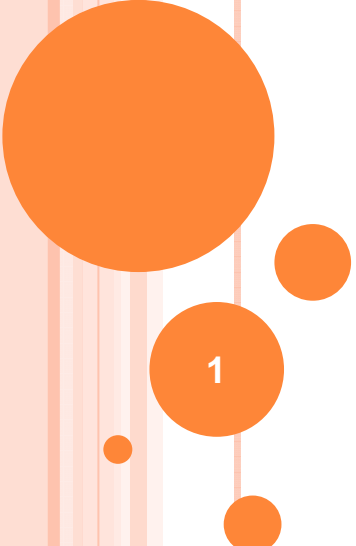


Japan-China University Fair & Forum  
January 29, 2010

# **STRATEGIC MANAGEMENT FOR UNIVERSITIES CASE STUDY: KYOTO**



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**Executive Vice President for Strategic Planning,**  
**Professor Emeritus,**  
**Kyoto University**

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# UNDERSTAND WHAT TO DO

## ○ External Surroundings in Japan

aging population, economic contraction, global competition, weakened industrial competitiveness

- > Very difficult social situations
- > Expectation for universities: fostering next generations, propelling the cutting edge research & technology, creating new industries

## ○ Internal Analyses of Japanese Universities

decreasing budget, faculties/staff in the sheltered society(esp. public universities), sectionalism, poor development staff

# NEED TO HAVE A STRATEGIC MANAGEMENT FOR THE UNIVERSITY

- Ability of management for executive staff aiming at the efficiency & dynamism
- Searching cooperation beyond the sectionalism: challenging reconstruction
- Internal assessment of educational & fiscal activities in numerous departments/sectors of university
- Empowerment the development staff for the competitiveness
- Coping with the third party evaluation

# Mission Statement of Kyoto University and its Vision

- **Kyoto University will generate world-class knowledge through freedom/autonomy in research and harmonious coexistence with the human society and the environment.**
- **As a university that comprehends many graduate schools, faculties, research institutes and centres, Kyoto University will strive for diverse development in pure and applied research in the humanities, sciences and technology, while seeking to integrate these various perspectives.**
- **Kyoto University will educate outstanding and humane researchers and specialists, who will contribute responsibly to the world's human and ecological community.**

# Administration

● Reinforcement of executive officers and steering committee

→ Esp. Office of the President /  
Office of the strategic planning

→ Working Group for the future  
strategy

● Emphasizing dialogue, and  
through cooperation across the  
entire university



# Research /Industry–University Cooperation

## ● **Kyoto University Hakubi Project -Foster and Support for young researchers**

- Selected as a World Premier International Research Center (WPI) Initiative by the Japanese government. - Institute for Integrated Cell-Material Sciences (iCeMS) = iPS research
- Selected as a “Super Special Consortium for the development of cutting-edge medical care” by the Japanese government.
- Cooperation with Kyoto City and Prefecture

## Education/Student Support

- **Reinforcement of the general education**
- Home Coming Day-Alumni relations
- Recruiting excellent students
- Improving student dormitories



# Social Relations • International Relations

- Facilitating Alumni associations
- Clear disclosure of university finance

- **Establishment of new branch office:**

  - Tokyo Office/London(Europe) Office**

- Contribution to universities-associations such as AEARU, APRU, G8

- Toward internationalization: selected as a Grobal 30 program: KU-Profile

- **Promoting cooperation with sister universities and institutes in the world:**

(USA-Europe)

NIH, Stanford, UCLA, CALTECH, Oxford...

(Asia)

Peking Univ., Zhejiang Univ., Tsinghua Univ.

Taiwan Univ, POSTEC...



# Facilities

- Facilities accessible to the regional community (ex: Ohbaku plaza)
- Facilities for alumni (Kyodai Kaikan, Rakuyu Kaikan)
- 24 hours open Library
- QUAKE-RESISTANT REINFORCEMENT



# Honors

- Nobel Prize for Prof. Masukawa, Prof. Kobayashi
- Lasker Basic Medical Research Award for Prof. Yamanaka





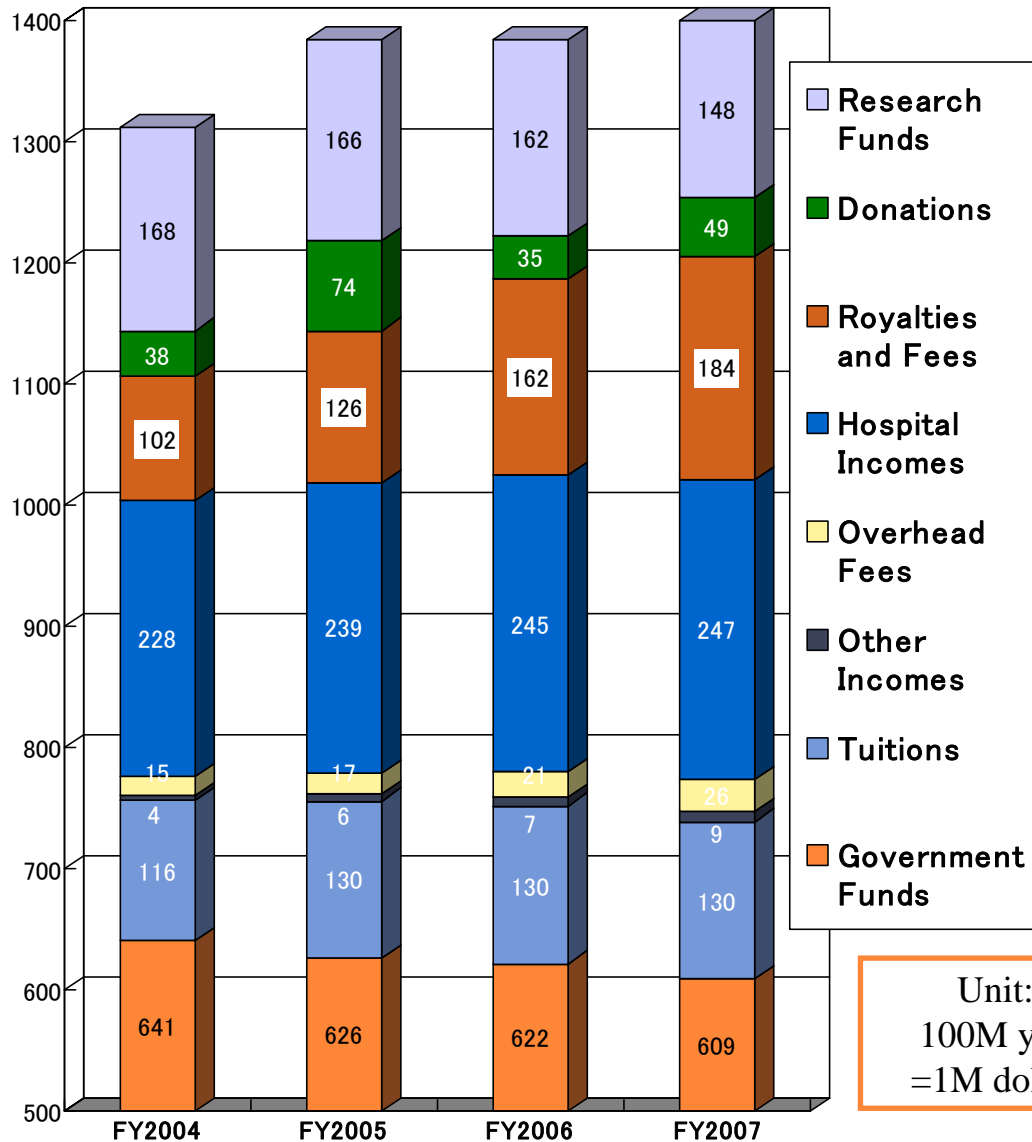
# SHANGHAI JIAO TONG UNIVERSITY

## THE TOP 500 UNIVERSITIES IN THE WORLD

	Institute	Country		Institute	Country
1	Harvard University	USA	16	University of Washington	USA
2	Stanford University	USA	17	University of Wisconsin – Madison	USA
3	University of California, Berkeley	USA	18	University of California, San Francisco	USA
4	University of Cambridge	UK	19	The Johns Hopkins University	USA
5	Massachusetts Institute of Technology (MIT)	USA	20	The University of Tokyo	JAPAN
6	California Institute of Technology	USA	21	University College London	UK
7	Columbia University	USA	22	University of Michigan – Ann Arbor	USA
8	Princeton University	USA	23	Swiss Federal Institute of Technology Zurich	Swiss
9	University of Chicago	USA	24	Kyoto University	JAPAN
10	University of Oxford	UK	24	University of Illinois at Urbana–Champaign	USA
11	Yale University	USA	26	The Imperial College of Science, Technology and Medicine	UK
12	Cornell University	USA	27	University of Toronto	CANADA
13	University of California, Los Angeles	USA	28	University of Minnesota, Twin Cities	USA
14	University of California, San Diego	USA	29	Washington University in St. Louis	USA
15	University of Pennsylvania	USA	30	Northwestern University	USA

Also refer to The Top 200 World Universities (UK Times)

# KYOTO UNIVERISTY FACING A FINANCIAL CHALLENGE



Unit:  
100M yen  
=1M dollar

## ◆ Government Funds

FY2004 \$641M



-3200 M yen/4years (-5%)

FY2007 \$609M

## ◆ External Funds

FY2004 \$323M



+8400 M yen/4years (+26%)

FY2007 \$407M

## ◆ Revenues

FY2004 \$1312M



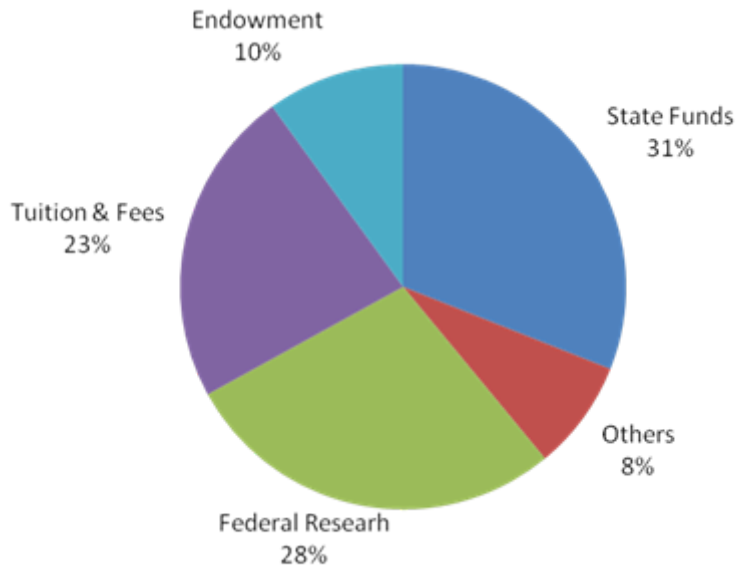
+9000 M yen/4years (+6.9%)

FY2007 \$1402M

# Comparing Campus Budget/Finances Profiles

UC Berkeley

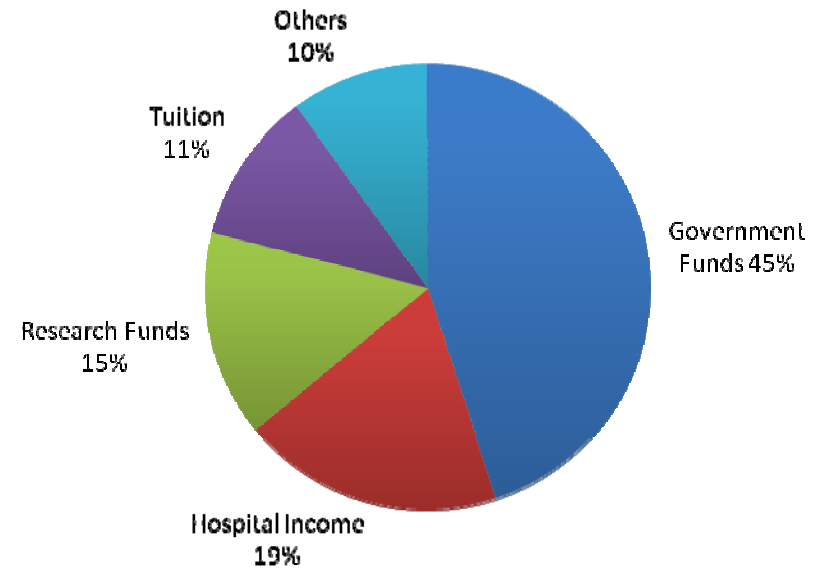
2005-2006



Revenues :  
1.6Billion Dollars

Kyoto University

2006-2007

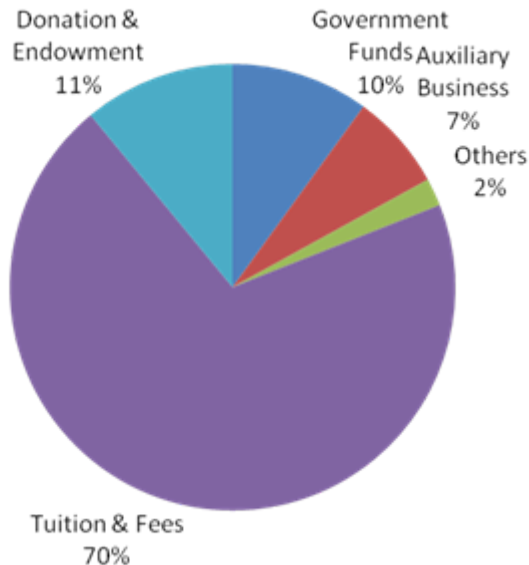


Revenues:  
1.3Billion Dollars

# Comparing Campus Budget/Finances Profiles

Waseda University

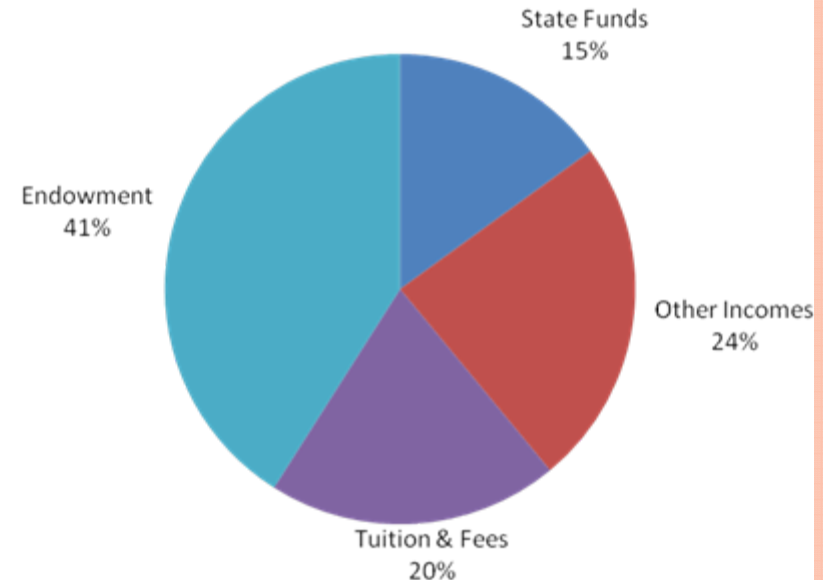
2007-2008



Revenues :  
1 Billion Dollars

Harvard University

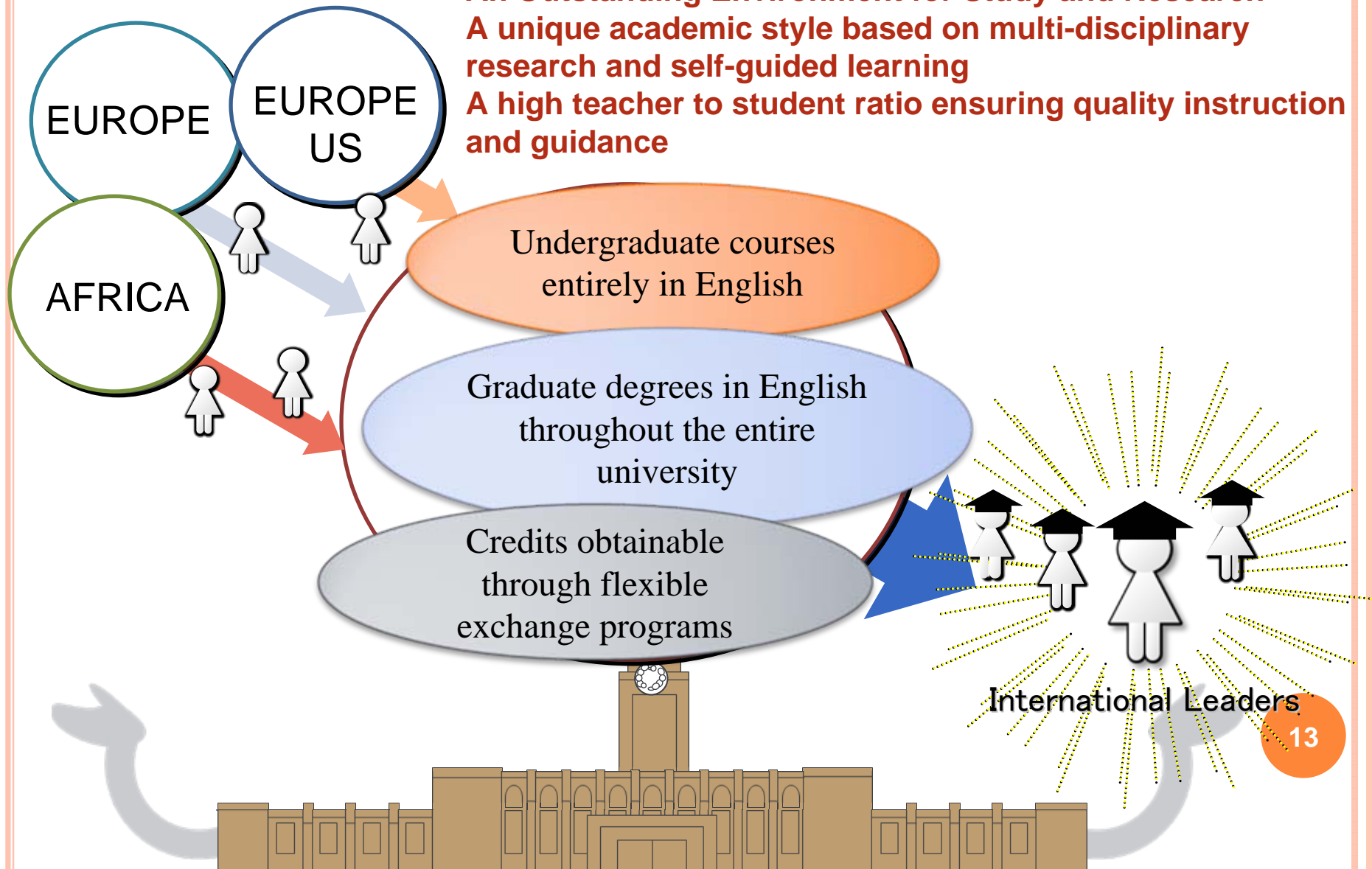
2007-2008



Revenues :  
3.5 Billion Dollars

# INTERNATIONALIZATION: KU PROFILE

**An Outstanding Environment for Study and Research**  
**A unique academic style based on multi-disciplinary research and self-guided learning**  
**A high teacher to student ratio ensuring quality instruction and guidance**



International Leaders



*New Opportunities for International students at Kyoto University*

CULTURE TECHNOLOGY TRADITION

- **Master or Doctoral Courses available entirely in **English****
- **A selection of **twelve new courses** for international students**
- **Take full advantage of Kyoto University's distinctive strengths and state-of-the-art facilities**

# FOSTER AND SUPPORT FOR NEXT GENERATIONS

## ➤ **Kyoto University Hakubi (白眉) Project for young researchers**

Under HAKURAKU Committee =千里馬常有、而伯樂不常有

## ➤ **Staff Development**

## ➤ **Fostering Interim-staff to facilitate universities' research/education/management/outreach actions**

## ➤ **Seeking more diversified community: recruiting women researchers, international faculties**

# STEPS TO TAKE

**Endeavour to realize a Kyoto University instilled with merit, vitality and ability**

Acquisition of external research funds:  
Government research project, Grants from Funding agencies,  
joint research with industries...



Establishment of the **university endowment** to ensure solid & long-term financial foundation for the development of the university

**Need to**

- Supports from University Alumni association**
- Producing/Facilitating Pro-University community**