Governance and Management of International Offices
“Internationalization starts at home – the case of OGI”

Sonoko Watanabe
International Strategy Manager
Organization for Global Initiatives
Keio University

ABSTRACT

In the era of globalization, the need for universities worldwide to internationalize is rising. Internationalization starts at home, by first reviewing the structure of the organization, its resources and its people. Recognizing the need to restructure to bring Keio University to a global standard, Keio has established the Organization for Global Initiatives (OGI) in January 2005, led directly by the President. In May 2005, OGI was selected as one of the pilot universities to receive the “Strategic Fund for Establishing International Headquarters in Universities” awarded by the Ministry of Education, Culture, Sports, Science and Technology. OGI works in collaboration with the International Center, which has a long history and tradition of providing support for international students and managing international programs. OGI also works very closely with the Office of Communications and Public Relations, which was newly established as an independent department in the year 2006 with a strong international PR focus.

With this new structure in place, human resources with new skills were recruited from outside the university, with the task to stimulate and manage change to promote the aims of OGI. These “specialist” staffs with experience in an international business environment have enabled, to some extent, the office to take a bolder approach to managing projects and tackling problem issues, with a broad international perspective. Several cases will be introduced showing how these “specialists” have played a role of catalyst at Keio in the process of internationalization.

A new style of governance and management of offices dealing with international affairs has provided a clearer definition of the function and responsibilities of each of the office. OGI is set to concentrate its efforts on bringing Keio to the international arena of higher education through strategic planning and administration.
Governance and Management of International Offices
Internationalization Starts at Home
- The Case of OGI at Keio -

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Sonoko Watanabe
International Strategy Manager
Organization for Global Initiatives
Keio University

Governance?

The masses define “Governance” as…

…derives from Latin origins that suggest the notion of ‘steering’. This sense of ‘steering’ a society can be contrasted with the traditional ‘top-down’ approach of governments ‘driving’ society or the distinction between ‘power to’ in contrast to governments ‘power over’.


The why’s and what’s

Why do we need to internationalize?

- Globalization is here to stay
- Higher education is becoming one big arena with accelerating mobility of students and researchers

What if we don’t?

- Not adapting to this changing environment deprives students of valuable experiential learning opportunities, and researchers of cross-border collaboration
- Universities that don’t develop unique strengths and evolve will not survive an increasingly competitive landscape

Starting point

Where to start?

Internationalization starts at home

What did Keio do?

With strong leadership and initiative from the top, in January 2005 Keio University established the:

Organization for Global Initiatives (OGI)
Visible results emerging from new governance

1. Efficient division of tasks – working in collaboration
2. Establishment of Office of Communications and Public Relations
3. Human resources with new skills
4. … and OGI’s achievements

OGI process

- Keio University President
- Executive Director (President and Vice Presidents)
- Deputy Directors (Vice Presidents)
- Director, International Center
- Global Strategists
- Heads of Academic Departments
- Heads of Administrative Departments
- Chief Administrator
- Secretary General
- Administrative Staff (incl. Overseas Office Staff)
- OGI members
- OGI Office Executive Members (President and Vice Presidents)
- International Advisory Committee (IAC)

OGI communication mechanism

Meetings with clear objectives - not for the sake of meeting
- Bi-monthly meetings (President, OGI members, OGI Office)
  - sharing of information on new initiatives
  - presentation of best practices by alternating faculties
  - announcement of activities and events (for university-wide dissemination)
- Monthly meeting of key OGI members including President
  - issues requiring immediate attention and decision-making
- Bi-weekly meeting of OGI Office, International Center and Manager for International PR
  - confirmation with Vice President(s) on basic direction and strategy
  - sharing of information on partnerships with new universities
  - discussion of new initiatives and implementation

1. Efficient division of tasks – working in collaboration
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OGI Office (4 staff, working closely with the Office of the President)
- international strategy development and planning,
- supporting university internationalization efforts

Office of Communications & PR
- strategic approach, emphasis on disseminating Keio’s message globally

International Center
- supporting international students,
- managing international programs

ORAA (Organization for Research Advancement and Administration)
- facilitating international research collaboration,
- promoting research returns to society

2. Establishment of Office of Communications & PR

Establishment of OGI triggered a review of the PR function, leading to the creation of an independent division with a strong international focus reporting directly to the President, with which OGI works closely.

President Anzai’s lecture at National Taiwan Univ: coverage by local national dailies

3. Human resources with new skills
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Specialists with different skills recruited from outside the university

- With a five year grant from the Japanese government’s “Strategic Fund for Establishing International Headquarters in Universities” program, “specialists” with new skills and international background/experience were recruited.

- These non-academic, non-administrative staff have, to some extent, played the role of catalyst in the process of “change” and “internationalization” at Keio.

3. Human resources with new skills – cont’d

Some visible results...

- Strategic perspective in OGI activity planning and in formation of new partnerships.
- Increased exchange/collaboration opportunities in areas of high demand and creation of Keio presence in new regions (e.g. Spain, Mexico, Vietnam).
- Proactive networking and presence at international conferences – building ties later proving to be to OGI’s advantage.

Acting as a stimulus...

- Lecturer at orientation for new Keio employees.
- Presenter at monthly meeting of Keio managers.
- Lecturer at administrators’ seminar for Japan Association of Private Colleges and Universities.

Events conducted outside Japan – proactive planning & strategic perspective

Vietnam-Japan Friendship Initiative: Summer Workshop 2006
- 5 days, 2 cities (Hanoi & Ho Chi Minh City), 4 lecturers, 7 sessions – first attempt by any Japanese university. Official support from the Embassy and in cooperation with JICA and the Japanese Business Association in Vietnam.

President’s Lecture at National Taiwan University
- Keio initiative – first attempt for Keio to take a proactive role in planning a lecture by the President at a partner university.

3. Human resources with new skills – cont’d

OGI website: highlighting news and events with an international dimension

Strategic communication focusing on Keio’s “killer facts”
...

**Keio Killer Facts**

- 150 years of history
- 300,000+ alumni
- 3 Prime Ministers
- 866+ alumni associations
- Global Digital Studios in New York, San Francisco, Cambridge, Seoul, Beijing
- Top class hospital
- No. 1 in number of CEOs
- 12 COE Programs

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**4. ...and OGI's achievements**

- International partnership trend by country (2005-2006)

<table>
<thead>
<tr>
<th>Region</th>
<th>Jan '05</th>
<th>Jan '07</th>
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<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>134</strong></td>
<td><strong>188</strong></td>
</tr>
</tbody>
</table>

- Data for: number of partners (Jan 2007); number of exchange students (2006); all other information (AY2005)

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**4. ...and OGI's achievements – cont’d**

- 824 International students
- 158 Study abroad students
- 174 Visiting researchers
- 132 Faculty overseas

(May 2006)
4. …and OGI’s achievements – cont’d

OGI enables activities initiated on a university-wide scale

- Opening of Keio Offices abroad
- International events hosted by Keio University

So what now?

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Into the future – we’re not there, yet

Issues to be addressed:

- Need for a long-term, unified goal for a truly "Internationalized Keio"
- More horizontal, vertical and diagonal collaboration with faculty and administrative staff across campuses
- Better administrative “governance” for staff
- Better environment for pursuing global initiatives (e.g. bilingual campus, English programs)
- How to take best advantage of the 150th anniversary year

Thank you!

visit us online at www.ogi.keio.ac.jp