Proposals for the Internationalization of Kyushu University

SHARE-Q International Advisory Group

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Introduction:

The Project Headquarters committee has determined that international faculty members are an invaluable resource for making Kyushu University a truly world-class institution. With this in mind, the SHARE-Q International Advisory Group (SIAG) was set up to build communication channels between international faculty and the university executive. The committee is headed by Prof Kazuo Ogata and includes six international members of faculty, supported by staff from the SHARE office. The committee met Sep.21, Oct.28, and Dec.21 2016,with the purpose of submitting concrete proposals for meeting SHARE-Q project targets. These proposals will then be submitted to the University Executive for consideration.

The reach of SIAG will be extended by initiating a campus-wide network for international faculty. This network will meet periodically to discuss issues of importance and allow the selection of new members for SIAG when required. The network therefore, will facilitate two-way communication between the University Executive and international staff as well as enabling enhanced support for staff members who might otherwise feel isolated in a Japanese working environment. Thus SIAG aims to accomplish better communication between university policy makers and all international staff.

Seven proposals have been chosen to target highlighted SGU indicators

Kyushu University Top Global University project

SHARE-Q

Indicators and Targets by 2024

( ) … figures for 2014

MEXT's annually monitoring target

International faculty 1(1)① 1,500 (573)	International staff 1(1)② 465 (156)	Female faculty & staff ratio 1(1)③ faculty 17% (12) staff 50% (41)	International students 1(1)④ 4,700 (2,665)	students with experience of studying abroad 1(2)① 2,000 (307)	Student exchanges under MOU 1(2)② Outbound 1,185 (199) Inbound 1,920 (287)
International degree programs 1(4)① Number of students 1,030 (522)	Classes taught in English ratio 1(4)② 25% (12%)	Students with TOEFL-ITP 500 or above 1(4)④ 6,064 (4,692)	Course numbering 1(5)① Number of courses 10,953 (0)	Class with English syllabi ratio 1(5)③ 100% (12%)	Notification of scholarship before enrollment ratio 1(6)④ 58% (26%)
Mixed student accommodation capacity 1(6)⑤ Newly-entered international students accommodated ratio 90% (29%)	Annual salary system 2(1)① faculty 462 (10) staff 385 (0)	Tenure-track faculty 2(1)② 20 (0)	Administrative staff development 2(2)① Staff with TOEIC 600 or above ratio 50% (6.4%)	Student participation in university governance 3(1)② Student course evaluations 6,224 (5,017)	Acceptance of TOEFL score for entrance exam 3(2)① Enrollment limit with TOEFL 400 (26)
SHARE-Q Indicators1 QS ranking 30 (133)	SHARE-Q Indicators 2 THE ranking 80 (301~350)	SHARE-Q Indicators 3 DD・JD programs 16 (6)	SHARE-Q Indicators 4 Short-term exchange programs (Outbound and Inbound) 68 (34)	SHARE-Q Indicators 5 Grants for international research collaborations 60 (24)	SHARE-Q Indicators 6 International conferences/ symposiums organized/ co-organized by KU 70 (32)

Enhancement of support systems for study abroad students 1(3)① Establishment of Global Student Exchange Center	Enhancement of support for international students 1(3)② Establishment of Global Student Exchange Center	Enhancement of Japanese language ability of International students 1(4)③ Various Japanese language education systems	Introduction of GPA system 1(5)② GPA requirement for graduation: Overall 2.0 or above	High-quality education programs with international standards 1(5)④ Enhancement of internal quality assurance processes	Flexible academic calendar 1(6)① Introduction of Quarter(four-term) system
Acceptance of IB students 1(6)② Introduction of IB as one of the admission requirements to the new undergraduate school	Introduction of pre-arrival entrance exam 1(6)③ Online application, Video conferencing interview	Enhancement of overseas offices' function 1(6)⑥ Utilizing overseas offices and campuses as research and education hubs	Utilizing international alumni 1(6)⑦ Establishment and expanding network of international alumni	Strategic information delivery in foreign language 1(6)⑧ Making a new international PR strategy	
Improvement of personnel evaluation reform 2(1)③ Establishment of the global standard personnel management system	Recruiting and training with international standards 2(1)④ Development of professional training programs for staff in overseas	Faster decision making 2(2)③ Clarification of the roles and responsibilities of Faculty Meeting	Participation of international faculty in university governance 2(2)④ RM unit/Global Advisory Board	Enhancement of IR function 2(2)⑤ Enhancement of data collection and utilization of the university in cooperation with RM unit	Vision for the future and mid-term plan 2(2)② Implementation of the plan and the project with the university's centennial motto: Lead to the Next 100 years, Leap to the Best 100 world.
Increase and securement of students' learning time 3(1)① Students spend 10 hours learning a day ratio 20%	Effective TA system 3(1)③ Classes with TA ratio 80%	Enhancement of multifaceted admission 3(2)② Multifaceted Admission for the new undergraduate school	Late Specialization, flexible system for transfer Establishment of the new undergraduate school	Early graduation, five-year PhD course 3(3)② Development of various degree programs	Full disclosure of educational information 4(1) University Portrait, Fact book
SHARE-Q Indicators7 Creating a future campus					

TGU Common Measures
- 1. Internationalization
- 2. University Reform
- 3. Education Reform
- 4. Other

University's own indicators and targets
- SHARE-Q Indicators

Proposals

Note: The following proposals have been classified as short term (within one year), medium term (one to three years), and long term (up to five years).

1. Appoint one or two staff members to organize administrative systems

Appointment of one or two staff members (or graduate students), fluent in English, who get a mandate to organize these administrative systems

Target:

1(5)⊖ Course numbering

1(5)⊛English Syllabi

Time and effort: Short-term, relatively easily achieved.

Comment:

This process involves taking the administrative work out of the hands of the different departments and implementing the changes top-down. (If necessary, departments can be forced to meet "criteria" with sanctions of budget cuts for insufficient cooperation.)

2. Development of an efficient International Education Research Center

Development of an efficient International Education Research Center (tentatively named), with international staff capable of managing and allocating scholarships. It will be well integrated and visible within the University. (As is written in the plan of SHARE-Q.)

Target:

1(2)⊖ Students experience of studying abroad

1(2)⊜Student exchanges under MOU

1(1)④International students

1(3)⊖/⊜Establish a Global Student Exchange Center

Time and effort: Medium-term; requiring structural changes, cooperation across departments.

Comment:

a) Giving administrative support at all levels (undergraduate, graduate; short visits, long visits) and in both inbound and outbound directions. But this organization should not be isolated like "Dejima." To prevent it, international staff members are to be placed in each department.

b) Managing the scholarships efficiently. For example, making them more visible, creating more demand for them, approaching students who might be interested in studying abroad, and putting scholarship information on the top page of the Kyushu University website, also connecting to 1(6)④*Notification of scholarship before enrollment*.

c) Setting up "reception function" to improve the ratio of outbound projects and must incentivize the studies abroad (make room for them in the curriculum, give credits, etc.)

3. Reforming the systems for recruiting and assigning administrative staff

Target:

1(1)⊖International staff

2(2)⊖Administrative staff development

Time and effort: Medium-term; requiring structural changes, cooperation across departments.

Comment:

a) Hiring staff with higher degrees, native speakers of languages such as English, Chinese, etc., and staff with professional qualifications (e.g. trained librarians)

b) Reorganizing the career structure for administrative staff, to reward and incentivize staff with training and qualifications relevant to internationalization, library management, etc.

c) Increasing the close cooperation between faculty and administrative staff. Faculty needs more support from administrative staff. Updating references of the course, syllabi, and such jobs are usually done by administrative staff. Kyushu University needs "Smart Admin."

4. Joint hiring

Target:

1(1)⊖ International faculty

1(1)⊛Female faculty and staff

Time and effort: Long-term; requiring culture changes, but very important.

Comment:

That is, international couples (two faculty, or one faculty and one staff) – this approach would make Kyushu Univ. considerably more appealing to job seekers, and would almost certainly improve the success rate (integrating in Japanese society and in the environment at Kyushu Univ.)

5. Improving the research environment

Improvement of the research environment (in ways calculated to attract and retain outstanding international scholars)

Target:

1(1)⊖ International faculty

Time and effort: Long-term; requiring culture changes, but very important.

Comment:

a) Establishing a regular and compulsory system of sabbaticals or study leave, as exists at top global research universities (i.e. 6 months off every 3 years, or one year every 6 years).

b) Rationalizing the curriculum – fewer courses, more co-teaching, more double-marking – so as to raise standards and improve student learning, and also to facilitate 'cover' for colleagues taking study leave.

c) Turning the library into a proper research library (involving recruitment of specialized staff with vision for material acquisition and research support).

d) Allocating more funds to purchase books and journals (and *less* funding for short-term visits by overseas faculty – e.g. the 'Progress 100' scheme); top global research universities (e.g. Seoul National University, the major Hong Kong universities) subscribe to a full package of international journals in the social sciences etc. as well as the natural sciences – without cutting and trimming annually.

e) Reducing/rationalizing university and faculty meetings.

f) Improving dissemination of information concerning academic activities across departments and institutes within the university, and promoting more collaborative teaching across departments/disciplines (e.g. by establishing inter-disciplinary *area studies* courses).

6. Positive discrimination toward hiring female faculty

Target:

1(1)⊛ Female faculty and staff

Time and effort: Long-term; requiring culture changes, but very important.

Comment:

In fact, the targets are particularly disappointing in this regard, further continuing the discrepancies; e.g., looking to move only 5% for female faculty, whereas a 9% increase is envisaged for female staff.

7. Incentives and integration*

Target:

1(1)⊖ International faculty

Time and effort: Long-term; requiring culture changes, but very important

Comment:

This includes tenured or tenure-track positions, research support, and administrative support. This is important for both current and future researchers and teachers; it will generate more interest from good researchers and teachers to come and work at Kyushu University. (Note that the administrative support would already be improved by the actions proposed for the medium-term goals)

*The foreign teachers and researchers should be able to feel that they are fully part of the University, not isolated, or handicapped because of the lack of Japanese ability, but involved in all aspects of teaching and research. This means they should be able to join in decision-making about how to organize all aspects of working at the University, and to participate efficiently in all administrative matters (grant applications, budget management, purchases, etc.).