

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

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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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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'.

Wikipedia: <http://en.wikipedia.org/wiki/Governance>



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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



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Starting point

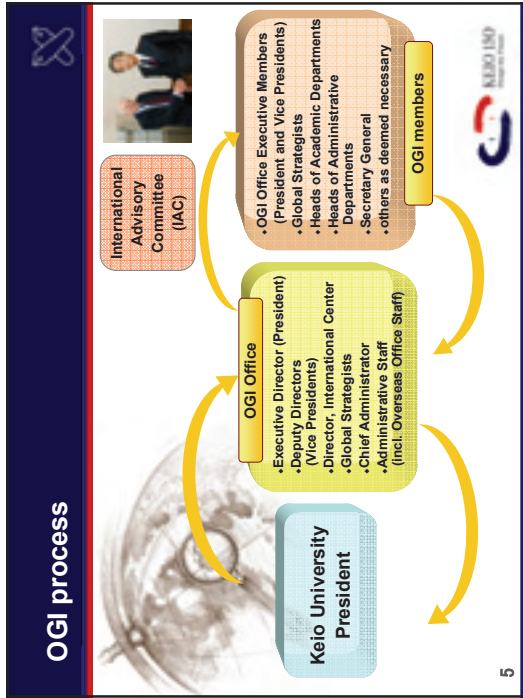
Where to start?
Internationalization starts at **home**

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

Organization for Global Initiatives (OGI)



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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

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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

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1. Efficient division of tasks – working in collaboration

KEIO 150
Design the Future

1. Efficient division of tasks – working in collaboration

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
supporting international students,
managing international programs

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

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2. Establishment of Office of Communications & PR

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2. Office of Communications & Public Relations

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

Japan University, Incheon
Vietnam workshop: coverage in "Asahi Shimbun", 14 Oct. 2006
President Anzai's lecture at National Taiwan Univ.: coverage by local national dailies

Vietnam workshop: coverage in local newspaper "Investor's Review" 4 Sept. 2006

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3. Human resources with new skills

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3. Human resources with new skills

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

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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

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3. Human resources with new skills - cont'd

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



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3. Human resources with new skills – cont'd

New English publication specifically aimed at international audiences



OGI website: highlighting news and events with an international dimension



Strategic communication focusing on Keio's "killer facts"

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...Keio Killer Facts

150 years of history

3 Prime Ministers

300,000+ alumni

866+ alumni associations

Global Digital Studios
in New York, San Francisco, Cambridge, Seoul, Beijing

Top class hospital

No.1 in number of CEOs

17 **12** COE Programs







4. ...and OGI's achievements

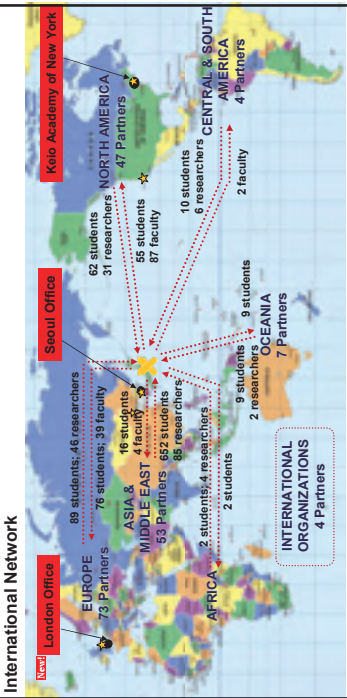






4.and OGI's achievements


International Network



London Office
 Keio Academy of New York
 Seoul Office

EUROPE: 89 students, 45 researchers, 73 Partners
 ASIA & MIDDLE EAST: 16 students, 4 faculty, 53 Partners
 NORTH AMERICA: 62 students, 31 researchers, 47 Partners
 AFRICA: 2 students, 4 researchers
 OCEANIA: 9 students, 2 researchers, 7 Partners
 CENTRAL & SOUTH AMERICA: 10 students, 6 researchers, 4 Partners
 INTERNATIONAL ORGANIZATIONS: 4 Partners

* Data for: number of partners (Jan 2007); number of exchange students (2006); all other information (AY2005)
 * = DIMC Global Digital Studios




4.and OGI's achievements – cont'd

International partnership trend by country (2005-2006)

Region	Jan '05	Jan '07
Asia	27	+23
Middle East	1	3
Africa	0	0
Oceania	4	7
North America	38	+9
Latin America	3	4
Europe	58	+15
Other*	3	4
Total	134	+54 188

Student & Faculty mobility

824 International students
158 Study abroad students
174 Visiting researchers
132 Faculty overseas (May 2006)

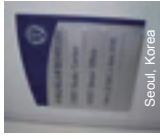


20 *Other: Middle East, Oceania, Central and South America, international organizations

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



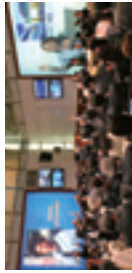
Seoul, Korea
New Keio Offices abroad



London, UK
New Keio Offices abroad



President's lecture at
Japan Society, New York



"Social Entrepreneurship" seminar
co-hosted by Japan Society

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So what now?

KEIO 150
Design the Future

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

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Thank you!



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



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