National University's Functions and their future

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NUC(National University Corporation) System

- Started on April 1, 2004
- Main financial resource: "Management Subsidy"

  （FY2008: 172.7 billion yen ）

- 1st stage of mid-term target period (-March 2010)
- Active discussion for the "2nd stage"

Current Situation of National University Management

- Income from tuition fee
- Competitive research funds
- Management subsidy
  - Usual management subsidy
  - Special education and research expenses education reform・research promotion/advancement・establishment of COE, etc.
- Research fund, etc.
- donations

3

Allocation of management subsidy

- No specific description for non-discretionary part (➡ 2nd session: reported by Akai and Tanaka）
- Proportional to the number of faculty

  More allotments for universities with more research centers and faculties
- Influence of the allocation system before incorporation
  - Allotment per course/subject
  - Expense "per faculty"
  - Experimental/non-experimental course
  - Focus on graduate school

Other Allocation Plans (Examples)

ex1: proportional to competitive research fund

ex2: proportional to number of students

- Unbalanced allocation; different amount of expenses per student（amount of expense for a medical student equivalent to that for 15 law students）

    "What should a university do?"
    "What is the function of a national university?"

    （➡reported by Shima at the 1st session ）

National University's Function (1)

- Education

- Research

- Contribution to Economy and Society

"Research and Education is closely-intertwined and inseparable"

"That is conventional idea. Basic researches integrated with education can be distinguished from other researches."

National University's Function (2)

- Education

- Research

- Contribution to Economy and Society

- All the NUC, located in all the 47 prefectures, should have the same functions?

➡different functions b/w "center" and "regional areas"

"Regional" NUC's Functions (Example)

- Education……Human resource development in the local community

  ex: medical doctors for community health care

- Research……Contributing to regional revitalization

  ex: local specialty's cultivation method

- Contribution to Economy and Society

  ex: collaborative research with local industries

NUC's Function and Its Revised Goal (1)

"Central" NUC's ideal functions

- Human resource development required for our country

    ex: MEXT's officials

- World-class research

    ex: neutrino astronomy

- Contribution to national economy

    ex: university venture creation

NUC's Function and Its Revised Goal (2)

"Regional" NUC's functions to be determined at the discretion of each region"

ex: municipal hospitals more emphasized than university medical departments

→ allocate local allocation tax grant equivalent to the reduced management subsidy originally allocated to the university's medical department

⇅

"Regional NUC's function should be determined with long-range perspective. Should not rely on the decisions of the local leader or assembly changing once every 4 years"

NUC's Function and Its Revised Goal (3)

- "Research University" and "University of Education"

- "Pure Research" and "Research as a Money Tree"

- "Fundamental Human Resource Development" and "Advanced Expert Development

  (➡reported by Thompson at the 2nd Session）

Issues to be considered for the revision (1)

- Should not change only NUC's "functions" with maintaining the existing members
  - Originally based on the idea "no specific "functions" for every NUC"
  - No consideration of a univerisity faculty's personnel system

    ex: Organic EL research at "regional" NUC

    ➡ Reshuffle is necessary

Issues to be considered for the revision (2)

- Research and Education as "brand" industry

  major handicap to compete with universities with a different brand

- Not many experts for "world-class research"

  Researchers live through their transient heyday

  ➡ organizational size that enables appropriate personnel assignment depending each researcher's career stage

  ex: NUC in the Tokyo area: "UT"

Issues to be considered for the revision (3)

- "National governance policy (macro level)to be reflected to university governance (micro level)

  ex: president selection system

  ex: university research institutes' budget allocation

  ex: distributed autonomous university management

  (University of California)

  (➡ reported by Young at the 3rd Session）

Other issues

- Uniform NUC management system

- President's leadership

- Small organizational size to pay careful attention to the entire system

- No foundation in functions fairly competing with private/public universities

    ex: law school

Policies for Reform (1)

- Educational function and research function to be divided
- Non-discretionary part of management subsidy to be allocated to educational function (and the related basic research funds)
- Research function to be covered by competitive research funds
- Formulation of larger scaled NUCs comprised of smaller-sized organizations
- Encouragement of "intra-brand competition" within a larger scaled NUC
- Faculty personnel system with high fluidity between research and educational organizations

Policies for Reform (2)

- Essentially no drastic changes to be acceptable

  - It is true of a university system

  "If any changes are to be made, policies and principles are necessary"

Supplement 1:Finance Ministry's "Revised" proposal

Fiscal Restructuring Task Force, Commission of Fiscal System, Fiscal System Council (May 19, 2008)

"NUC's evaluation is to be strictly made and disclosed in public, with focusing on each university department's level of education/research performance in addition to the entire organizational management. Based on such evaluation, management subsidy's allocation rule is to be reviewed."

MEXT's "Revised" Policy/Plan

"Revised plan" for allocation of management subsidy for NUC at the 2nd stage of the mid-term target period (April 14, 2008)

(Plan 1)

- Encourage competition among universities by appropriate resource allocation based on each university's efforts and accomplishments at the 1st stage of the mid-term target period

(Plan 2)

- Support each university's reform during the 2nd stage of the mid-term target period

- Encourage each university's continual efforts to enhance standards of education and research, as well as university's diversification and specialization

(Plan 3)

- Encourage efficient university management in consideration of each university's characteristics and circumstances

Thank you very much!

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