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）
• 1\textsuperscript{st} stage of mid-term target period (-March 2010)
• Active discussion for the “2\textsuperscript{nd} 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
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 university 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


“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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