STRATEGIC MANAGEMENT FOR UNIVERSITIES
CASE STUDY: KYOTO

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

<table>
<thead>
<tr>
<th>Institute</th>
<th>Country</th>
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<tr>
<td>Harvard University</td>
<td>USA</td>
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<tr>
<td>Stanford University</td>
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<td>University of California, Berkeley</td>
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<td>Massachusetts Institute of Technology (MIT)</td>
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<td>University of California, Los Angeles</td>
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<td>University of California, San Diego</td>
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<td>University of Pennsylvania</td>
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<td>University of Washington</td>
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<tr>
<td>University of Wisconsin – Madison</td>
<td>USA</td>
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<tr>
<td>University of California, San Francisco</td>
<td>USA</td>
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<tr>
<td>The Johns Hopkins University</td>
<td>USA</td>
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<tr>
<td>The University of Tokyo</td>
<td>JAPAN</td>
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<tr>
<td>University College London</td>
<td>UK</td>
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<tr>
<td>University of Michigan – Ann Arbor</td>
<td>USA</td>
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<tr>
<td>Swiss Federal Institute of Technology Zurich</td>
<td>Swiss</td>
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<tr>
<td>Kyoto University</td>
<td>JAPAN</td>
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<td>University of Illinois at Urbana–Champaign</td>
<td>USA</td>
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<tr>
<td>The Imperial College of Science, Technology and Medicine</td>
<td>UK</td>
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<tr>
<td>University of Toronto</td>
<td>CANADA</td>
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<tr>
<td>University of Minnesota, Twin Cities</td>
<td>USA</td>
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<tr>
<td>Washington University in St. Louis</td>
<td>USA</td>
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<tr>
<td>Northwestern University</td>
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Also refer to The Top 200 World Universities *(UK Times)*
KYOTO UNIVERSITY FACING A FINANCIAL CHALLENGE

- **Government Funds**
  - FY2004: $641M
  - FY2007: $609M
  - Change: -3200 M yen/4years (-5%)

- **External Funds**
  - FY2004: $323M
  - FY2007: $407M
  - Change: +8400 M yen/4years (+26%)

- **Revenues**
  - FY2004: $1312M
  - FY2007: $1402M
  - Change: +9000 M yen/4years (+6.9%)

Unit: 100M yen = 1M dollar
Comparing Campus Budget/Finances Profiles

UC Berkeley

2005-2006

Revenues: 1.6 Billion Dollars

Kyoto University

2006-2007

Revenues: 1.3 Billion Dollars
Comparing Campus Budget/Finances Profiles

Waseda University

2007-2008

Revenues: 1 Billion Dollars

Donation & Endowment 11%
Government Funds Auxiliary 10%
Tuition & Fees 70%
Others 2%

Harvard University

2007-2008

Revenues: 3.5 Billion Dollars

State Funds 15%
Endowment 41%
Tuition & Fees 20%
Other Incomes 24%
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

Undergraduate courses entirely in English

Graduate degrees in English throughout the entire university

Credits obtainable through flexible exchange programs
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