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**Governance Structures for
International Affairs of
East Asian Universities**
*Higher Education in Japan
–Paradox of the Success –*

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The Questions for Governance Structures

1. Scopes of International Affairs: What kinds of Activities and Services are included
 - A) Development of Global Strategy
 - B) Provisions of Actual Services
2. Which Offices deal with these strategy and services

Principles of Structure

1. The relations between the central administration office and each faculty, namely undergraduate and graduate schools
 - Generally speaking, each faculty is independent and has strong autonomy.
 - Each faculty can decide students admissions, curriculum, faculty recruitment and promotion, research initiatives, and so on.
2. Within the central administration office, there is a separation of powers:
 - Academic Affairs, Research Promotion, International Affairs, Students Affairs, and so on.

Case of Waseda University

1. Autonomy of each Faculty is very strong
2. Within the central administration office
 - International Affairs Division
 - International Office
 - Planning Office for International Education
 - Center for International Education
 - Center for Japanese Language
 - Academic Affairs Division
 - International Admission Office
 - Research Promotion Division



Collaborations among These Bodies

No General Rules

- Governance Structures for International Affairs depends on
 - Public or Private Universities
 - Differences in Size of International Students
 - Research Intensive or not
 - Comprehensive or Specialized
- Discussion of Global Strategy of Japanese Universities
 - Particularly, the Fate of Local, Small, and Less Competitive Universities

Paradox of the Success of University Education in Japan

- Since the late 19th Century, Japan has developed an educational system in its native, national language.
- Universities have been the center for the modernization and democratization of Japan.
- Universities have contributed to the development of science and technology.
 - The Number of Nobel Laureate (in 3 Fields: Physics, Chemistry, and Physiology or Medicine) from year 2000 to 2014
 - 14 Japanese received. All of them are educated by Japanese universities in Japanese language.



This is an evidence of the success of Japanese university education in Japanese language.

English Has Become a Common Language in Science and Business

- However, English has become a common language in science and business.
- Where higher education being held in English due to its undeveloped higher education in national language is now regarded as countries having advanced education system and being adapted to global standards.
- Countries where highly developed university education in national language is held is facing difficulties in introducing university education in English.
- Compare to France and Germany, the use of Japanese outside of Japan is rare. Japan needs to educate students in English and to disseminate research outcomes in English.
- Many Japanese enterprises are carrying out global business activities. So, they need “global human resources” since an ability of English communication is necessity.

Coexistence of Preserving University Education in Japanese and Promoting University Education in English

- Preserving university education in Japanese as promoting university education in English is the current main challenge for Japanese universities.
- Primary and secondary education in national Japanese language is fundamental for learning history, culture and society of Japan, and establishing an identity as Japanese.
- University education in Japanese is a foundation to extend contemporary academic knowledge and highly developed science and technology to the majority of population.
- As such, University Education in Japanese language has been contributing the improvement of people's intellectual level.



For universities in Japan, the way of implementing education in English (how, from when, in which fields, to what extent, and so on) is the current key challenges.

Combination of Education both in Japanese and in English

- Two Models of University Education in English
 - English Only
 - Combination in both Japanese and in English
- If the country were small and its economy were weak, it would be necessary for people to find jobs outside of the country and university education only in English would be major advantages for young people.
- However, Japan has more than 120 million population and its economy is the third largest in the world. Most of university graduates want to find jobs in Japanese corporations that the head offices are located in Japan and the main language is Japanese.



**Education both in Japanese and in English is imperative
for Japanese universities**

Decrease of International Students from Overseas Increase of Studying Abroad from Japan

- Number of International Students in Japan
 - 2010: 141,774
 - 2013: 135,519
- Factors of the decrease
 - Great East Japan Earthquake
 - Severe Competitions with Foreign Universities

Rather than the cause of the decrease, regional distribution of international students should be a notable point.

- Number of Japanese Students Studying Abroad Overseas (Based on University Exchange Programs)
 - 2010: 28,804
 - 2012: 43,009

As the result of development of structured study abroad program held by many universities.

Even local small universities encourage their students to study abroad.

Diversity of Japanese Universities and the Fate of Small Weak Local Universities

- Diversity of Japanese Universities
 - National, prefectural, and private
 - Difference in size, Location
 - Research intensive and education centered universities
 - Comprehensive and specialized
- Meaningful discussion needs to be focused on a special situation of each individual university.
- Roles of small local weak universities and its fate are the key for the future development of university education in Japan.
- The rate of enrollment in higher education institutions differs from region to region.
- University entering rate of high school graduates of local areas is lesser than that of urban areas due to economic burden for parents to send their children, higher living cost in big urban cities.
- Academically talented students may enter into comprehensive research intensive universities in big cities, but for average students.....



How to Revitalize Small Local Universities is the Key Issue.

Revitalizing Small and Medium-Sized Local Business

- Ski resorts in the northern part of Japan attract many foreign tourists, from the Southern Hemisphere and from Southeast Asia, particularly.
- Number of foreign tourists and visitors exceed the number of domestic visitors in many places.
- Small and medium-sized enterprises in local areas have been able to find international customers through the internet, and have been establishing factories and subsidiary companies in foreign countries.
- Globalization of business connects local small and medium-sized enterprises to large global markets beyond borders.
- The accumulation of the strength of small and medium-sized enterprises have been the source of economic growth and power of Japan.



These cases may apply to universities.

Small Weak Local Universities Go Global

- Owing to the demands from local business, small local universities have encouraged to send their students to English speaking universities in Asian countries, where living expenses are cheaper, and students can easily develop their English abilities.
- It is not clear that whether such local universities have been successful in recruiting international students.
- Less expensive living costs and easier enrollment to universities are advantages of those small local universities.

Identification of Mission: Education Centered Universities

- Small local universities need to identify their missions as education centered universities.
- Characteristics and distinctiveness of educational method in Japanese universities.
 - Laboratory system in science and engineering fields
 - Seminar system in humanities and social sciences
 - small group orientated methods and closer professor-student relationship
- These universities need to develop well organized syllabus, effective course schedule, and class planning, and to introduce E-learning system, massive open online courses, interactive education, small class-sized learning, discussion centered education, internship programs, and leadership development programs.



**On the whole, universities in Japan are moving toward these directions.
Movements among small weak local universities show new tendencies.**



Thank you!