Corporatization of National Universities in Japan

Canada-Japan Roundtable
Session 6
September 23, 2004
At York University, Toronto

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Disclosure of information and third-party evaluation

More autonomy and independence of universities show to active management

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

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

National University Corporation

President

President Selection Committee

select well-qualified candidates for the president by means of participation of non-university experts

External experts concerning management

Administrative Council

Top-management based on private-sector concepts

Board of Directors

Internal representatives concerning education

Education and Research Council

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 TUAT 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 TLO and VBL
(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.