific Research
- 21st Century COE Program, etc.

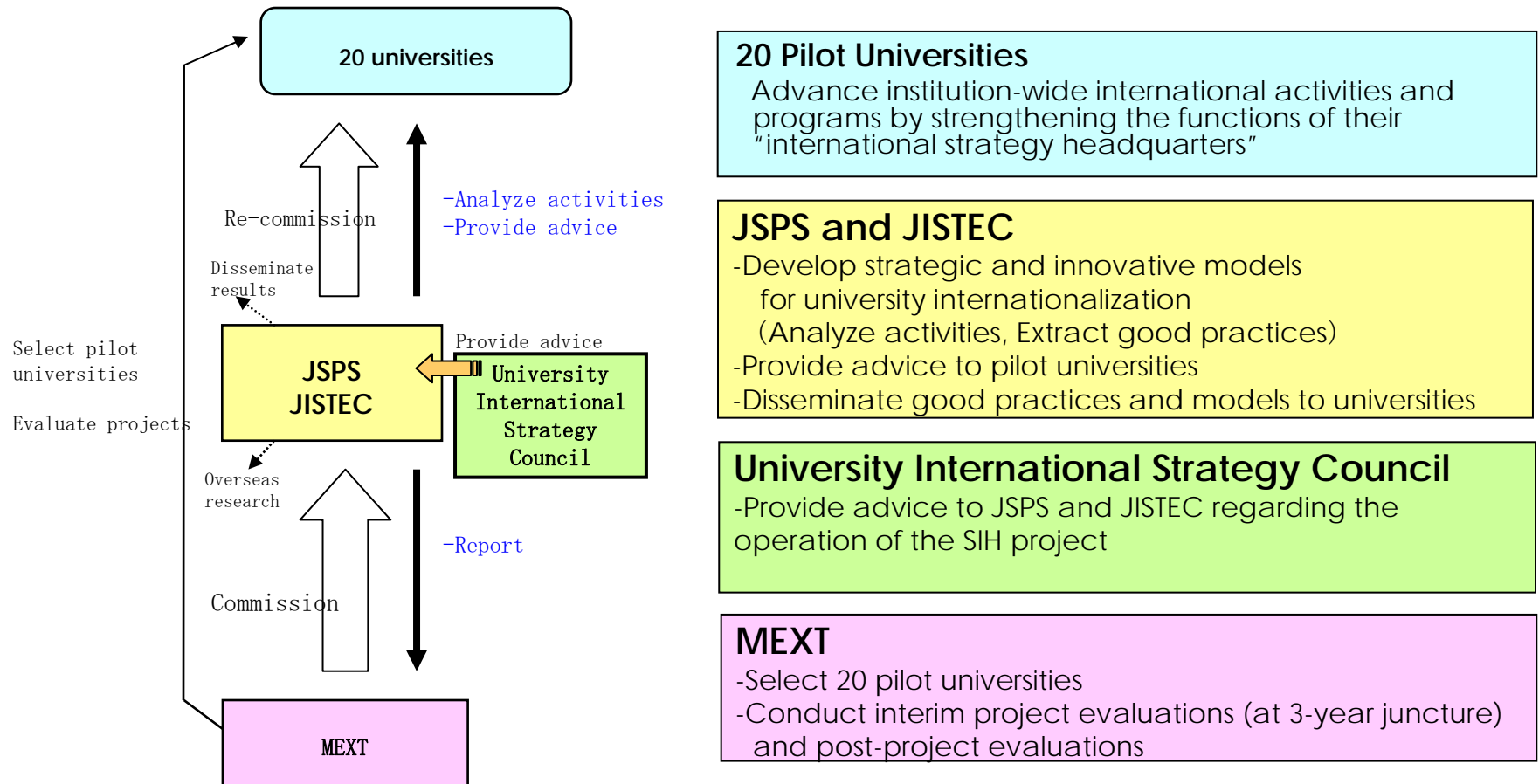
Promoting international activities throughout universities under the int'l headquarters initiated (directed) by presidents

- e.g. - Establish international strategy headquarters within their organizations, and strengthen the program planning and implementation functions of these headquarters
- Systematically strengthen universities' support systems for int'l researchers and students, including those for improving their living environment as well as facilitating their educational and research activities
 - Recruit and train university faculty and staff who can carry forward internationalization initiatives and activities
 - Collect and disseminate pertinent information for internationalization: build int'l networks

International Strategy Headquarters

Strategic Fund for Establishing International Headquarters in Universities

- A New program, launched in 2005 by MEXT - Budget \$5 million
- Program implementation is commissioned by MEXT to JSPS and JISTEC
- JSPS and JISTEC re-commission projects to the selected universities
(with each project funded at \$100-400 thousand per year)
- Project duration: 5 years 2005-2009



List of 20 Pilot Universities



Applied: 68 institutions → Selected: 20 institutions

*N: national university, L.P.: local public university, P: private university

Hokkaido University (N)

Kobe University (N)

Tohoku University (N)

Tottori University (N)

The University of Tokyo (N)

Hiroshima University (N)

Tokyo University of Foreign
Studies (N)

Kyushu University (N)

Nagasaki University (N)

Tokyo Institute of Technology
(N)

The University of Aizu (L.P.)

Hitotsubashi University (N)

Keio University (P)

Niigata University (N)

Tokai University (representative), Kyushu
Tokai University, Hokkaido Tokai University
(P)

Nagoya University (N)

Waseda University (P)

Kyoto University (N)

Osaka University (N)

National Institutes of Natural Sciences (N)

Develop strategic models for university internationalization



JSPS performs comprehensive analyses of the internationalization activities at the pilot universities from the following 9 viewpoints, and it develops strategic models for university internationalization.

- (1) Organization and governance for internationalization
- (2) Goal setting, action plans, and evaluation systems
- (3) Attracting external funds for international education and research
- (4) Utilizing cross-border inter-university partnerships and consortiums
- (5) Organizing international activities around specific research projects covering transnational issues
- (6) Recruiting and training administrative personnel for int'l programs
- (7) Improving of services and support for international researchers
- (8) Expanding overseas study and research opportunities for young Japanese researchers
- (9) Establishing and operating overseas bases

→ JSPS released the interim report about its analysis of the pilot universities' activities in April, 2007.

Some Good Practices of SIH Project Activities

(Excerpts from JSPS Interim Report)



Organization and governance

Keio University

Highly responsive international activities being developed under guidance of steering committee established by university president.

Organizing international activities around specific research projects

Nagasaki University

International research hub being developed in tropical and infectious diseases and other areas of the university's strengths.

Goal setting, action plans, and evaluation systems

Nagoya University

Setting goals and developing an evaluation system utilizing the university's own int'l consortium (AC 21)

Improving of services and support for int'l students and researchers

Osaka University

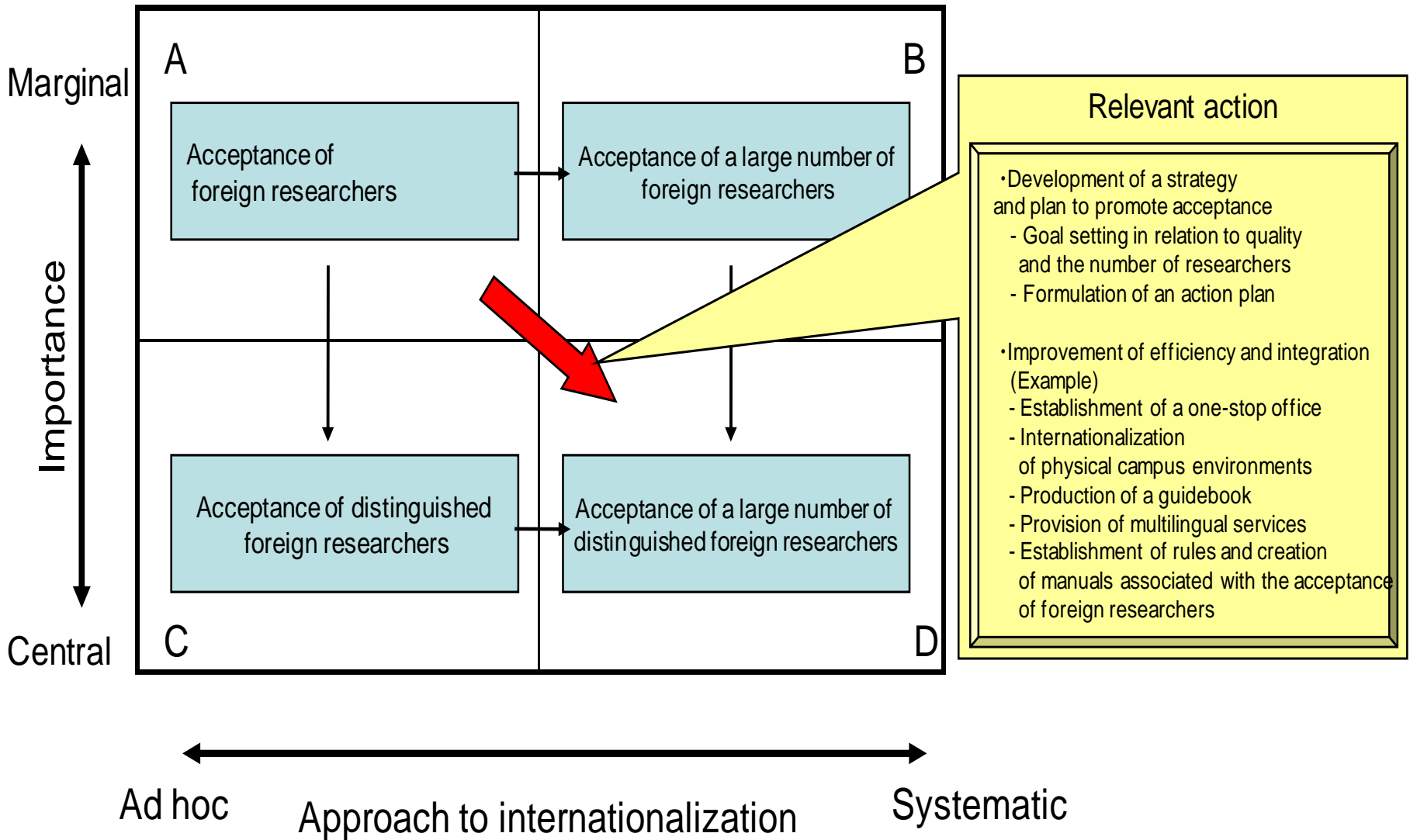
Comprehensive website constructed to support overseas researchers and students.

Establishing and operating overseas bases

JUNBA (Japan University Network in the Bay Area)

JUNBA has been established to support linkage and collaboration among Japanese universities with bases in SF Bay Area.

Organizational Management for University Internationalization



Characteristics of International Strategy Headquarters

- Headed by the President or Vice President
- Composed of faculty and administrative staff from related departments
- Undertake research and planning functions, but also oversee operations of international activities (operates “new” international programs directly)
- Has an advisory board including external experts

Types of International Strategy Headquarters

- Headquarters Initiative Type
 - Strategic international (internationalization) initiatives are formulated swiftly under the leadership of the headquarters
- Central Control Type
 - Centralized planning and progress management for the institution as a whole
- Specific Projects Type
 - Direct support for international activities of a specific faculty/school or department
- Departmental Support Type
 - Backup for international activities in each faculty/school or department

PDCA Cycle for University Internationalization

- See “Figure III-2-3 PDCA Cycle for University Internationalization” on page 7 in *Innovative Models for Developing International Activity in Japanese Universities (digest)*

<http://www.u-kokusen.jp/e/activities/interimreport.html>

Challenges and Prospects

- Int'l (internationalization) strategies with articulated mission and university-wide long-term goals and plans
- Recognition and functions of int'l headquarters
- Truly strategic approach
 - Shifting from “add-on”, “please-everyone (all-round)”, and incremental policy to “selection and concentration”, core competence-based, and swift policy with an action plan including numerical targets
- Development of evaluation process (evaluation index, peer review, and benchmarking)
- Borrowing models and approaches
 - Application of theories and practices in the business world to universities

Website



SIH Strategic Fund for Establishing International Headquarters in Universities 大学国際戦略本部強化事業

> English

> お問い合わせ > リンク集 > サイトマップ

最終更新:平成18年7月24日

JSPS / JISTEC

大学の国際化を目指して

「大学国際戦略本部強化事業」を推進するとともに、
日本全国の大学の全学的・組織的な国際活動を応援するサイトです。

採択機関
事務担当者の皆様へ
(要アクセスパスワード)

お知らせ バックナンバーはこちら

- > 平成18年7月24日
[NEW!!]東北大学の活動情報を追加しました。
- > 平成18年7月24日
[NEW!!]JSPSストラスブール研究連絡センターからの情報を追加しました。(フランス国民教育・高等教育・研究省の組織改革)
- > 平成18年7月21日
[NEW!!]JSPSサンフランシスコ研究連絡センターからの情報を追加しました。(大学院生に海外での研究機会を提供; ブリントン大学)
- > 平成18年7月19日
[NEW!!]JSPSワシントン研究連絡センターからの情報を追加しました。(米国2007年度大統領予言教書の概要、PART評価結果、NSBIによるNSFの2020年までの展望、OSTPとOMBが提出した2008年度米政府研究開発予算の優先事項について)
- > 平成18年7月14日
[NEW!!]大学国際化のためのお役立ち情報を追加しました。(NIME=glad English/(独)メディア教育開発センター)

事業・組織

- > 事業概要
- > 大学国際戦略委員会

採択機関の取組

- > 採択機関の国際戦略
- > 採択機関の活動情報

大学国際化のためのお役立ち情報

Int'l HQ

JSPS主催セミナー等情報

JSPS調査報告

- > 国内の情報
- > 海外の情報

JSPS海外研究連絡センターより

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採択機関一覧 (各機関の国際戦略本部WEBリンク集)

北海道大学 | 東北大学 | 東京大学 | 東京外国語大学 | 東京工業大学 | 一橋大学 | 新潟大学 | 名古屋大学 | 京都大学 | 大阪大学 | 神戸大学 | 鳥取大学 | 広島大学 | 九州大学 | 長崎大学 | 金沢大学 | 慶應義塾大学 | 東海大学 | 九州東海大学 | 北海道東海大学 | 早稲田大学 | 自然科学研究機構

サイトのご利用について > 個人情報保護方針

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http://www.u-kokusen.jp/index_e.html

<http://www.u-kokusen.jp/e/activities/interimreport.html>