

Corporatization of National Universities in Japan

Canada-Japan Roundtable

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System of National University Corporation in Japan

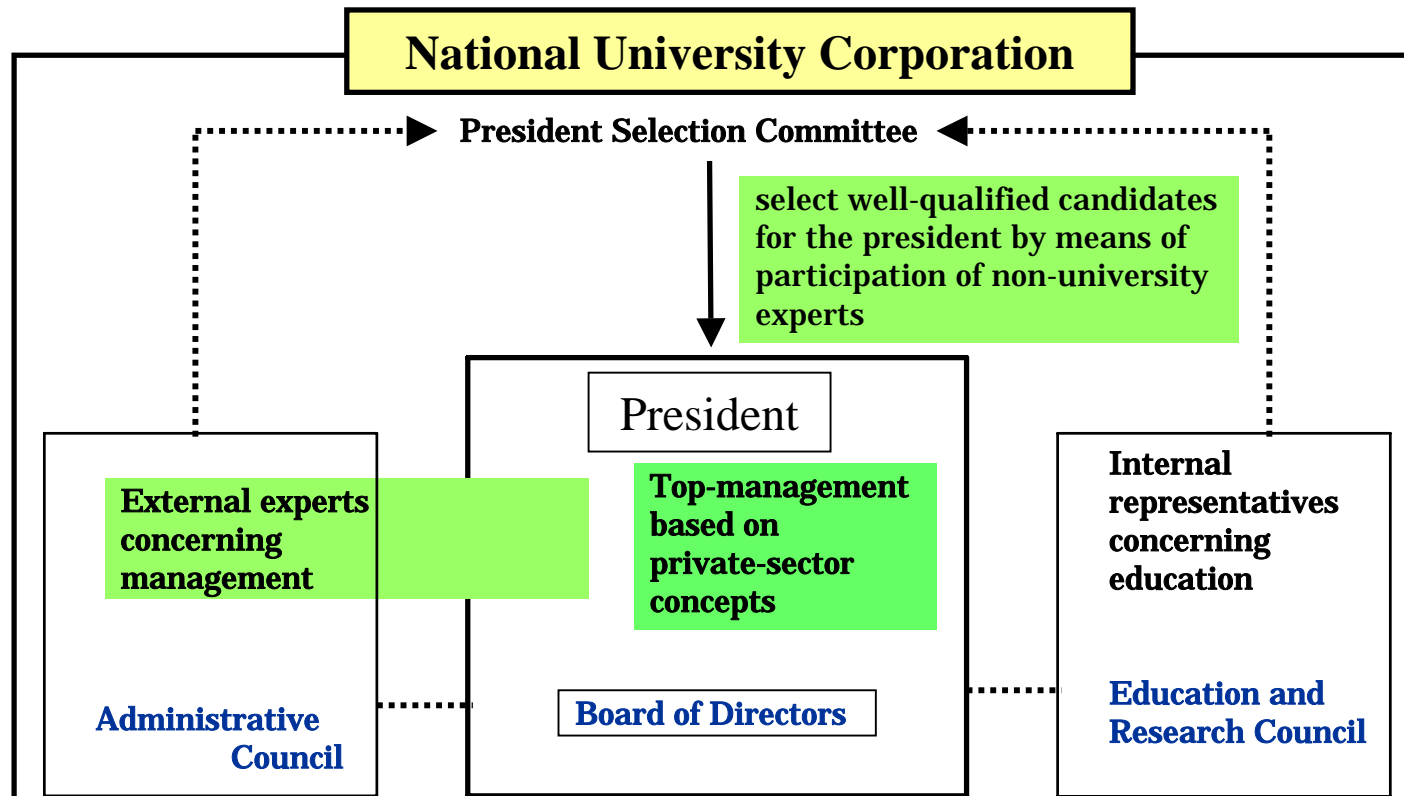
Disclosure of information and third-party evaluation

More autonomy and independence of universities show to active management

results of third-party evaluation will be reflected on allocation of resources



The recruitment and promotion of clerical personnel, including management personnel shall be managed by the university president



Non-civil servant type as the status of personnel

A diverse and flexible personnel system
Promote cooperation with the industrial field
Adoption of foreigners as directors

Transformation of National Universities to National University Corporations in April 2004

- Substantial delegation from the Minister of Education, Culture, Sports, Science and Technology to university presidents
- Expanded authority of university presidents
- Ability to leverage each university's unique strengths
- Accelerated decision making by the board of directors
- Expectation for universities' self-reform by applying external advice
- Hiring of dedicated administrative staff, allowing professors to focus on instructor development and research activities
- Formulation of middle-term business plans and goals
- **Building unique strengths of each university**
- **Enhancing the quality of education and research**

Issues with Management and Operation of Conventional Universities

- Time-consuming decision making process due to the prerequisite consensus among faculty members
- University Council functioning merely as a coordinator among different departments of the university
- Lack of ability to formulate overall and university-wide plans
- No mechanism to reflect the inputs of external stakeholders

Changing Environment for Universities in Japan

- Decline in the youth population
- Increase in mature-aged generation
- Need for graduates having talents with practical skills
- Need for skill enhancement (refreshing course) for working professional company persons
- Need for educational programs to support business persons working in an international area
- Need for contribution to world peace and welfare of mankind

Various Roles of Universities in Creating Knowledge to Bolster National Strength

- Research and development centers
- Venture incubation centers
- Educational centers to develop future leaders of the society
- Academic and cultural centers meeting the expectations of the public

Need for Enhanced Infrastructure of University Management

- Securing and growing self-generated revenues
- Introduction of external funding
- Balancing revenues with expenditures
- Natural selection process of universities is inevitable

Third Party's Review and Social Accountability

- Information disclosure
- Public accountability
- Social contribution
- Activities of university are effective and useful ?

Highlights of T U A T Middle-term Plans and Goals

(to be continued)

(A) Building unique advantages of the university and promoting the mobilization of human resources

- Enhancement of the department of veterinary medicine
- Reinforcement of the Center of Higher Educational Development
- Establishment of professional graduate schools
- Promotion of international alliances and partnerships

(B) Focus on graduate programs = Qualitative improvement

- Acquisition of external funding
- Partnerships with local communities
- Establishment of T L O and V B L

Highlights of TUAT Middle-term Plans and Goals (continued)

(C) Social Contribution

- USR (University Social Responsibility)
Environment • Human Rights • Management • Ethics

(D) Improvement of Business Infrastructure

- Acquisition of more external funding
- Expansion of self-generated revenues
- Improvement of business administration and balance
between key factors

(E) Promotion of Public Relations

Building Unique Advantages in Pedagogy

- Focusing on graduate programs
- Established the Center for Higher Educational Development as a vehicle for university-wide, strategic and pedagogical planning
- Emphasizing consistency between undergraduate and graduate programs
- Developing students with leadership on the COE projects
- Inviting successful entrepreneurs to give lectures and directions for students
- Inviting prominent scholars/experts from overseas for ad-hoc lectures
- Planning to establish professional (MOT, risk management) graduate schools
- Expanding the scope and quality of the department of veterinary medicine

Plans realized after National University Corporation was Established

3% of total staff was transferred to promote the university activities

- **The Center of Higher Educational Development : 5**
- **Department of Veterinary Medicine : 11 (Total 36)**
- **Professional (MOT, risk management) Graduate Schools : 5 (Total 17)**

Director of private company was assigned as a full time vice president.