Session C-I:

Strengthening Governance and Management of International Offices

International Strategic Plan and Support System for Promotion of International Exchange and Cooperation in Nagoya University

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ABSTRACT

1. Aim and Structure of International Exchange and Cooperation Headquarters and Office of International Strategic Planning

* International Exchange and Cooperation Headquarters is the organization that implements the International Strategic Plan of Nagoya University (NU).

* On the Academic Charter of NU, the university announced its mission as follows:

> Nagoya University, in spearheading scientific research, and through the cultivation of human resources capable of exercising leadership both in the domestic and international arenas, shall contribute to the welfare of humanity and the development of culture, as well as to global industry.

* In order to accomplish the mission, NU establishes the mid-term points to achieve by academic year 2010 concerning internationalization as follows:

- Contribute to exchange through the use of a global network in research and educational activities around the world, especially Asian countries.
- Conduct original planning and active participation in international development and cooperation projects.
- Establish a university-wide planning and support system in research, education and international development and cooperation activities.

* Through the process accomplished by international academic alliances, NU will achieve the following four goals:

Goal 1: International Academic Research

Actively develop world-leading research in an internationalized era, utilizing the international network of AC21.

Goal 2: International Education Exchange

Aim at education internationalization through the promotion of human-centered exchange of faculty, staff and students and the development of international educational programs utilizing the international network of AC21.

Goal 3: International Development and Cooperation

Maintain the system to promote international development and cooperation and strengthen its function as one of the country's national centers of international development and cooperation.

Goal 4: International Exchange Management

Build an organizational system that is consistent and comprehensive, utilizing the international network of AC21 and others

* International Exchange and Cooperation Headquarters (NUIECH) was established to achieve these goals in 2006.
* The members of the Steering Committee of the headquarters are Director of Office of International Strategic Planning, Director of AC21 General Secretariat office, Dean of Graduate school of International Development, Director of Education Center for International Students, Director of International Cooperation Center For Agricultural Education, Director of Center for Asian Legal Exchange, a certain number of members of International Exchange Committee, deputy director and research Associates of Office of International Strategic Planning, etc.
* Office of International Strategic Planning (OISP) is the core organization of the Headquarters with four divisions corresponding to above four goals.

2. Distinct Features of the International Strategic Plan of NU

* The plan consists of mission, vision and goals and covers four fields as mentioned above.
* NU has the secretariat of Academic Consortium 21 which was organized in 2002. At present 20 universities and organizations are registered as the members of this consortium. The aim of this consortium is to serve as a bridge to various regional communities around the world in order to develop education and research through such activities as international internships, benchmarking, and educator and student exchanges. NU is aiming to develop and implement various projects using the AC21 and other international networks as much as possible. NU expects the members of the Consortium to act as;

1) The platforms for establishment of overseas offices
2) The benchmarking targets

3. Current Services and Questions of OISP

1) The office is the core organization of the Headquarters. Main activities and services are as follows:

*Continuous improvement of the Strategic Plan.

*Support for international exchanges.
*Benchmarking research with overseas universities.
*Supervise and support for conclusion of international academic exchange agreement.
*Dispatch of information about activities in the overseas office and support for planning of events by the office.
*Improvement of condition of acceptance of overseas researcher.
*Planning and implementation of training for administrative staff members who deal with international affairs.
*Preparation of database and announcement of international academic exchange activities.
*Implementation of internalization of research and education condition.

2) Main questions are as follows;

*How to keep flexibility and quickness of decision making process?
*How to increase merit of being member of AC21 and how to cooperate with the consortium?
*How to share the responsibility with the international affairs division of the administration bureau?
*How to keep smooth coordination with other relate organizations such as Head quarters office for industry, academia and government cooperation?
*In order to enlarge the area of services, excellent human resources are indispensable, but how to employ or train those resources?
*It is very difficult to get income from outside of the university. How to get necessary budget and find human resources?

International Strategic Plan and Support System for Promotion of International Exchange and Cooperation in Nagoya University

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Nagoya in the Center of Japan

HISTORY of NU

1871 Temporary Hospital
Temporary Medical School
↓
1939 Nagoya Imperial University
↓
1949 Nagoya University
(under new educational system)
↓
2004 Nagoya University
(National University Corporation)

STUDENTS & STAFF

-Students-

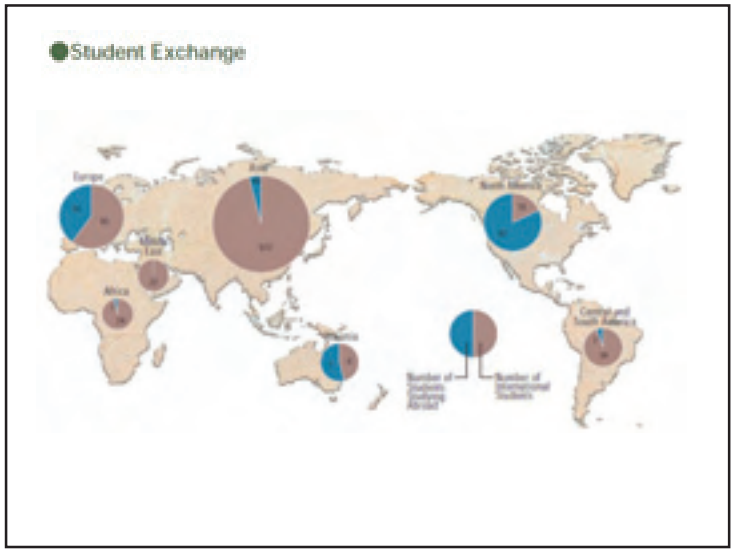
	Undergraduate	Graduate	Total
Students (All)	10,123	6,421	16,544
Int'l Stud.	231	930	1,161

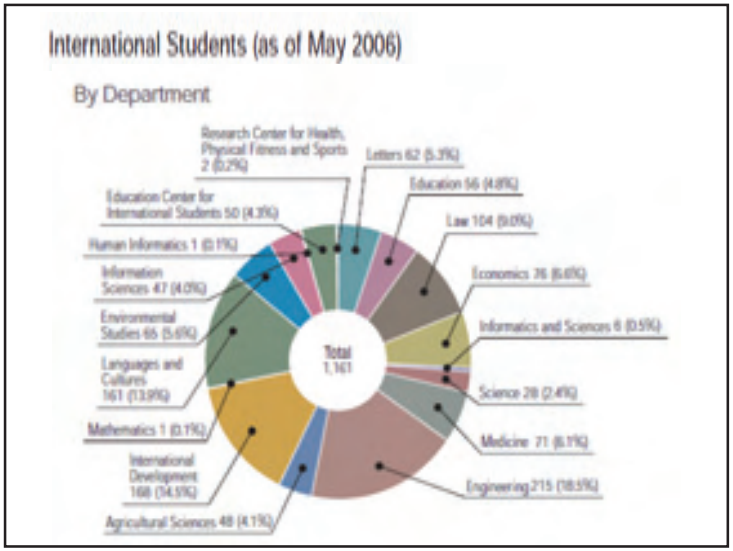
-Staff Members-

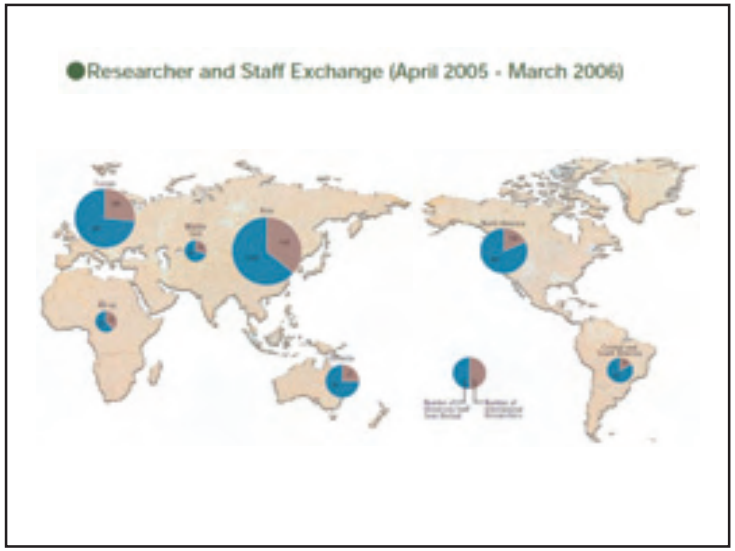
Academic	Administrative & Technical	Total
1,819	1,522	3,341

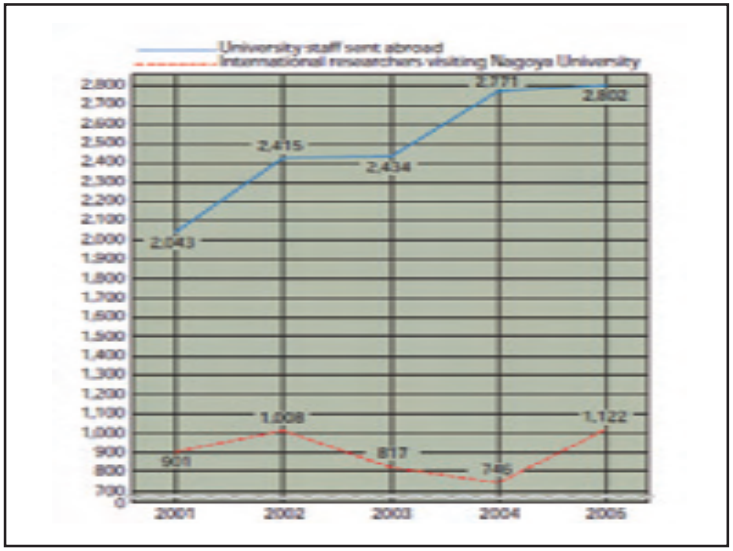
ORGANIZATION

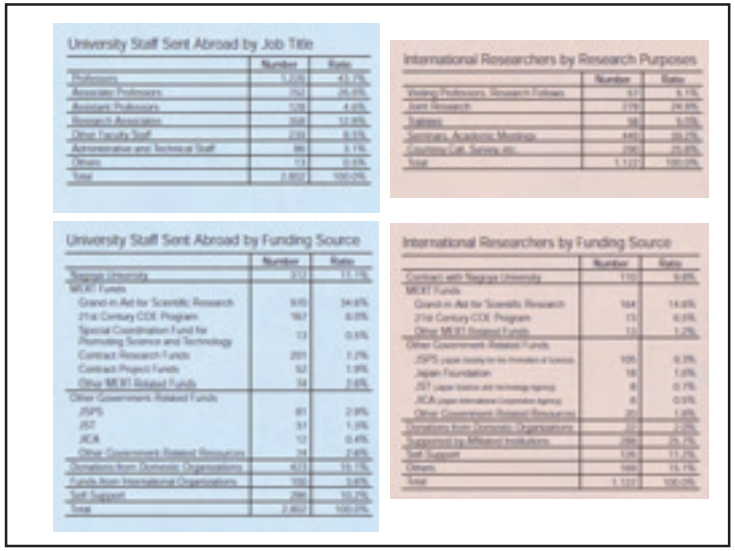
9 Schools	Letters Education Law Economics Informatics and Sciences Science Medicine Engineering Agricultural Sciences
13 Graduate Schools	Letters Education and Human Development Law Economics Science Medicine Engineering Bioagricultural Sciences International Development Mathematics Languages and Cultures Environmental Studies Information Science
4 Research Institutes	Institute for Advanced Research Eco Topia Science Institute Research Institute of Environmental Medicine Solar- Terrestrial Environmental Laboratory
16 Research Centers	Hydrospheric Atmospheric Research Center (HyARC) Information Technology Center Research Center for Material Sciences (RCMS) and more…











Academic Exchange Agreements

- Institutional Level : 54
- School Level : 149

  Asia:81, Oceania:12, Africa:3, Europe:62, Middle and South America:7, North America:36, International Organizations:2

Mission of NU

- Nagoya University established the 'Academic Charter of Nagoya University' in 2000 and announced the mission it has to achieve.
- This Charter, in particular the university's international mission, is presented in the following points.

  Nagoya University, in spearheading scientific research, and through the cultivation of human resources capable of exercising leadership both in the domestic and international arenas, shall contribute to the welfare of humanity and the development of culture, as well as to global industry.

Vision

In order to accomplish the above 'Mission', the university establishes the mid-term points to achieve by academic year 2010 concerning internationalizations as follows:

- Contribute to exchange through the use of a global network in research and educational activities around the world, especially Asian countries.
- Conduct original planning and active participation in international development and cooperation projects.
- Establish a university-wide planning and support system in research, education and international development and cooperation activities.

Goals

Through the process accomplished by international academic alliances as announced in the 'Vision', the university will achieve the following four goals:

Goal 1: International Academic Research

Actively develop world-leading research in an internationalized era, utilizing the international network of AC21.

Goal 2: International Education Exchange

Aim at education internationalization through the promotion of human-centered exchange of faculty, staff and students and the development of international educational programs utilizing the international network of AC21.

Goal 3: International Development and Cooperation

Maintain the system to promote international development and cooperation and strengthen its function as one of the country's national centers of international development and cooperation.

Goal 4: International Exchange Management

Build an organizational system that is consistent and comprehensive, utilizing the international network of AC21 and others.

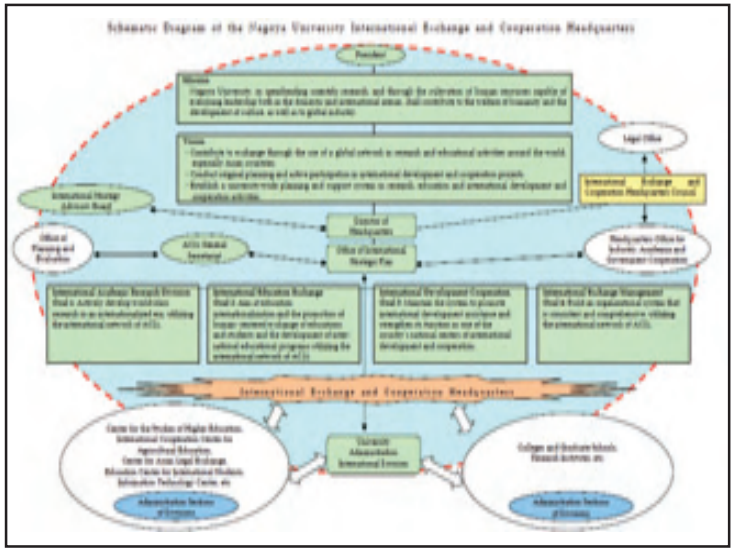
Preparation of International Strategic Plan and Support System

2005

- Office of International Strategic Planning (OISP) was established.
- OISP announced Nagoya University International Strategic Plan.

2006

- Nagoya University International Exchange and Cooperation Headquarters (NUIECH) was established.



Distinct Features of the Strategic Plan

- The plan consists of mission, vision and goals and covers various activities of four goals.
- NU expects members of the Academic Consortium 21

Academic Consortium 21

・HISTORY

Established on 24 June 2002 at the International Forum at Nagoya

・PURPOSE

To construct an international network in order to encourage the further advancement of global cooperation to the benefit of higher education and to contribute to world and regional society

Academic Consortium 21

・ACTIVITIES

-International Forum
-Student World Forum
-Benchmarking
-Online language courses
-International internships
-Exchange programs of students, researchers and administrators…

・STRUCTURE

-25 Member Universities
-6 Partners
-General Assembly (all members)
-Steering Committee (8 members)
-General Secretariat at Nagoya University

Distinct Features of the Strategic Plan

- The plan consists of mission, vision and goals and covers various activities of four goals.
- NU expects members of the Academic Consortium 21 to act as;

1.Platforms for Establishment of Overseas Offices.

2.Benchmarking Targets.

NU Shanghai Liaison Office

Distinct Features of the Strategic Plan

- The plan consists of mission, vision and goals and covers various activities of four goals.
- NU expects members of the Academic Consortium 21 to act as;

1.Platforms for Establishment of Overseas Offices.

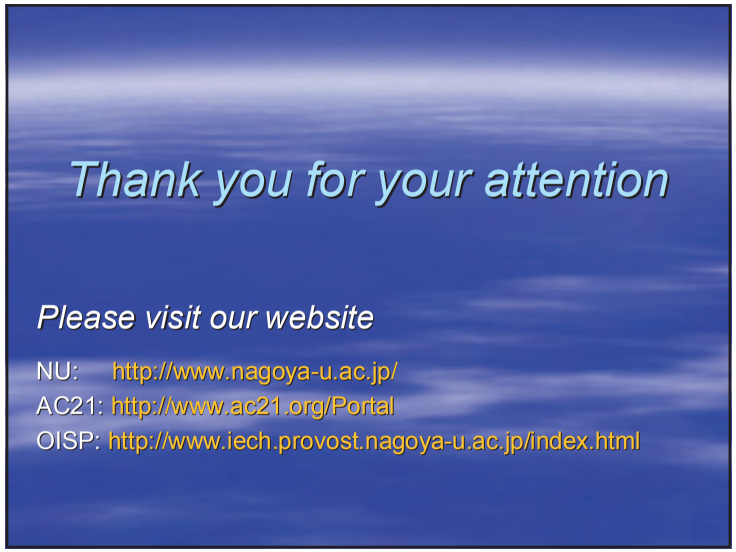
2.Benchmarking Targets.

Current Services of the OISP

- Continuous improvement of the Strategic Plan.
- Support for international academic exchanges.
- Benchmarking research with overseas universities.
- Supervise and support for conclusion of international academic exchange agreement.
- Dispatch of information about activities in the overseas office and support for planning of events by the office.
- Improvement of condition of acceptance of overseas researcher.
- Planning and implementation of training for administrative staff members who deal with international affairs.
- Preparation of database and announcement of international academic exchange activities.
- Implementation of internalization of research and education condition.

Questions to Be Solved

- How to keep flexibility and quickness of decision making process?
- How to increase merit of being member of AC21 and how to cooperate with the consortium with the cooperation of the secretariat of the consortium?
- How to share the responsibility with the international affairs division of the administration bureau?
- How to keep smooth coordination with other relate organizations such as Head quarters office for industry, academia and government cooperation?
- In order to enlarge the area of services, excellent human resources are indispensable, but how to employ or train those resources?
- It is very difficult to get income from outside of the university. How to get necessary budget and find human resources?


Thank you for your attention
Please visit our website
NU: http://www.nagoya-u.ac.jp/
AC21: http://www.ac21.org/Portal
OISP: http://www.iech.provost.nagoya-u.ac.jp/index.html

Thammasat University International Office: Problems and Solutions

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Bangkok 10200, Thailand

Introduction

Thammasat University is one of the oldest universities in Thailand, founded 72 years ago. It is also a comprehensive university consisting of 22 faculties covering various fields of study ranging from science and technology to social science and humanities. It has four campuses: two in Bangkok, the capital, one in the north and the other in the east coast. The number of students is 32,166 – 24,331 undergraduates and 7,835 at the graduate levels. The staff are 1,573 faculty members and 4,011 supporting staff.

The Division of Foreign/ International Affairs was established about 20 years ago and later in the year 2005 it was promoted to be a larger unit – the Office of International Affairs (OIA) owing to the present rector's policy to internationalize the education at Thammasat University. The main objective of the Office, therefore, is the Exchange Project, which includes the exchange of students, scholars, and staff. Actually the student exchange is particularly emphasized as it is stated in the university assessment as an index illustrating Thammasat University a world – class University. It is believed that if students from developed countries enroll in our courses and transfer the credits earned back to then home universities, then we are at the same level of world renowned institutions. To achieve the goal of successful student exchange project involves personnel in the International Office. Hence, the paper will discuss the problems arising in these two sections: Student Exchange Project and Personnel.

According to the Buddha's teaching, when there are sufferings in life we are taught to find the cause(s) of suffering and then the way(s) to eliminate them. This paper, therefore, presents not only the problems in the Thammasat International Office but also their solutions done in the last couple of years and in the future plan.

Student Exchange Project

Thammasat University has memorandum of understanding (MOU) with 192 universities and institutes around the world. Among these, 41 are student exchange agreements where the partner universities agree to have a reciprocal exchange of students during a duration of 3-5 years. To implement the agreements, the OIA is in charge of the exchange students which are categorized into incoming and outgoing students. Table 1 illustrates the number of MOUs, incoming students, and outgoing students in the academic year 2006 (June 2005 – May 2006, August 2005 – July 2006)

Table 1: Numbers of MOUs, Incoming and Outgoing Students in 2006

Continent	**MOU**	**Incoming**	**Outgoing**
Asia	74	21	21
N. America	51	73	21
Europe	47	9	4
Oceania	16	1	1
Africa	2	0	0
S. America	2	1	0
Total	**192**	**105**	**47**

The problems arise in the Student Exchange Projects are as follows:

1. Balance of Exchange

It is no doubt that students in developing countries like Thailand dream of studying abroad in countries like the USA and Japan while the MOU states the one-to-one exchange. As a result, the number of our students over balances our partner universities. While some (very few) are kind enough to accept our students, most ask us to stop sending our students until the unbalance is cleared.

To solve this problem, we did two things

(1) Tailored Courses: We offer a program or courses specially designed for a group of students from our partners. For example, we offered Thai language courses for the Australian National University students. Another example was a Thai Studies Program taught in Japanese for students form Meiji Gakuin University.

(2) Thai Studies Program: At Thammasat University there are 49 programs taught in English – so called International programs at both undergraduate and graduate levels. All are degree programs except the Thai Studies Program, which consists of several courses concerning Thai language and culture. The program is quite popular among the incoming or international students who want to know more about the Thai ways of living. Table 2 shows the number of incoming students who enrolled in Thai Studies Program in the year 2006 and the countries they come from.

Table 2: Number of Incoming students in Thai Studies and their countries in the year 2006.

Countries	**Number of Students**
Australia	1
Denmark	1
Finland	1
France	5
Japan	9
Korea	1
Norway	1
Sweden	1
U.S.A.	72
Total	**92**

2. Financial Support

Studying abroad is costly. The students are to pay for their airfare, accommodation and living expenses although the tuition fee is waived. Particularly, the Thai students have to pay much more than what they actually pay at home due to the higher cost of living. To be an exchange student for a semester or a year means they must have extra money for this.

To assist the exchange students who have financial problem, Thammasat University grants 6 scholarships, Baht 30,000 or US $ 857 each and more are expected from the alumni association. Moreover, the OIA proposes the government scholarships from the host universities like the Japanese and Australian governments.

3. Language Barrier

It is required that the exchange students know the language of the host universities. This is a crucial problem for Asian students who want to study in any English - speaking countries or even the English - taught courses in Asian countries. There are required to have the TOEFL scores at least 550 for the paper-based or 213 for the computer-based in order to illustrate that their English language proficiency is good enough to study in a university. The English language requirement screens out students with poor English. Moreover, the students who want to study in countries like France, Germany, China and Japan need to know the native language even though they will take courses in international programs because to be able to use the everyday language can make their stay pleasant and comfortable.

To lessen the problem of language barrier, the OIA holds an orientation twice a year to inform the students to prepare themselves in advance, particularly in language requirements like taking the language class and test. In the future, the OIA plans to offer foreign language courses for our outgoing exchange students. For the incoming students, we try to overcome the language barrier by offering courses taught in the native language of the students such as Japanese and Chinese. But the number of the students must be big enough to offer a course.

Personnel of International Office

1. Skills of International Affairs

English nowadays is regarded as an international language; therefore, it is a must for anyone who works in the OIA. However, out of 12 personnel of the OIA, only 8 can communicate efficiently in English.

To improve their English, we have them attend the English classes offered in the university and we propose the administration to waive their tuition fee. Moreover, we award our staff who can obtain satisfactory scores from an English standardized test with extra monthly allowance. With this approach, they have an incentive to improve their English. Moreover, we are sending one of our staff for the training at the international office of Macquarie University in Sydney. This is a way to better the skills of international affairs of our staff. We plan to send them for both the in-the-country and abroad training.

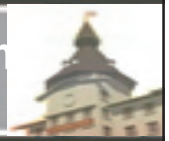
2. Payment

It is required that and OIA personnel have high English proficiency. However, the salary is not appropriate due to the bureaucratic system since the university is still government – sponsored. As a result, very few people with good command of English apply for the position. Worse than that the staff resignation is frequent (7 persons within 2 years) as they have new jobs offering higher payment.

At present we are in the process of proposing the university to grant extra-payment for our staff due to their special qualification required. And in the future when our university is autonomous, we can set up the new scheme of payment for the OIA staff, hoping to attract qualified staff and keep them in our office.

Thammasat University International Office

Problems and Solutions in International Exchanges



Dr. Pongthep Vorakitpokathorn *Director, Office of International Affairs*

Thammasat University

- Established in 1934
- 22 Faculties/Institutes
- Academic Programs
  - Undergraduate 110
  - Graduate 93
  - Thai vs International
    - Thai 154
    - International 49

4 Campus

Main Venue for 13th Asian Games and coming Summer Universiade 2007

Student Enrollment

Undergraduate	24,331
Graduate	7,835
Thais	27,319
International	4,847
Foreign St.	379

OIA: To Promote and Support Internationalization to the University

- International Exchange Project
  - **Student**
  - Faculty/Staff
- Student Activities
  - HCAP
  - UC (Berkley)
- Research collaboration
- Liaison/Visiting
- Other academic cooperation

Student Exchange Project

- Incoming

  Outgoing

Number of MOUs, Incoming and Outgoing students in 2006

MOU	Incoming	Outgoing	REGION
74	21	21	Asia
51	73	21	N. America
47	9	4	Europe
16	1	1	Ociania
2	0	0	Africa
2	1	0	S. America
192	**105**	**47**	TOTAL

Country

- Australia 1
- Denmark 1
- Finland 1
- France 5
- Japan 9
- Korea 1
- Norway 1
- Sweden 1
- U.S.A. 72

Problem Causes: Incoming

- Language
- Class offer/limit
- Timing
- Reputation

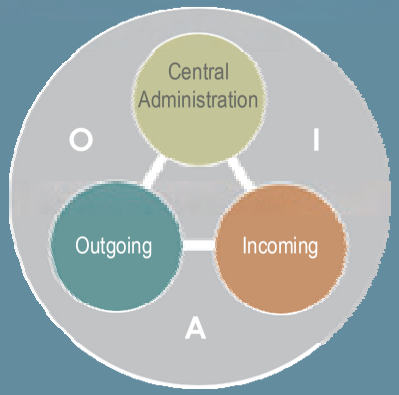
Problem Causes: Outgoing

- Language
- Financial Support
- Credit Transfer
- High Requirement (English Pro.)

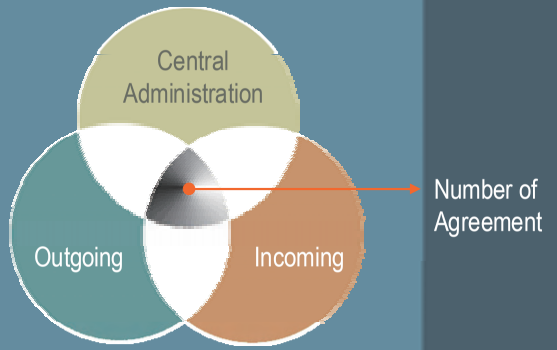
Student Exchange Project

Problems	Solution
Balance of Exchange	Tailored courses
	Thai Studies program
Financial Support	6 scholarships THB 30,000 each (857 USD) Source: TU, Host University, Other sources
Language Barrier	Orientation (2/year)

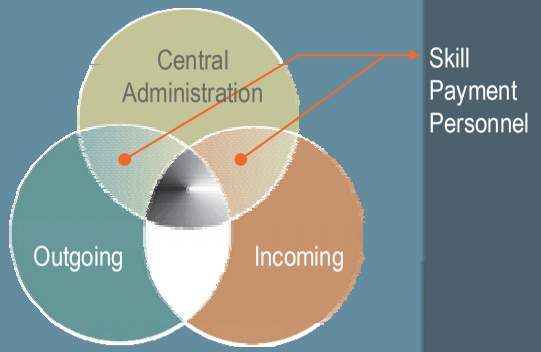
International Affairs



International Affairs



International Affairs



Solutions for Personnel

- Top up payment
- Language Study (Tuition waiver)
- In-service Training Abroad
- To be as Coordinator

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 -

2 Feb 2007
Sonoko Watanabe
International Strategy Manager
Organization for Global Initiatives
Keio University
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KEIO 150
Design the Future

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

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)

OGI process

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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

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

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2. Establishment of Office of Communications & PR

KEIO 150
Design the Future

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

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

Vietnam workshop: coverage in "Asahi Shimbun" 14 Oct. 2006

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

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3. Human resources with new skills

KEIO 150
Design the Future

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

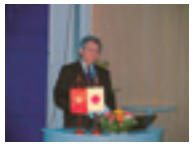
Events conducted outside Japan – proactive planning & strategic perspective

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

OGI website: highlighting news and events with an international dimension

New English publication specifically aimed at international audiences

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

12 COE Programs

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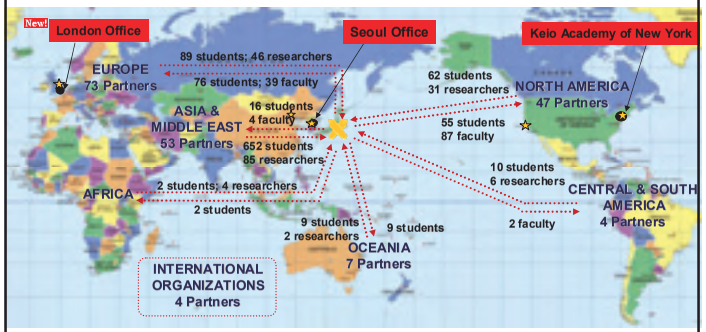
4. ...and OGI's achievements

International Network



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

☆ = DMC Global Digital Studios

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4. ...and OGI's achievements – cont'd

International partnership trend by country (2005-2006)

Region	Jan '05	Jan '07	
Asia	27	+23	50
Middle East	1		3
Africa	0		0
Oceania	4		7
North America	38	+9	47
Latin America	3		4
Europe	58	+15	73
Other*	3		4
Total	**134**	**+54**	**188**

Student & Faculty mobility

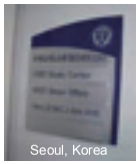
824 International students
158 Study abroad students
174 Visiting researchers
132 Faculty overseas
(May 2006)

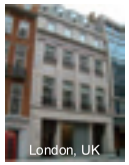
20 *Other: Middle East, Oceania, Central and South America, international organizations

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





New Keio Offices abroad

"Social Entrepreneurship" seminar co-hosted by Japan Society

President's lecture at Japan Society, New York

World Bank President's lecture at Keio

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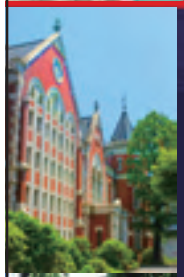

So what now?

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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Building Global Knowledge Networks and Contributing to the Zone Encompassing the Cradles of Civilization
-Planning of Organization of the International Strategy Headquarters-

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ABSTRACT

1. The founding concepts of University of Tsukuba

One of the founding concepts of our university is that of "Open University" System. We have made much effort to collaborate with research institutions located in Tsukuba Science City and have build up communications with society and the local community. Over the year, this concept has taken deep root in our system for education, research and international liaison.

2. Establishment of the National University Corporations

As of April 1st, 2004, all Japanese national university became national university corporations. While an independent and much more flexible system of university management is now possible, autonomy and achievement are critically questioned and assessed. All national universities have been attempting a variety of reform including international activities, trying to strengthen their unique and characteristic feature.

3. University of Tsukuba International Liaison Policy Paper

In order to further our international liaison strategy, the University of Tsukuba unveils in the policy paper its plan to establish an International Strategy Headquarters and mutual academic exchanges bases overseas. There also described new policies for the development of international human resources in relation to international student issues, and for the development of a wide range of other project and staff procurement programs.

4. Structure of the Strategic Organization

As our strategic plan mentioned in the policy paper, University of Tsukuba plans an International Strategy Headquarters with a University Vice-President as the Head of the International Liaison Office and with additional Vice-Presidents involved in international liaison to be appointed as the Deputy Heads, in order to achieve speedy and efficient decision-making at the Headquarters.

5. Settlement of Overseas Bases and Oversea Associate System

Under the leadership of the University of Tsukuba, University of Tsukuba seeks cooperation from universities and research organizations located in the Zone Encompassing the Cradles of Civilization and nodal points. We set up and promote oversea bases for the purpose of exchanging knowledge of technology arising from advanced researches. At the same time, we establish centers with contact offices and research facilities for the overseas bases and research organizations within the campus of University of Tsukuba.

Building Global Knowledge Networks and Contributing to the Zone Encompassing the Cradles of Civilization

～Planning of New International Strategy for University of Tsukuba～

2006

International Liaison Office, University of Tsukuba

Presentation Outline

- Present State of International Exchange (～2003)
- Achievements in International Liaison (2005)
- Prospects for International Liaison (Design of strategies) (2005～)

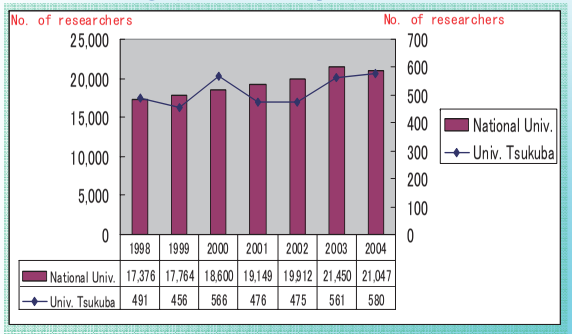
Present State of International Exchange

① Student exchange (International students at the Univ. of Tsukuba in 2003)

Ranking according to Ratio (A)	Name of university	Ratio (A) to total no. of students (B/C)	Number of international students (B)	Total number of students (C)
1st place	Tokyo Institute of Technology	9.12%	901	9,878
2nd place	Univ. of Tsukuba	8.00%	1,139	14,238
3rd place	Yokohama National Univ.	7.97%	852	10,688
4th place	Nagoya Univ.	7.52%	1,187	15,784
5th place	Tohoku Univ.	6.11%	1,054	17,250
…	…	…	…	…
10th place	Univ. of Tokyo	5.18%	2,070	39,988

Present State of International Exchange

② Researcher exchange (researchers accepted)



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Achievements in International Liaison(2005)

- ◆ Severe evaluation by the National Institution for Academic Degrees and University Evaluation (March 2004)
  : Weak strategy and organization of the activities' content and methods
- ◆ Inauguration of the new International Liaison Office (May 2004)
- ◆ Improvement and organization of short-term and middle/long-term tasks

Domains of tasks:
- International Policy
- International Academic Exchange Agreements
- Student Exchange
- Researcher Exchange
- Faculty Exchange and Career Improvement
- Public Relations Activities
- Management of the International Liaison Office

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International Expansion of the University of Tsukuba in 10 Years' Time

- Internalization of the whole university (with the International Strategy Headquarters playing a key role)
- Expansion of the international mutual overseas bases(10 bases)
- Preparation and expansion of infrastructure and system of international liaison

- Development of Global Knowledge Networks and connection with the Zone Encompassing the Cradles of Civilization
- Most diverse and pluralistic members in Japanese university
- Leadership as an internationally recognized research-oriented comprehensive university

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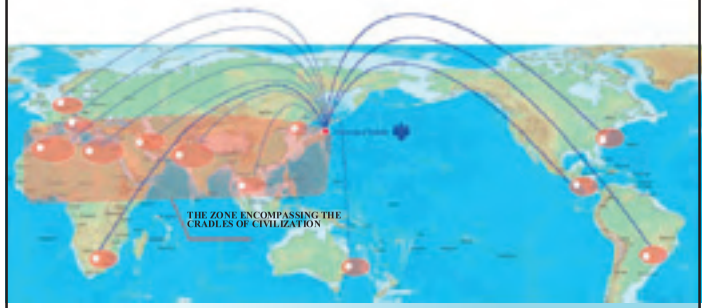
THE UNIVERSITY OF TSUKUBA LINKING GLOBAL KNOWLEDGE NETWORKS AND THE ZONE ENCOMPASSING THE CRADLES OF CIVILIZATION



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Conceptual scheme

◆ Improvement and Organization of Short-term Tasks

Domain of tasks	Details
International Policy	Creation of an International Liaison Policy Paper Discussions with the university's organizations and presentation of the concept of international liaison
International Academic Exchange Agreements	Improvement of agreement conclusion procedures (102 institutions in 29 countries)
Student Exchange	Preparations for the improvement of student residences (for short-term international students) Investigation on the actual condition of international students Tentative implementation of structures regarding international students: Proj. Ⅰ (dispatch), Proj. Ⅱ (receiving)
Research Exchange	Implementation of International Liaison Proj. Ⅰ (long-term dispatch), Ⅱ (short-term invitation), Ⅲ (long-term invitation)
Faculty Exchange and Career Improvement	Tentative implementation of International Liaison Proj. IV (short-term dispatch
Public Relations Activities	Creation of the International Liaison Office website and English websites for all university organizations
Management of the International Liaison Office	Implementation of International Liaison Proj. V (events, forums) Examination of the ILO activities, preparation of the concrete ILO organization, increase of the no. of employees with visa, assignment of a space for the ILO

Prospects of International Liaison (Design of Strategies)

International situation : rapid change of the academic environment

Intensification of the competition regarding Global Knowledge

Aggravation of various global problems, particularly in the "instability arc" of the Zone encompassing the Cradles of Civilization

University of Tsukuba

International Joint Research Incubator Model

International Strategy Headquarters

Development of Global Knowledge through the construction of Global Networks

Global symbiosis through international joint research focused on the Zone of the Cradles of Civilization

Internationally Recognized Research-oriented Comprehensive University

Plan of Organization of the International Strategy Headquarters

University President

International Strategy Headquarters

Head, Deputy Heads

International Liaison Office (Head, staff)
(sections for research exchange, student exchange, international cooperation)

Division of International Affairs (Head, staff)

cooperation

External resources:
5 International Strategy Advisers
5 Overseas Bases Employees
50 Overseas Associates
100 International Development Assistants

External Liaison Organizations:
JICA、JBIC、NGO、the local society

Internal Resources:
Staff in charge of international activities at each Academic Service Office, faculty, students

Establishment of Mutual Overseas Bases (Example)

- 5 Goals: Sending and collecting information
  Dispatch and admission of personnel
  International joint research
  International contribution
  Japan studies and Japanese language education

- North Africa: University of 7 November at Carthage
- Indonesia: Indonesia University of Education
- United Kingdom: The University of Sheffield
- Korea: Korea University
- Slovenia: University of Ljubljana

etc.

Activities of the University of Tsukuba North African and Mediterranean Centre for Research and Education

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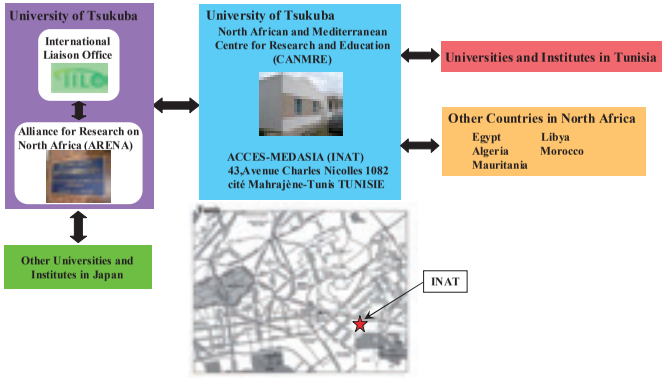

- Establishment of bilateral interchange with universities and institutes in North Africa
- Coordination and assistance for international research collaboration
- Assistance of access to research resources in North Africa
- Bilateral introduction of research and educational activities
- Assistance of organization of international symposium (TJCST and others)

NETWORK OF ACADEMIC EXCHANGES BETWEEN THE UNIVERSITY OF TSUKUBA AND CENTRAL ASIA (PLAN)

13

Japan and Japanese Language Studies, Central-Asian Area Studies, Political and Economical Studies, History, Archaeology, World Heritage Studies, Environmental Studies

Joint Research, Specialist Training Support, Japanese Language Education, Student Exchange

Higher Education Institutions in 5 Central Asian Countries				
Kyrgyz Republic	Republic of Kazakhstan	Republic of Uzbekistan	Republic of Tajikistan	(Republic of Turkmenistan)
•Kyrgyz State National University •Kyrgyz National University* •Kyrgyz-Turkey Manas University*	•Eurasian National University •Kazakh State University* •Kazakh Economics University*	•Tashkent State Institute of Oriental Studies •University of World Economy and Diplomacy •Samarkand State Institute of Foreign Languages	•Tajik Academy of Sciences* •Tajik State Institute of Languages* •Russian-Tajik Slavic University*	(Diplomatic relations with this country are not yet sufficiently developed. For this reason, the conclusion of academic exchange agreements with higher education institutions in this country is for future consideration)

* Educational Research Institutions where preparations for conclusion of Academic Exchange Agreement in the current academic year have already begun.

An Analysis on the Core Competence of International Offices : Focused on the experience of SNU

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joohyunj@snu.ac.kr

ABSTRACT

Competence is an underlying characteristic of people, which indicates a way of behavior or thinking and that provides a generalized perspective across situations. Competency-based human resource management predicts superior job performance. Hence the competence approach provides a human resource method broadly applicable to recruitment, selection, appraisal, and development for the challenging years ahead. After years of participant observation, this study was conducted to find a clear answer to the question, "What are the core competences the international office need?" In order to answer the question, several staff members who have achieved superior performance since 2003 were selected as sample. This presentation concludes that each position needs it's own competence and recommends the competence-based HRD, which is applicable to strengthen management of the university international offices.

Innovating Universities Through Internationalization

An Analysis on the Core Competence of International Offices
: Focused on the experience of SNU

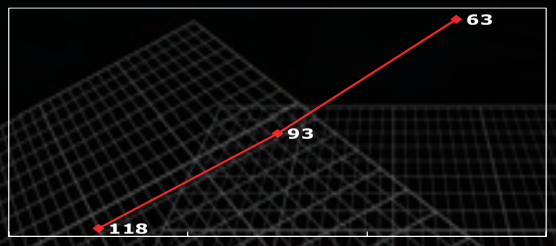
February 2 2007
Hyun-Jun JOO
Seoul National University

Contents

- Current Changes at SNU
- Research Questions & Methodology
- The Concept of Competence
- The Core Competences of Int'l Office
- Suggestions

Current Changes at SNU

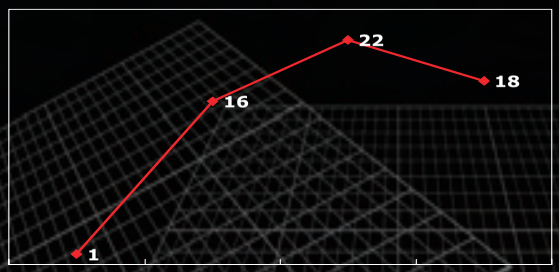
- University Ranking



The world's top 200 universities by The Times(2006)

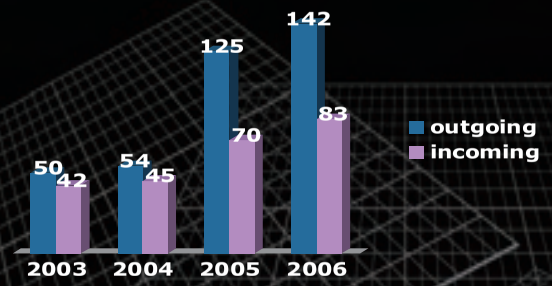
Current Changes at SNU

- International Partnership : MOU



Current Changes at SNU

- Student Mobility : Exchange Students



Research Questions & Methodology

- Questions
  - What competence brought successful result?
  - What are the core competence International Offices need?
  - What are the effective ways to increase competences?
- Methodology
  - Participant Observation : from 2003 ~ present
  - Ethnographic Interview : unstructured interview
- Informant : Staff Members

The Concept of Competence

- Definition

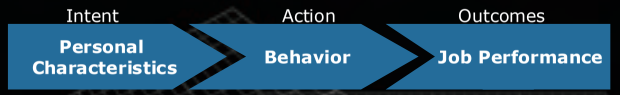
  Underlying characteristic of an individual that is casually related to criterion-referenced effective or superior performance

  (Spencer & Spencer, 1993)

- Underlying Characteristics
  - Motive, Trait, Self-Concept : Hidden
  - Skill, Knowledge : Visible

The Concept of Competence

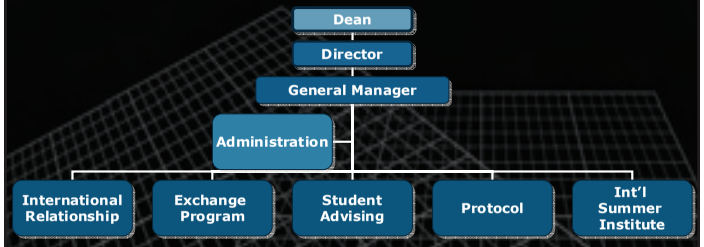
- Casual Relationships



- Criterion Performance
  - Superior Performance
  - Effective Performance

The Core Competences of Int'l Office

- Organizational Chart



2nd University Administrators Workshop

The Core Competences of Int'l Office

Dean

Leadership, Vision, Managing Culture & Climate, Decisiveness

Director

Problem-Solving, Motivating Others, Empowerment, Resource Allocation, Tracking Process

General Manager

Supporting others, Flexibility, Coaching, Monitoring, Assuring Growth & Development

2nd University Administrators Workshop

The Core Competences of Int'l Office

International Relationship

Networking, Language Skill, Negotiation, Rapport

Exchange Program

Networking, Relationship Building, Insight, Proactive

Student Advising

Service Orientation, Awareness Feeling, Interpersonal Understanding

Protocol

Expertise, Language Skill, Networking, Experience

2nd University Administrators Workshop

Suggestions

- Competence-Based HRM

2nd University Administrators Workshop

Suggestions
▪ Core Competence Analysis
▪ Internship System
▪ Training / Education Program
▪ Staff Exchange With Partner Universities
2nd University Administrators Workshop

Innovating Universities Through Internationalization
Thank you