The Status of Japanese National Universities Since Their Restructuring as Corporations

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Generalized Effects of Incorporation on National Universities

- Incorporation has brought many benefits, such as highlighting each institution's individual distinctiveness.
- Negative effects include less financial stability (identified by 20% of respondents) and dampened research activity (9%).

Source: National Survey on the Financial and Managerial Performance of Incorporated National Universities (January 2006, Research Division of the Center for National University Finance and Management)
About 90% feel that formulating mid-range targets and plans is effective in promoting more rational and efficient management and revitalizing educational and research activity.
About 90% feel that incorporation has expanded the role played by the university president and other officers, and about 40% feel that it has reduced the role of divisional faculty councils and similar bodies.

Source: National Survey on the Financial and Managerial Performance of Incorporated National Universities (January 2006, Research Division of the Center for National University Finance and Management)
Changes after Incorporation (Decision-making Procedures and Speed)

About 80% feel that decision-making procedures at universities became easier and decision-making speed became faster.
Changes after Incorporation (Procuring outside Funding)

- Emphasis on funding for scientific research remains unchanged
- 37% increase in GP, 30% decrease in COE

The figures in this graph were derived by calculating the proportion of answers received for each item from responding universities, with respondents allowed to report up to three fields to which priority funding is given.

Source: National Survey on the Financial and Managerial Performance of Incorporated National Universities (January 2006, Research Division of the Center for National University Finance and Management)
Changes after Incorporation (In-school Budget Allocations)

- Most universities appear to have increased allocations for priority/competitive fields as well as school-wide operational expenses.
- Most universities appear to have reduced allocations for basic operational expenses and expenses associated with departments and individual instructors.

- Discretionary expenses of university president, etc.: +33.4%
- Discretionary expenses of department heads: +26.8%
- Allocations for departmental priority/competitive fields: +13.5%
- School-wide expenses: +10.2%
- School-wide facility maintenance expenses: -7.6%
- Expenses for school-wide facility improvement: -10.1%
- Expenses shared by departments: -16.2%
- Departmental facility maintenance expenses: -26.4%
- Expenses for departmental facility improvement: -44.2%
- Basic educational expenses of instructors: -44.3%
- Basic research expenses of instructors: -75.9%

Figures in this graph were calculated by subtracting the amounts for “Somewhat reduced” and “Reduced” from the amounts for “Increased” and “Somewhat increased.”

Source: National Survey on the Financial and Managerial Performance of Incorporated National Universities (January 2006, Research Division of the Center for National University Finance and Management)