



Association of International  
Education Administrators

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CONFERENCE

*Rethinking Comprehensive  
Internationalization for a  
Global Generation*

# The Rise of SIOs in Japan and the Emerging Trend of SIOs in the US: A Comparative Analysis between the Two Countries:

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# Differences between Japan and the US

## Japan

- Membership-based employment: **Generalists**
- No job description in general
- Seniority-based promotion with a retirement age
- High **internal mobility** (job rotation)
- Manager: Coordinator and Harmonizer
- Governance and management are mixed

## US

- Job-based employment: **Specialists**
- Clear job description
- Performance-based promotion without a retirement age
- High **external mobility**
- Manager: Leader and goal setter
- Developed governance: e.g., Shared governance

# Differences between Japan and the US

## Japan

- Clear binary between staff and faculty
- **Academic administrators** are tenured faculty with a strong academic background
- **Internal presidential appointments**
- Sidetracked from an academic career to serve for a university, “**Scarifying oneself for the organization**”

## US

- Less clear binary between staff and faculty
- Career path to be **professional administrators** with a variety of academic background
- Open recruitment and executive search services
- Aspiration to build a successful career

# Changing administration and management at Japanese Universities

- Government initiatives
  - Strengthening **the leadership of the president** with board members and weakening the power of faculties/schools, encouraging the **top-down approach** (decentralized -> centralized).
  - Increasing board members from outside a university
  - Top Global University Project requires selected unis. to reform and improve institutional governance and management
- Changing employment practice
  - Job-based employment is prevailing but only for junior-level practitioners, and they are non-regular employees (fixed-term contracts) with a job description.

Issues on international education are becoming complex and require professional expertise and experience.

*How can we cope with this situation?*

*Could we learn lessons from the US model SIOs to apply for this situation?*

# The trend of SIOs in the US and Japan



# 72%

**Institutions reporting that internationalization  
has accelerated in recent years  
(as compared with 64% in 2011)**

ACE Mapping Internationalization, 2017

# Priority activities for internationalization

- #1 Increasing study abroad for US students
- #2 Recruiting international students
- #3 Partnerships with institutions abroad
- #4 Internationalizing the curriculum/co-curriculum
- #5 Faculty development

ACE Mapping Internationalization, 2017



# 58%

Respondents who indicate that internationalization activities and programs are led by a single office  
(up 22% from 2011)

# 53%

Institutions that have a full-time administrator who oversees internationalization activities  
(up 13% from 2011)

# **SIOs are catalysts for internationalization**

- Presidents are seen as the top catalyst for campus internationalization
- SIOs are seen as the #2 catalyst, ahead of chief academic officers, faculty, and administrative leaders

# 59%

SIOs who do not have a tenured position  
at their current institution

# 46%

SIOs who have been in their position for  
less than 5 years

AIEA SIO Profile, 2017



# Rationales for the survey in Japan

- To identify similarities and differences in the profile of SIOs between the US and Japan
- To contribute to research on SIOs, in order to deeply understand the trends in the management of Comprehensive Internationalization

# SIOs survey in Japan

**Purpose:** To explore the profile of SIOs in Japan

**Period of the survey:** April to June, 2019

**Target:** 201 SIOs in 106 Japanese universities which have strongly promoted internationalization

**Questionnaire:** Applied the questions used in the AIEA's 2017 survey to the survey in Japan and added some questions that might be relevant to the Japanese case

**Method:** Distribution of the survey sheet through email

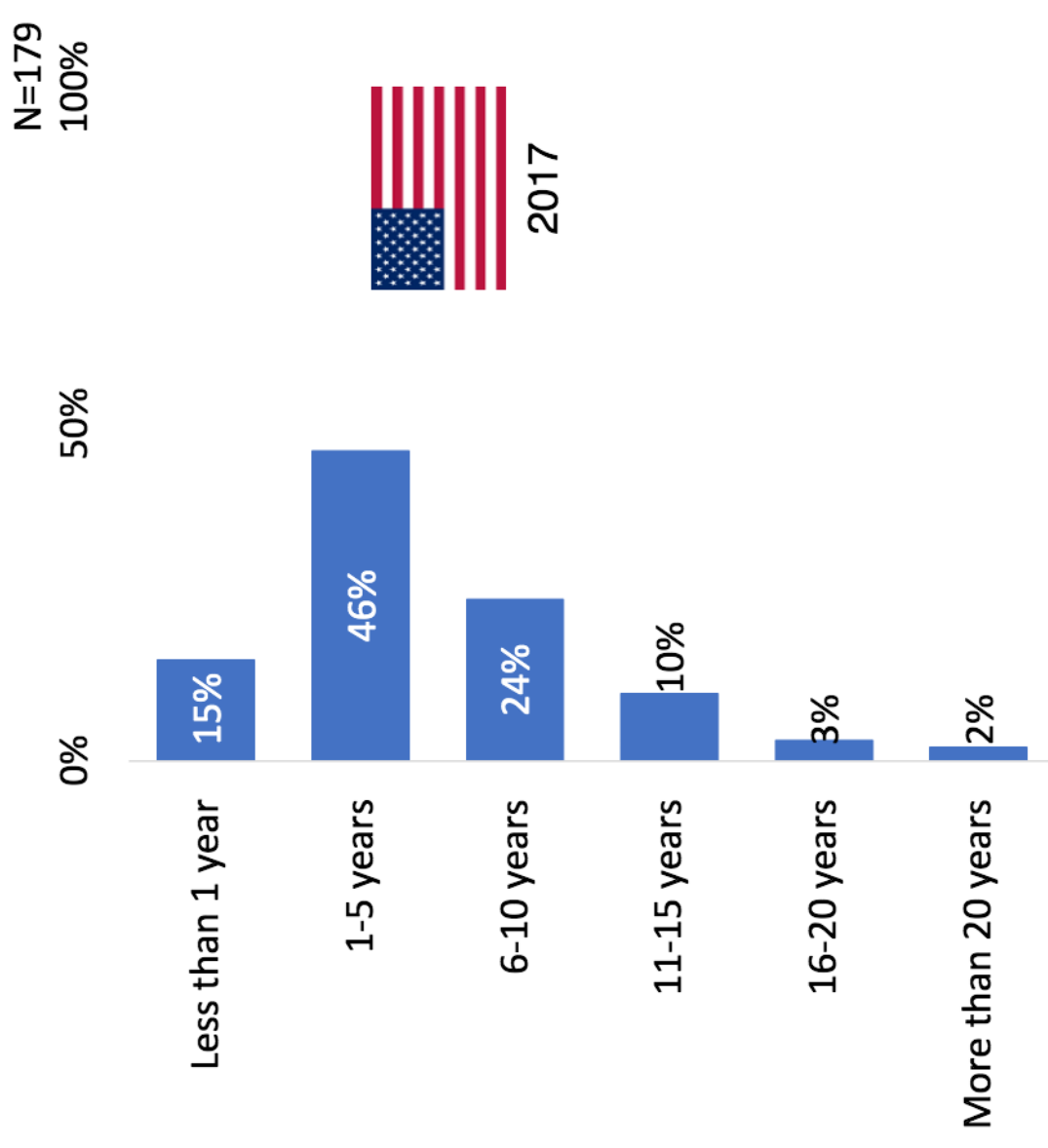
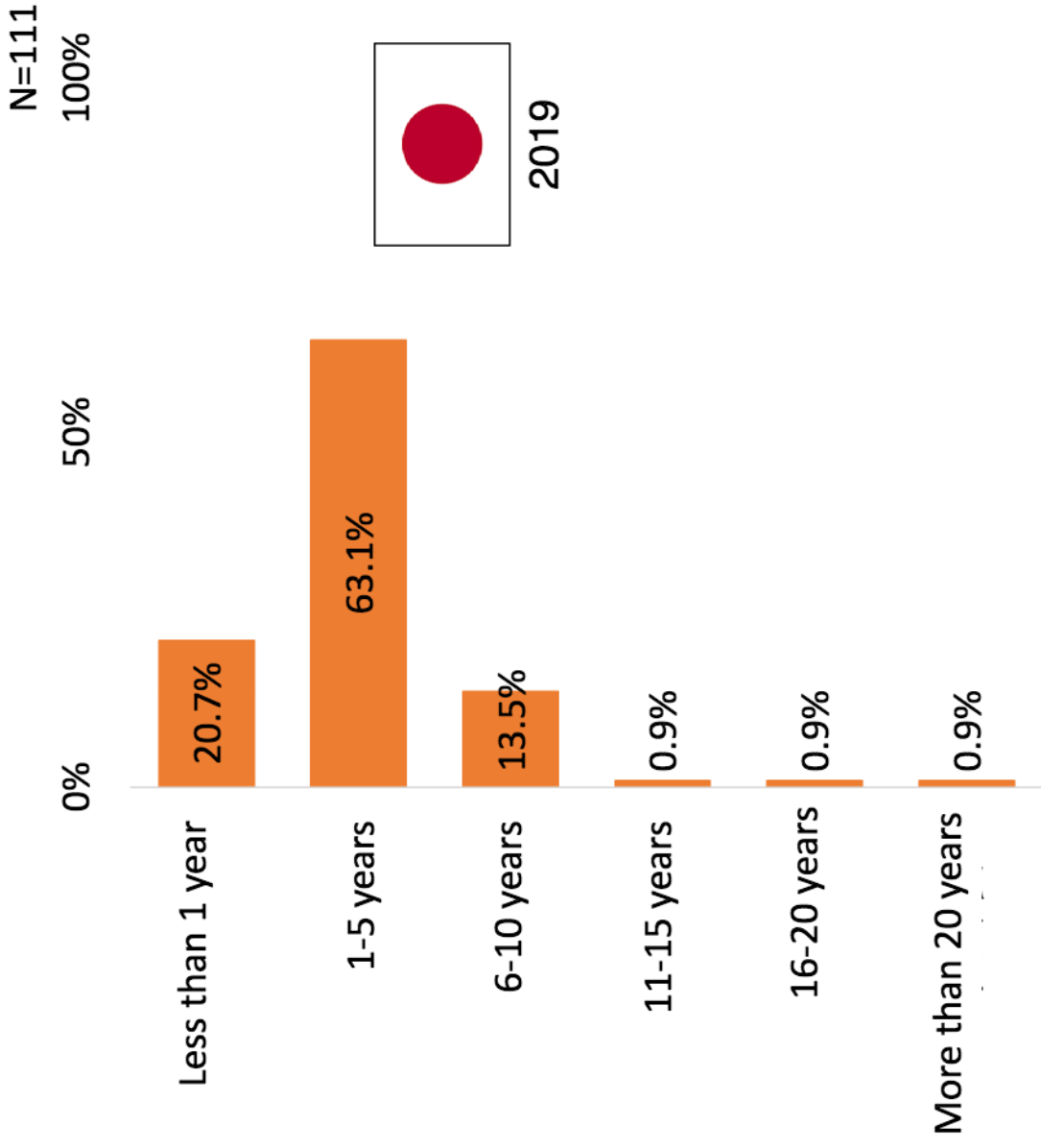
**Response rate:** 55.2% (111 respondents)



# **SIOs survey in Japan: The results to show you today**

- Years of experience in the current SIO position
- Educational background
- Ethnicity
- Gender
- Age distribution
- Years of experience in working for International Education
- Tenured or not
- Desired career after the current SIO position
- Reason to become an SIO (only Japan)

# Years of experience in the current SIO position



# Educational background



2019

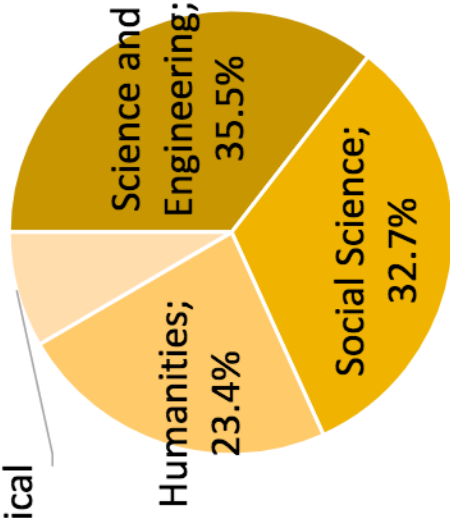
N=111

0% 50% 100%



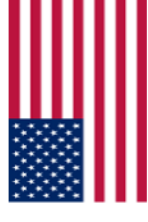
Masters/ Professional, 22.5%

Medical, Dental, Pharmacological and Health Sciences; 8.4%



Study field of the final degree

N=107



2017

N=104

0% 50% 100%



Masters; 2.9%

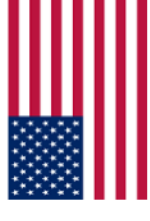
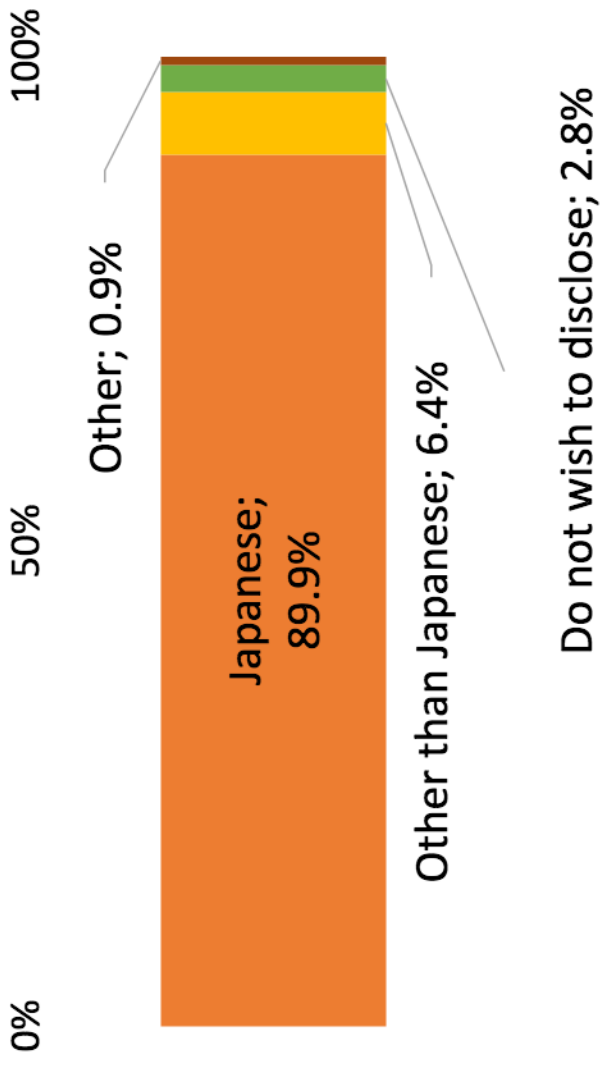
Bachelors; 1.9%

# Ethnicity



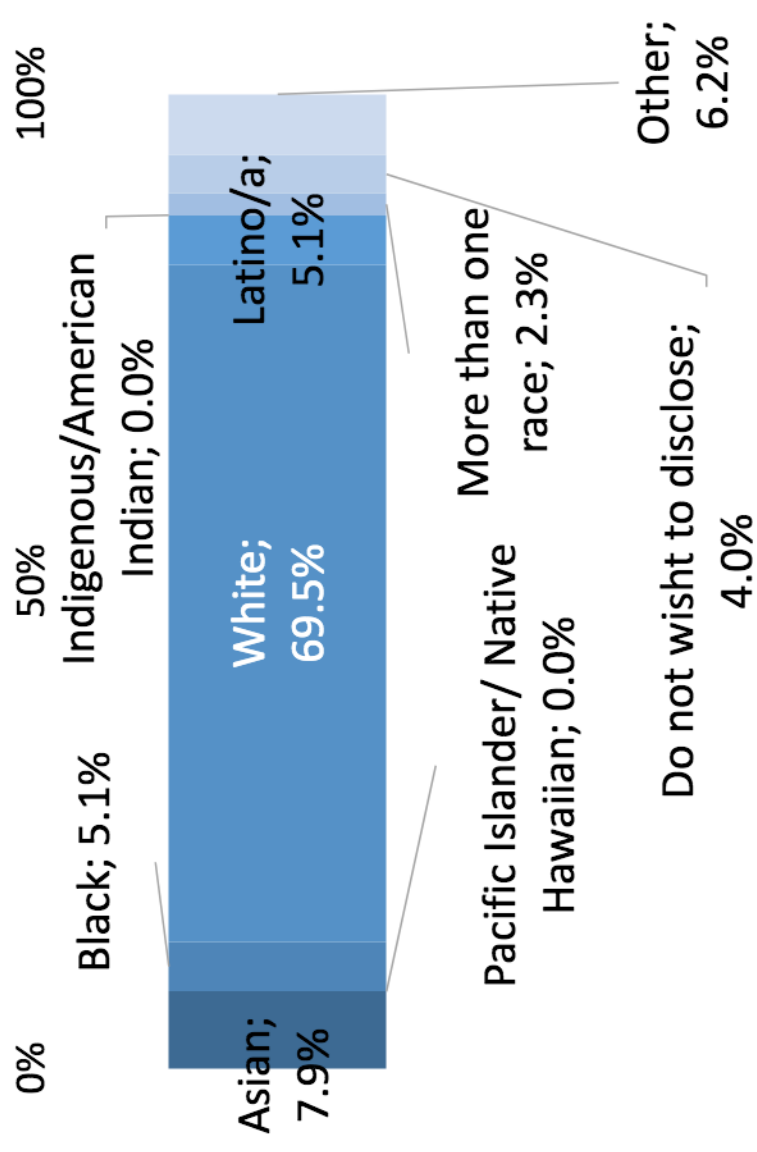
2019

N=109



2017

N=177

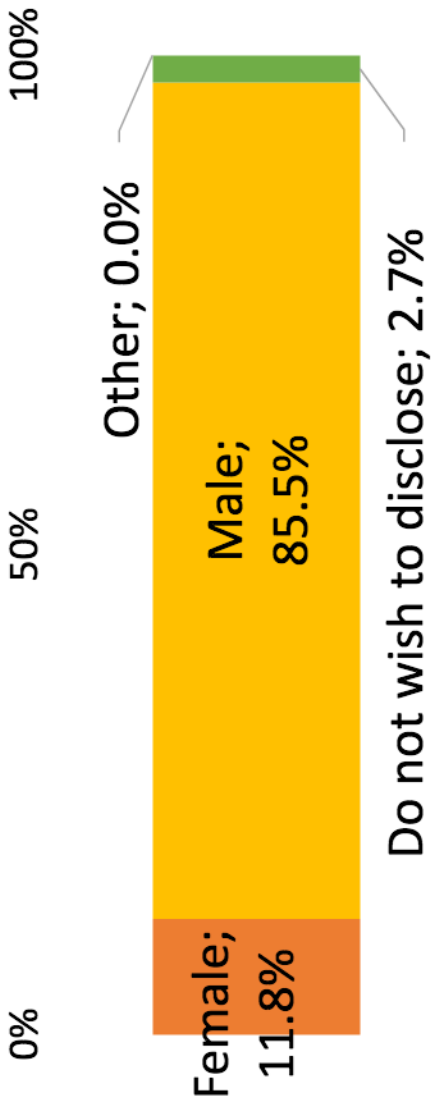


# Gender



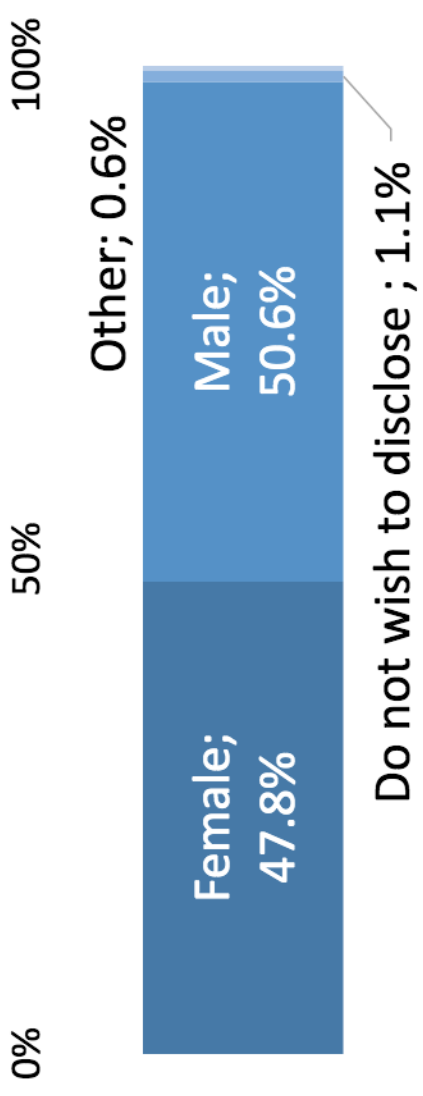
2019

N=110

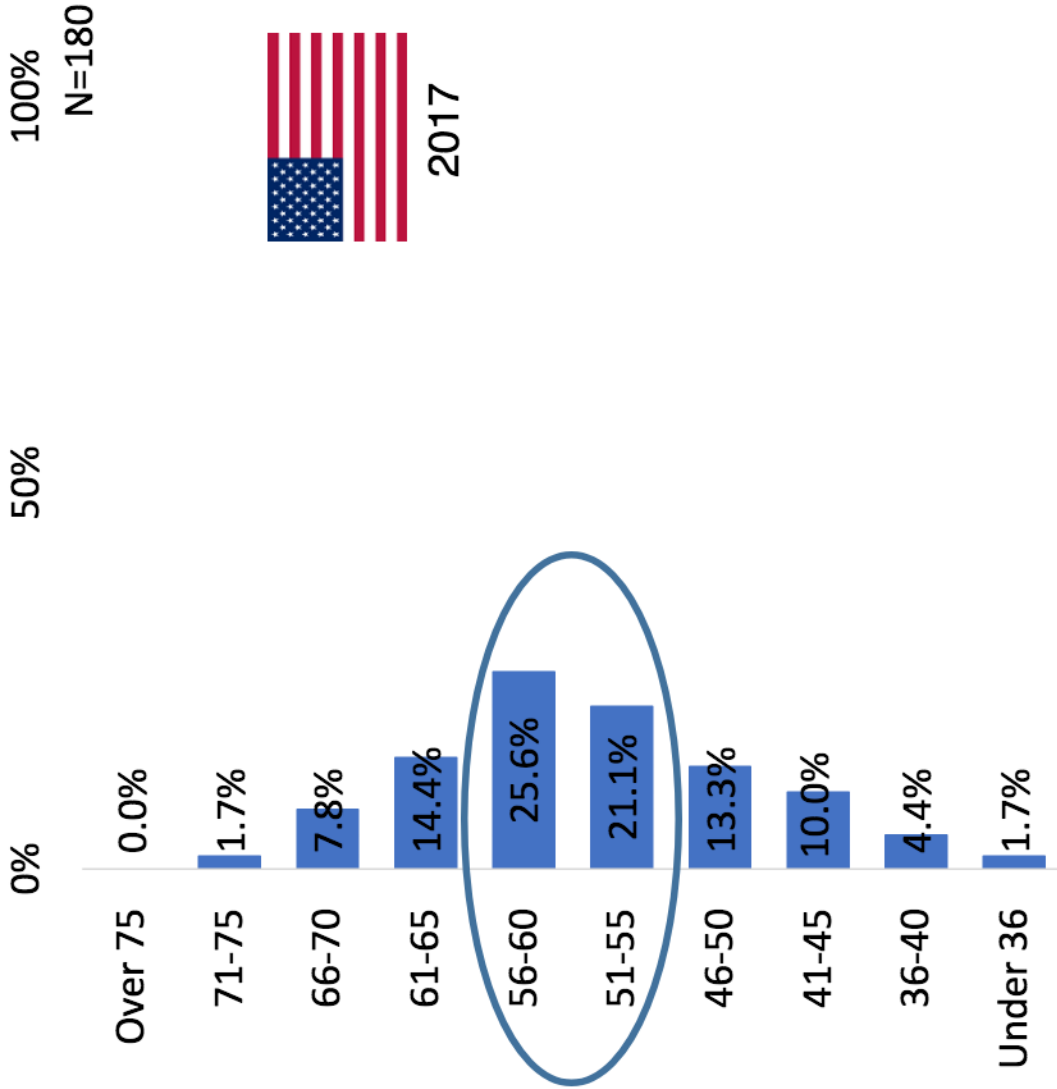
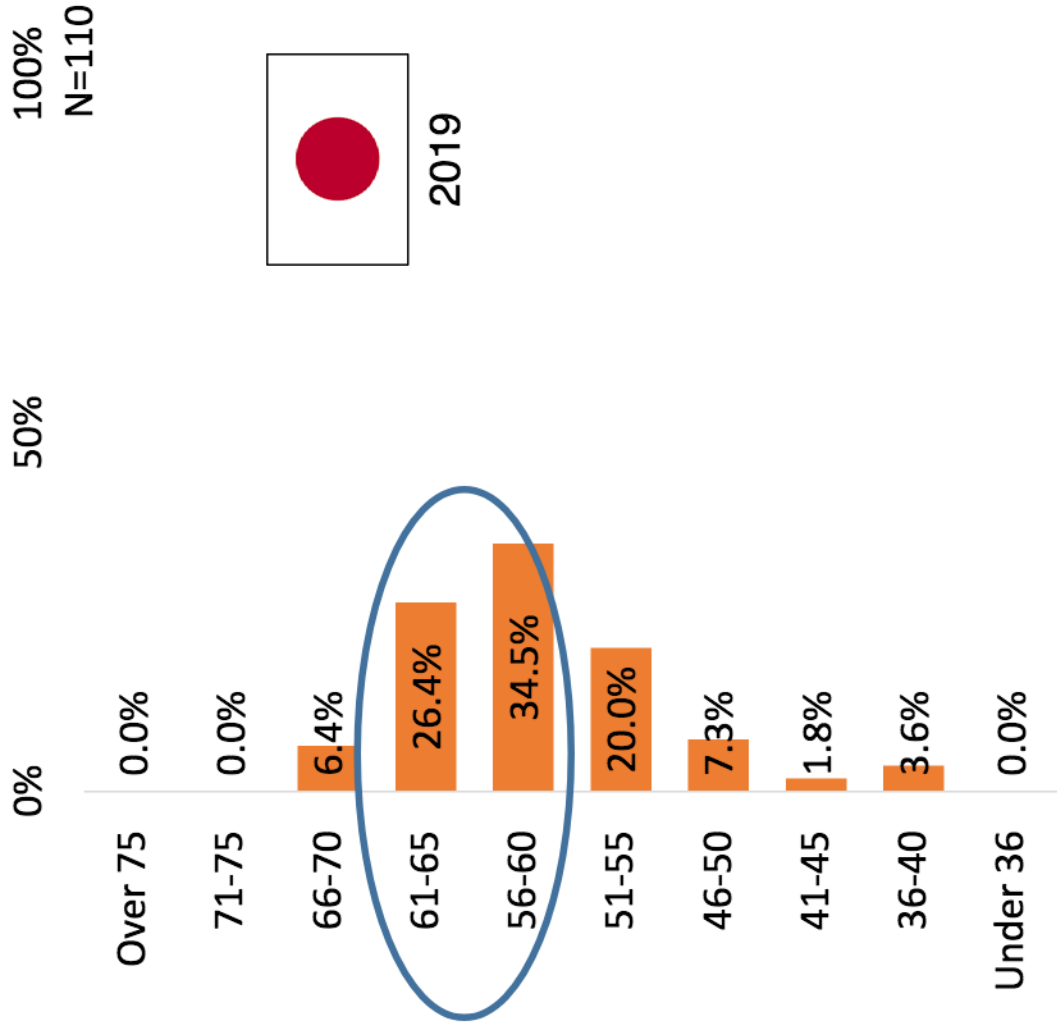


2017

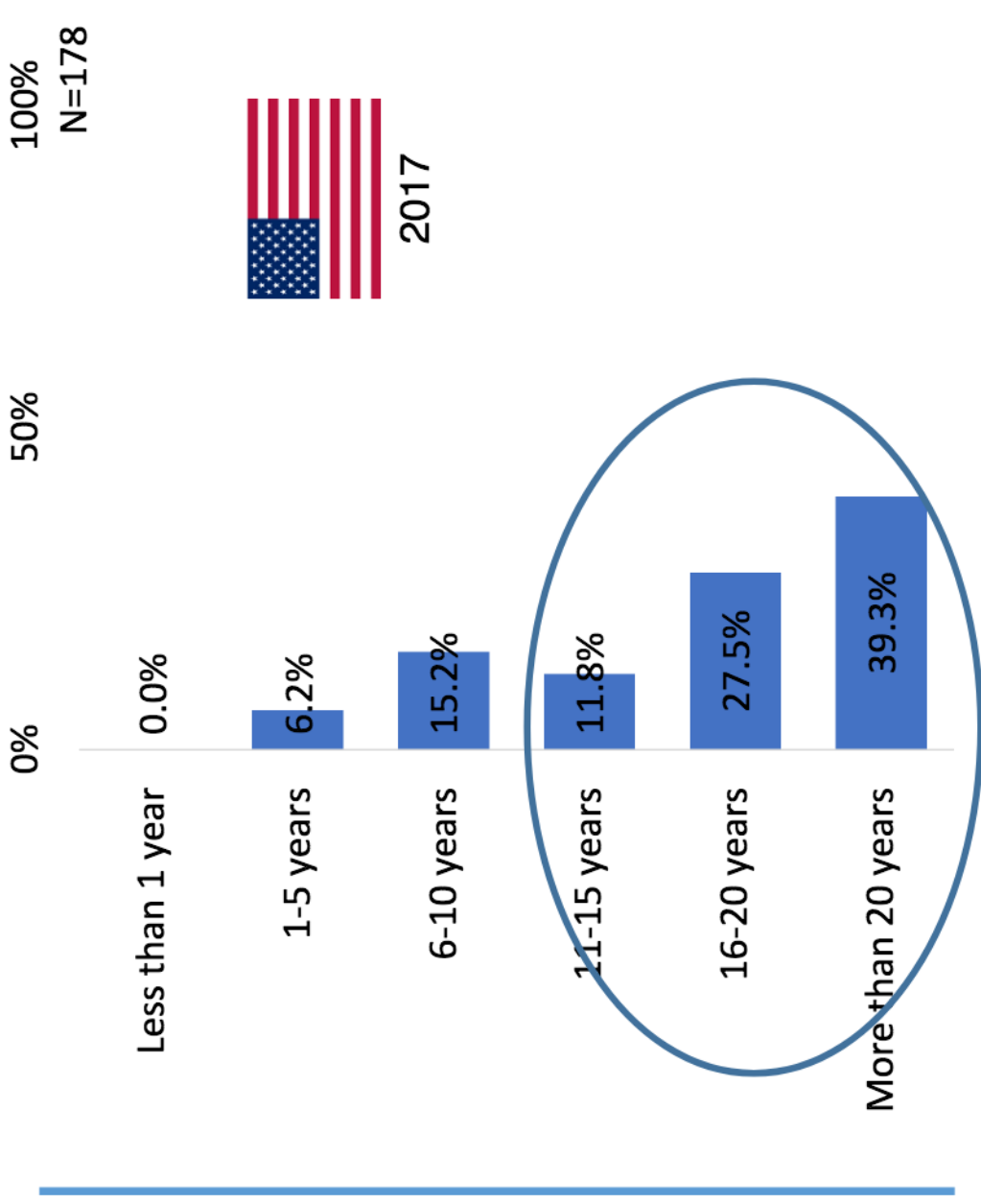
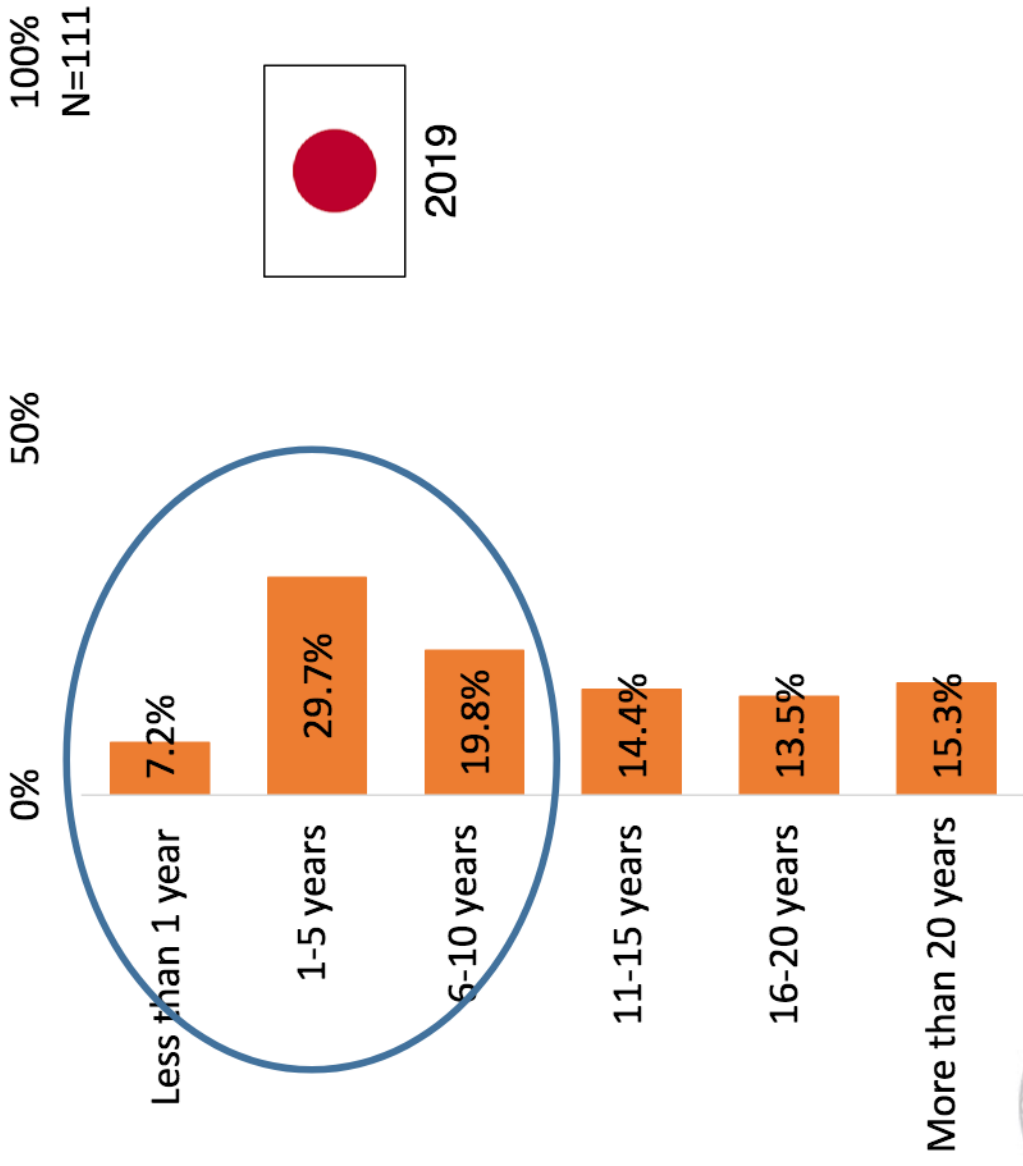
N=178



# Age distribution

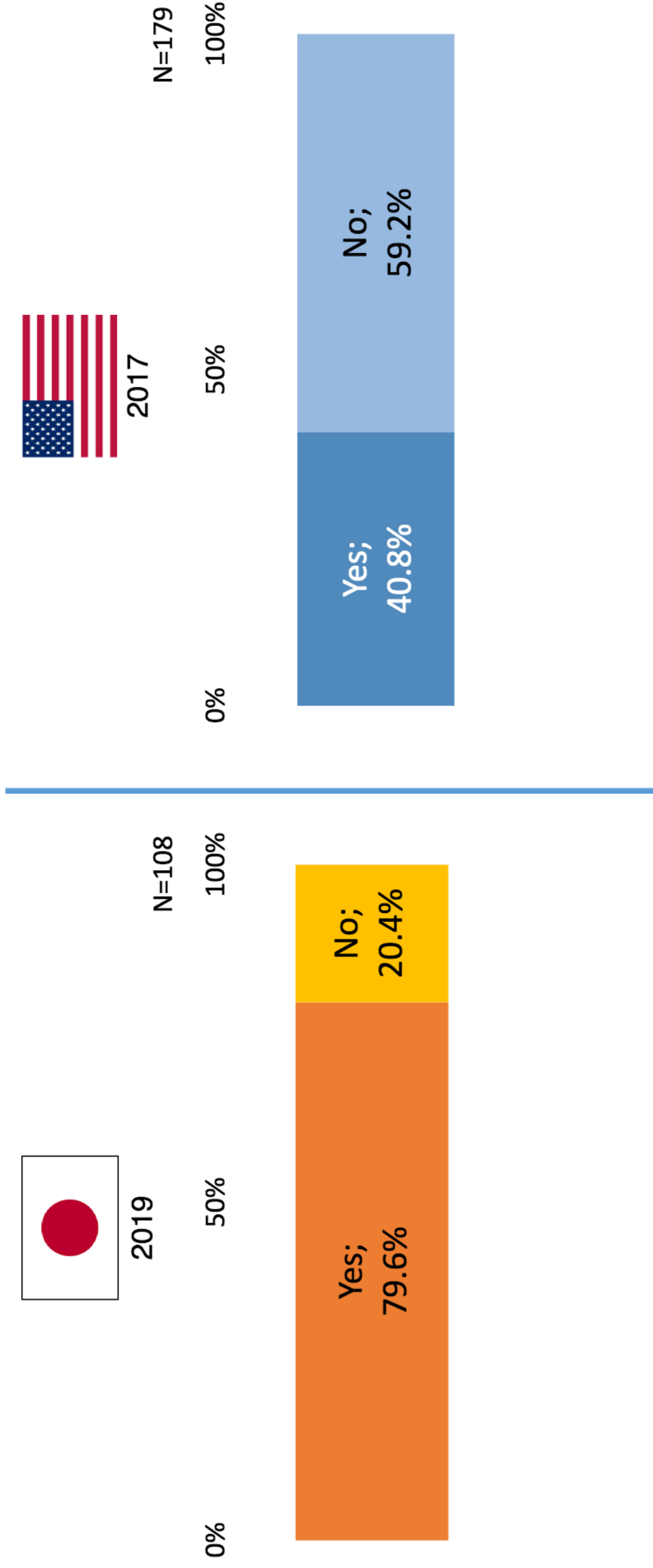


# Years of experience in international education

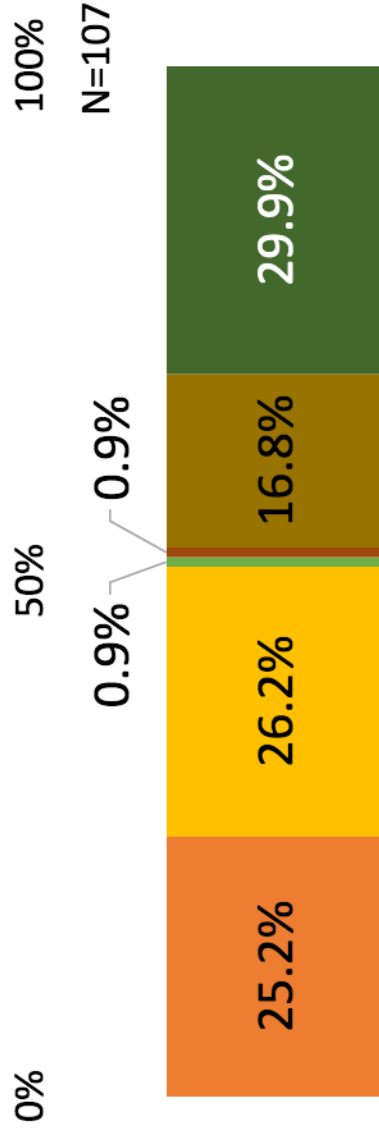




# Do you currently hold a tenured position at your institution?



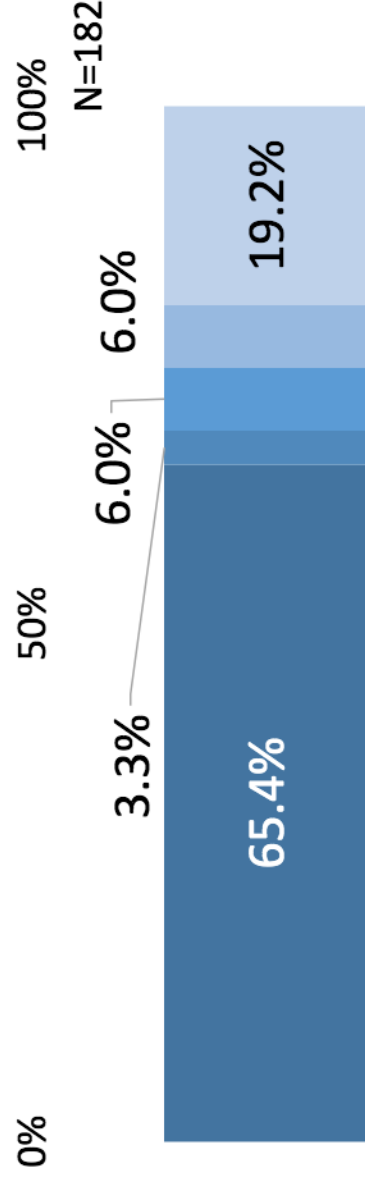
# Desired career plan after SIO



- Remain in an SIO position
- Move from an administrative position to a teaching position
- Aspire to become a Provost
- Aspire to become a President
- Do not wish to answer
- Other



2019



- Remain in an SIO position
- Move from an administrative position to a teaching position
- Aspire to become a Provost
- Aspire to become a President
- Other

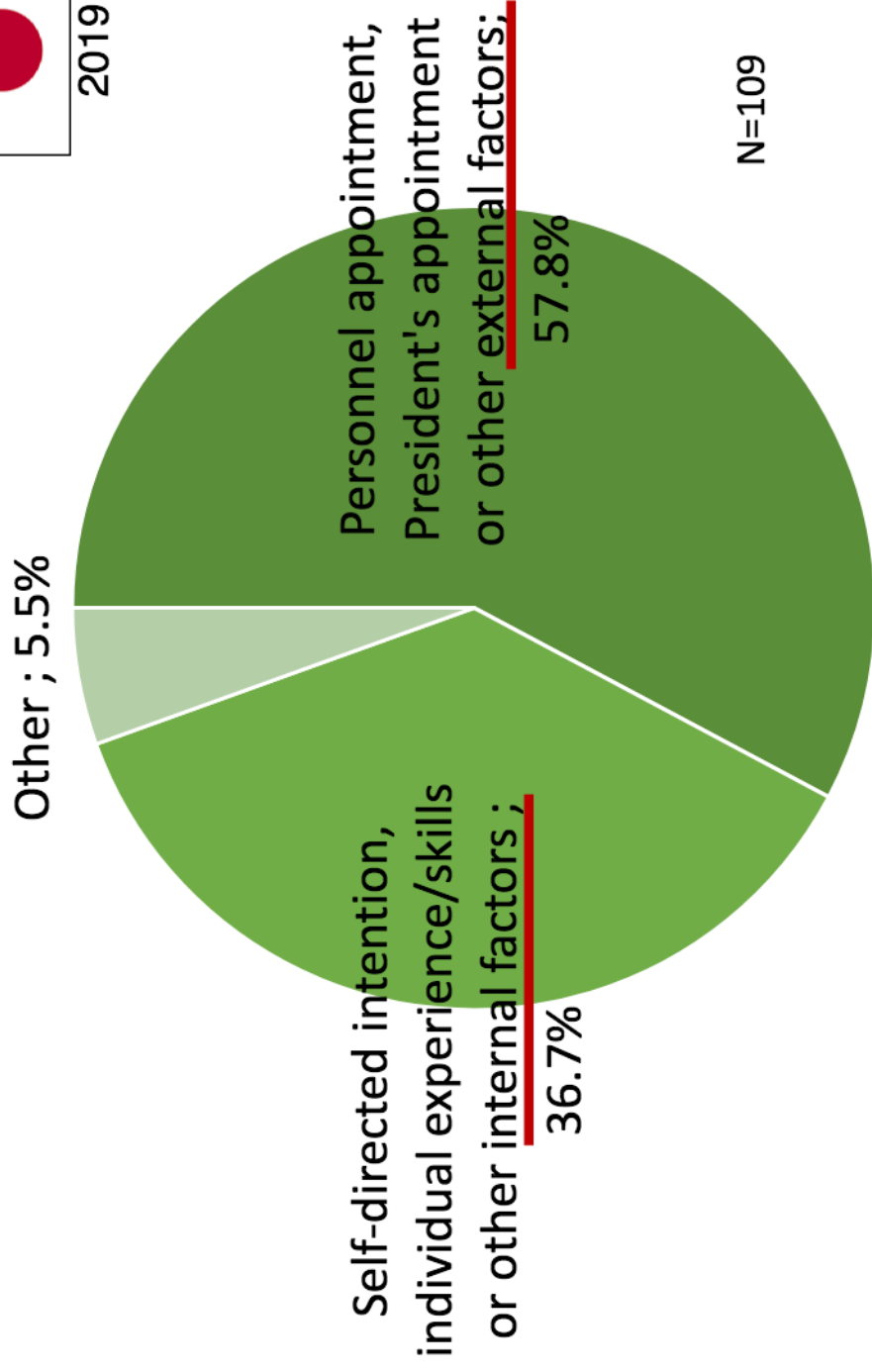


2017

# What brought you to be an SIO?



2019

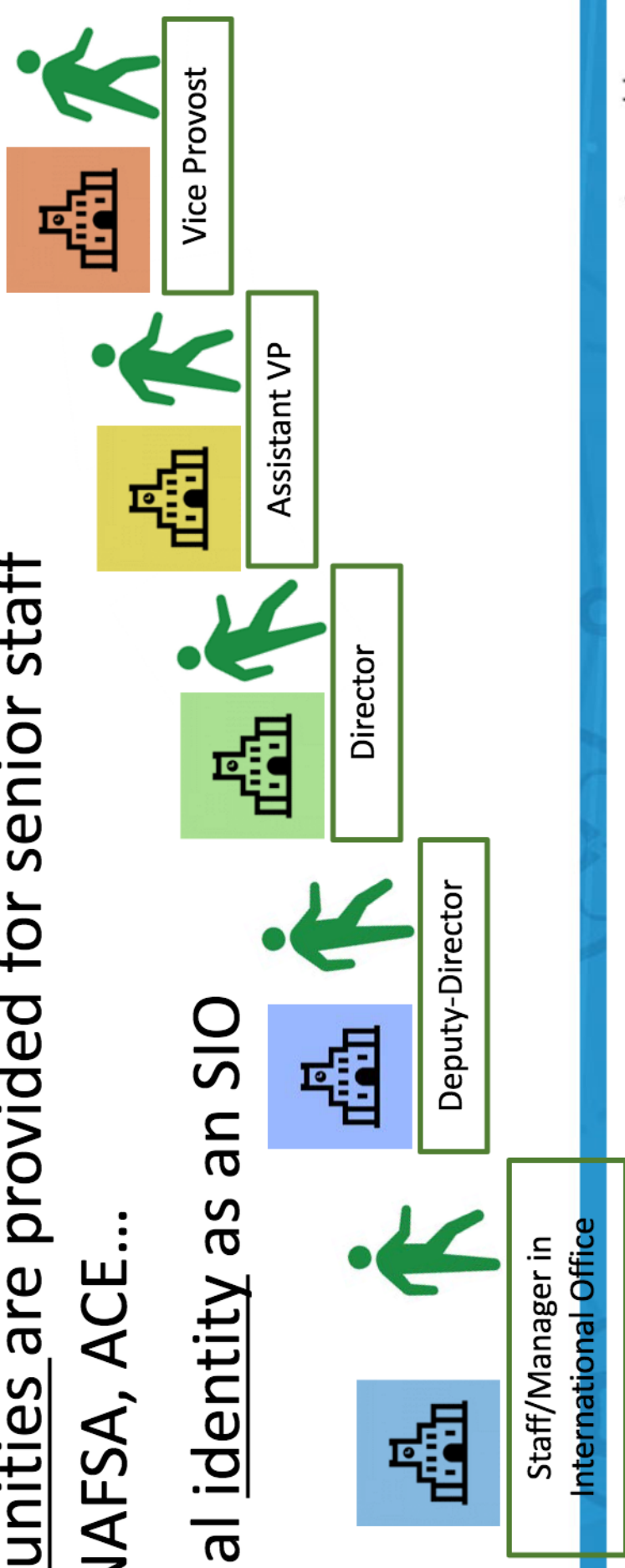


N=109

# Professionalization of SIOs is being established in **the US**

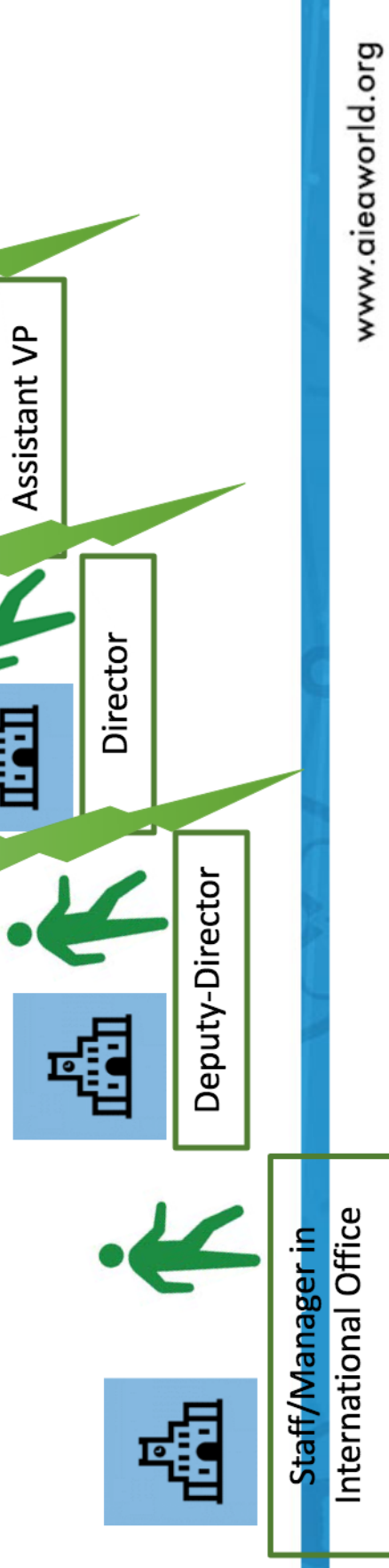
- High mobility of SIOs across institutions to step up their career as a professional of university internationalization
- PD opportunities are provided for senior staff  
Ex. AIEA, NAFSA, ACE...

- Professional identity as an SIO



# Professionalization of SIOs in Japan is at the stage of development

- Gap between demand and supply of senior managers for university internationalization
- Low mobility of SIOs across institutions: Internal appointment is a typical case
- Difficulty in developing a career path as an SIO
- Difficulty in promoting PD for SIOs



# Questions for discussion on the professionalization of SIOs

- Can the US case provide a roadmap to Japan, or should Japanese universities find their own way to develop professionalization of SIOs?
- How does the “**Standards of Professional Practice for International Education Leaders and Senior International Officers**” help HE institutions in US, Japan, and other countries identify gaps in practice and find a way to fill?

<https://www.aieaworld.org/assets/docs/Standards/aiea%20standards%20of%20professional%20practice%20-%202019%20update.pdf>

# Acknowledgements

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**Thank you.**

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