

## National University Phase I Verification

All national universities were incorporated in April 2004. Each national university has drawn up its medium-term goals and plans to enhance administrative autonomy and achieve a distinctive presence, thus carrying out strategic university management.

The six-year medium-term goal period of Phase I ended on March 31, 2010, and the Japan Association of National Universities conducted a review of the activities of national universities in the six-year period following incorporation based on the voluntary action guidelines it established in March 2008.

The major tasks for national universities in Phase II made clear by the review are as follows:

### Major Tasks for National Universities in Phase II

#### (1) Establishment of world-class education systems

- National universities should provide high-quality education to enable students to really understand the meaning and value of learning while linking it with cutting-edge research activities organically through world-class educational systems. They should also establish the credibility of degrees under appropriate evaluation systems.

#### (2) Enhancement of functions as national centers and as regional centers

- By playing a central role in promoting advanced education and research, national universities should upgrade their functions both as national centers, which are members of international education and research networks, and as regional centers, which meet the diverse needs of local communities in all aspects of education, research, and health care.

#### (3) Creation of universities with individuality and a strong presence

- National universities should continue with activities to become more individual and build a strong presence by setting medium-term goals and drawing up plans using their respective distinctive features and traditions and providing education based on such goals and plans.

#### (4) Changing the attitudes of personnel and maintaining accountability

- National universities should strive to improve the management capabilities of their executive officers, including the president, operate strategic administration systems that suit them, and create a greater awareness of the need for reforms among their teachers and other staff. Furthermore, they should promote active dialogue with society as their duty to explain to the nation, which may have been lacking in the past.

In achieving these tasks, the government is also urged to make constant efforts to secure financial resources and ensure stable funding, exclude national universities from its personnel expense reduction measures, apply its procurement regulations in a flexible manner, expand the discretionary power of national universities, improve the evaluation systems and revise accounting standards for national university corporations, and take other measures that contribute to reforms of national universities.

All members of national universities recognize these tasks which were identified by examining the Phase I medium-term goal period, and have confirmed that all personnel at each university must continue striving to achieve these tasks as one, under the leadership of the president.

## I. Review of Items Relating to “Voluntary Action Guidelines”

### Guideline 1 Reaffirmation of Public Nature and Clarification of Contribution to Society

#### ■Guaranteeing of opportunities for higher education

- National universities expanded financial assistance to students in order to provide motivated and capable students with the opportunity to continue on to the next stage of education regardless of area of residence or family income and worked to guarantee opportunities for further study.
- However, there are limits to what each university can do on its own, especially with the prolonged economic stagnation and the difficulty regional universities face in collecting donations, which are the source of the financial assistance they offer. Accordingly, it is imperative that a national grant program be established and that the tuition deduction program be expanded.

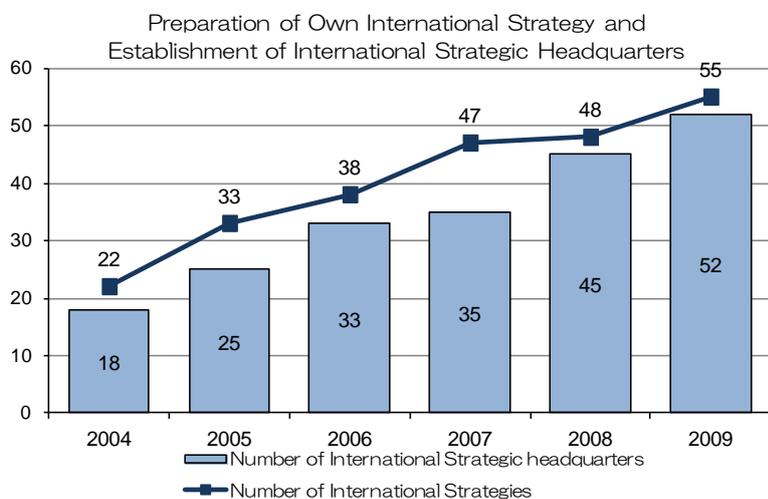
Academic Year	Grant program		Tuition deduction program	
	2004	2009	2004	2009
Implementing universities	10	44	1	27
Applicants	253	2,393	5,406	29,520

\*Source: The Japan Association of National Universities

The number of students applying for university-operated financial assistance programs increased dramatically over the six-year period.

#### ■Development as centers of international exchange

- Many national universities came up with their own international strategies and hired faculty members with specialist knowledge and skills. As a result, the number of exchange agreements and overseas offices increased, and international university partnerships were also further facilitated.
- As the world globalizes, it will continue to be necessary to further strengthen the internationalization of higher education. In order to appeal to top-caliber international students and researchers, urgent improvement of the educational environment is a must.



Source: The Japan Association of National Universities

In the six years following incorporation, the number of international strategies formulated increased by 2.5 times, and the number of international strategic headquarters increased by 2.9 times.

## Guideline 2 Creation of Distinctive Universities with Strong Presences Utilizing Unique Characteristics

### ■ Development of educational program based on medium-term goals/plans and assessments

- Educational activities were rolled out based on the educational philosophies and objectives of each university, contributing to the vitalization of university education.
- At the same time, the implementation of a large number of inspections and assessments such as national university evaluations and accreditation on top of self-checks and self-assessments has placed a very large burden on faculty members. It will be necessary to review the tediousness of assessment procedures and work to reduce the burden on faculty members.

## Guideline 3 Provision of High Quality University Education and Establishment of Degree Credibility

### ■ Provision of educational contents based on excellent research activities and development of appropriate assessment system to guarantee quality of degrees

- Voluntary “project-based educational reforms” were pursued in which universities developed new teaching methods and curricula.
- Additionally, national universities developed programs for ensuring the quality of education, such as introducing the GPA system in bachelor programs, implementing rigorous assessments of achievement, endeavoring to link results of student class evaluations to improvements, and promoting university-wide faculty development (FD).
- It is hoped that the continued securing of finances will ensure the continuation of outstanding projects from the “project-based educational reforms.” It will be necessary to verify how well these undertakings actually function to ensure the quality of education.

\*GPA system: An achievement assessment system used internationally

\*FD: Collective term for organizational efforts by faculty members designed to improve coursework and teaching methods. All national universities are engaged in these efforts.

Efforts for Quality Assurance of Education

	2005	2008
Universities with GPA systems for undergraduate programs	36	51
Universities applying course evaluation results to their course improvement feed back by course evaluation	45	83

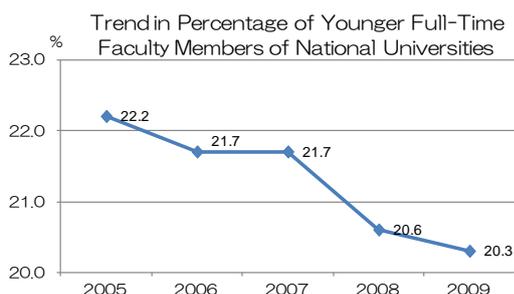
Source: Ministry of Education, Culture, Sports, Science and Technology Press Release 2010

Many national universities engaged in ongoing efforts to reform education.

## Guideline 4 Enhancement of National and Regional Center Functions

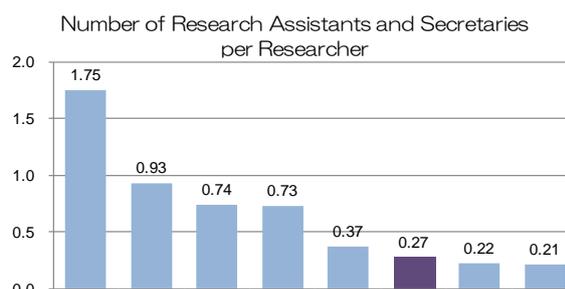
### ■ Promotion of basic research activities

- Clearly established goals and strategies allowed flexible assignment of faculty members under the leadership of the president, thereby facilitating research activities.
- Budget cuts have made it difficult to hire young researchers. Additionally, the amount of time spent on research activities has declined, so there is concern that the overall quality of research activities may drop. In the months and years ahead, it will be necessary to create an environment and system in which research can be conducted with peace of mind, including the securing and development of faculty members and allocation of support staff.



\*" Younger faculty members" refers to those up to 37 years old  
Source: National Institute of Science and Technology Policy (NISTP)

The percentage of young full-time faculty members has declined.



\*Figures are from 2009 for Japan, 2008 for UK and Russia, and 2007 for all others  
Source: Ministry of Education, Culture, Sports, Science and Technology Press Release 2010

The number of research assistants and secretaries in Japan is small.

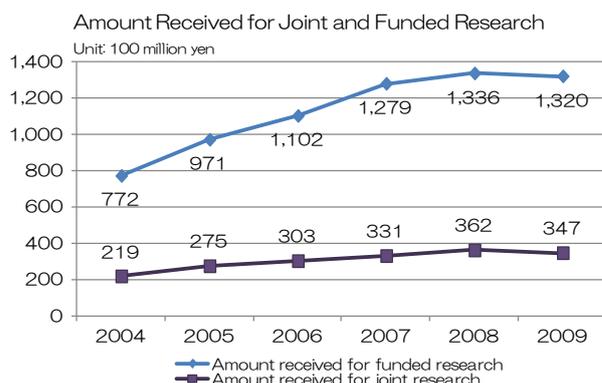
	2001	2007	Increase/Decrease
Faculty members (natural sciences)	1,448	1,230	-218
Faculty members (humanities and social sciences)	1,202	881	-321

\*Units are hours  
Source: Ministry of Education, Culture, Sports, Science and Technology Press Release 2009

The amount of time faculty members spend on research has greatly declined.

### ■ Industry-academia-government collaboration

- The number of and amount spent on joint and funded research has increased substantially following incorporation. National universities have contributed to local economies and development of local human resources by developing new technologies and creating new products and services based on those technologies.
- Each university is working on strengthening their support system by establishing special organizations and allocating personnel. These efforts will need to be enhanced on an ongoing-basis.

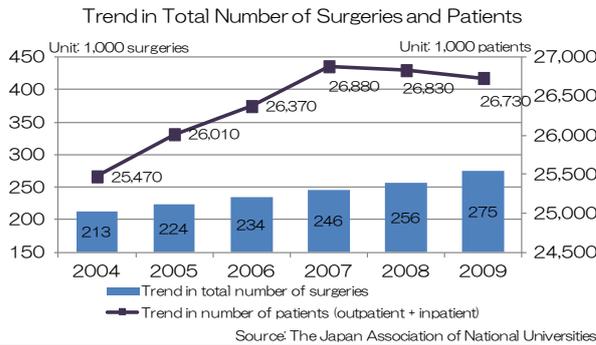


\*Amount received in 2009 academic year was sluggish due to global recession.  
Source: "JANU Extra 6 by The Japan Association of National Universities

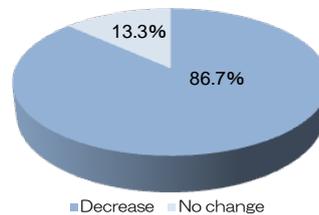
Since incorporation, the amount of funding has increased, and many revolutionary products and services have been created.

**■ Training of healthcare workers and enhancement of regional medicine**

- By the 2010 academic year, national universities increased the enrollment in faculties of medicine to 4,793 students from 4,090 in 2007. They also began providing medical students with excellent medical education than had been available before.
- National university hospitals provided advanced medical care as the “last bastion” of regional medical care, having a large spike in the number of inpatients and outpatients and the total number of surgeries.
- However, those achievements were only possible because the hospital staff accepted harsh working conditions, and the amount of time physicians spend on research is also on sharp decline. It is urgently necessary to improve the critical conditions of hospital management, including the alleviation of long-term debt obligations.



Effects on Time Spent on Research of Efforts to Raise Profitability



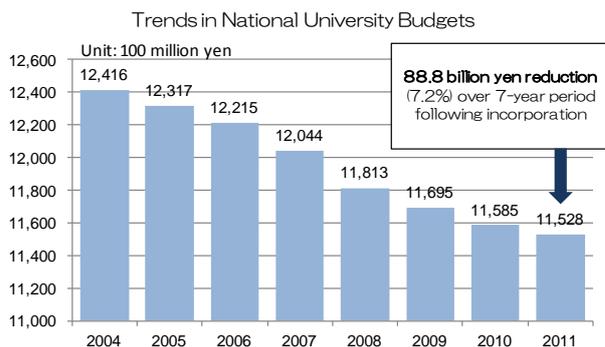
Efforts were made to increase the total number of surgeries and number of patients accepted.

The amount of time physicians spend on research has greatly declined.

**Guideline 5 Management Reforms Aimed at University Vitalization**

**■ Implementation of strategic management based on autonomy and self-responsibility**

- The budget received from the national government became a subsidy for management expenses, making it possible to implement the budget flexibly based on the management strategy. Additionally, with publication of financial statements becoming mandatory, awareness rose with respect to transparency of corporate management and accountability of faculty members.
- In the area of risk management, general liability insurance was developed and put into place for national universities, and the Japan Association of National Universities committee conducted repeated monitoring surveys as part of efforts to improve management.
- The subsidies for management expenses have decreased every year, and university management has been becoming increasingly difficult. Many have called for a revision to accounting standards to accurately reflect the financial situation.

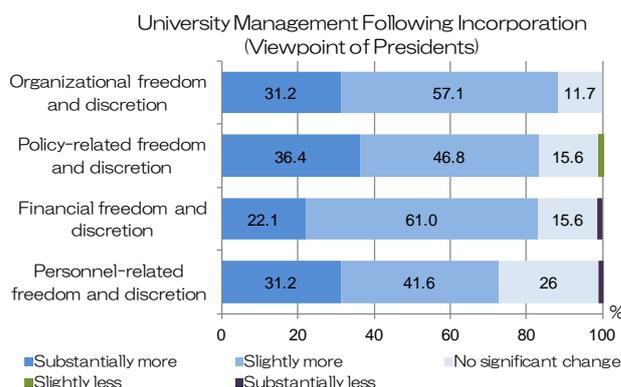


Going in the order of universities receiving the least amount of subsidization, the 88.8 billion yen reduction is the equivalent of about 27 national universities ceasing to exist.

**Flexible and efficient university management leading to vitalization**

- Under the leadership of the university presidents, the boards of directors, education and research councils and management councils functioned effectively, and the universities were managed flexibly, taking into consideration the needs of society.
- Training and ongoing staff development (SD), such as personnel exchanges with other national, public and private universities as well as private companies, is taking place, but efforts need to be made to further streamline operations and instill awareness of cost.

\*SD: Efforts such as training implemented to increase the qualifications of office and technical personnel related to administration and education/research support. All national universities are engaged in these efforts.



Incorporation allowed university management to become more flexible.

Source: Research Division of Center for National University Finance and Management

**Gender equality at national universities**

- The percentage of female faculty members at national universities is increasing and was 12.1% in 2009 academic year. There was also a positive trend in promotions of female staff, at 10.4% in 2009 for section chief and higher and 10.8% for assistant section chief and specialist positions.
- Numerical targets for gender equality at national universities have been established in such policies as the government’s Basic Plan for Gender Equality and the Third Science and Technology Basic Plan. Continued efforts to achieve these targets are necessary.

Ratio of Female Faculty members of National Universities

	2005	2009
Ratio of female faculty members (excluding assistants) at national universities	9.3%	12.1%
Ratio of females among those completing bachelor’s programs at national universities	37.5%	37.5%
Ratio of females among those completing master’s programs at national universities	24.3%	26.6%
Ratio of females among those completing doctoral programs at national universities	20.7%	24.1%

Ratio of Female Staff in Management Position

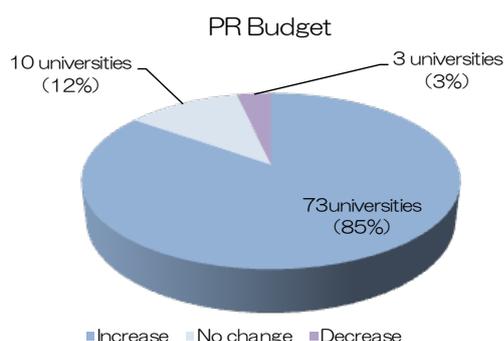
	2005	2009
Ratio of females among section chiefs and higher positions	8.6%	10.4%
Ratio of females among assistant section chiefs and specialist positions	7.0%	10.8%
Ratio of females among group chiefs and specialist staff	23.6%	28.4%
Ratio of females among assistant group chiefs	62.0%	63.1%
Ratio of females among other general staff positions	69.9%	73.2%

Efforts to expand hiring of female teaching staff must continue.

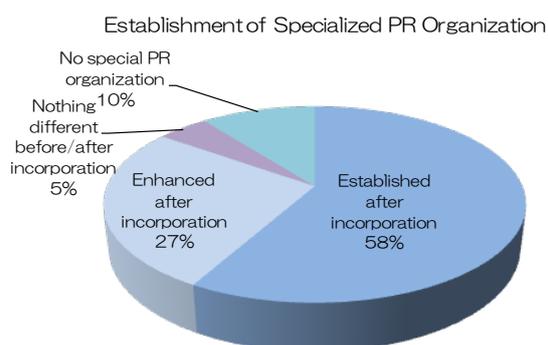
Source: The Japan Association of National Universities

### ■ Enhancement of PR activities

- Since incorporation, more emphasis has been placed on PR activities due to the necessity of providing information and maintaining accountability. Each university hired professionals from private companies to provide training and worked on improving staff qualifications.
- Continued aggressive PR activities are required, in part to make people in Japan and elsewhere aware of the brand power of national universities.



Source: The Japan Association of National Universities



Source: The Japan Association of National Universities

At many universities, the budget for PR activities was expanded, and special organizations were established.

### Tasks for Phase II

<b>Guarantee of Quality of University Education and Acquisition of International Credibility</b>	-Provision of educational contents that allow students to get real sense of meaning and value of learning -Development of world-class educational system -Establishment of appropriate assessment system for guaranteeing quality of degrees/education -Organic connection of educational contents in cutting-edge research activities and graduate program				
<b>Enhancement National/Regional Center Functions</b>	-Further contribution to basic and applied research -Promotion of international educational and research collaboration -Promotion of organic societal links through enhancement of educational/research/cultural/medical activities				
<b>Creation of Universities with Individuality and a Strong Presence and Enhancement of Functions</b>	-Activities aimed at creating universities with individuality and a strong presence utilizing local characteristics and tradition -Establishment of long-term vision and medium term plan/goals utilizing characteristics and development of educational research based on them -Promotion of enhanced functions -Promotion of inter-university cooperation, collaboration and alliances regardless of mode of operation				
<b>Further Management Reform Leading to Vitalization</b>	<table border="0" style="width: 100%;"> <tr> <td style="width: 30%;">-University issues</td> <td>Strengthening of management functions/Operation of strategic administration system Raising of teaching staff awareness/Active dialogue with society</td> </tr> <tr> <td>-Government issues</td> <td>Securing and stabilization of finances/Guarantee of flexibility Improvement of corporate assessment system/Revision of accounting standards</td> </tr> </table>	-University issues	Strengthening of management functions/Operation of strategic administration system Raising of teaching staff awareness/Active dialogue with society	-Government issues	Securing and stabilization of finances/Guarantee of flexibility Improvement of corporate assessment system/Revision of accounting standards
-University issues	Strengthening of management functions/Operation of strategic administration system Raising of teaching staff awareness/Active dialogue with society				
-Government issues	Securing and stabilization of finances/Guarantee of flexibility Improvement of corporate assessment system/Revision of accounting standards				
<b>Role in Local/International Society based on Public Role</b>	-Provision of educational programs as social public goods -Strengthening of regional cooperation and active contribution to vitalization of the local society through opening the university, joint research and other activities as a center of regional academic culture and innovation				

