



The “Global 30”: an approach for establishing “World Class Universities” in Japanese context



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DIRECTIONS IN DEVELOPMENT
Human Development

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The Challenge of Establishing World-Class Universities

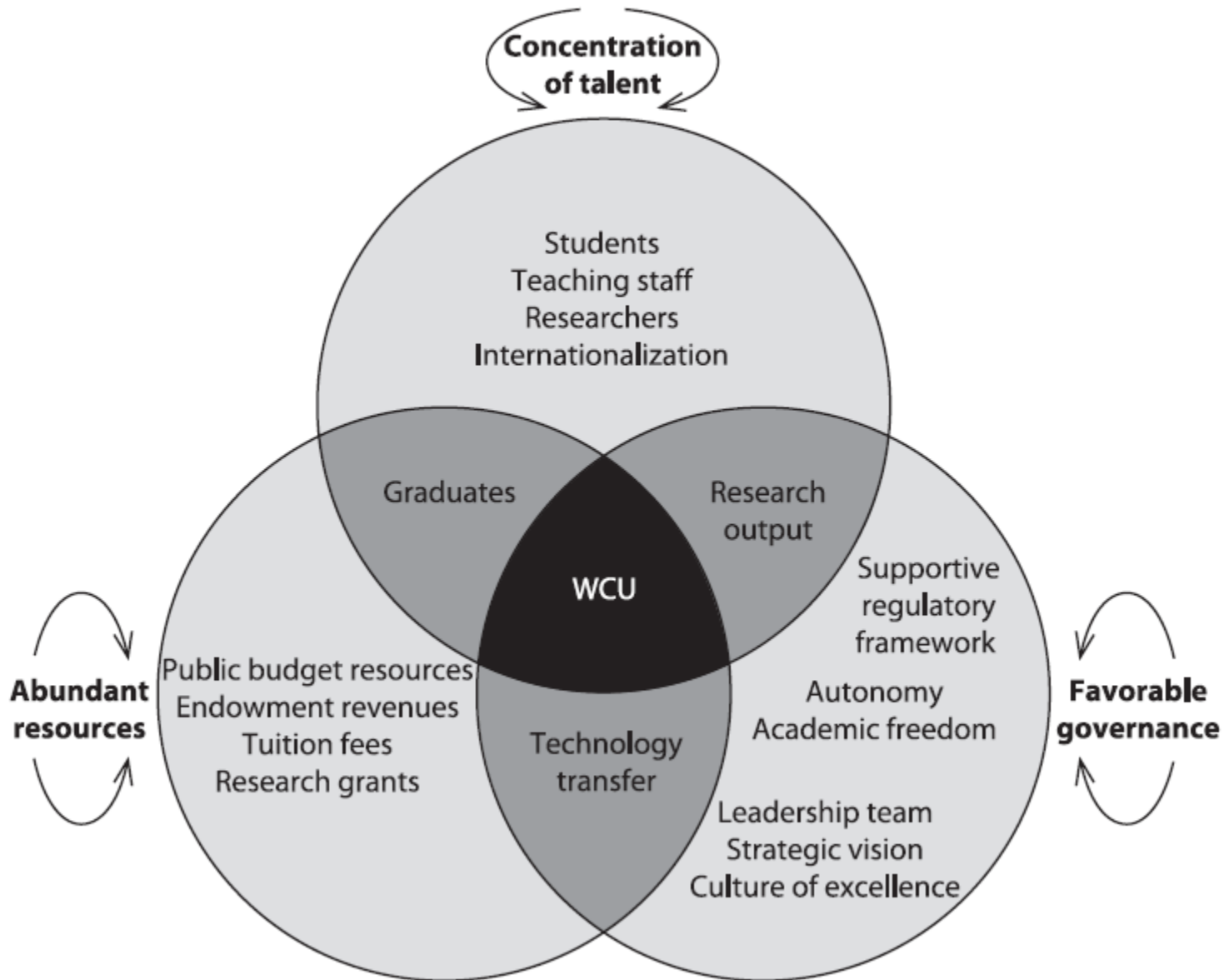
Jamil Salmi

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THE WORLD BANK

Figure 2. Characteristics of a World-Class University (WCU): Alignment of Key Factors



Source: Created by Jamil Salmi.

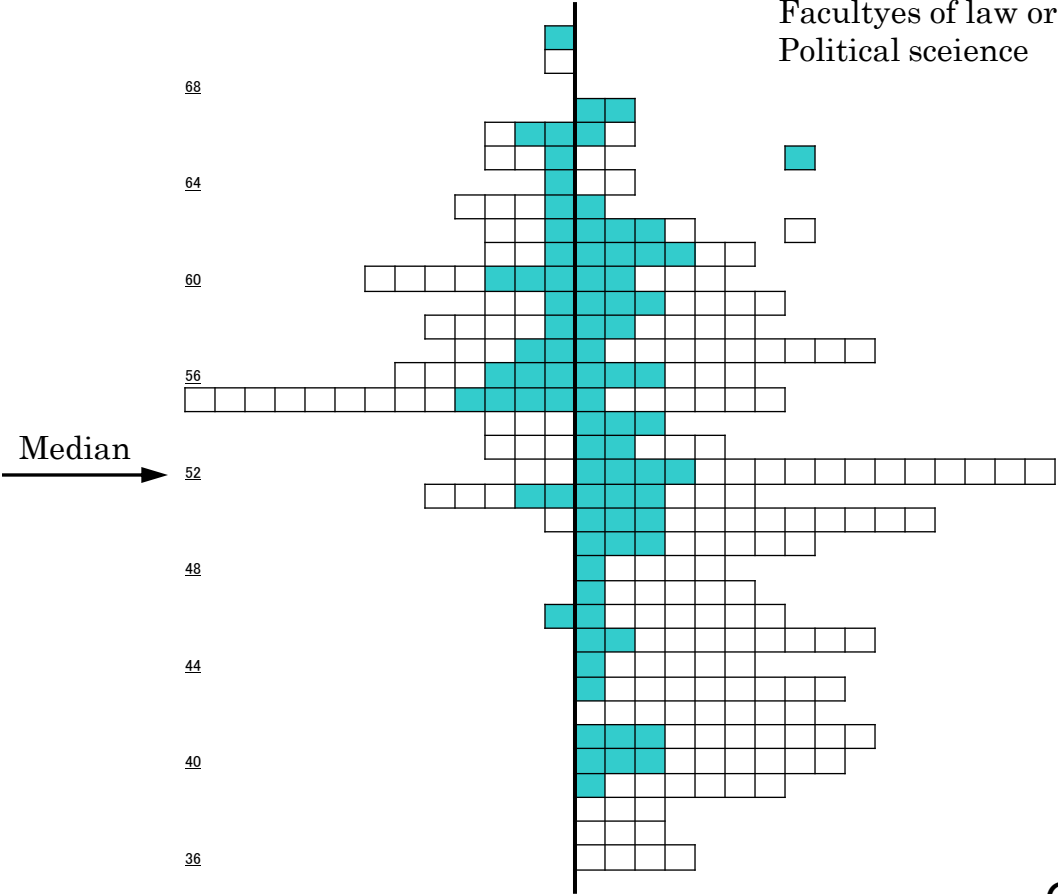
Obunsha
selectivity
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Most selective

National and municipal
univesities

Private universities

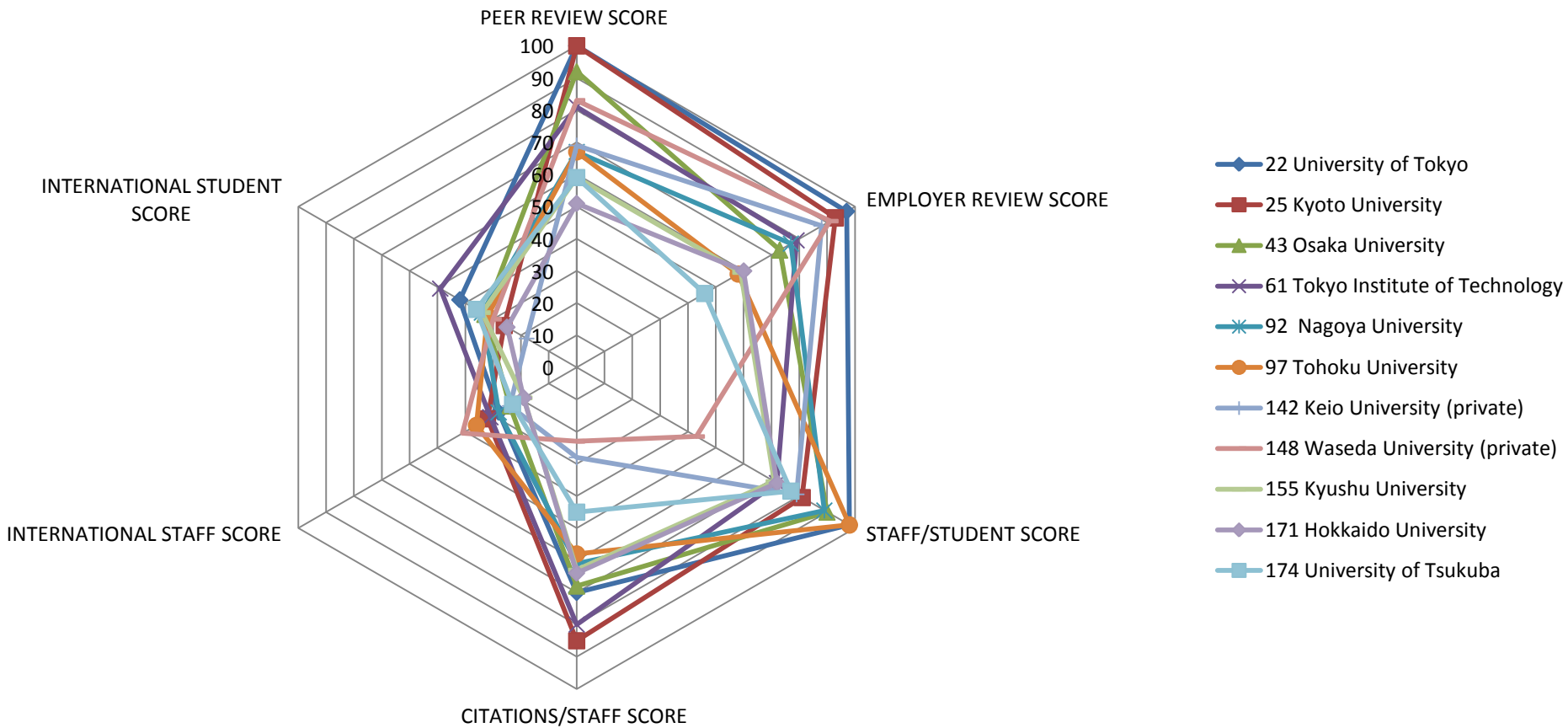
Facultyes of law or
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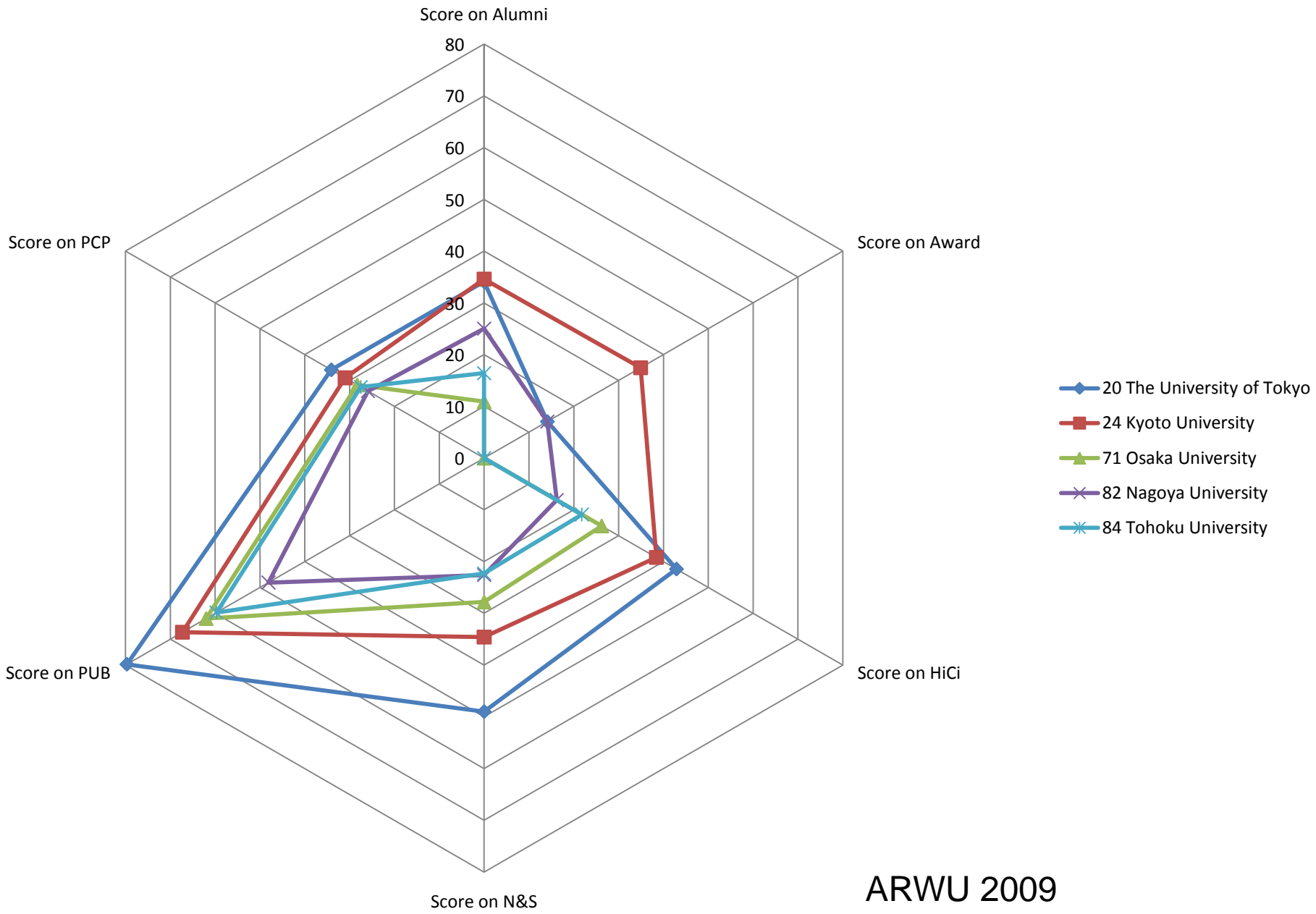


Geiger 1986

Leiden Ranking 2008

Rank	Country	University	<i>P=Number of Publication</i>	<i>C=Citation</i>	<i>CPP=Citation par Publication</i>	<i>FCSm=The number of citations per publication divided by the average impact in the given field</i>
1	US	HARVARD UNIV	57,124	597,383	10.46	2.02
2	JP	UNIV TOKYO	35,622	170,322	4.78	1.18
3	CA	UNIV TORONTO	31,780	191,255	6.02	1.45
4	US	UNIV CALIF LOS ANGELES	29,524	232,193	7.86	1.75
5	US	JOHNS HOPKINS UNIV	28,837	251,895	8.74	1.78
6	US	UNIV MICHIGAN - ANN ARBOR	28,337	194,086	6.85	1.73
7	US	UNIV WASHINGTON - SEATTLE	28,176	229,493	8.14	1.82
8	JP	KYOTO UNIV	25,905	116,810	4.51	1.13
9	UK	UNIV COLL LONDON	25,245	167,987	6.65	1.42
10	US	STANFORD UNIV	25,098	224,339	8.94	2.04
11	US	UNIV PENN	24,927	191,724	7.69	1.64
12	UK	UNIV CAMBRIDGE	24,748	171,373	6.92	1.62
13	US	COLUMBIA UNIV	23,952	181,099	7.56	1.75
14	UK	UNIV OXFORD	23,596	161,986	6.86	1.59
15	US	UNIV MINNESOTA - MINNEAPOLIS-ST LOUIS	22,258	134,612	6.05	1.55
16	US	UNIV WISCONSIN - MADISON	22,198	137,728	6.2	1.59
17	JP	OSAKA UNIV	22,049	102,572	4.65	1.15
18	US	CORNELL UNIV	21,921	148,256	6.76	1.62
19	US	UNIV CALIF SAN DIEGO	21,769	175,342	8.05	1.81
20	BR	UNIV SAO PAULO	21,557	52,524	2.44	0.72
21	JP	TOHOKU UNIV	21,260	74,611	3.51	1.04





'Asia advances' in THES/QS world rankings in 2009

Japan counts 11 institutions in the top 200, among them two new entrants: the University of Tsukuba sharing 174th place and Keio University making an impressive debut at 142nd. Japan's representatives in the top 100 rose in number from four to six, led by the University of Tokyo at 22nd place (down from 19th).

- *Philip Altbach...says several factors are behind the surges by Asian institutions.*
 - *"These countries have invested heavily in higher education in recent years, and this is reflected in the improved quality in their top institutions," he says. "They have also attempted to internationalise their universities by hiring more faculty from overseas ... this helps to improve their visibility globally.*
 - *"These universities have also stressed the importance of their professors publishing in international journals, which has no doubt increased the visibility of their research."*
 - *But he adds that this drive for internationalisation and success in global rankings may be "debatable in terms of good policy" for Asian institutions. For example, he says, stressing the importance of publishing in international journals may "tilt research away from topics relevant for national development", and fostering the use of the English language "may have a negative impact on intellectual work in the local language".*

PRESSURE TO BE WORLD TOP

Different dreams in the same bed

(同床異夢)

- In 1980s and 1990s
 - Yasuo Nakasone (Prime Minister) declared the vision to make Japan a ‘sturdy cultural state’, and set up a plan to accept ‘100,000 international students by the end of 20th Century’ in 1983 (realized in 2003)
 - Akito Arima (President of the University of Tokyo) argued that international recognition of Japanese universities (or Tokyo U) is too low..on the result of *Gourman Report* in the end of 1980s, and, made a campaign to raise public investment into (top) national universities as ‘coffins of the brains’.
 - *Asia Week* set up Asian University Rankings, and Japanese universities occupied the distinguished positions: Shigehiko Hasumi (President of Tokyo University) criticized and left the ranking when its position was top; Hiroyuki Abe (President of Tohoku University) welcomed when ranked at the top after Tokyo University left.

- Under the neo-liberalistic policy reforms in economic recession, the government started to sought the possibility of ‘privatization’ of national universities, and tried to introduce performance assessment
- Akito Arima (Minister of Education) **decided to ‘incorporate’ national universities to get ‘institutional autonomy’ for further development**
- 2000s
 - Toyama (Minister of Education) of Koizumi Cabinet set up a plan to foster around 30 world class universities (for concentration of limited public resources???) in 2001.
 - **After the heated debate, the plan realized as selecting research units as ‘Center of Excellences in the 21st Centuries <COE21>, and universities started to compete on the number of those COEs. (later replaced by more concentrated ‘Global COEs’.)**
 - All national universities were incorporated in 2004, and **some top university presidents started to declare their ambition to be ‘ranked up’ in newly started world rankings (partly for getting support from internal academic communities and from external societies and the government??)**

- *Ranks did not improve, mainly for the shaking status of Japan as a whole country*
 - Shinzo Abe (Prime Minister) set up Asian Gateway Initiative, and put ‘internationalization of HE’ as primary agenda to develop Japan as a leading country in 2006.
 - Heizo Takenaka (former Minister of General Affairs of Koizumi Cabinet and a professor of Keio (private) University) argued that Tokyo University should be privatized because top ten universities in the world are dominated by private institutions)

- Liberal Democratic Party established a project team for improving ranking position of Japanese universities (partly because of Takenaka argument, and partly as a result of lobbying by Ministry of Education and **top national universities**) in 2007.
- Yasuo Fukuda (Prime Minister) set up ‘300,000 international students’ plan by 2020 in 2008.
- Global 30 (select around 30 key universities and support their internationalization) scheme started as a core project of 300,000 plan, but the government decided to limit the number to around 12 in the first year because of the budgetary constraints in 2009, under Prime Minister Aso.

HOW TO SELECT 'WORLD CLASS UNIVERSITIES' UNDER THE 'INTERNATIONALIZATION' PLAN

Scores utilized for selection

- Granting of 340 or more post-graduate degrees (master or doctor) annually in the last three years (scored 1 to 5 based on performance);
- Acquisition of 130 or more Grants in Aid from JSPS annually in the last three years (scored 1 to 5 based on performance);
- Acceptance of 300 or more international students from more than four countries in 2008 (scored 1 to 5 based on performance);
- Sending of 50 or more students abroad in 2008 under official student exchange agreements (scored 1 to 5 based on performance);
- Employment of more than 45 international faculty members (scored 1 to 5 based on performance).

- Participation in international university consortiums;
- Having plans to establish at least one undergraduate and one post-graduate degree program in English, in addition to the existing programs (assessed by number);
- Establishment of offices abroad for recruiting students, and willingness to allow their usage by other Japanese universities (additional points are awarded for multiple offices in the difficult areas);
- Having plans to realize a share of international students of 20% (and at least 10%), and a total number of international students more than 2,599 by 2020;
- Plan to make the share of international faculty into 10% (at least 5%) by 2020.

Selection Result

- National (public) 7
 - Hokkaido (former imperial)
 - **Tohoku** (former imperial)
 - **Tsukuba**
 - Chiba
 - **Tokyo** (former imperial)
 - Tokyo University of Agriculture and Technology
 - Kanazawa
 - Gifu
 - **Nagoya** (former imperial)
 - **Kyoto** (former imperial)
 - **Osaka** (former imperial)
 - Kobe
 - Hiroshima
 - Yamaguchi
 - **Kyushu** (former imperial)
- Local public 0
- Private 6
 - **Keio**
 - **Sophia**
 - Tokai
 - **Meiji**
 - **Waseda**
 - **Doshisha**
 - **Ritsumeikan**

Target of student number 2008 and 2020 (by Hiroshi Ota & Toyo Keizai)

- National

- Tohoku 1218 to 3211
- Tsukuba 1377 to 4500
- Tokyo 2444 to 3500
- Nagoya 1214 to 3000
- Kyoto 1336 to 3200
- Osaka 1439 to 3000
- Kyushu 1292 to 3900

- Private

- Keio 934 to 4000
- Sophia 1000 to 2600
- Meiji 712 to 4000
- Waseda 3000 to 8000
- Doshisha 563 to 3500
- Ritsumeikan 1119 to 4005

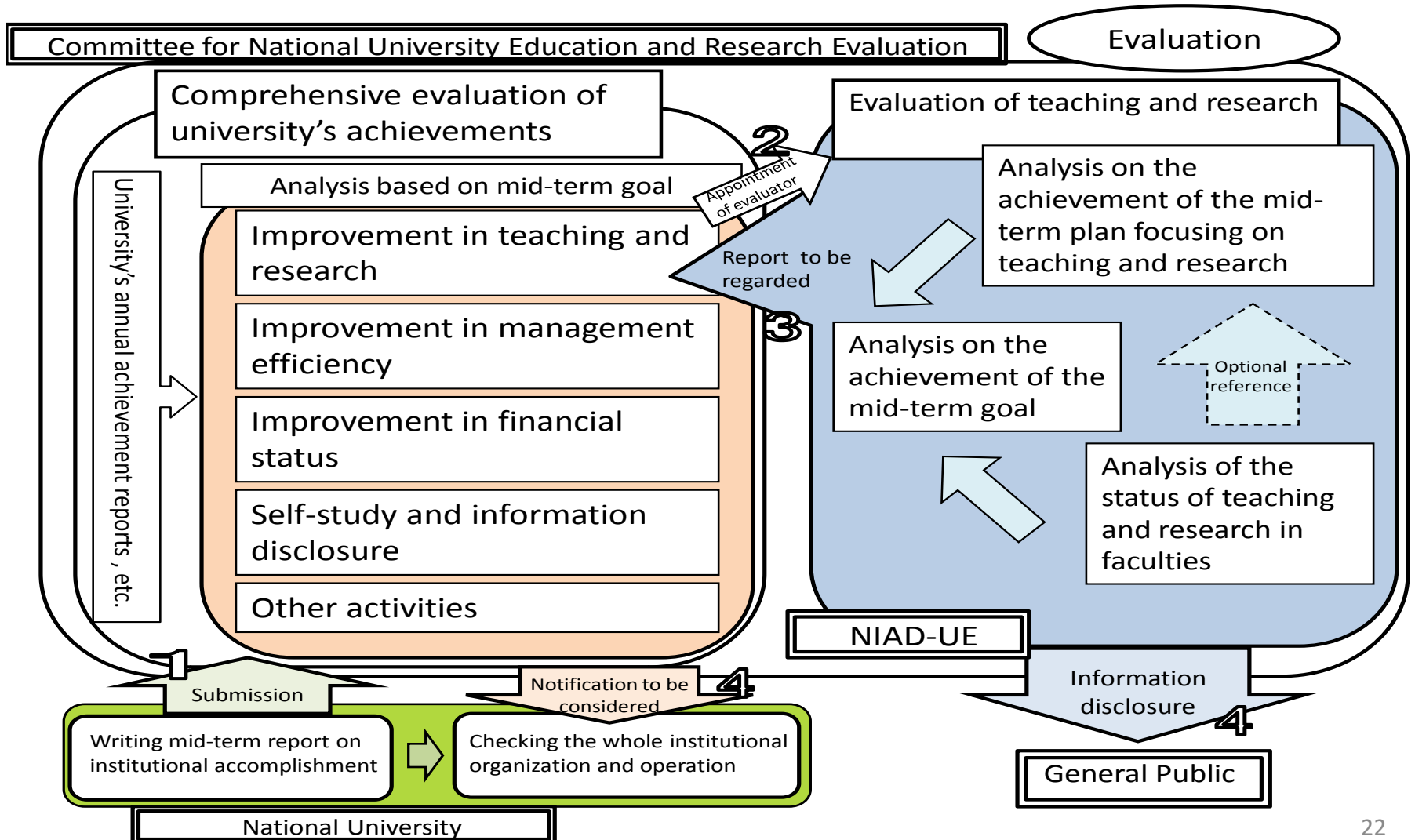
Clarification (1)

- ‘internationalized universities’ are not always ‘world class universities’, at least, in the Japanese context
 - Two different meanings to be ‘international’
 - International profile of research communities (staff of research institutes and doctoral students) ...mainly in national research universities
 - International education program mainly at the undergraduate level (by promoting student exchange, inviting international students, etc.) mainly private teaching oriented universities
 - Majority of ‘international’ researchers and students come from countries familiar with Chinese Character, and somehow learn in Japanese rather than in English: the provision of classes in English in the practical purposes is mainly for ASEAN students with scholarships.

Then, why 'global 30'?

- **Japanese context: internationalization as a weak point**
- Official categorization of 'key universities' or '(California) master plan' is still not well accepted among university people
- 'Internationalization' of the whole HE system needs tremendous amount of money.. Some targeted financial support is inevitable.
- Investment to the world class research universities is preferable both for the government and most of academics
 - Government can limit budget by concentration of financial allocation
 - Academics before giving up research ambition support this orientation
- > **Selection of WCUs under 'Internalization' scheme...with very limited public investment with risks of deterioration of quality**
(i.e. 275 million yen G30 fund to Tohoku U with 120,136 million yen of annual income in 2008. (1Euro = around 125 JP Yen)

Scheme for Mid-term Evaluation



Performance based financial allocation by mid-term evaluation scheme

- U. of Tokyo: + around 25 million yen
- Tohoku U.: + around 7.5 million yen
- Other former imperial universities: + around 5 to 10 million yen
- Kobe U.: + around 3.6 million yen
- Akita U.: - around 1.5 million yen

Imprecation from Japanese experience

- Each HE system has its own context
- The performance reporting does not always have to link with significant amount of financial sanction
- The race for ranking (or 'university reform' fit to the externally given indicators) may harm the institutional strength in the long run
- Importance of making a good consensus about the future vision of HE within the country.

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Multumesc!