

Keynote Speech

New “Strategies of Internationalization” of Hiroshima University

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Introduction

It is my great honor and pleasure to congratulate the international forum on peace, which is jointly organized by Tomsk and Hiroshima, and to have an opportunity of keynote speech, addressing about the internationalization strategies at Hiroshima University. In the globalized and competitive environments, HU is not an exceptional organization which must develop the strategic approaches and to prepare for the future challenges, in order to survive. HU faces with quite hard competition among not only Japanese universities, but also with those of foreign countries.

1. Toward the Top World-class Comprehensive Research University

The final goal of HU is to become the top world class university in the future. HU has a great history of higher education, but HU must revitalize its history to meet the new demands and to innovate its education and research.

Top World-class Comprehensive Research University means that HU should become one of the top 50 or 100 world universities in the world rankings. Tokyo University sets up her goal to become top 10 universities in the world.

What the comprehensive research university means that HU should have the well-balanced fields of studies (faculties), and that it should be classified as the Category of Research I University defined in the Carnegie Classification. It must provide the Ph.D. programs in variety of fields of studies.

In order to realize the goal of becoming the top world class university, strategic approaches should be developed. For example, HU should develop the advanced, edge-cutting and COE research programs, should improve the quality of educational programs, and should strengthen the international competitiveness and internationalization.

There are some efforts to assess the universities in the world and to show the World Rankings of Universities. Some of these efforts are as follows:

- 1) The top 500 universities ranked by Shanghai Jiotong University (China)
- 2) The top 200 universities ranked by the Times Higher Education Supplement Ranking in 2005
- 3) The top 100 universities ranked by the Newsweek International in 2006. In this ranking, the data and the ideas of the both Shanghai Jiotong University ranking and *the Times* ranking.

2. The top 200 world Universities (The Times Higher Education Supplement)

It is quite interesting to know that only ten universities among so many Japanese universities are ranked as top 200 world universities in *the Times* ranking in October 2005. HU is ranked top 147th.

The Times uses the following four major criteria for assessing the quality of universities, and shows the scores of each category. The total score is 100. The overall point of HU is 25 points out of 100. The leading top universities gain more than 80 points.

Let us see the evaluation results of HU as for each criterion:

- (a) Popularity (evaluation by peers and employers)(50%)---the point of HU.....26/100.
- (b) Internationalization (Foreign students and scholars)(10%)---the point of HU....15/100
- (c) Research Standard (Citation Index)(20%)---the point of HU....4/100.
- (d) Quality of Education (SPT)(20%)---the point of HU....25/100

It must be interesting to know some about the distribution of the top 200 universities by countries and by regions. EU, USA, UK, Australia and Japan account for more than 80% of the top 200 world universities:

EU	29%
USA	27%
UK	12%
Australia	8%
Japan	5%

The Times concludes that those top 200 universities should be the “world elite universities” in terms of the facts that they are ranked based on the quality of education and research, internationalization, and their popularity among the people in the world.

3. National Program of the Model University of the “Strengthening of Internationalization Headquarters” Project

It aims at establishing the Headquarter for Internationalization, at planning the Internationalization Strategies, at developing the strategic approaches to internationalization, and at developing some models for internationalization for the use at other universities. The information is on the website of JSPS.

20 universities are selected by the government They are Hokkaido, Tohoku, TUFS, TIT, Hitotsubashi, Niigata, Nagoya, Kyoto, Osaka, Kobe, Tottori, Hiroshima, Kyushu, Nagasaki, Aizu, Keio, Tokai, Waseda, and NSRO.

The government will implement the mid-evaluation of the progress of internationalization at 20 universities at the third year, and based on the results of evaluation, the program should be revised or reformed. 10 to 40 million yens per year is granted. After the five years pass, the universities are expected to sustain their strategic approaches to internationalization based on their own funding (sustainability).

4 Five Guiding Principles of HU

(1) HU- One of the National Corporatized Universities

There are more than 700 universities in Japan. 89 among them are so-called corporatized national universities. The rest are private universities and small number of local public universities. In the past national universities were established, maintained and controlled by the national government, without much autonomy of management and administration. Corporatization of national universities gave much autonomy to them and asked the greater leadership based management by the president and the executive board members. They have to be responsible for the management, finance and education and research on the campus. Each national university proposed the mid-term goals (missions) and the six years plans to achieve the goals to the Minister of Education of Japan in 2004 for the approval of them. They were approved by the Minister in 2004, and then each national university began the autonomous and self-responsible management in accordance with the mid-term goals with the six years plans.

The goals and plans consist of some important functions and aspects of university management: Goals and plans are concerned with (1) education, (2) research, (3) collaboration with industries and communities, (4) international exchange, and (5)

managements (finance and administration). Hiroshima University is one of those national universities and has promised the goals and the plans concerning quality improvement of education, research and other functions including internationalization of HU.

As you may know, HU was founded in 1947 as one of the new universities in the post-war democratic educational systems. HU is a comprehensive university integrating pre-war various institutions of higher education such as Hiroshima Arts and Science University (there were only two before the war.), Hiroshima Higher Normal School (there were only two before the war.), many different types of teacher training schools, professional school of medicine, institute of technology, and other institutions of higher education. HU is not the former Imperial University, but has a great tradition of Arts and Science University and Higher Normal School. Hiroshima Higher Normal School was established in 1912. It was quite earlier before Osaka, Tohoku, Hokkaido, Kyushu, and Nagoya former Imperial Universities were founded. HU has 13,000 undergraduate students in 11 faculties. HU has 4,000 graduate students in 10 graduate schools. HU has more than 1,400 faculties (teaching and research staff). HU has more than 1,300 administrative staff (full-time and part-time). HU has 760 international students from more than 60 countries.

(2) Five Guiding Principles

HU has established the basic five guiding principles, based on which HU has been managed and promoted in its education, research, community partnership, and international commitment. HU wants to become one of the top world class comprehensive research universities. HU will perform its missions and functions based on the following five guiding principles:

- (a) The pursuit of peace,
- (b) The creation of new forms of knowledge,
- (c) The nurturing of well-rounded human beings,
- (d) Collaboration with the local and international communities, and
- (e) Continuous self-development (innovation).

In 2001, HU was rated as the top five universities among the national universities in term of internationalization of University assessed by the professional committee team of the National Institute for Evaluation of Universities and Degree Granting. The Team gave the high remark on the strategic approach of internationalization of university functions at HU. The idea of strategic approach was quite rare among universities at that time. HU had such approach with the written plan, and it became one of the best models.

Fortunately based on the past experience and preparation, in 2005, HU was selected as one of the leading and excellent 20 universities which will challenge new strategic approaches to internationalization of universities in Japan financed by the government. Those selected excellent universities must provide the model of internationalization of universities in order to increase the international competitiveness in the five years. This is the first challenging and ambitious national programs providing quite large amount of grants (financial supports) in Japan.

5. The New “Strategies of Internationalization” of HU

(1) Four Pillars of Internationalization Strategies of HU

HU sets up the Four Pillars which should be realized through six internationalization strategies:

- (a) Promotion of internationalization of “knowledge”,
- (b) Promotion of internationalization of “people”,
- (c) Promotion of internationalization of “contribution to societies”, and
- (d) Promotion of internationalization of “campus”.

(2) Six Strategies of Internationalization of HU

Then based on the pillars, HU has developed the six strategies of internationalization. Those are as follows.

1) Strategy One: Branding

There are five major policies of Branding Strategy: the first policy is to make HU the center for the people of researchers and students, who pursue the world peace to gather and meet.. The second one is to attract many excellent researchers from all over

the world. The third one is to make HU jump into the international market. The fourth one is to educate HU students to become so-called internationally active persons. The last policy for Branding is to operate the strategic “choice and concentration”.

2) Strategy Two: Universalization

The Strategy of Universalization consists of five major policies: the first one is to realize the 24 hours accessible university with the idea of whenever, wherever and whoever”. The second one is to make HU of international use based on the global standards. The third one is to make HU friendly to any people. The fourth one is to improve the so-called “customer-satisfaction.” The fifth one is to make the safe and comfortable university.

3) Strategy Three: Networking

The Networking Strategy consists of five policies. The first one is to have strategic approaches to establishing the university to university exchange agreements. The second one is to organize international network and consortium of universities. The third one is to establish the overseas branches of HU in other countries and to make use of them. The fourth one is to promote international joint researches and educational programs. The fifth one is to strategically develop the short-term students exchange programs (HUSA program).

4) Strategy Four: Devolution (Decentralization)

The Devolution means that each faculty and school should have quite extensive discretion and freedom of decision-making to internationalize the research and educational activities. It may be very important for the department to establish the joint programs or the collaborative research projects with the counterpart department of other universities, instead that the university should maintain the agreement.

5) Strategy Five: Development of Business Models

There are number of projects of international cooperation and assistance by JICA or JBIC. It is quite challenging for national universities to make proposals or applications to those business of cooperation. HU wishes to join this new area of

international contribution from the view point of making business; universities may make profits by making contracts with JICA or JBIC. And at the same time HU would like to develop the so-called business-models of international students exchange programs. International collaborative programs should be developed and promoted. HU would like to provide the advanced and quality international programs to the students in the world who are willing to pay for them.

6) Strategy Six: Improvement of Infrastructures

In order for many faculties involved in such international activities of education and researches, HU must improve the conditions of working, employment, research and teaching. The infrastructure of teaching and research must be improved so that many international scholars and students will stay at HU, and that many faculties and students will become actively involved in international programs.

6. New challenges

(1) Strategies to become the top 100(50) world class university

The president of HU, Taizo Muta, advocated when he became the president, that HU should be one of the top world class universities in the near future, and that we should make any efforts to improve our university education and research. It seems to be very difficult goal. Moreover the strategies for achieving the goal are not easily identified and developed. In order to develop the strategies, we need to understand what the top world universities should be like. The assessment and rankings have been tried by some organizations and institutions, but the definition and measurements are sometimes different. The ways of ranking are also different. But still the rankings are there. We have to meet the standards, and to show well performance based on those evaluation criteria. Internationalization of HU is critically important for becoming the world class university.

(2) Strategies to have more than 1,000 international students in the very near future

If a university is really an international and world class university, it attracts many students from all over the world. International students would be pushed out to

those world class universities for their future success. It is very important strategy to improve and increase the attractiveness of HU for international students so that HU would be regarded as one of the most worth and useful places of learning.

The strategies of attracting more international students are among others, “branding”, “good learning environment” and “use of HU”. If HU is regarded as one of the best universities in some specific areas of studies, or in terms of overall education and research functions, then HU will be able to attract more students from abroad. HU has some strong areas of studies: peace studies, higher education research, international development studies, etc.

Then HU should improve drastically its learning environments for the students: to provide 24 hours access to learning resources, on-line learning opportunities, more interactive class activities, personalized education programs and guidance, etc. Universalization of learning environments is very important. HU has welcomed the international disabled students from Brazil and Canada. HU should achieve high overall satisfaction of international students by improving the learning and support systems and programs.

Use of HU means that the returns or the benefits of studying at HU should be great. HU should contribute to the career development of the international students. HU should be a means of the international students to realize their dreams in the future. HU should provide and assure the students an added value of education and research. Our program should be competency-based curriculum and to develop the competencies which the future societies should require us to obtain. Then international students can compete with those who studies in home countries. The merits of studying at HU should be so much increased and HU should make difference for them.

Development of joint programs and joint degrees is one of the most urgent strategies for the quality internationalization of HU. It adds our value of education. It gives us an opportunity to attract more excellent students from overseas, and for HU students to obtain better qualifications.

(3) Strategies to increase the customer satisfaction among International students and scholars

WTO/GATS tells us that higher education is now one of the tradable services like goods and commodities. It is in the market of educational services. Students are the

customers. They are willing to buy better quality services and commodities.

If this conceptualization of higher education is correct, then we have to make unfamiliar efforts to make university education more quality education to meet the demands and needs of the customers. We have to think always about how we can meet the high satisfaction of the students with our educational services.

One of the strategies of internationalization should be to increase the overall satisfaction of the international students and scholars, including their families. We have to know what they are unsatisfied with, what they are complaining about, and what they want us to do for them. The speed of change is also very important to meet their needs.

The needs of international students and scholars must change time to time, and very much diversified. Still HU should try to meet their demands. HU should provide a kind of demand-driven educational and other services to them. We ask every semester how much the international students are satisfied with our services. More than 80% of them show satisfaction, but I would like to improve the satisfaction ratio up to more than 85%.

(4) Strategies for positive employment of foreign and female researchers

Again in order to be a real world elite university, HU should have more and more international professors and female professors. We have very few foreign professors. Most of them working on the campus are professor of language teaching. The ratio is terribly low. We have to improve the situation as quick as possible. The promotion system at our faculties is traditional and very much closed to the international communities. We need to reform it. We need to reform the consciousness of Japanese professors.

As for the female professors, the ratio is very low. We should develop certain affirmative actions to improve the situation. And in particular we have few female professors among deans, and other university managers and top administrators.

(5) Founding of new virtual “International College for Liberal Studies” (tentative)

This is my personal idea and dream. In the very near future I would like to realize that HU will establish the virtual international college for liberal studies in which not only Japanese students study but also international students from various countries

study. The programs are taught in English. Very small number of Japanese students will enroll in the College, while they may study at any one of the traditional faculties at HU. They register the double majors program: one is the degree of the traditional faculty and the other is the degree of International College for Liberal Studies. During 4 years program, each student is required to study abroad for one year at the universities with which HU has maintained the exchange agreement.

After 4 years program the students are highly recommended to study at the graduate schools or professional schools to obtain the master-degrees. Those students will meet the needs of the industrial and business communities who seek the excellent human powers and students.

(6) Increasing number of HU students to study abroad

At least 10% of HU students must be given the opportunities to study abroad, not only long-term study abroad program but also the short-term programs or even summer programs in other universities. I do hope that many HU students find opportunities to study in Asian partner universities. Many of them, in fact, want to study in the United States or Australia. But Japan is one of the Asian countries and she must find the most appropriate ways to live together with Asian people.

Concluding Remarks

Those six are the major strategies of internationalization of HU for the coming five years. By the end of the fifth year, HU will become very much attractive and challenging and most popular in the international education community and HU will become one of the top “world elite universities”.

At the final stage of internationalization, HU will not need the specific organization and the special strategies for internationalization. Every function, every part of organization, and every section of functions will be internationalized so that HU need not to have such special strategies of internationalization.

Internationalization is just one of the means of advanced quality improvement of university functions: teaching, research and contribution to the communities.

I hope that taking this wonderful opportunity and having such a honest and kind collaboration between Tomsk Pedagogical University and HU, both universities

would become the world class universities and contribute toward the peace and welfare of humankind on our earth. This is our mission and the important task.

