

Incorporation of National Universities



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Sept. 22, 2004

Foundation of National Universities

- National universities existed as a type of national organization based on the “Law on the Establishment of National Schools”
- Several reports over the years proposed that the fundamental form of national universities should be reviewed to increase autonomy and responsibility in university administration

Report of the Central Education Council (1971)

Third Report of the Ad Hoc Council on Education (1987)

Progress of the Incorporation of National Universities

- April, 1999 Cabinet Meeting Decision
“The Transformation of national universities into independent administrative Institutions will be considered as one of the reforms of universities, while respecting university autonomy, with a conclusion to be reached on this by 2003.”
- March, 2002 The Concerned Study Team in MEXT
The Final Report, ' A New Image of National University Corporations'
- June, 2002 Cabinet Meeting Decision
“Incorporation of national universities (abbrev.) will be basically implemented from FY2004.”
- July, 2003 The National University Corporation
Law was legislated
- April, 2004 National University Corporation
system launched

Goals of the Reforms

Energetic and distinctive universities in a competitive environment

Increase autonomy and independence in university administration



Incorporation of each national university

Enable dynamic and maneuverable decision-making in the management strategy of each university



Introduce management techniques based on 'private-sector concepts'

Create management systems that are open and accountable to society



People from outside the university participating in the management of universities

Select a person with outstanding management capacities, in addition to noteworthy achievements in education and research, as a president



Improvement of the process of nominating the president

Establish flexible personnel systems on the basis of the capabilities and performance records of personnel



Selection the non-civil servant type for the status of personnel

Ensure accountability and improve the quality of research/education through evaluations



Thorough disclosure of information and evaluations

National University Corporation System

Minister of Education

National University Corporation
Evaluation Committee

National University Corporation

(Representatives)

President Nomination Committee

(Representatives)

Nominate with the participation
of external experts, too,
well-qualified candidates
for president

President

Executive Director

Top-management
based on
private-sector
concepts

Board of Directors

External experts
concerned with
management

More than
half to be
from outside
the university

**Management
Committee**

(Mainly deliberates on
managerial matters)

Internal
representatives
concerned with
education and
research

**Education and
Research Council**

(Mainly deliberates on
educational affairs)

(Important matters go through
executive board deliberations)

- Establishment of mid-term objectives, Approval of mid-term plan
- Appointment of the university president
- Issuance of grants-in-aid for management

- Evaluations (Ex-post facto checks)

- Drafting the mid-term objectives and mid-term plan of each university
- Proposal of a candidate for president

Setting up objectives

Deregulation

University's responsibility to determine the budget/organization

Non-civil servant type personnel

Flexible personnel system
Promoting cooperation with the industrial sector
Appointing foreigners as university president, etc.

Realizing strategic operations
Encouraging individualization

The Organization of National University Corporations

Establish a decision-making system that can effectively utilize the expanded discretion of universities

- The President Nomination Committee , with the participation of external experts, shall select well-qualified candidates for president
- At least one of the executive directors shall be appointed from outside the university
- Important matters shall go through **Board of Directors** deliberations
- Managerial matters shall be deliberated on by the **Management Committee**, which is composed of both external experts and internal representatives
- Educational and research affairs shall be deliberated on by the **Education and Research Council**, which is composed of internal representatives

Mid-term Objectives and Plans

Establish and publicly release mid-term (6-year) objectives to clarify the basic philosophy and priority areas at each university

- Each university shall submit a draft of its mid-term objectives spanning 6 years to the Minister of Education, and the Minister shall judge them with respect given to the draft
- Each university shall draft mid-term plans for fulfilling mid-term objectives and forward them for the Minister's approval
- When granting approval to mid-term objectives and plans, the Minister shall listen beforehand to the opinions of the National University Corporation Evaluation Committee

Evaluations

Improve the quality of university operations and ensure accountability to society through third-party evaluations

- The National University Corporation Evaluation Committee shall evaluate the degree of achievement of the mid-term objectives and plans each year as well as at the conclusion of the term for the objectives
- Evaluations concerning education and research shall be carried out at the conclusion of the term for the objectives by the National Institution for Academic Degrees and University Evaluation, an independent administrative corporation
- Universities will be guaranteed an opportunity to state their opinions before the evaluations are finalized (under the National University Corporation Law)

Significance of Incorporation

- The most dramatic reforms of universities since the Meiji Era (when the first national university was established in 1877)
- To respond to the expectations about vitalizing universities in the “era of knowledge”

Roles of a national university:

- To promote high-level academic research
- To develop human resources in fields of science and technology
- To contribute towards vitalizing regional activities
- To secure on equal opportunity for a university education

- To develop distinctive educational and research functions on the basis of autonomy in management and university independence, as a result of the incorporation

- Strengthen educational and research functions
- Contribute to the local region and promote cooperation with the industrial sector
- Establish a maneuverable and strategic management system etc.

Undertakings by National University Corporations

Introduction of a top-management system and a flexible non-civil servant type of personnel system from April, 2004

Taking advantage of incorporation, each university has developed distinctive activities



Strengthening educational and research functions

- Securing the quality of students by strict grade evaluations, including recommendations to leave school, etc.
- Surveying the educational effects of employment choices on students and graduates.
- Focusing on research that can meet universities' individuality and social needs.
- Publicly release the results of research projects and undergo third-party evaluation of them.

Promotion of local revitalization and cooperation with industry

- Establishment of organizations to contribute local development
- Setting up support offices for venture businesses



Setting concrete numerical goals

- More than 90% of students to pass the national exam for medical practitioners
- More than 70% of law school students to pass the bar exam
- 150 applications for patents by 2007
- 50% increase in the rate of research grant adoption

Establishment of a maneuverable and strategic management system Introduction of a flexible personnel system

- Allocation of posts/non-civil servant -type'budget at the president's discretion
- Appointing a foreigner as a executive director
- Setting up inter-faculty research organizations under the president
- Introduction of an annual salary system for some of the faculty
- Introduction of fixed-term employment for all the faculty

For universities to be internationally competitive and take a lead in the era of knowledge and support societal development

Students

Flexible curricula that can better meet the needs of students and society
Detailed student assistance for campus life and employment support

Academia

Focusing on advanced and unique research that can lead the world
Promoting education and research that can meet society's needs

Industry

Relaxation of the restrictions on dual employment by faculty members, to Expand cooperation between the university and industry
Creation of new industrial fields through encouraging technological Transfers by investments in TLO

Regions

Cooperation with local governments as a regional intellectual center
Cooperation with local Industries and taking the lead in revitalizing the region



NEW !

***The Japan Association of
National Universities (JANU)***

SASAKI Takeshi

President

JANU

Sept. 22, 2004

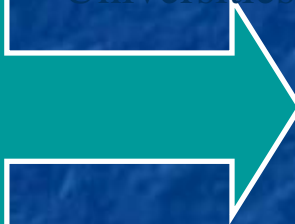
Newly established the JANU

Voluntary body

(1945.7 ~ 2004.3)

the advancement of National Universities as a whole, as well as projects essential

Incorporation
of National
Universities



Corporate
juridical person

(2004.4 ~)

(Inherit the former
JANU)

A commitment to support actively the creation of an environment that is conducive to producing quality results in the spheres of education, research and the social contribution activities conducted by autonomous national universities



New role

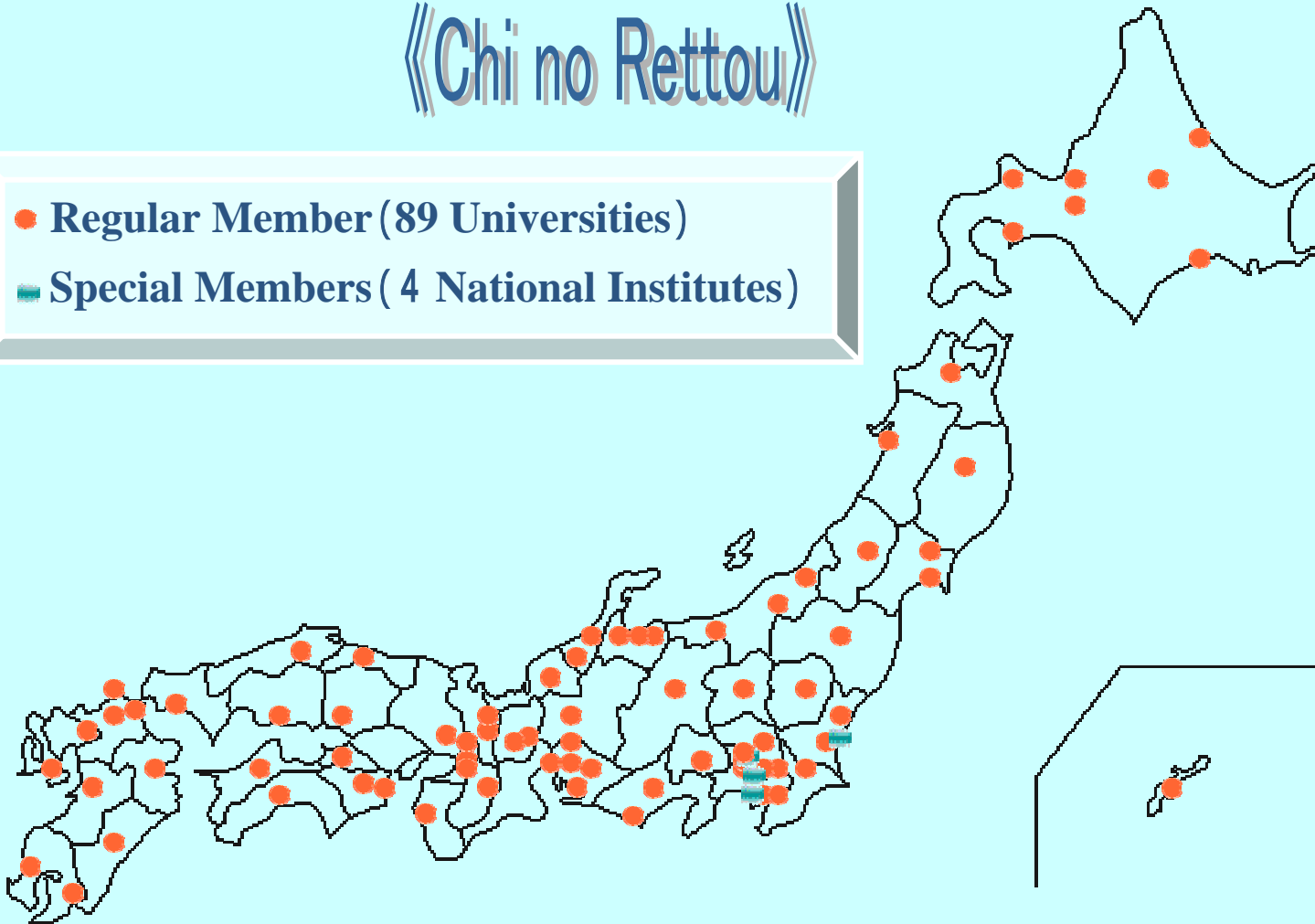
Organization of the JANU



Member Universities of the JANU

《Chi no Rettou》

- Regular Member (89 Universities)
- Special Members (4 National Institutes)





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Thank you for your attention!