

## V. Conclusions

## 1. Relationship between the types of international strategy headquarters and each theme

Chapter III discussed notable efforts according to each of the nine themes for analysis. In this chapter, we review what functions of international strategy headquarters are effective for what activities, and how the different themes are interrelated within the context of a single institution.

“1. Organization and governance” in Chapter III presented four types international strategy headquarters functions: “(1) specific projects”, “(2) headquarters initiative”, “(3) central control”, and “(4) departmental support”. Table V-1-1 represents an attempt to correlate these types with each of the nine themes for analysis, by tabulating the effectiveness/importance of each type in the context of each theme.

Types (1) and (2), “specific projects” and (2) “headquarters initiative”, offer superior maneuverability, making them effective in areas that require the exercise of prompt and appropriate judgment based on international trends, such as “3. Attracting external funds for international education and research” and “4. Participation in international partnerships and consortiums.”

On the other hand, the “central control” type (3) is effective for gradual improvement founded on an institution-wide plan. Only this type can yield success in “2. Goal setting, action plans, and evaluation systems”. Elements of the “central control” type will also be important to achieve steady improvement under “6. Training and securing administrative personnel”, “7. Improving services and support for foreign researchers”, and “8. Expanding overseas study and research opportunities for young Japanese researchers”, all of which are closely associated with cross-organizational resource allocation and long-term planning.

Type (4), “departmental support”, is an approach that respects the autonomy of each department. It can support efforts in “6. Training and securing administrative personnel”, “7. Improving services and support for foreign researchers”, and “8. Expanding overseas study and research opportunities for young Japanese researchers”, provided headquarters furnishes a list of support options for departments. This approach’s capacity for advance planning, however, is weak.

Table V-1-2 (shown at the end of the chapter) summarizes the characteristic features of each pilot institution’s activities up to April 2007 and the roles of their respective international strategy headquarters as classified tentatively by JSPS based on the categories described above. The type of headquarters operated by any one institution may change according to the nature of the institution’s activities in the future.

**Table V-1-1 Relationship 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	Mobility	Researcher	Academy
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 for multilateral activity 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

Naturally, the nine themes are interrelated: improvements in any one area can lead to positive feedback across the entire spectrum of activity. As an example of this in practice, the relationship between themes “7. Improving services and support for foreign researchers” and “8. Expanding overseas study and research opportunities for young Japanese researchers” – in other words, the relationship between efforts to accept researchers and efforts to dispatch researchers – is reviewed below as an example.

As shown in Table V-2-1, initiatives under each of the two themes will work to promote inbound and outbound movement of researchers. Higher levels of researcher mobility will, however, also generate a greater degree of international activity and in turn enhance the institution’s international profile – thus activating initiatives in other themes, namely “3. Attracting external funds for international education and research,” “4. Participation in international partnerships and consortiums,” and “6. Training and securing administrative personnel”.

**Table V-2-1 Relationships between inbound/outbound movement of researchers and various themes**

	Inbound (7. Improving services and support for intake of foreign researchers)	Outbound (8. Expanding opportunities for overseas experience for young Japanese researchers)
2. Goals 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	International contribution including international aid and cooperation-related funding (sending faculty members, receiving foreign students), injection of external funds from overseas sources	
4. Utilizing cross-border inter-university partnerships and consortiums	Symposiums and seminars utilizing consortium-based relationships, faculty member and student exchange, joint research, joint educational programs	
6. Training and recruiting 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. Developing and utilizing overseas activity bases	On-ground promotion and recruitment, pre-departure orientation programs	Provision of research venues (base for research), contact and coordination with host institutions, on-ground support

### 3. Development of international activity through synergic effects

By what processes can research exchange at the individual level develop into a solid, organized international exchange program? Figure V-3-1 presents a model for the development of international activity, by reference to initiatives in the 20 pilot institutions.

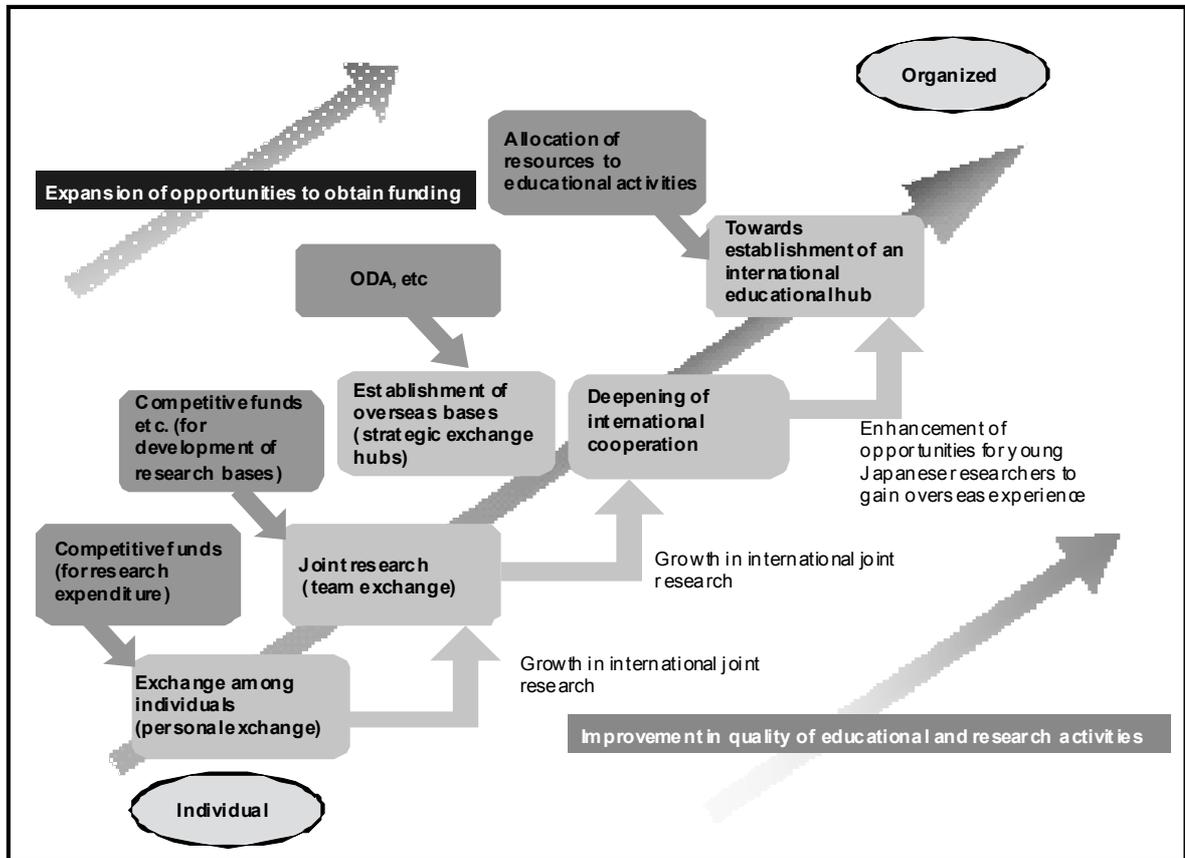
The origins of most international exchange programs lie in personal exchange between individual researchers. When both sides to the exchange are internationally competitive, such exchange often develops into a major team-based joint research initiative. In many cases, funding support for research bases needs to be attuned to possibilities for exchange and training among young researchers.

For some research projects, setting up a research base in the partner country may be effective, while others may feature an international cooperation approach. Development of on-ground research activities in the partner country will contribute to the development of that country's young researchers.

If the quality of international research collaboration improves and the research base develops a capacity to attract domestic and foreign researchers, it can also serve effectively as a first-rate international training site – a foundation for organized exchange in the field of education.

The quality of education and research activities will improve in a synergic manner in each stage of the process by which international activity develops, expanding opportunities to obtain external funds at the same time.

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



#### 4. Future challenges

As discussed above, there are many types of international strategies and each of the pilot institutions has already initiated its own distinctive activity profile. Because Japanese universities have only just begun to make organized efforts toward internationalization, it is too early to attempt analysis of outcomes at this stage. At the least, however, this report has been able to present a variety of options for universities developing international strategy. JSPS will continue to promote the development of models and work to analyze the outcomes of notable efforts discussed in this report. It will also be important to solicit reviews of internationalization initiatives in Japanese universities from foreign experts and persons associated with universities overseas.

According to the IAU survey of universities around the world described in Chapter IV, “lack of faculty interest and involvement” was often cited as an “impediment to university internationalization.” This suggests that building “internal consensus” is the most important issue for university internationalization, particularly for “internal internationalization”. Needless to say, the leadership of university presidents is important here, but it is also very worthwhile to encourage a wide range of faculty and administrative staff to learn more about the context in which Japanese universities

operate, the current state of their own institutions, and successful efforts being pursued by other institutions.

JSPS hopes to use symposiums and other forums to introduce Japanese universities' internationalization efforts to a wider audience, share information and provide opportunities for exchange of opinions.

As a new project for FY 2007, JSPS launched the "International Training Program (ITP)" to support Japanese universities' efforts to expand outgoing mobility opportunities for young researchers. It also initiated support for international activity by making JSPS Overseas Offices available for use by Japanese universities. From its perspective as a funding agency, JSPS aims to continue not only to engage in analysis of university internationalization but also to explore measures for providing more effective support for international activity in Japanese universities.

Table V-1-2 Characteristics of initiatives pursued by each of the 20 institutions selected for the “Strategic Fund for Establishing International Headquarters in Universities” Project

Note: “Type of international strategy headquarters” classifications have been developed by JSPS on a tentative basis, based on the characteristics of initiatives in each pilot institution up to April 2007. The classifications may change according to the nature of each institution’s activities in the future.

No.	Name of institution Name of international strategy headquarters (Headquarters URL)	Characteristics	Type of international strategy headquarters	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
1	Hokkaido University Hokkaido University Initiative for Sustainable Development (HUISD) ( <a href="http://www.hokudai.ac.jp/huisd/index.html">http://www.hokudai.ac.jp/huisd/index.html</a> )	Selecting internal research activities with a track record in five distinctive fields related to “sustainable development” (global warming, integrated water control, establishment of a global recycling-oriented society, securing food and forests stably, and measures against infectious diseases), developing organic linkages between them, and providing focused support for them.	Headquarters initiative type					• Aiming to create an international research “brand” in the field of sustainable development				
2	Tohoku University Global Operations Centre (GOC) ( <a href="http://www.bureau.tohoku.ac.jp/goc/top.html">http://www.bureau.tohoku.ac.jp/goc/top.html</a> )	Strategic efforts led by the GOC aimed to develop joint education programs at master’s course level. Effective utilization of external human resources to strengthen internal systems.	Headquarters initiative type							• Securing accommodation through PFI	• Concluding joint curriculum (double degree) agreements with three leading institutions in the world over a year and a half under the initiative of headquarters	
3	University of Tokyo Division for International Relations ( <a href="http://dir.u-tokyo.ac.jp/">http://dir.u-tokyo.ac.jp/</a> )	Aiming to enhance international presence by participating in international consortiums centering on flagship universities in each country and actively engaging in and contributing to consortium activities. Emphasis on enhancement of comprehensive abilities of administrative personnel, including the ability to handle international operations.	Central control type /Departmental support type				• Enhancement of international presence using consortiums		• Comprehensive enhancement of personnel quality	• Collaborating with private enterprise to establish a fund for intake of talented Chinese students • Initiating a trial one-stop service at a single campus		
4	Tokyo University of Foreign Studies Office for International Academic Strategy ( <a href="http://www.tufs.ac.jp/common/is/kenkyu/ofias-j.html">http://www.tufs.ac.jp/common/is/kenkyu/ofias-j.html</a> )	Created one of the world’s few international consortiums in the field of humanities and social sciences under the initiative of headquarters. The only Japanese university operating a base in the Middle East. Aiming to make the base available widely to researchers at home and abroad. Active utilizing current students in university international exchange services.	Headquarters initiative type				• Establishment of an international consortium under the initiative of headquarters		• Active use of current students	• Developing manuals and guidebooks to support foreign researchers and students • Creating a network through effective involvement of former foreign staff, associates and students	• Overseas risk management training	• Japan’s representative base in the Middle East
5	Tokyo Institute of Technology International Office, Tokyo Tech ( <a href="http://www.ipo.titech.ac.jp/">http://www.ipo.titech.ac.jp/</a> )	Took the lead in creating a full-scale policy paper and action plan before the start of this Project. Places emphasis on systems for faculty and staff to discuss issues together. Promotes development of international awareness among the faculty and administrative staff under the leadership of the President. Headquarters initiative type	Headquarters initiative type	• Development of a progressive action plan through cooperation between faculty and administrative staff	• A bottom-up approach to policy development through collaboration between faculty and administrative staff					• Establishing a program to accept graduate school students from abroad in cooperation with a research institute • Securing accommodation by wholesale renting of private apartments		
6	Hitotsubashi University International Strategy Headquarters ( <a href="http://www.hit-u.ac.jp/intl-strat/index.html">http://www.hit-u.ac.jp/intl-strat/index.html</a> )	Working actively to produce manuals, etc. with the headquarters playing the central role. Receives funds from the EU as a base for EU studies.	Central control type			• Accessing EU funds as a hub for EU studies				• Catering to inbound foreign students by establishing October admission degree programs taught in English • Developing manuals and guidebooks to support foreign researchers and students	• Development of a risk management manual	
7	Niigata University International Academic Support Office ( <a href="http://www.isc.niigata-u.ac.jp/globalstrategy/index.html">http://www.isc.niigata-u.ac.jp/globalstrategy/index.html</a> )	International Academic Support Office identified in-house research resources with the potential for development into an international-standard academic research project, launched it as a cross-departmental pilot project, and provided intensive support for the project (focusing on geographic information systems (GIS)).	Specific projects type					• Identifying and providing priority support for internationally competitive research projects within the university				
8	Nagoya University International Exchange and Cooperation Headquarters ( <a href="http://www.iech.provost.nagoya-u.ac.jp/">http://www.iech.provost.nagoya-u.ac.jp/</a> )	Making efforts to improve educational, research and administrative/operational functions such as benchmarking, pre-entry orientation, and staff development, by effectively utilizing an international academic consortium (AC21). The university was the driving force behind AC21’s establishment and serves as its secretariat. Its own administrative systems have been internationalized as a secondary effect of serving as the AC21 secretariat.	Central control type /Headquarters initiative type		• Setting goals, developing an action plan and improving systems for evaluation, utilizing the Academic Consortium (AC21)		• Taking initiative in a consortium		• Utilizing a consortium in initiatives for staff development (AC21)	• Utilizing a consortium to hold local pre-departure orientations for students scheduled to study in Japan • Effective use of an employee dormitory • Developing manuals and guidebooks to support foreign researchers and students		• Utilizing an overseas base for pre-entry orientation
9	Kyoto University Organization for the Promotion of International Relations ( <a href="http://www.opir.kyoto-u.ac.jp/">http://www.opir.kyoto-u.ac.jp/</a> )	Places emphasis on logistic support for each department’s international activities through development of manuals, etc. Actively participates in AEARU as a board member. Utilizes consortiums such as AEARU effectively to provide opportunities for administrative personnel at home and abroad to gather and exchange opinions.	Departmental support type						• Utilizing a consortium in initiatives for staff development (AEARU, APRU)	• Utilizing public housing in collaboration with a municipality • Developing manuals and guidebooks to support foreign researchers and students	• Development of a risk management manual	
10	Osaka University International Affairs Board ( <a href="http://www.osaka-u.ac.jp/jp/international/iab/index.html">http://www.osaka-u.ac.jp/jp/international/iab/index.html</a> )	Developed a website that allows current students and alumni at home and abroad, including non-Japanese researchers and students, to share information. Meetings for exchange of opinions between headquarters and the various departments of the university are operated under the pro-active leadership of headquarters.	Central control type	• Informal meetings between involving the headquarters and departments						• Launching a comprehensive website to support foreign researchers and students • Creating an online alumni network	• Development of a risk management manual	

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11	Kobe University Office for the Promotion of International Exchange ( <a href="http://www.office.kobe-u.ac.jp/opie/">http://www.office.kobe-u.ac.jp/opie/</a> )	Planning to establish specialist career paths for personnel in charge of international affairs. Preparing to implement an internal recruitment system for exchange coordinator positions. Considering possibilities for personnel exchange among universities in the Kansai area. Accepting of funds from the EU as a hub for EU studies	Central control type			• Accessing EU Funds as a hub for EU Studies			• Establishment of a specialist career path			
12	Tottori University Headquarters for Planning and Promoting International Strategies ( <a href="http://www.is.zim.tottori-u.ac.jp/hqis/Pages/top_page3.htm">http://www.is.zim.tottori-u.ac.jp/hqis/Pages/top_page3.htm</a> )	Developed an overseas activity base founded on long-term research collaboration. Utilizes the base as a hub for a study abroad program for students, research activities, technical education, and staff development.	Specific projects type				• Interuniversity partnership developed from municipal-level exchange	• Using a track record of joint research as a base for further international activity	• Staff development utilizing overseas bases		• Utilizing an overseas base in outbound programs	• Utilizing an overseas base as a training site for young researchers – including students – and staff
13	Hiroshima University International Strategy Head Office ( <a href="http://www.hiroshima-u.ac.jp/top/kokusai/index.html">http://www.hiroshima-u.ac.jp/top/kokusai/index.html</a> )	Led the way in developing a full-scale action plan applying SWOT analysis undertaken by an overseas expert. Working to strengthen of the university profile and develop organized initiatives for international cooperation, utilizing a consortium framework under the initiative of head office	Central control type		• Application of SWOT analysis by an overseas expert	• Receiving project commissions through joint venture arrangements	• Utilizing a consortium framework to strengthen institutional profile			• Securing accommodation by wholesale renting of private apartments • Holding international forums and symposiums under the theme of “campus internationalization”, gathering together foreign researchers, students, and faculty members		
14	Kyushu University Office for the Planning and Coordination of International Affairs ( <a href="http://www.isc.kyushu-u.ac.jp/intlweb/index.htm">http://www.isc.kyushu-u.ac.jp/intlweb/index.htm</a> )	Has declares an explicitly “Asia-oriented” scheme for development. Organizes and hosts the “Conference of Asian University Presidents” and the “University Summit in Kyushu” under the leadership of the university President.	Headquarters initiative type					• Sending a clear “Asia-oriented” message and aiming to serve as a gateway to Asia			• Overseas experience program utilizing donations from foreign alumni	
15	Nagasaki University Center for International Collaborative Research ( <a href="http://www.cicorn.nagasaki-u.ac.jp/index.php">http://www.cicorn.nagasaki-u.ac.jp/index.php</a> )	Clearly positions external fund acquisition as the center’s mission and provides comprehensive support for international activities, primarily for research activities with an established track record. Established a full-scale overseas research base. Examining possibilities for using this base as a hub for educational activity in the future.	Specific projects type			• Strategic fund-raising for international activities clearly identified as a task for the Center for International Collaborative Research		• Strategic leverage of competitive funds and development of an international activity base founded on core fields of expertise	• Utilizing external human resources with advanced expertise		• Development of a risk management manual	• A full-scale research base envisaging human resource development functions
16	University of Aizu Center for Strategy of International Programs ( <a href="http://www.u-aizu.ac.jp/official/csip/index_j.html">http://www.u-aizu.ac.jp/official/csip/index_j.html</a> )	Developed a system of support by specialist staff to enable more active involvement of foreign faculty in university activities.	Central control type							• Catering to inbound foreign students by establishing October admission degree programs taught in English • Active recruitment of foreign faculty members (Development of a foreign faculty support system with special staff)		
17	Keio University Organization for Global Initiatives ( <a href="http://www.ogi.keio.ac.jp/">http://www.ogi.keio.ac.jp/</a> )	Established a collaborative system whereby the Organization for Global Initiatives develops an international activity plan from a strategic point of view and the International Center implements the plan. Employs a flexible approach to international activities under the leadership of the President.	Headquarters initiative type	• Flexible approach to international activity under Presidential leadership			• Strategic conclusion of interuniversity exchange agreements			• Focus on Strategic Overseas PR • Active wholesale renting of private apartments and construction of a dormitory for common occupancy by Japanese and foreign students	• University-wide goal setting	
18	Tokai University Head Office of International Affairs ( <a href="http://www.tokai.edu/index.php?option=com_frontpage&amp;Itemid=1">http://www.tokai.edu/index.php?option=com_frontpage&amp;Itemid=1</a> )	Established a system to promote integration of international activities that were previously implemented separately by each of the university’s by three campuses. Currently developing a traveler-tracking system.	Central control type							• Questionnaire survey of foreign researchers and students	• Development of a traveler tracking system	
19	Waseda University Office of International Research Promotion ( <a href="http://www.waseda.jp/rps/irp/index.html">http://www.waseda.jp/rps/irp/index.html</a> )	The International Affairs Division and the Research Promotion Division took a unified approach to establishing the Office of International Research Promotion, enabling development of system for collaboration between the two divisions.	Departmental support type	• Coordination of functions between the International Affairs Division and the Research Promotion Division		• Provision of business management training funded by the EU				• Improvement of support for foreign researchers from the “research aspect”	• Mandatory study abroad program • Strengthening risk management systems based on services offered by a private enterprise	
20	National Institutes of Natural Sciences International Strategy Headquarters ( <a href="http://www.nins.jp/international/interchange.html">http://www.nins.jp/international/interchange.html</a> )	Aims to support free and interdisciplinary academic exchange, utilizing the Institutes’ existing characteristics. Currently developing an “in-residence international joint research scheme” aimed at the creation of new research fields and revival of academism.	Departmental support type					• Creation of a trans-disciplinary international community capitalizing on institutional characteristics				