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Abstract

The internationalization of higher education is intrinsically connected to change. This chapter recapitulates how the internationalization of Japanese higher education is an impetus behind change. It first addresses how the massification of higher education coupled with internationalization has contributed to a situation where there is increased competition to attract students. As rankings become indicator of prestige, higher education institutions (HEIs) are increasingly having to consider not only how their educational programs are attractive, but also the type of support students need to develop as independent learners, who have critical and creative thinking skills. Then, within Japanese higher education, the traditional top-down management system has contributed to the fragmentation between different departments and also within departments is reiterated. This may be beneficial, as it is providing a way for individual departments, and within this, individual programs and courses, to

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make the adjustments needed so that Japanese students can develop as global citizens. As has been seen in the previous chapters, the top-down management system is facilitating change from the bottom-up. However, if the internationalization project of an HEI is to be successful, it requires the combined effort of management, administration, and teachers in making change. This requires that within higher education, lines of communication that transcends the fragmentation of different departments and different levels within the university are created and maintained for the overall benefit of the HEI and its educational goals. This chapter synthesizes how change within higher education is dependent upon bottom-up approaches. (HRK / Abstract übernommen)

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