

“A Future Vision of National Universities in Higher Education” (Final Summary) (Outline)

◆Purpose of the Statement

- We confirmed the history and current status of higher education in both Japan and the rest of the world, as well as the changes in social structure surrounding higher education. In addition, we strongly reaffirmed the greater significance of future higher education in Japan, and examined the higher education system in Japan as a whole for the future. Finally, we confirmed the missions required for national universities. This statement proposes a future vision of national universities and presents measures to achieve these missions.
- The point we think particularly important is that we proposed models we should consider in the future which show methods of various management cooperation and integration among various universities while maintaining the principle that advocates that at least one national university be established in each prefecture nationwide in order to improve efficiency and strengthen the foundation of university operation and management to support the future direction of national universities, which are described below;
 - 1) To recognize the roles expected for national universities so that they play a central part in providing nationwide opportunities for higher education and revitalizing local areas or regions in the future;
 - 2) To drive forward a high level of research, and conduct advanced research and education with international competitiveness based on the enhancement of graduate schools;
 - 3) To strengthen the collaboration between industry or local governments, and lead social innovation through full-scale cooperation with local communities in terms of both education and research; and
 - 4) To enhance international contributions, including export of the excellent Japanese education system.

◆Future Missions of National Universities and Necessary Steps to Achieve Them

- National universities should understand the situation that will be faced by Japan and the rest of the world at least a dozen years later (around 2030), as well as the need to improve the environment in which national universities can fulfill their current functions to the fullest (maximization of the functions of national universities). Furthermore, they should certainly prepare to respond to future situations without fail (preparations for the future) by that time.
- Maximization of the functions of national universities signifies the advancement of cutting-edge research that provides the foundation for new value creation, as well as the enrichment of education that helps foster talent who can transform regions or industries,

in addition to opening up growth fields and leading to the creation of innovation.

- Preparation for the future signifies accepting more students with diverse backgrounds, including international students and adults, collaboration and cooperation with national universities as a whole to improve education, reinforcement of management skills, and attracting strategic investments from the government, local communities, and industries.

◆ A Future Vision of National Universities

◇ Education

- In regard to undergraduate and graduate education, we should systematically drive forward maintenance educational programs by focusing on academic degrees, such as bachelor's, master's, and doctoral degrees, and increase the mobility of students between universities. In addition, we should promote the enhancement of liberal arts education in cooperation with other universities, local communities, and industries, as well as practical and extracurricular activities, including students' independent learning.
- As for graduate schools in particular, we should expand their scale according to the situation of each university and encourage the nurturing of talent in cooperation with industries, enhance natural sciences that lead to social innovation, as well as the humanities and social sciences, train faculties at national, public, and private universities, expand the diversity of enrolled students, including adults, and increase the mobility of students.
- For recurrent education aiming at offering adults the opportunity to receive further education, we should actively provide educational programs focusing on the basics of academic research as well as practical application at graduate schools.
- In regard to making sure that teacher training courses correspond to the advancement of teacher training for primary and secondary education, we should examine these courses, including collaboration and integration transcending the boundaries of national, public, and private universities in a wide area. Next, we should attempt to enhance and strengthen their functions, as well as clarify their roles and functions, as the hubs of graduate schools of teacher education.
- As for the selection of undergraduate students, we should steadily achieve the reforms of high school/university connection systems, as well as examine how to implement drastic reforms aiming at establishing a unified system of selecting undergraduate students for national universities.

◇ Research

- We should conduct in-depth and edgy basic research of specialized research fields, as well as establish a flexible organization that transcends the boundaries of faculties or graduate schools, then promote conducting research in interdisciplinary or integrated

fields. In addition, we should create a network that connects universities and research institutes that center on the fields where each university has an advantage, then establish a hub where a wide range of excellent researchers can gather together and interact.

- We should actively recruit young researchers and create a better environment in which they can devote themselves to research with clear prospects for future career paths by introducing a start-up support system or a tenure track system. Moreover, we should increase the mobility of researchers through a network connecting universities and research institutes.
- We should actively promote the recruitment and promotion of female researchers while improving a support system and environment tailored to important stages in their lives.
- We should actively invite or recruit excellent researchers from private companies or overseas using an annual compensation system or a cross appointment system.

◇Industry-University Collaboration/Regional Cooperation

- In regard to education, we should provide a wide range of learning opportunities for students through internships or other programs to raise their career awareness and foster entrepreneurship, as well as develop collaborative education programs with industries or local communities.
- We should encourage faculty personnel exchanges with industries to increase their awareness of joint education and research through industry-university collaborations, provide them with fresh perspectives and incentives, and improve their capability development related to university management.
- In regard to research, we should promote organization-based, large-scale, long-term, and continuous joint industry-university research based on university strategies. For cross business or industry issues, we should establish a system which encourages conducting research which leads to open innovation through integration of the humanities and sciences by collaborating with a network of universities, research institutes, and groups of companies. Moreover, we should consider setting up funds to support conducting such research activities.
- For relationships with local communities, we should actively work with them to draw up regional revitalization plans for local governments and encourage the nurturing of talent, as well as conduct joint research in cooperation with local governments or local industries in order to create innovation which takes advantage of the characteristics of the regions. In addition, we should facilitate efforts for regional collaboration and cooperation among national, public, and private universities under a partnership with local governments.

◇International Expansion

- For student exchanges, we should consider establishing a unified system of national universities to accept undergraduate students from overseas. In addition, we should

promote the expansion of degree programs taught in English and provide support for international students in getting jobs at Japanese companies through the provision of Japanese language and Japanese culture education or internship programs. Moreover, we should encourage the expansion of double degree programs and joint degree programs, mainly in graduate schools.

- For research exchanges, we should secure long-term research opportunities in foreign countries for young researchers and graduate school students, as well as promote conducting organizational international joint research based on university strategies.
- For international exchange hubs or networks, we should facilitate joint use of international exchange hubs comprised of several universities to promote utilization of national universities as a whole. In addition, we should encourage the conclusion of academic exchange agreements as well as conduct international exchange activities with overseas university consortiums.
- We should build a structure in which national universities collaborate and respond to requests for international cooperation from overseas, then form a consortium for each individual request and cooperate by adjusting role sharing. For export of the Japanese education system, which is one of the foreign-policy issues in Japan, we should actively respond to this as national universities as a whole by sharing each role, in addition to considering developing teacher training programs in which international students account for a majority through cooperation among teacher training universities.

◇Scale and Management Style

- In regard to the scale of national universities as a whole, we should maintain at least the current scale by trying to secure enrolled students from diverse backgrounds who have superior qualities and abilities, including international students, adults, and female students. In particular, for the scale of graduate schools, we should expand their scales according to the characteristics of each university. In regard to the scale of undergraduates, we should pay attention so as not to further decrease university enrollment rates in regions where they are low, as well as at a high portion of national universities.
- We should adhere the basic principle formulated at the time the national university system was launched after World War II that advocates that at least one national university be established in each prefecture. This principle has made a great contribution to the provision of equal opportunities in higher education as well as to supporting well-balanced development throughout Japan.
- In regard to the scale of each national university, we should consider expanding them and strengthening management foundations in order to utilize resources effectively. Furthermore, we should take advantage of their scale and produce advancements or synergistic effects of education and research. For this purpose, while we should maintain the independence and autonomy of national universities (campuses) in each prefecture

while referring to outcomes or issues of the management system of the University of California in the U.S. and a consortium consisting of several French universities, we should examine 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, as well as covering several regions.

- For university hospitals and affiliated research institutes, we should consider measures to further clarify their positions as independent operational departments of national university corporations from the viewpoint of enhancing independence and autonomy of management while maintaining tight collaborations with universities.
- For affiliated schools, we should consider an appropriate institutional design, including organizational and management forms, to help enhance the functions of teacher training universities and faculties while paying attention to the situation of each region and the functions of each school based on responses to the decline in the number of children and diversified curriculums.

◇Management

- Although presidents of national universities are required to supervise both management and educational affairs as a whole, we should promote the utilization of people with high levels of expertise and experience in management as trustees or vice presidents in order to deal with difficult management issues, including the effective use of resources and the acquisition of new resources.
- We should establish systems or training programs that train future managerial talent for national universities, including presidents, through cooperation with national universities.
- We should flexibly organize educational programs and research projects to respond to changing social needs and the advancement of the sciences, as well as consider a desirable organizational structure, including separation of educational organizations and faculty organizations in order to promptly respond to the interdisciplinary and integrated fields.
- We should consider how to create an appropriate system of efforts management, performance evaluation, and reflection of evaluations with regard to each faculty in order to aim at revitalizing education and research, as well as enhance their motivation. In addition, we should promote consideration and dissemination of institutional design, including an annual salary system or a cross appointment system through collaboration and cooperation among national universities in order to promote practical personnel exchanges between national universities, private companies, and overseas universities.
- We should consider how to create measures or desirable systems with regard to developing and utilizing human resources through collaboration and cooperation with national universities in order to increase planning abilities and the expertise of

administrative staff, as well as clarify the positions of URAs and other professional staff members.

- We should examine the consolidation of various infrastructure systems, and maintain and operate the systems using a cloud service through collaboration and cooperation with national universities in order to make university management more efficient. In addition, we should improve education, research, and draft management strategies through the enhancement of IR functions.
- We should expand organizational and large-scale joint research with industries, and try to secure indirect costs in order to secure financial resources and make them diverse. In addition, we should promote joint research by using a network comprised of several universities and attract company research centers to university campuses. As for donations, we should try to increase learning support funds by using the tax exemption system, as well as seek to expand the coverage of tax exemptions.

◆ Making Progress for Future Reformatations

- This statement gives direction to a future vision of higher education, including the scale of the university system, the need to reform human resources, payroll management, and governance reforms of national universities which are under discussion at the Central Council for Education and various government-related conferences. However, we need to further examine how to make future reformatations, including system reforms and policies which are necessary for acceleration of the reformatations as soon as possible, as well as indicate specific policy plans.
- To achieve the future vision of national universities proposed in this statement, the Japan Association of National Universities and each national university should immediately formulate specific action plans and accelerate reformatations while gaining understanding and support from a broad spectrum of society, including the government, local governments, and industries.