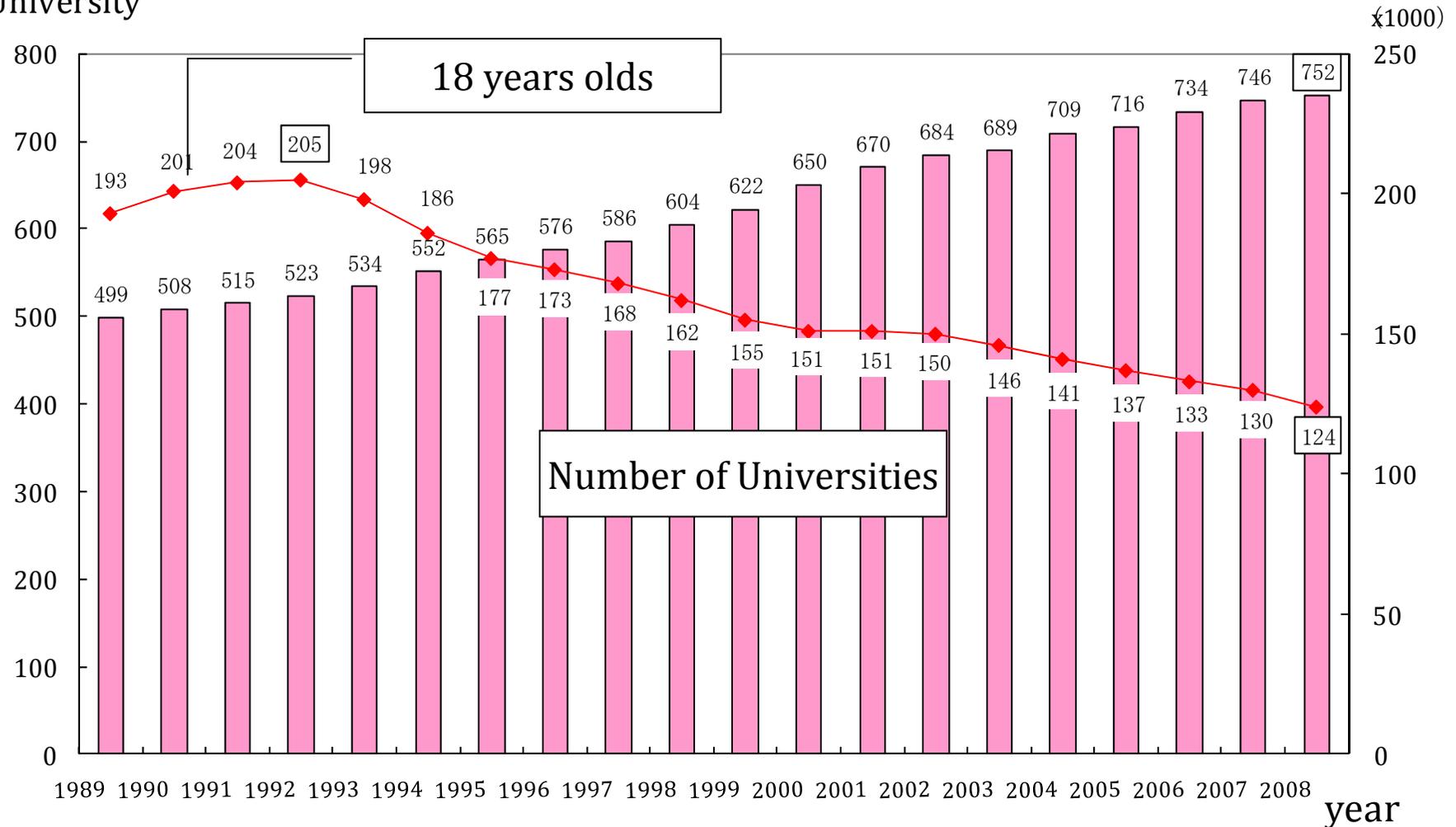


Changes in Higher Education Management in Japan

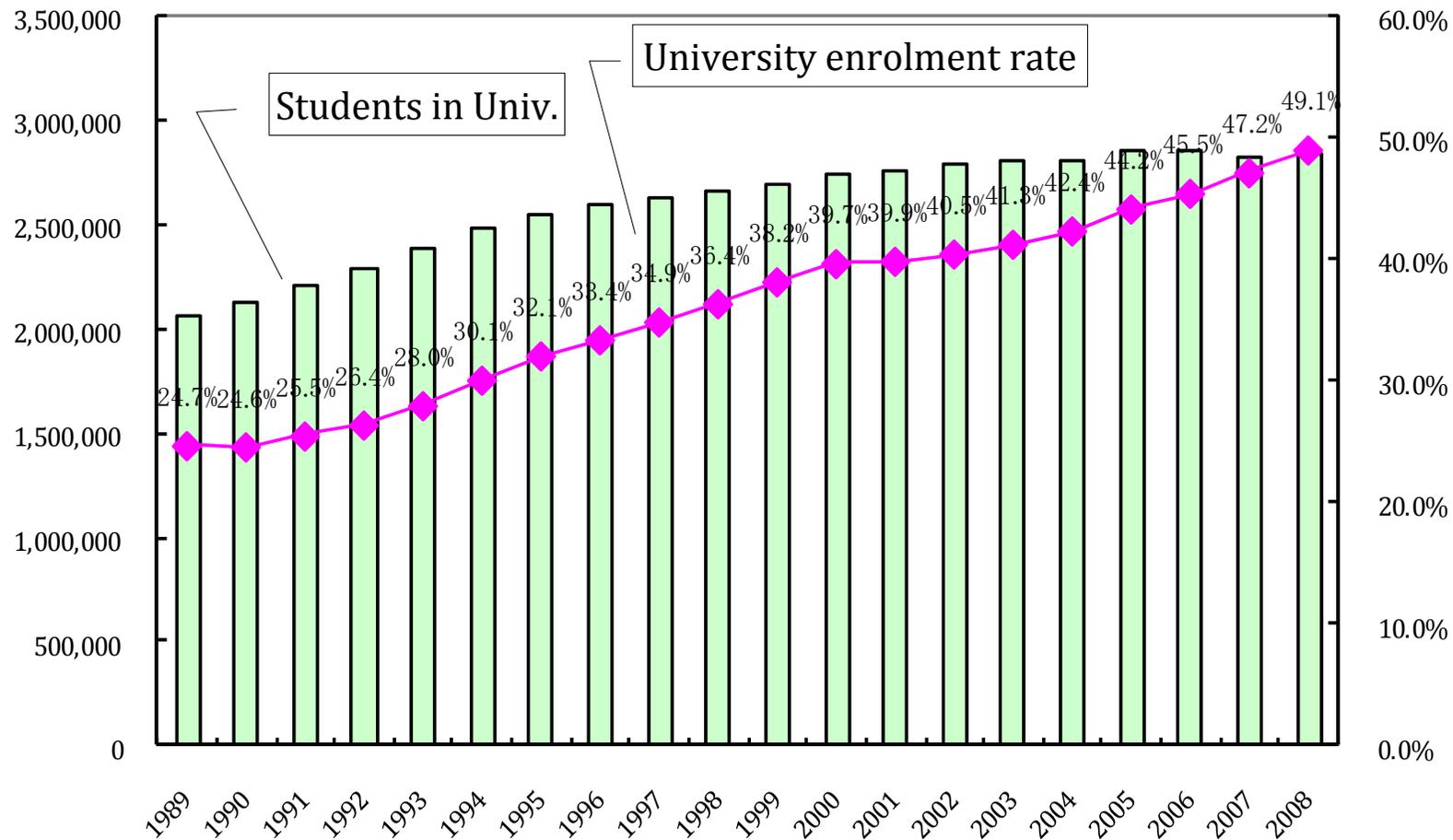
Professor Dr. Masakazu ANPO
Vice President,
Osaka Prefecture University

Number of Universities & Population of 18-year-olds

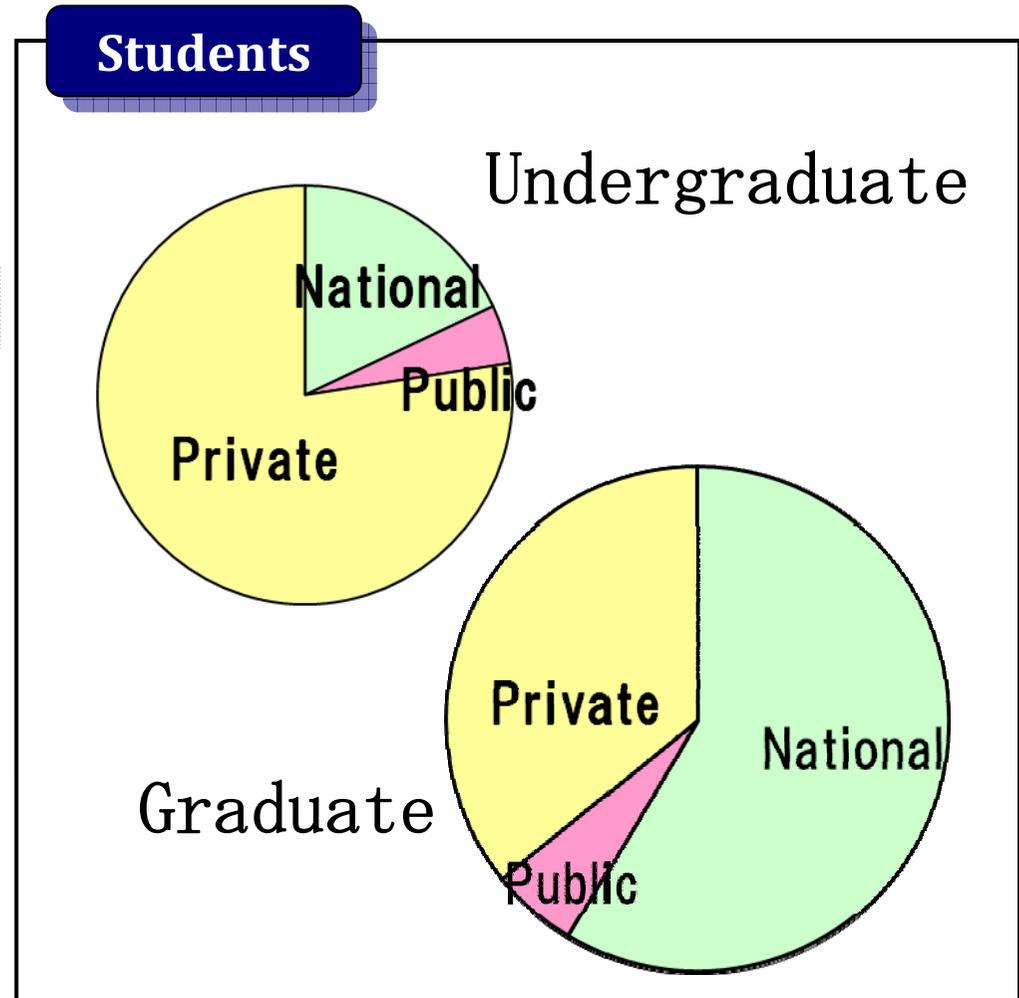
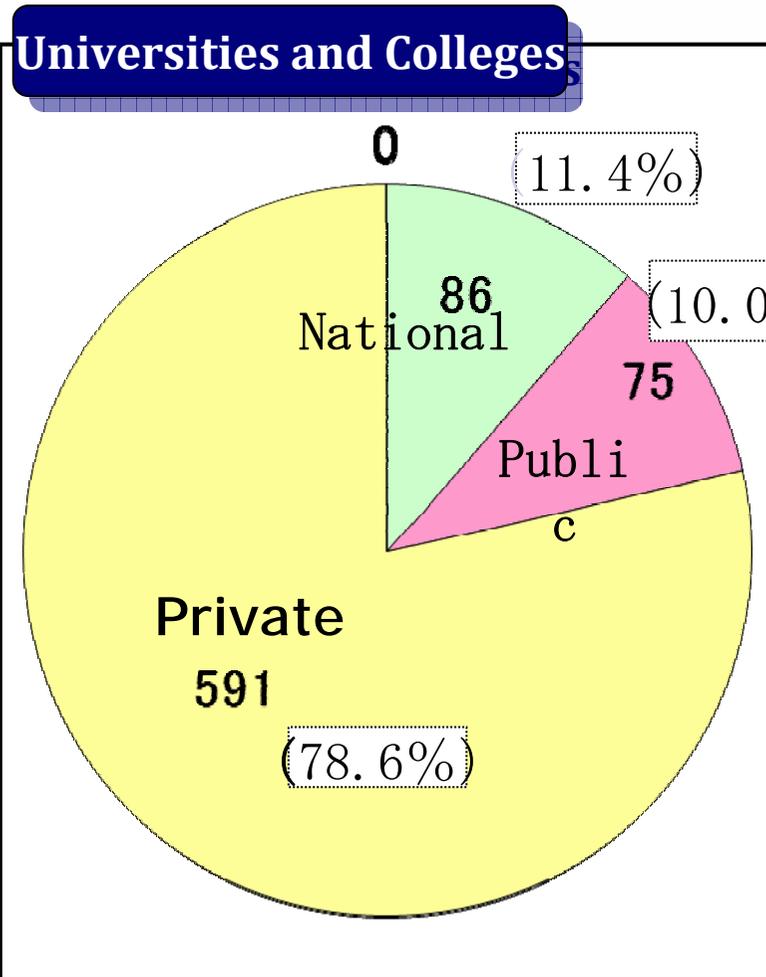
University



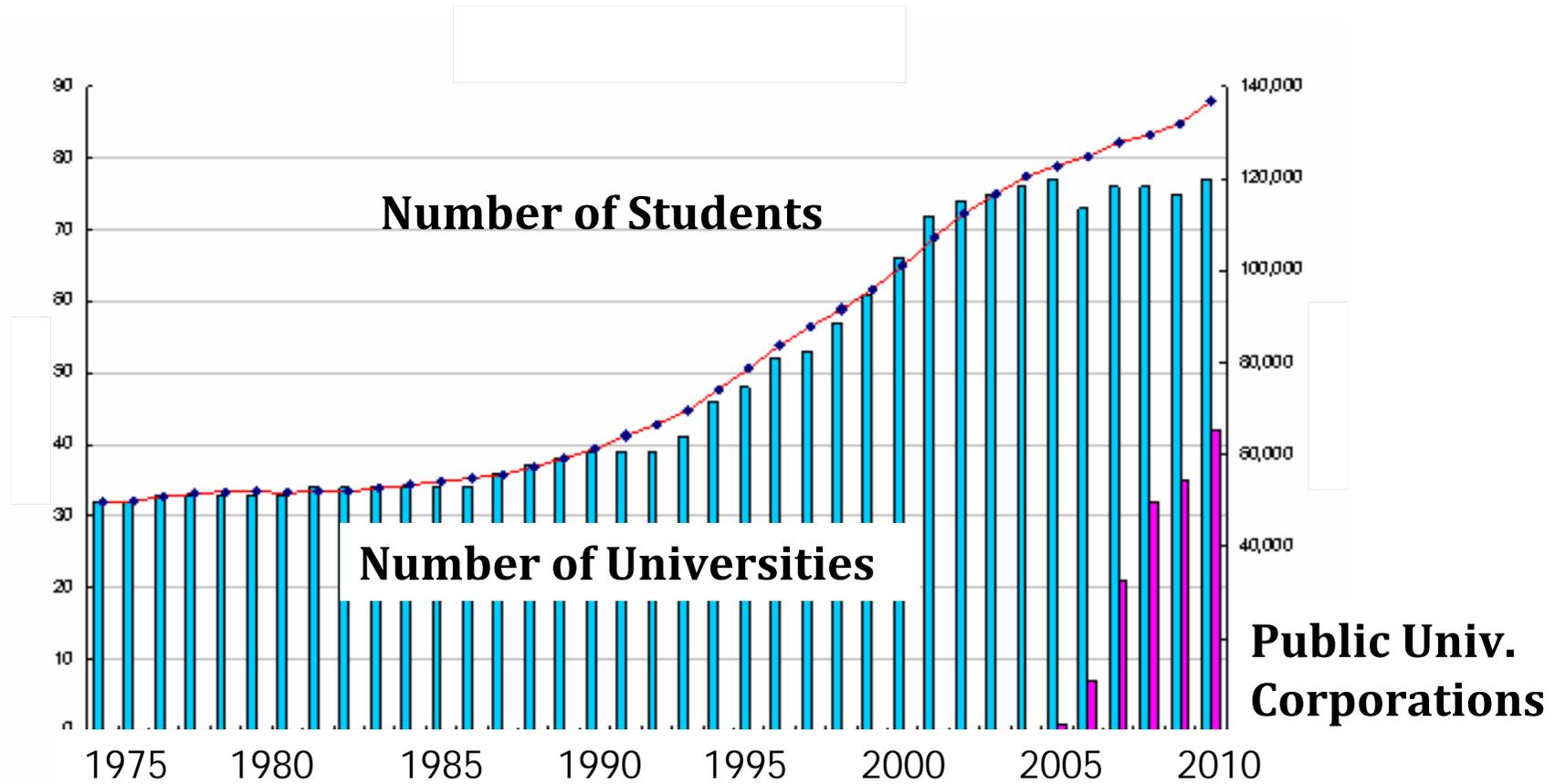
University Enrollment Rate



Higher Education Institutions 2008

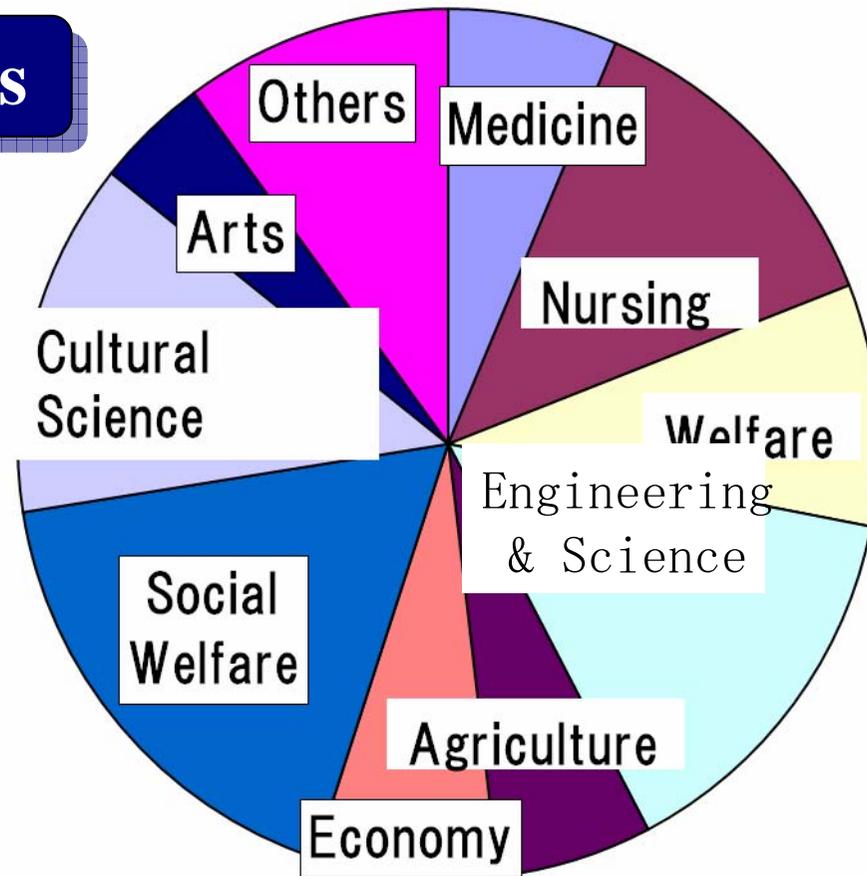


Number of Public Universities, Students & Public University Corporations



Prefectural and Municipal Universities in Japan

Various Academic Fields



Changes in University Management System

National - converted into independent public corporation in 2004.

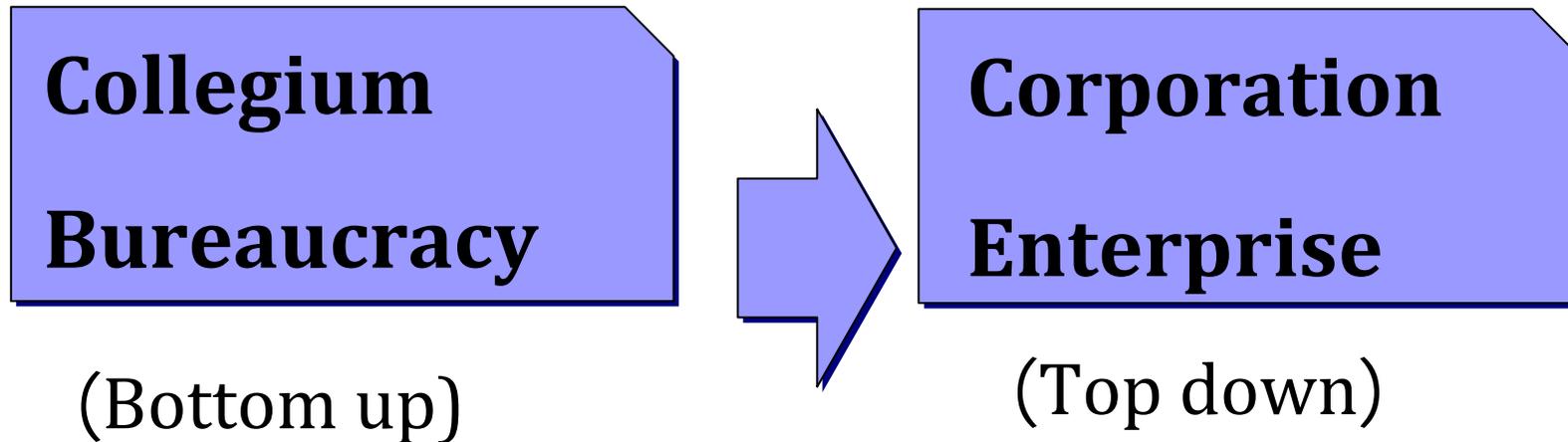
Public - around half have also been converted into public corporations in 2005.

Private - Managed as corporations

Objectives of reform

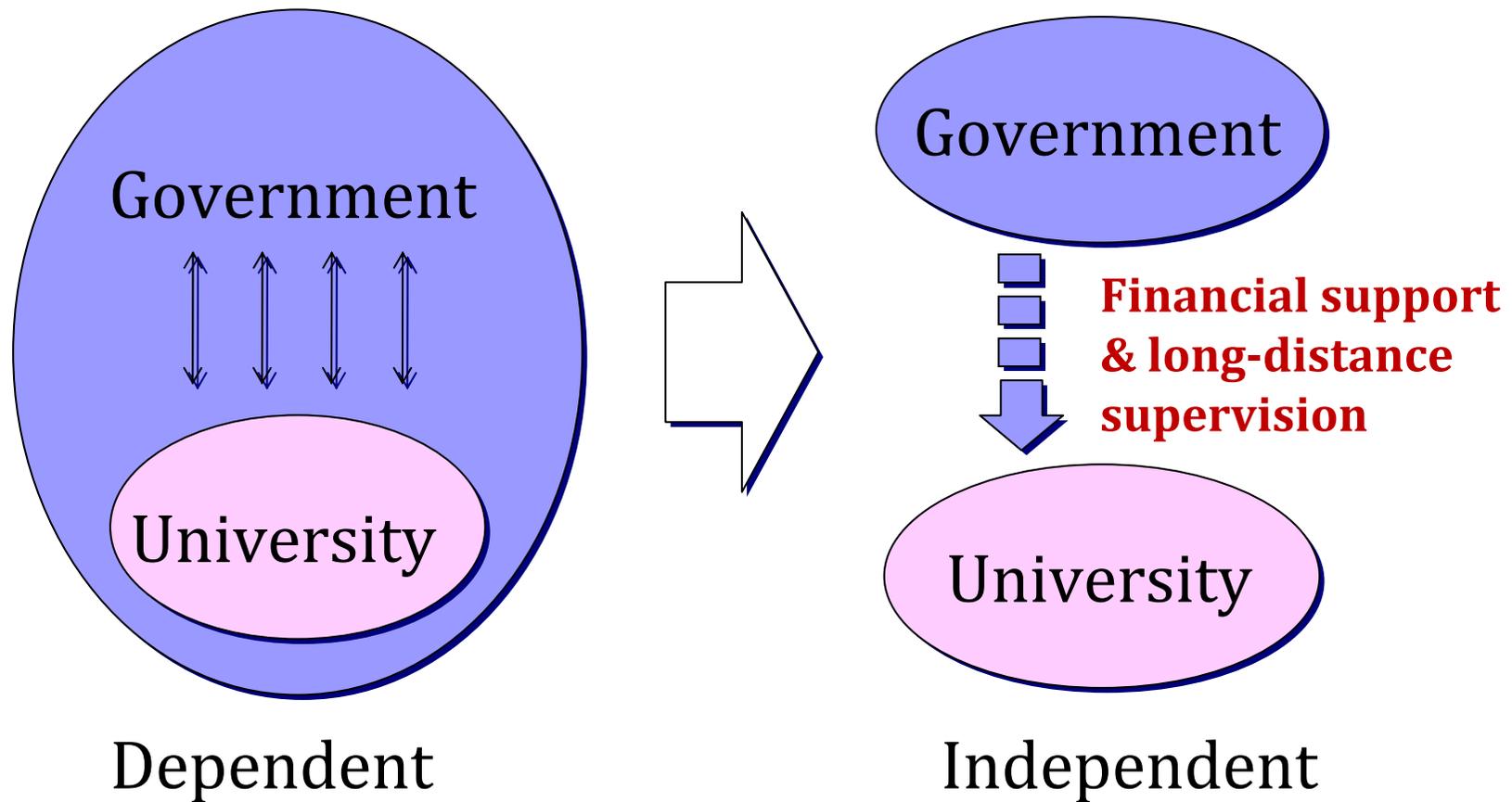
1. to strengthen leadership of president and university board
2. to strengthen flexibility of university management
3. to enable more objective management

Changes in University Management Style



- Effective & fast decision- making processes
- Accountability
- High cost-performance
- More active education & research programs

Changes in Power Balance

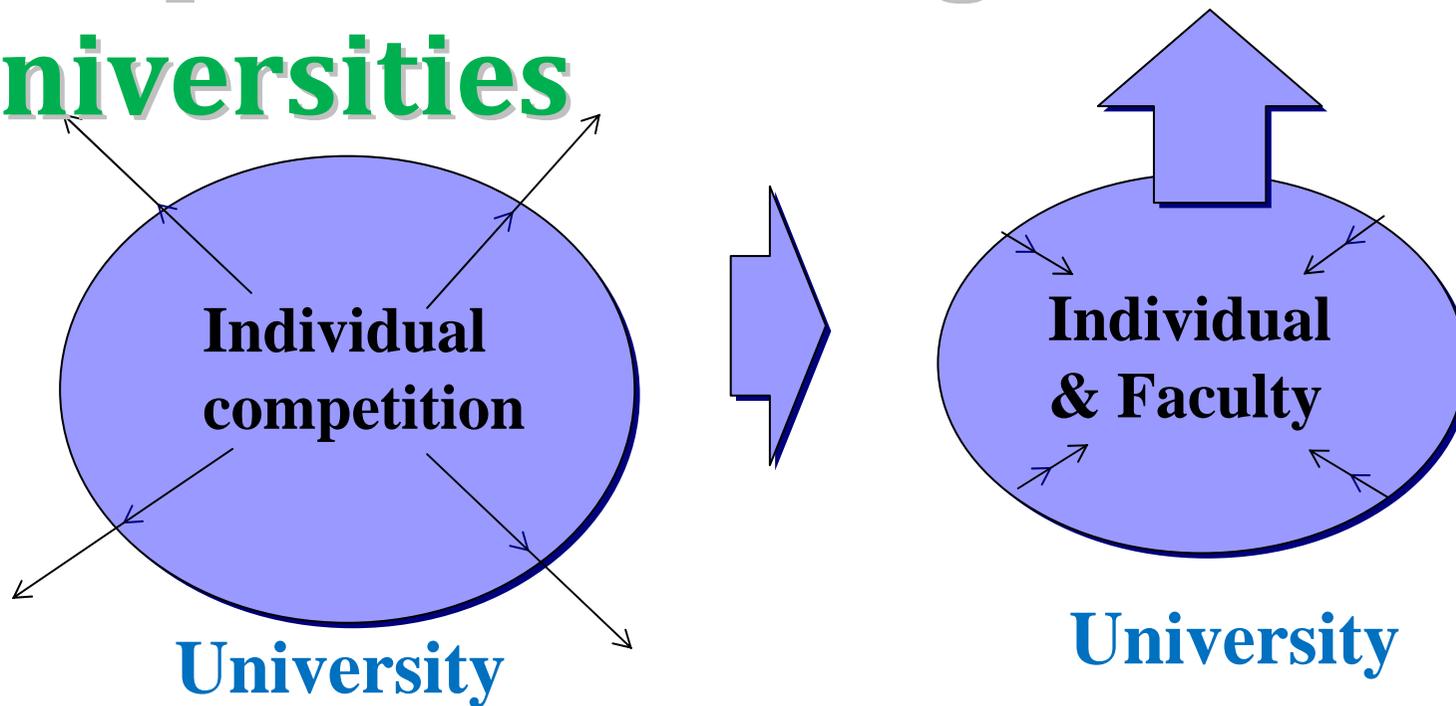


Changes in **Power Balance**

in Prefectural and Municipal Universities

- Local government has a strong say in management
- Management through financial support & also direct supervision
- University faculty members take on more roles

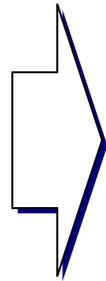
Changes in Competition Among Universities



→ Leading to competition within university faculties

Changes in Stakeholders

- Government
- Students
- Alumni

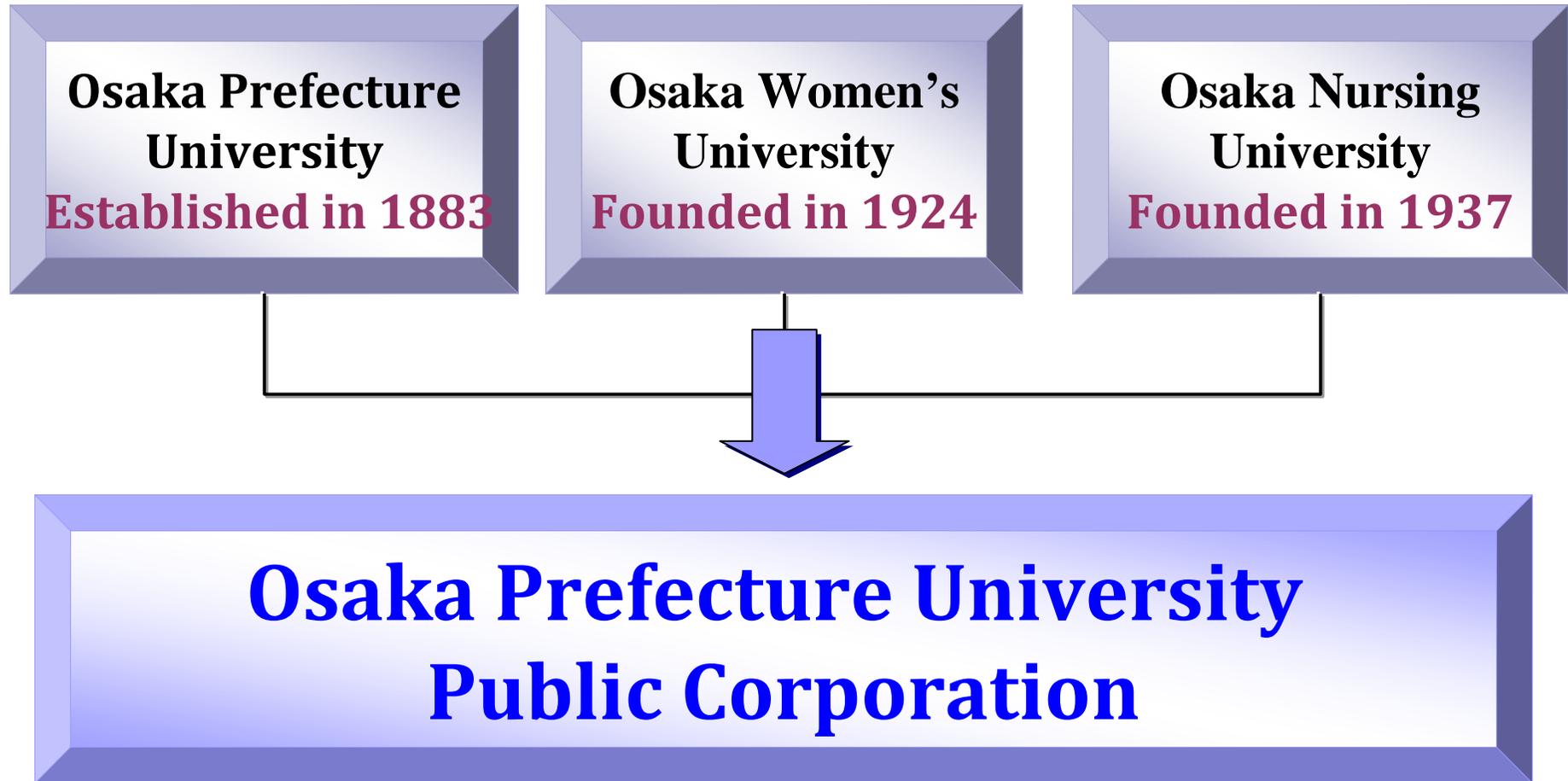


- Government
- Students
& parents
- Community
- Alumni

Osaka Prefecture University

**Academic Excellence
& Cutting-Edge
Research in a Global
Age**





Osaka Prefecture University

Undergraduate Students	6,500
Graduate Students	1,500
Teaching staff	750
Staff	250
Area of campus	480,000 m ²

Osaka Prefecture University

Schools

Engineering

Life & Environmental Sciences

Science

Economics

Humanities and Social Sciences

Nursing

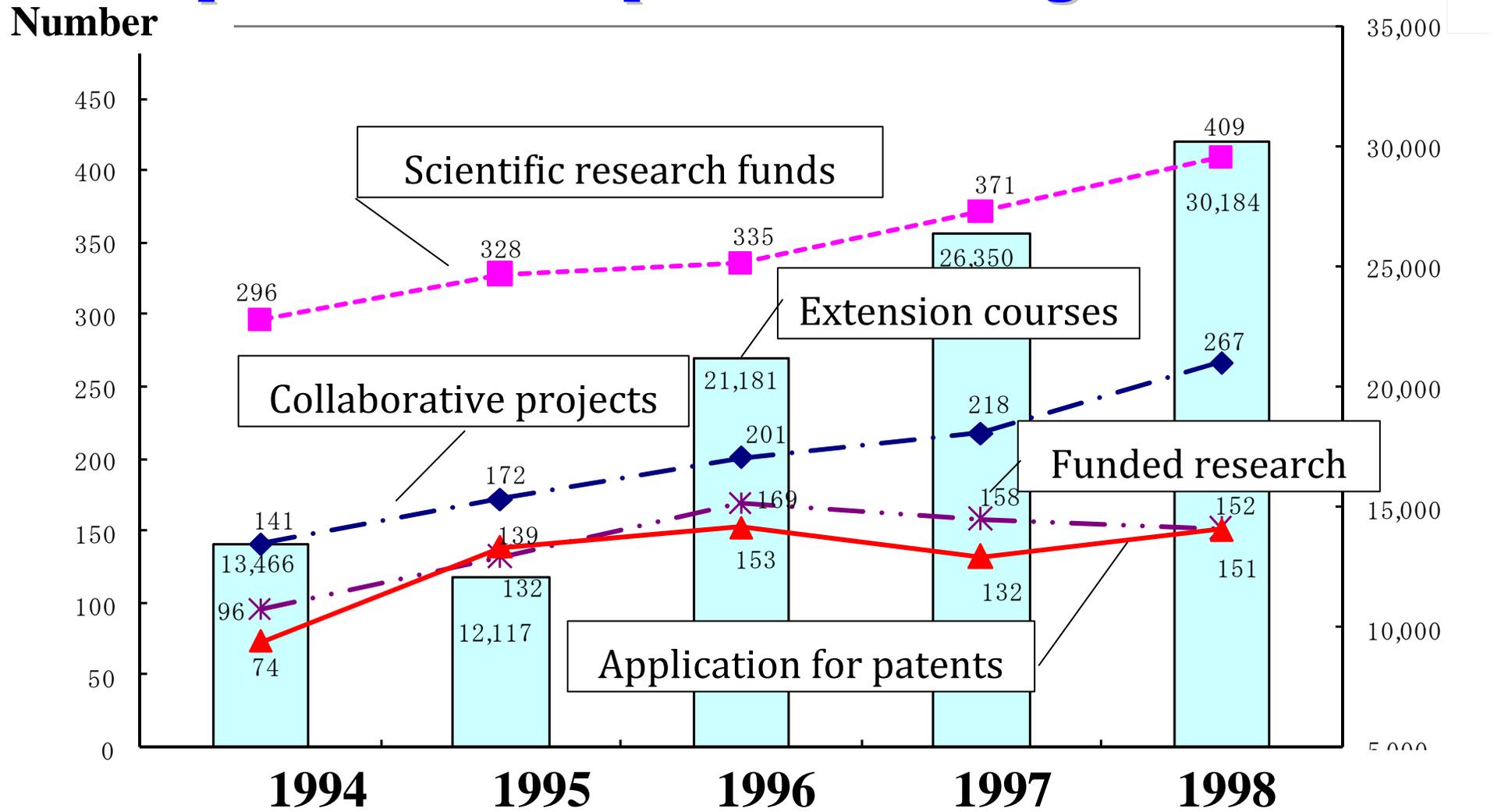
Comprehensive Rehabilitation

Osaka Prefecture University

Top-down management strengthened in

- **Personnel employment & distribution**
- **Budget distribution**
- **Support of research activities**
- **Quick decision-making processes**

Results of Conversion into Public University Corporation & Top-Down Management



Japanese University Management System

Recommendation:

“Top-down system based on a bottom-up approach”

- Absorb positive ideas & suggestions at all levels, especially from young people
- Promote research based on individual interests & innovative ideas
- Promote discussions with the administrative, academic & research staff as well as the students

Japanese University Management System

Recommendation:

- **Develop professional administrative staff → SD (staff development)**
- **Promote close collaborations, coordination & cooperation within the university faculties by eliminating any boundaries as well as among universities internationally**

Thank you
for your kind attention!