

Session 6: University Administration and Management
With a Focus on Private Universities

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1. University Reform and Private Universities

- There are 712 four-year private, national, and public universities in Japan today (2004/4)

87 National Universities, 80 Public Universities, and 545 Private Universities

- All of these universities are currently undergoing massive reforms
- Up until now, Japanese universities have been under the strict management of the Ministry of Education, Culture, Sports, Science and Technology. However, beginning in 1991, the Ministry of Education began to loosen its control, and many universities began the process of educational reform. The privatization of the national universities begun this year is representative of these educational reforms.

(1) Why universities have begun to reform:

Rapid universalization of Japanese higher education

Popularization of Higher Education: Two-thirds of the 18 year-old population now enters the higher education system in Japan. More and more students have the opportunity to continue on to higher education after high school, placing Japan as an educational leader in the world.

Changing expectations of society in regards to college education: It has become apparent that universities are equally restricted by economic and political realities.

(2) Recent Conditions of Japanese Universities

The standing of National Universities and Private Universities: The history of today's universities begins 100 years ago. The main motivation for establishing universities in Japan was to catch up to the standards of leading western countries as soon as possible through education and training. In order to achieve this national goal, higher education in Japan was state-led, private universities established based on a wide-variety of different principles were pushed to the side while national universities

became central.

Moving away from Humboldt-style Universities: The rapid economic expansion and development from the 1960s on caused drastic changes in Japanese society. The following period of rapid globalization also forced structural reforms of Japanese industry and economics. With the advancement and maturation of Japanese society, the development of a new set of values, new lifestyles and culture has been inevitable.

What today's Japan demands urgently is not people who can absorb knowledge easily, but rather those with creativity and individuality. Japan's universities must answer the needs of society and industry, making a move away from both Humboldt-style universities and the universities of developing countries.

The role of private universities: 75 percent of college students in Japan are enrolled in Japanese private universities. It is true that both the thread and thrum enroll in private universities. However, there are many private universities that maintain a high standard of education and research. **Private universities can also claim much of the responsibility for Japan's rapid post-war growth, and the increasing number of students continuing on to higher education as private universities have steadily supported the effort to popularize higher education as part of their core philosophy.** The existence of these private universities that have continued to provide industry with motivated, high-quality workers is absolutely essential.

2. Private University Finances

(1.) Income and Expenditures

Consumer-based income: about 60% of income comes from student fees, while about 20 percent comes from the state subsidies

A trace amount comes from endowments

Expenditures (Consumer): 50 to 60 percent goes to payroll for faculty and staff while educational research costs account for about 30 percent of costs

(2) Government Subsidies

In 1971 a law for the Promotion and Support of Private Universities was enacted. The law allowed the state to subsidize up to 50% of private university administrative costs.

However, in actuality, most state universities receive less than 20% of administrative costs in subsidies, and that figure has continued to decrease each year.

Government subsidies per student for National Universities come to about 19,780,000 Yen as compared with those for Private Universities which come to 1,550,000 per student. (A ratio of 12:1)

(3) Issues Relating to the Administration and Management of Private Universities

Universities are established under the school juridical organization. The school juridical organization is the management agency and the chairman of the board of directors is the superintendent.

The President, in most cases, is elected to the position by vote. With this method, it is difficult for the President to take on leadership long enough. Generally, faculty meetings hold power and with being autonomous, important matters concerning the faculty, including personnel affairs are decided at faculty meetings. Even the President cannot reverse the decisions on matters made at a faculty meeting. In most cases, this condition becomes an impediment in university reform.

The President of Ritsumeikan University also becomes an executive board member at the same time, and must see to it that balance is maintained with education and management.

University Faculty and University Administrative Staff: The university is like a theater play: there is the actor and there is the director.

3. The Vision of Private Universities: Ritsumeikan

(1) It is not only the limited number of private universities that sustains Japan's economic growth and make country's high-tech development at the world-level become possible, but generally it is the popularization of Japan' secondary-level education, and private universities support its backbone.

(2) Based on the wide variety of problems and issues of various students, Ritsumeikan is a university that pursues the various

possibilities, has a system that secures and achieves self-actualization, is filled with intellectual excitement and accomplishment, which is the way that a new university of the 21st Century should be in terms of intellectual creation. With its long years of experience and performance in educating various students, private universities in Japan also possesses the core and possibility for potential.

- (3) With Ritsumeikan celebrating its 100th anniversary, Ritsumeikan established the Ritsumeikan Asia-Pacific University in April 2000. Currently, there are international students from 72 different countries from all over the world studying there. It is expected that these students studying at this university will go on to become the future world leaders around the world. The employment rate for these international students wishing to find jobs after graduation will be 100%, including jobs in first-class corporations.
- (4) Ritsumeikan is a general academy consisting of two universities, three senior high schools and junior high schools, totaling a number of 37,000 students. Ritsumeikan has attracted attention and been highly recognized as a private institution that has consistent and coherent education at its junior, senior and university secondary education levels, is individualistic, and looks towards the creation of a general academy with internationally high standards. In particular, Ritsumeikan has received recognition in the 21st Century COE Program by the Ministry of Education, Culture, Sports and Science and Technology in its adoption of four fields in “life science”, “information, electric and electron science”, “human science” as well as “mechanical, civil, architectural engineering and other types of engineering. Ritsumeikan has been recognized as a “stronghold for outstanding research”. Ritsumeikan rates third in the top private universities, and rates 12th in the top national universities in Japan.