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Strategic Fund for Establishing International Headquarters in Universities
(Development of methods for internationalizing the research environment in Japan)

Innovative Models for Developing International Activity in Japanese Universities (Interim Report)

April 2007

Japan Society for the Promotion of Science (JSPS)



I. Outline of the Program

1. Background -The need for an institutionally organized approach to internationalization in Japanese universities-

(1) Global higher education trends - particularly in the EU -

Under the EHEA (European Higher Education Area) and ERA (European Research Area) frameworks, universities in the EU are developing initiatives to facilitate the mobility of students and researchers and to optimize the attractiveness of their programs. Against this backdrop, it is becoming increasingly important for universities throughout the world to establish partnerships of genuine quality and to develop linkages internationally.

(3) Internationalization in response to global issues

Problems common to the entire global community, such as the environment and health care, are increasing in number and gravity. It is imperative that research addressing these problems is conducted in a framework of cross-border collaboration. Growing expectations are being placed on universities to use their knowledge assets in contexts of international cooperation.

(2) Internationalization within Japan's S&T strategy

The Japanese government's third Science and Technology Basic Plan calls for moves to enhance both the diversity and the standard of research conducted in Japan, by fostering world-class personnel and hosting outstanding researchers from other nations. The Plan underlines the need to support the organizational restructuring of universities to better attune them to these tasks.

(4) Internationalization as a key theme in Japanese university reform

Japanese universities are undergoing a process of reform to prepare them for increasingly intense inter-university competition generated by developments such as the incorporation of national universities and the onset of an era in which the number of undergraduate places will equal or exceed the number of would-be university students in Japan. The reform process calls for deployment of an organized approach to university internationalization that will play an instrumental role in both sustaining and bolstering the dynamism of universities and in revamping their management structures.

The need for an institutionally organized and proactive approach to international strategy

(Conventional approach)

International activities tend to be dependent on individuals within the university organization.

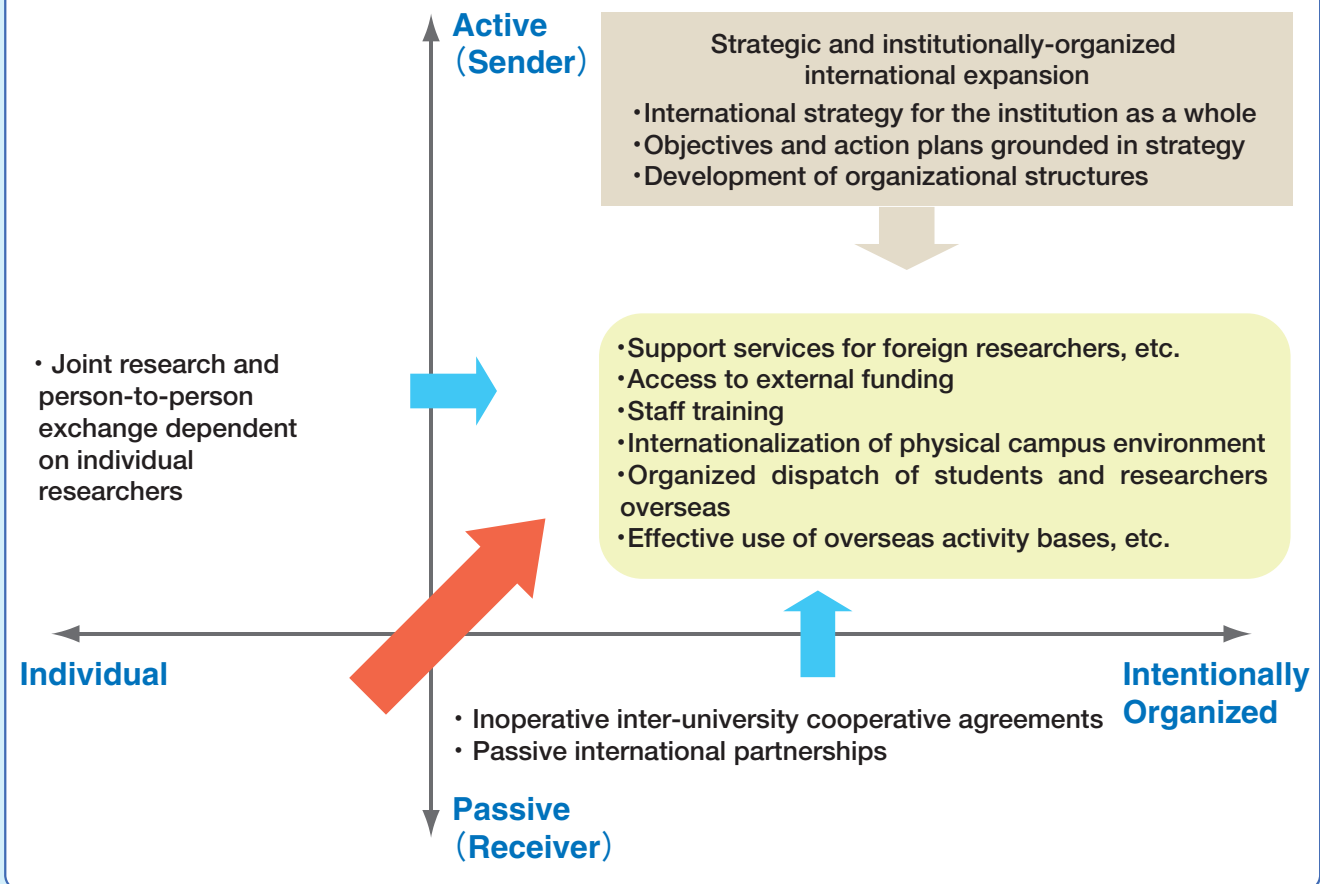


To make activities more efficient and effective requires...

- Provision of an environment for the acceptance of foreign researchers, including one-stop service points and accommodation support
- Access to external funding sources
- Structured training for staff engaged in international activities
- Dispatch of young Japanese researchers to overseas destinations
- Development and active use of overseas activity bases, etc.

These tasks must be pursued in a strategic and organized manner, through the formulation of an international strategy for the entire university grounded in an institution-wide organizational framework.

Figure I —1—1 International Expansion in Universities (concept diagram)



2. Description of the program

Aim

The program aims to assist each of the 20 pilot institutions selected by Japan's Ministry of Education, Culture, Sports, Science and Technology (MEXT) to develop an “international strategy headquarters”, a cross-organizational structure that reflects the particular characteristics of the institution in question, and to support the pursuit of an institution-wide, organized international agenda through formulation of an explicit international strategy accompanied by organic collaboration between different arms of the institution. The program also aims to develop leading models for international strategy that will encourage universities other than those selected to apply their own creativity and ingenuity to consideration of new approaches to international strategy.

Project Budget ¥500 million per year

Implementation Period FY 2005 to FY 2009

Implementation Process

Program implementation was commissioned to both the Japan Society for the Promotion of Science (JSPS) and the Japan International Science and Technology Exchange Center (JISTEC). JSPS and JISTEC re-commission specific activities to each of the selected institutions (with funding of ¥10 million to ¥40 million per institution per year).

The Role of JSPS

JSPS performs comprehensive analysis of the activities of the pilot institutions, extracting examples of best practice to develop models for university internationalization and disseminating these outcomes to universities other than those selected under the program.

The 20 pilot institutions

Institution Type	Institution Name	Name of International Strategy Headquarters
National University	Hokkaido University	Hokkaido University Initiative for Sustainable Development (HUISD)
National University	Tohoku University	Global Operations Centre
National University	The University of Tokyo	Division for International Relations
National University	Tokyo University of Foreign Studies	Office for International Academic Strategy (OFIAS)
National University	Tokyo Institute of Technology	International Planning Office
National University	Hitotsubashi University	International Strategy Headquarters
National University	Niigata University	International Academic Support Office (IASO)
National University	Nagoya University	Nagoya University International Exchange and Cooperation Headquarters
National University	Kyoto University	The Organization for the Promotion of International Relations (OPIR)
National University	Osaka University	International Affairs Board
National University	Kobe University	Office for the Promotion of International Exchange, Kobe University (OPIE-KU)
National University	Tottori University	Headquarters for Planning and Promoting International Strategies
National University	Hiroshima University	International Strategy Head Office
National University	Kyushu University	Organization for the Planning and Coordination of International Affairs
National University	Nagasaki University	Center for International Collaborative Research, Nagasaki University (CICORN)
Prefectural University	The University of Aizu	Center for Strategy of International Programs (CSIP)
Private University	Keio University	Organization for Global Initiatives
Private University	Tokai University Kyushu Tokai University Hokkaido Tokai University	Head Office of International Affairs, Tokai University (HIAT)
Private University	Waseda University	Office of International Research Promotion (IRP)
Inter-University Research Institute	National Institutes of Natural Sciences	International Strategy Headquarters

Japan Society for the Promotion of Science (JSPS)/Japan International Science and Technology Exchange Center (JISTEC)

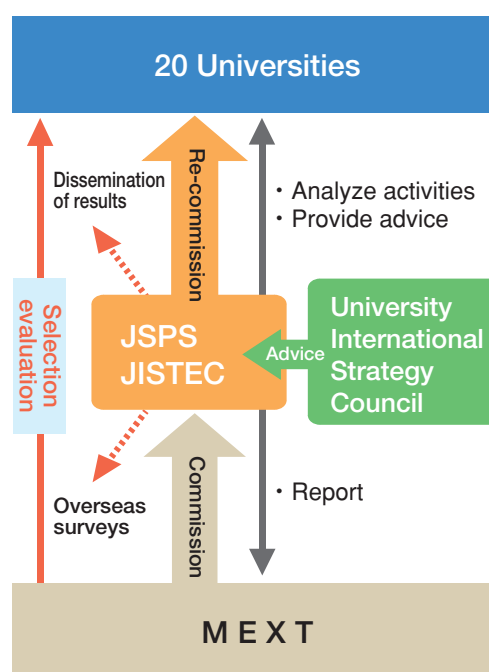
- Develop strategic models for university internationalization
- Provide advice on internationalization activities to pilot universities
- Disseminate results

University International Strategy Council (Chair: Tsutomu Kimura, President, National Institution for Academic Degrees and University Evaluation)

- Provide advice regarding the project as a whole

Ministry of Education, Culture, Sports, Science and Technology (MEXT)

- Select the pilot universities
- Conduct interim and post-project evaluations



Scheme for program implementation

II. Method for Developing Models

1. Identifying themes for analysis

Incorporating approaches such as those in Furushiro *et al.* (2006) *Developing Evaluation Criteria to Assess the Internationalization of Universities* and the analyses of university internationalization conducted by government-related bodies in European nations, JSPS has formulated the following themes for analysis to identify best practice in the pilot institutions.

JSPS Nine themes of analysis for best practice

1. Organization and governance
2. Goal setting, action plans, and evaluation systems
3. Attracting external funds for international education and research
4. Participation in international partnerships and consortiums
5. Expansion of international activities based on specific transnational research projects
6. Training and securing administrative personnel
7. Improving of services and support for foreign researchers
8. Expanding overseas study and research opportunities for young Japanese researchers
9. Establishing and operating overseas bases



<http://www.u-kokusen.jp/>

2. Surveying the activities of pilot institutions

(1) Meetings with each pilot institution

Meetings to exchange opinions were held annually with each pilot institution (90 minutes per institution). Additional opportunities to exchange opinions were provided on request.

(2) Site visits

Site visits were arranged at the following institutions to ascertain progress and exchange opinions with those concerned.
Hiroshima University Kobe University Osaka University Tokyo Institute of Technology

(3) Information on the “international strategy headquarters” website of each institution

Information on activities was obtained from websites for the “international strategy headquarters” at each pilot institution. In addition, JSPS and JISTEC have jointly established a dedicated website for this program (see image above right). The website provides useful information for Japanese universities pursuing internationalization initiatives, such as updates on the pilot institutions' activities, JSPS research papers on university internationalization, and reports on universities and academic trends throughout the world filed by JSPS overseas offices.

(4) Public symposiums

FY 2005 - First Symposium

Title: “Universities' International Strategies
- Toward Strategic and Institutionally Organized Internationalization”
Date & Time: Monday, January 30, 2006 from 10:00 a.m. to 4:50 p.m.

FY 2006 - Second Symposium

Title: “Universities' Internationalization Strategies
- Overseas Offices and Staff Training”
Date & Time: Wednesday, November 15, 2006 from 1:30 p.m. to 5:10 p.m.



JSPS President Motoyuki Ono addresses a Symposium

3. Methods of analysis

(1) Theme-based analysis

Discussion of each of the above nine themes for analysis for best practice is organized around the following points:

- (i) Trends and issues
- (ii) Notable activities
- (iii) Analysis and recommendations.

(2) Scope of analysis

The primary subject of this report is activities carried out by the pilot institutions in the first two years of the program's operation. In addition, the following activities are also analyzed.

- Progressive initiatives for internationalization that commenced prior to the initiation of this program
- Activities that do not receive direct funding under this program
- A broad range of international activities in universities, in fields from education to research.

III. Theme-based Analysis

1. Organization and governance for international education and research

(1) Trends and issues

In order to advance international activity in a strategic manner, universities must achieve a transition from the conventional practice of dependence on individual members of the university community, to an organized, institution-wide approach. To date, however, this necessity has not been adequately reflected in moves to establish cross-organizational structures (headquarters) to promote internationalization in universities.

cf. Percentage of universities that have established headquarters:

national universities — 40.6%, public universities — 8.3%, private universities — 7.3%.

In FY2005, each of the pilot institutions established an “international strategy headquarters” reflecting its own institutional characteristics.

The pilot institutions' international strategy headquarters tend to:

- Be headed by the President or Vice President and composed of faculty and administrative staff from related divisions;
- Assume planning as their core function. In some cases they also possess implementation functions.

(2) Notable activities

Keio University: Mobilizing international activities under Presidential leadership

The initiative of Keio's President led to the establishment in 2005 of a new organizational unit charged with planning international activities at the university: the Organization for Global Initiatives (OGI). The unit's operational functions are conducted by the OGI Office. OGI provides leadership for the entire university in leveraging international initiatives, through activities including the strategic formation of partnerships with overseas universities and prompt and efficient promotional activities abroad. In order to facilitate smooth information sharing between different divisions within the institution, every other month OGI convenes a meeting attended by the President, divisional heads and other executives. The meeting functions as a venue for each division to introduce cases of good practice in international activity, providing further stimulus to internationalization across the university.

Tokyo Institute of Technology: Development of a progressive action plan through collaboration between faculty and administrative staff

In 2003 this institution established an International Office, placing an emphasis on enabling both academic and administrative staff to collaborate in planning international initiatives. “Tokyo Tech's Strategy for Internationalization” was launched in the same year. To produce this strategy document, academics and administrators were divided into small groups to produce policy proposals and prioritize them.

(3) Analysis and recommendations

- It is vital to gain institution-wide consensus for international initiatives
- International strategy headquarters should be attuned to the characteristics of each institution (in terms of both type and functions)
- Various divisions involved in internationalization must cooperate and unify their approaches
- It is important to develop systems for collaboration between academic and administrative staff and enhance their awareness of international issues
- More effort is needed to align the functions of international strategy headquarters with those of individual divisions and departments

Table III—1—1 Types of international strategy headquarters

Type	Function emphasized
Specific projects type	Direct support for international activities of a specific division or department
Headquarters initiative type	Strategic international initiatives are formulated swiftly under the leadership of the headquarters
Central control type	Centralized planning and progress management for the institution as a whole
Departmental support type	Backup for international activities in each division or department

2. Goal setting, action plans and evaluation systems

(1) Trends and issues

In most universities, it is not clear in which direction internationalization should proceed. Evaluation structures also remain underdeveloped.

cf. Institutions that possess a clear mission / vision for internationalization:

20.1% overall (40.6% of national universities, 14.6% of public universities, 16.0% of private universities)

Institutions that have evaluation structures / systems in place:

8.8% overall (21.9% of national universities, 6.3% of public universities, 4.5% of private universities)

(2) Notable activities

Nagoya University: Setting goals and developing an evaluation system utilizing the university's own consortium

The “Nagoya University Internationalization Strategic Plan” was established in December 2005, drawing on a model from the University of Melbourne. The Plan outlines an action plan directed towards the achievement of specific goals. In the future, Nagoya University plans to revise its international strategies by reference to advice solicited from fellow members of “Academic Consortium (AC21)”, an international network formed in 2002 following a proposal by Nagoya University itself. The University will also implement benchmarking activities with other AC21 members.

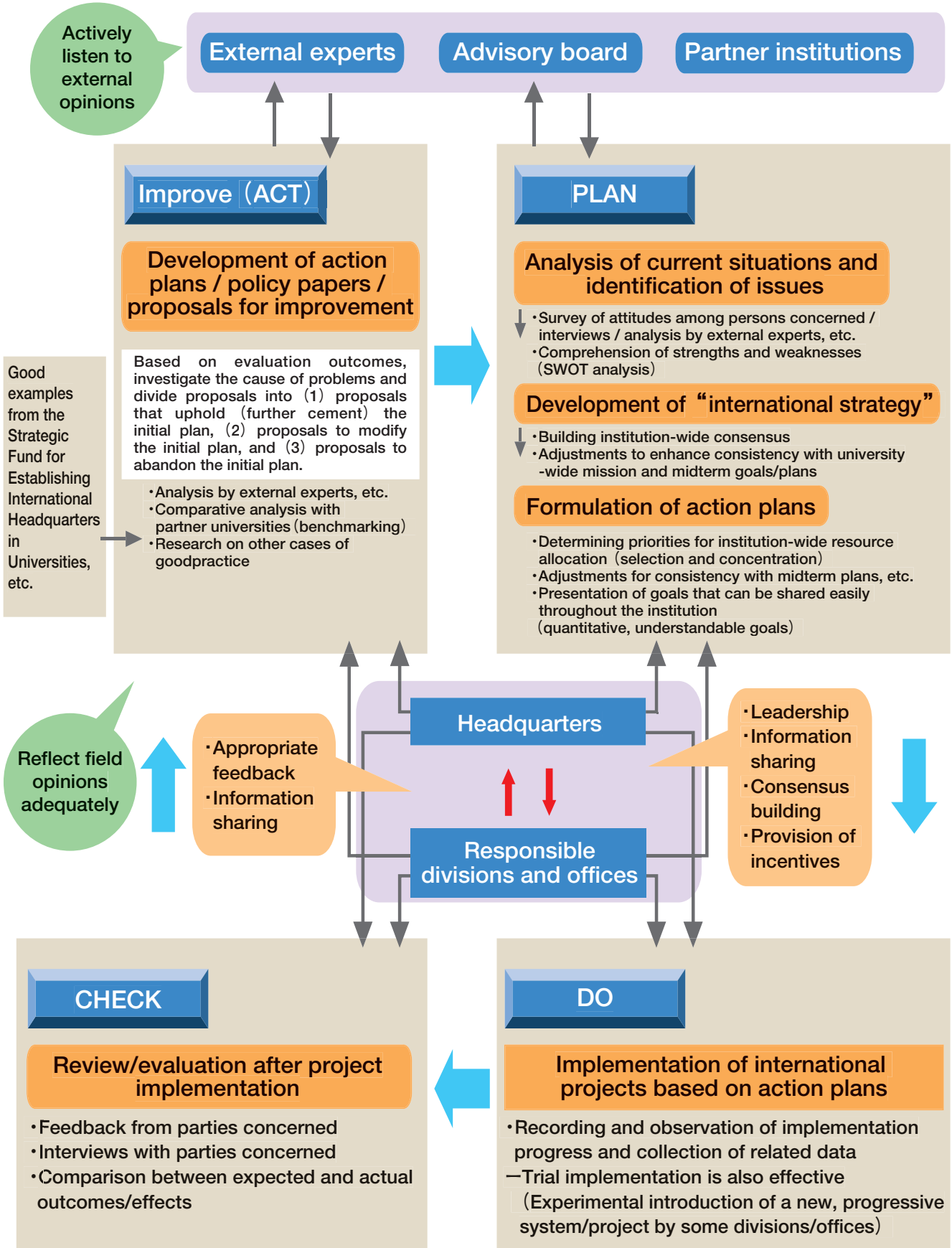
Hiroshima University: Application of SWOT by analysis an overseas expert

In 2002, Hiroshima University invited Mr. Bob Goddard, Director of International Relations for the Australian Vice-Chancellors' Committee and Pro Vice-Chancellor of La Trobe University, to employ SWOT analysis methods to assess the university's current position in regards to internationalization. Mr. Goddard produced 33 recommendations for strengthening the university's international competitiveness. These were used as the basis for the “Hiroshima University Internationalization Strategy”, instituted in 2003 and subsequently revised and released in 2005 as the “New Hiroshima University International Strategy”.

(3) Analysis and recommendations

- The first step to instituting a strategy and action plan is to gain an understanding of one's present situation and identify problem areas
- It is important to ensure shared understanding of international strategy across the institution
- The opinions of experts and related parties should be sought from outside the institution

Figure III—2—3 PDCA cycle for university internationalization



3. Attracting external funds for international education and research

(1) Trends and issues

Incorporation of national universities (in 2004)

→ Most universities obliged to attract funding from external sources and diversify their revenue bases

Recent trends

- Emphasis given to “internationality” in various funding programs
e.g. Global COE Program
World Premier International Research Center Initiative
(Both implemented from FY2007)
- Incorporation of national universities
→ Now possible for universities to submit tenders and receive orders for projects administered by aid organizations (such as the Japan International Cooperation Agency)

(2) Notable activities

Hitotsubashi University: Accessing EU funding as a hub for research on the EU

One of several European Commission projects for strengthening collaborative and cooperative relationships with other countries and regions, the “EU Institute” initiative supports the establishment of centers for high-level academic research on European Union issues in locations outside the EU area. Hitotsubashi University has established the EU Institute in Japan, Tokyo (EUIJ Tokyo) together with International Christian University, Tokyo University of Foreign Studies, and Tsuda College. Leveraging funds provided by the EU, EUIJ Tokyo is engaged in research, education and dissemination of information on EU issues.

(3) Analysis and recommendations

- Institutions should address the trend among funding providers to place increased emphasis on organized collaborative relationships
- There is heightened recognition of the potential to utilize universities' knowledge assets in the field of official development assistance
- Systems and structures for attracting external funding must be developed further, by:
 - Gaining a better grasp of the range of educational and research activities pursued within the institution
 - Obtaining information on funding sources both within Japan and overseas
 - Adopting a strategic approach to grant applications

4. Participation in international partnerships and consortiums

(1) Trends and issues

Collaborative activity between universities across national borders has expanded rapidly in recent years.

cf. Number of interuniversity partnership agreements held by universities in Japan:

As of 1990: 2997 agreements → As of 2004: 11,292 agreements

Another worldwide trend has emerged recently: the formation of consortium-style collaborative bodies bringing together two or more different universities. More and more competitive funding schemes are now targeting such bodies, and instances of affiliation and participation from within Japan are also growing, as this country's universities seek to use consortiums to gain leverage for growth internationally.

(2) Notable activities

The University of Tokyo: Enhancement of international presence through participation in consortiums

The University of Tokyo participates in the Association of East Asian Research Universities (AEARU), the Association of Pacific Rim Universities (APRU), the International Alliance of Research Universities (IARU) and other international consortiums composed primarily of flagship universities in each country. Through active involvement in and contribution to these bodies, the university is working to enhance its presence on the international stage.

(3) Analysis and recommendations

- Universities can make active use of consortiums in various fields of activity:
 - Enhancing international prestige / presence
 - Strengthening the foundation for effective and efficient international expansion
 - Developing distinctive institutional character
 - Facilitating access to funding
 - Stimulating joint research activity
(worldwide shift in funding allocation: from individual to organization-oriented)
- It is important to apply a strategic perspective to the development of partnerships internationally
- Universities must address the issue of how to sustain consortium activities and secure funds for their management = An adequate grasp of departmental activity must be maintained

5. Expansion of international activities based on specific transnational research projects

(1) Trends and issues

This strategy involves focusing on an institution's existing research strengths and providing priority support for the international development of these strengths, through the international strategy headquarters and active use of external funds and overseas bases. The expertise acquired through this experience is then applied to initiatives in other parts of the institution.

(2) Notable activities

Nagasaki University: Strategic acquisition of external funds and development of an international activity base founded on core fields of expertise

Nagasaki University's Center for International Collaborative Research provides comprehensive support for international activities connected primarily to the university's chief research strengths - the fields of "tropical and infectious diseases", "radiation medical science" and "marine environment and biological resources". This support encompasses tasks such as obtaining funding and financial administration for research projects. Selection under the 21st Century COE Program and the "Program of Founding Research Centers for Emerging and Reemerging Infectious Diseases" led to the establishment of new bases in Kenya in 2005 and Vietnam in 2006.

National Institutes of Natural Sciences (NINS): Creation of an trans-disciplinary international community utilizing institutional characteristics

NINS is now considering the development of an "in-residence international joint research scheme" under which researchers in various disciplines from around the world would gather at NINS and engage in discussion and debate, with a view to creating new research fields and re-establishing the ideal of academism.

Niigata University: Identifying and providing priority support for internationally competitive research projects within the university

Niigata University's approach is to use its HQ for Global Strategy, established in 2005, to identify in-house research resources with the potential for development into international-standard academic research, launch cross-university pilot projects, and focus support on the projects through an International Academic Support Office. The current keyword for this initiative is GIS (Geographical Information Systems), with international projects encompassing the fields of medicine, urban engineering and disaster recovery.

Hokkaido University: Aiming to create an international research "brand" in the field of sustainable development

Hokkaido University Initiative for Sustainable Development, established in 2005, selects in-house research projects that have produced results in the five characteristic research fields related to "sustainable development": (1) global warming; (2) integrated water management; (3) establishment of a recycling-oriented global community; (4) stable procurement of food and forest resources; and (5) measures against infectious disease. Organic linkages are developed between the projects, and focused support is provided for them.

(3) Analysis and recommendations

- Related divisions work in cooperation on the understanding that "research strategy" = "international strategy"
- Schemes can be developed to apply the gained expertise to activities in other fields
- May be a viable option for internationalization in small- and medium-scale universities

6. Training and securing administrative personnel

(1) Trends and issues

“International” issues are now becoming part and parcel of all areas of university operation. Administrative staff members must develop an international viewpoint and the capacity to resolve problems encompassing international elements.

The kind of administrative personnel required by universities (Yamamoto 2006) :

“Personnel who have advanced expertise and can utilize it practically, or can exercise leadership based on that expertise” = Professionals

Figure III-6-2 Abilities required of university administrative staff involved in international activities and types of personnel corresponding to those abilities

Source: Adapted by JSPS from “Abilities required of university administrative staff and types of personnel corresponding to those abilities” (Yamamoto, 2006)



(2) Notable activities

Kobe University: Formulation of a specialist career path

Kobe University is planning to establish a specialist career path (to be known as “International Exchange Coordinator”) for personnel in charge of international planning, and is preparing to implement an internal recruitment system for this career path from FY 2008. The university has also begun to investigate possibilities for personnel exchange among universities in the Kansai area.

Tokyo University of Foreign Studies: Active use of current students

Taking advantage of its status as a foreign language university, Tokyo University of Foreign Studies places student interns in charge of selected areas of international exchange operations. As well as providing the interns with work experience before graduation, this system offers a means for expanding students’ horizons in regards to career choices.

(3) Analysis and recommendations

- A fully developed system of staff training and OJT is essential
 - Utilizing international consortiums and activity bases overseas
 - Employing training opportunities transcending national/public/private groupings (JSPS's International Academic Exchange Training)
- External human resources should be harnessed
 - Personnel with experience working in private companies, international organizations, etc.
 - Graduate students and foreign students from within the university
- Focused career paths must be developed
 - Promotion to “specialist” positions, provision of incentives

7. Improving of services and support for foreign researchers

(1) Trends and issues

The number of foreign researchers accepted by Japanese universities has remained almost unchanged over the past few years. The situation is characterized by a gradual increase in intakes of short-stay researchers (less than 30 days' residence in Japan), juxtaposed with lack of growth in the number of long-term stays.

cf. Number of foreign researchers accepted by Japanese institutions in 2004

Total: 31,408 (long-term: 13,338, short-term: 18,070)

Moreover, the proportion of foreign faculty members and graduate students remains low. A comparison clearly reveals the extent of disparity between Japan and other nations.

cf. Proportion of foreign faculty members

Japan: 3.6% United States: 19.3% United Kingdom: 17.6%

Proportion of foreign graduate students

Japan: 12.5% United Kingdom: 26.5% France: 25.3%

(2) Notable activities

Tohoku University: Securing accommodation through the PFI approach

Under the framework of the Private Finance Initiative (PFI) Law and specifically the BTO (Build-Transfer-Operation) approach, in March 2007 Tohoku University opened an accommodation facility for mixed occupancy by both foreign and Japanese students.

Kyoto University: Producing a handbook for foreign researchers

In 2006 Kyoto University published the Handbook for International Researchers, a guide to daily life for foreign researchers at the university. The handbook is distributed to researchers through each department.

Osaka University: Launching a comprehensive website to support foreign researchers and students

The university manages the "GCN Osaka" website, dedicated to provision of information for foreign researchers and students. Topics addressed on the site include health care, accommodation, visas and Japanese language study.

Waseda University: Enhancing research-related aspects of support for foreign researchers

In order to enhance foreign researchers' access to research funding, Waseda University has translated around 80% of internal research fund information into English and posted the information on its internal website. The university has also worked to standardize English translations of terms related to research support, and compiled these terms into an online glossary. Plans are in place to produce the university's regulations on research ethics issues in English.

The University of Aizu: Developing a foreign faculty member support system with specialist staff

Foreign faculty members are recruited actively at this university: as of 2006, around 40% of its overall faculty population was non-Japanese. The university appoints staff to specialist positions of "Foreign Personnel Advisor" and "Interpreter/Translator" as part of its efforts to implement a range of support services and develop an environment conducive to intake of foreign faculty.

(3) Analysis and recommendations

- University-wide goal setting and resource input is important
- Organic linkage with other institutions is an effective means to expand and enhance intake opportunities
- Securing accommodation is an urgent issue
 - Wholesale leasing of private accommodation facilities, provision of accommodation using the PFI approach
 - Introducing an institutional guarantor system
- Institutions should cooperate with municipalities to improve intake environments
- It is important to develop shared understandings with foreign researchers
 - e.g. implementing questionnaire surveys, holding get-togethers
- Establishment of a one-stop service point is an effective means of providing support for everyday life
- Effective use can be made of websites to provide various forms of information
- Access to research funds must be improved

8. Expanding overseas study and research opportunities for young Japanese researchers

(1) Trends and issues

In order to foster the capacity to function actively in the international arena, researchers must be given the opportunity to polish their skills overseas at an early stage in their careers.

- cf. • 37% of Japan's top researchers with high global citation rankings have experience working overseas.
- The majority of researchers with postdoctoral experience undertook their postdoctoral appointments overseas.

Recent trends

The overall number of researchers posted overseas is growing steadily. However, the number of long-term postings is tending to remain static or decrease.

- cf. Number of researchers posted overseas (2004)
Total: 125,164 (long-term - 119,761; short-term - 5,403)

Similarly, outbound study abroad programs in universities center on the undergraduate level. Sufficient moves have not yet been made to establish organized outbound programs for graduate students.

(2) Notable activities

Kyushu University: Overseas experience program utilizing donations from foreign alumni

Using funds donated by a foreign alumnus of Kyushu University who went on to achieve success in the United States, the university launched an entrepreneur education program (“Kyushu University - Robert Huang Entrepreneurship Program”) in 2006. Current students of the university are sent to Silicon Valley on the program, which is implemented with the support of the Kyushu University California Office.

Tokai University: Development of a traveler tracking system

As part of its risk management strategies, Tokai University has developed a system for tracking the movements of students and staff while overseas. Trial operation of the system began in FY 2007.

(3) Analysis and recommendations

- Strategic, organized overseas study programs must be developed
 - e.g. • Collaborating with quality partners to establish attractive programs
 - Setting concrete numerical targets for outbound programs
- Universities need to address the issue of developing risk management systems for overseas outbound programs
- Overseas activity bases should be used effectively for outbound programs
- National-level initiatives to expand opportunities for overseas experience must be enhanced

Initiative in three countries

NSF (United States)	Partnerships for International Research and Education (PIRE)
EU	Marie Curie Actions / Initial Training Program
JSPS (Japan)	International Training Program (ITP) for young researchers (new initiative from FY 2007)

9. Establishing and operating overseas bases

(1) Trends and issues

Establishment of overseas bases

There has been a dramatic increase in the number of Japanese universities establishing overseas bases or offices in the past few years.

As of October 2004, 64 universities had established a total of 170 bases.

cf. Distribution by region

Asia	51.2%	Africa	5.9%
North America	21.8%	Oceania	1.8%
Europe	18.8%	Central and South America	0.6%

The role of overseas bases

National universities: Tend to emphasize “support for joint research”.

Private universities: Tend to emphasize “support for educational activities”

Also anticipate “comprehensive support functions”.

(2) Notable activities

Tottori University: Utilizing an overseas base as a training site for young researchers - including current students - and staff

Tottori University is pursuing an institution-wide international initiative under the common theme of “prevention of desertification”. In October 2005, the university opened a center in Mexico, the field site for its research on arid areas. As well as serving as a research hub, the center is effectively utilized as a site for training university personnel. In 2006, Japanese students and faculty members were dispatched to the center to participate in a overseas practical training program. Administrative staff members are also posted to the center to undergo training in on-site administration.

JUNBA: Enhancing university activity through cooperation among multiple bases in the same area

JUNBA (the Japanese University Network in the Bay Area) was launched in 2006 as a collaborative effort among Japanese universities with activity bases located in the vicinity of Silicon Valley in the United States. The network promotes cooperation for purposes including the further internationalization of Japanese universities and the pursuit of collaborative initiatives with industry. The center aims to show a united Japanese presence and expand its members’ initiatives in the local area. The JSPS San Francisco Office serves as the JUNBA secretariat.

(3) Analysis and recommendations

- Institutions must investigate possibilities for establishment and operation of efficient and functional activity bases overseas

Table III —9—2 Patterns for establishment of overseas bases

Type	Outline	Cost
Independent office	Establishing independent office premises	High ↑↓ Low
Joint office	Sharing an office with another institution	
Mutual office	Two or more institutions establishing a base at each others' premises	
Commission to individual	Commissioning simple functions to a (local) individual (without opening an office)	

One example of the joint office approach :

Using JSPS Overseas Offices

- University faculty and staff members can apply to use JSPS offices as a base, paying only actual expenses incurred
- Implemented from FY 2006

- It is also important to develop a comprehensive approach to the use of bases, assigning them several different functions
e.g. Research, education, human resource development, recruitment, promotion, etc.

- Universities must collaborate to enhance the overseas presence of “Japanese universities” as a whole, and support must be provided for these efforts
- National-level initiatives for university internationalization should be developed, as should cooperative linkages between related bodies

IV. Trends in University Internationalization outside Japan

1. Background

“University internationalization” is an important issue not only for Japan, but in other countries as well.

Figure IV-1-1 Importance of internationalization for higher education institutions

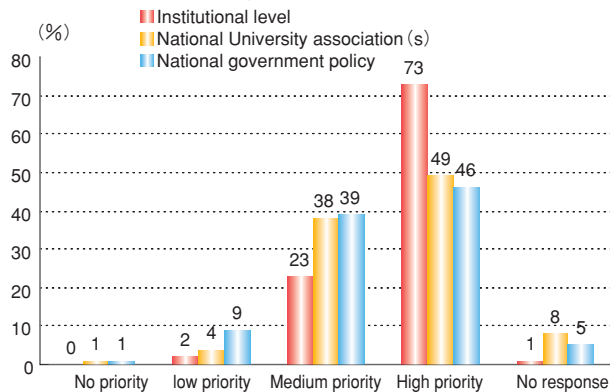
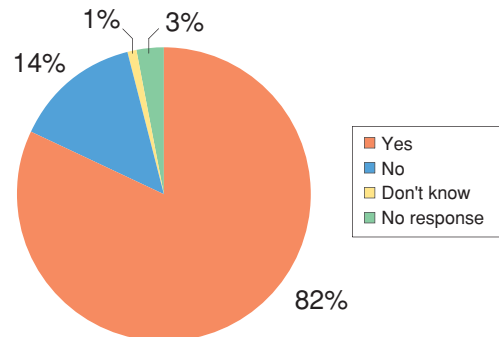


Figure IV-1-3 Existence of internationalization policy/strategy



Source : Knight, J. (2006) *Internationalization of Higher Education: New Directions, New Challenges*. 2005 IAU Global Survey Report, International

2. Overseas surveys

(1) Field survey at overseas universities (in France and the Netherlands)

Dates: February 12 to 19, 2006

In both countries, there was strong awareness of the urgent need to address the issue of “university internationalization” at both institutional and governmental levels, and many initiatives were in place to achieve this.

(2) Involvement in an OECD/SFRI Workshop

Under the auspices of the OECD Working Group on the Steering and Funding of Research Institutions (SFRI), a “Workshop on the International Mobility of Researchers” was held in March 2007 to explore possibilities for measures to activate a positive “Brain Circulation”. MEXT and JSPS introduced the Strategic Fund for Establishing International Headquarters in Universities program to Workshop participants from other countries, as a distinctive government-level initiative for enhancing the international mobility of researchers. Leading up to the Workshop, JSPS collaborated with MEXT to conduct an online survey of national and institutional policies and initiatives to promote researcher mobility in other countries.

(3) Information collection utilizing JSPS Overseas Offices

JSPS Overseas Offices gather information on university internationalization in the countries/regions in which they operate. This information is published on the program website.

Examples :

“The U.S. National Institutes of Health (NIH) research grants — conditions for award to foreign institutions” (JSPS Washington Office)

“Internationalization of higher education in the U.K.” (JSPS London Office)

“Provision of overseas research opportunities to graduate students (Princeton University)” (JSPS San Francisco Office)

“Alexander von Humboldt Foundation initiates the ‘International University’ contest in 2006” (JSPS Bonn Office)

“Report published by the Swedish National Agency for Higher Education on May 22, 2006” (JSPS Stockholm Office)

“Moves to re-integrate universities in France” (JSPS Strasbourg Office)

“European Higher Education Fairs (EHEF) held in Bangkok” (JSPS Bangkok office)



The “From JSPS Overseas Offices” section on the program website:

Report on “JUNBA The 1st Academia Summit and Symposium” (filed by JSPS San Francisco Office)

V. Conclusion

1. Relation between type of international strategy headquarters and each theme for analysis

This table examines which types of international strategy headquarters are most effective for which types of activities, as well as relationships across different themes for analysis.

TableV— 1 — 1 Relation between type of international strategy headquarters and each theme

Type	Features	2. Goal setting, action plans and evaluation systems	3. Attracting external funds for international education and research	4. Participation in international partnerships and consortiums	6. Training and securing administrative personnel	7. Improving of services and support for foreign researchers	8. Expanding overseas study and research opportunities for young Japanese researchers	9. Establishing and operating overseas bases	Maneuverability	Systematicness	Autonomy
I Specific projects type	Direct support for international activities of a specific division or department		◎	◎				○ (relevant aspect only)	◎		
II Headquarters initiative type	Strategic international initiatives formulated swiftly under the leadership of the headquarters		◎	◎	○	○	○	○	◎		
III Central control type	Centralized planning and progress management for the institution as a whole	◎	○	○	◎	◎	◎	○		◎	
IV Departmental support type	Backup for international activities in each division or department				○	○	○				◎

◎=Particularly effective / important ○=Effective / important

2. Interrelation between different themes

The different themes for analysis are interrelated: improvements made in any one area can activate initiatives in other areas as well.

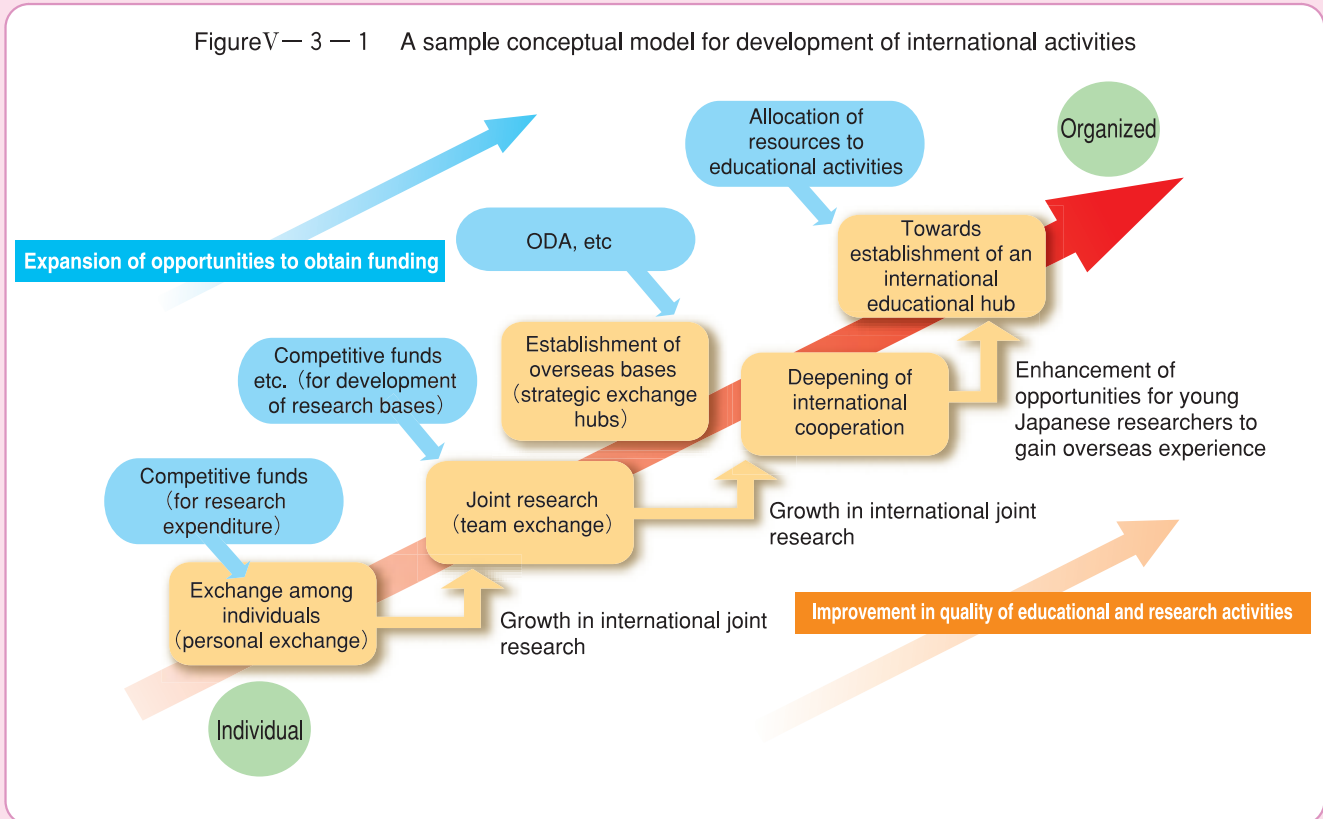
TableV— 2 — 1 Relationships between inbound/outbound movement of researchers and various themes

	Inbound (7.Improving of services and support for foreign researchers)	Outbound (8. Expanding overseas study and research opportunities for young Japanese researchers)
2.Goal setting, action plans, and evaluation systems	Assured approach to implementation founded on a plan for inbound and outbound movement across the institution	
3.Attracting external funds for international education and research	International contribution using international aid and cooperation-related funding (sending faculty members, receiving foreign students) , injection of external funds from overseas sources	
4.Participation in international partnerships and consortiums	Symposiums and seminars utilizing consortium-based relationships, faculty member and student exchange, joint research, joint educational programs	
6.Training and securing administrative personnel	Recruitment and development of personnel to provide support services for foreign researchers, etc.	Recruitment and development of personnel to engage in negotiations and conclusion of agreements with host institutions, etc.
9.Establishing and operating overseas bases	On-ground promotion and recruitment, predeparture orientation programs	Provision of research venues (bases for research) , contact and coordination with host institutions, onground support

3. Development of international activities through synergic effects

This figure uses the activities of the pilot institutions to examine the processes by which research exchange at the individual level can develop into organized international exchange for the university as a whole.

Figure V-3-1 A sample conceptual model for development of international activities



4. Issues for the future

Each of the pilot institutions has already initiated its own distinctive activities. Among the variety of different options presented in this interim report, this project will pursue the following activities from now on:

- Continue to develop of models for development of international activity in Japanese universities;
- Share information about university internationalization by hosting symposiums, etc.

Apart from the above, JSPS will provide comprehensive support for the further internationalization of Japanese universities through activities including:

- Shared use of JSPS Overseas Offices and implementation of international academic exchange training for university administrative staff;
- Support for universities' efforts to expand opportunities for young Japanese researchers to gain overseas experience, through the International Training Program (ITP) for young researchers.

Members of the University International Strategy Council, Japan Society for the Promotion of Science

Osamu Akagi	Councillor, Japan Student Services Organization
Toru Umakoshi	Professor, Graduate School of International Studies, J. F. Oberlin University
*Tsutomu Kimura	President, National Institution for Academic Degrees and University Evaluation
Terutaka Kuwahara	Deputy Director General and Director of the Science and Technology Foresight Center, National Institute of Science and Technology Policy
Hiroyuki Sakaki	Vice President and Professor, Toyota Technological Institute
Takeshi Sasaki	Professor, Faculty of Law, Gakushuin University
Junichi Mori	Professor, The International Center, Kyoto University
Shinichi Yamamoto	Professor, Research Institute for Higher Education, Hiroshima University
Yasushi Watanabe	Professor, Faculty of Environment and Information Studies, Keio University

As of April 2007. *Chairperson

Inquiries regarding this interim report should be directed to:

**Project Team for Supporting University Internationalization
(Research Cooperation Division I, International Program Department)
Japan Society for the Promotion of Science (JSPS)**

6 Ichibancho, Chiyoda-ku, Tokyo 102-8471, Japan

Telephone: +81-3-3263-1792 Fax: +81-3-3263-1673

E-mail: kokusen@jsps.go.jp

Strategic Fund for Establishing International Headquarters in Universities
(Development of methods for internationalizing the research environment in Japan)

**Innovative Models for Developing
International Activity in Japanese Universities
(Interim Report)**

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