

# **Nagoya University International Strategic Plan**

-Toward a World-Class Research-Intensive University through International Alliances-

Nagoya University

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# Nagoya University International Strategic Plan

-Toward a World-Class Research-Intensive University through International Alliances-

## 1. Introduction

Nagoya University (henceforth referred to as 'the university') has up to this point achieved the results of high international levels in three fields: research, education and development and cooperation.

However, the fruits so far represent a big undertaking and are the results of excellent efforts made by individual researchers and each department or school. The meaning of this is that we could have expected a jump, had we as a university solidified a comprehensive support system. However, we recognize the importance of improvement on this point. The background of this increased recognition is related both to external causes, like the globalization of higher education, and to internal causes, like the increasingly international orientation of research, education and development and cooperation within the university.

Considering this kind of activity and compared to the internationalization of other universities these days, one can discover these three characteristics of the university:

- 1) International alliance among global academic institutions starts with the Academic Consortium 21 (AC21)<sup>1</sup>;
- 2) The development of an active overseas network formed in the overseas, chapters of university-wide alumni associations and the educational and research assets found in the overseas offices in Shanghai, Uzbekistan and Freiburg; and
- 3) The formation of an internationalized environment with a view to gender equality.

As for internationalization henceforth, the university will continue international academic exchange activities with the aim of improving its international recognition.

Here, therefore, the university announces the Nagoya University International Strategic Plan (henceforth referred to as 'the Strategic Plan') that we let progress continuously and examine systematically.

On the occasion of the construction of the Strategic Plan, the 'International Exchange and Cooperation Headquarters' (IECH) was established within the university, and the Office of International Strategic Planning was established, as an organization whose central role is to carry out this plan and its execution. Because the university adopted the

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<sup>1</sup> AC21 was established 24 June 2002 at the first International Forum at Nagoya University in order to develop higher education and to contribute to local and international communities by furthering joint cooperation at a global level. The 25 organizations worldwide that are AC21 members and partner institutions aim to serve as a bridge to various regional communities around the world in order to develop education and research through such activities as international internships, benchmarking, and educator and student exchanges. (Extract from the AC21 Web page, [www.ac21.org/](http://www.ac21.org/))

Ministry of Education, Culture, Sports, Science and Technology (MEXT) 'Project to Strengthen the University International Strategic Headquarters', the IECH was started as a project receiving financial and institutional support to 2009 from the Japan Society for the Promotion of Science (JSPS) and the Japan International Science and Technology Exchange Center (JISTEC) and will endeavor to develop the strategic plan in a comprehensive manner even after the project concludes.

Again, the IECH will undertake to evaluate constantly the process of constructing and realizing the Strategic Plan, and, in order to do this, will announce the plan as it takes form and is renewed throughout.

## 2. Framework of the International Strategic Plan

### · Mission

Nagoya University established the 'Academic Charter of Nagoya University' in 2000 and announced the mission it has to achieve.

This Charter, in particular the university's international mission, is presented in the following points.

Nagoya University, in spearheading scientific research, and through the cultivation of human resources capable of exercising leadership both in the domestic and international arenas, shall contribute to the welfare of humanity and the development of culture, as well as to global industry.

### Vision

In order to accomplish the above 'Mission', the university establishes as follows the mid-term points to achieve by academic year 2010 concerning internationalization:

- Contribute to exchange through the use of a global network in research and educational activities around the world, especially Asian countries.
- Conduct original planning and active participation in international development and cooperation projects.
- Establish a university-wide planning and support system in research, education and international development and cooperation activities.

To achieve these points, the university will improve the existing international aims.

### Goals

Through the process accomplished by international academic alliances as announced in the above 'Vision', the university will achieve the following four goals:

#### Goal 1: International Academic Research

Actively develop world-leading research in an internationalized era, utilizing the international network of AC21.

#### Goal 2: International Education Exchange

Aim at education internationalization through the promotion of human-centered exchange of faculty, staff and students and the development of international educational programs utilizing the international network of AC21.

#### Goal 3: International Development and Cooperation

Maintain the system to promote international development and cooperation and strengthen its function as one of the country's national centers of international development and cooperation.

Goal 4: International Exchange Management

Build an organizational system that is consistent and comprehensive, utilizing the international network of AC21.

In order to achieve each goal, the specific aims and methods will be elucidated.

### 3. Goal 1: International Academic Research

Actively develop world-leading research in an internationalized era, utilizing the international network of AC21.

Objective 1.1: Construct a support system for academic activities that can lead in an internationalized era.

Action 1.1.1	Using AC21, establish a research cooperation system with overseas core research institutions and universities.
Action 1.1.2	Understand international standards, viewpoints, trends and signposted results with the objective of benchmarking domestic universities of international standard and AC21 member institutions.
Action 1.1.3	Establish the International Advisory Board and obtain proposals based on international viewpoints concerning research and organizational management.

Objective 1.2: Promote International Cooperative Research

Action 1.2.1	Expand exchange with AC21 member institutions and institutions that have academic exchange agreements and form a center of international cooperative research as a strong point.
Action 1.2.2	Work on benchmarking in order to exchange information regarding educational research programs with domestic and international educational research institutions.
Action 1.2.3	While making use of Nagoya University's overseas bases, such as the Shanghai office, support international cooperative research that was adopted by such programs as 'The 21 <sup>st</sup> Century COE Program' <sup>2</sup> , the 'Asian CORE Program', <sup>3</sup> and the 'International Cooperative Research Project'. <sup>4</sup>

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<sup>2</sup> The 21<sup>st</sup> Century COE Program was based on the 'Policy for Fundamental Reform of the University' (June 2001) and was implemented as a new project from academic year 2002 by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) through a 'new funding mechanism designed to foster research of the highest international level'.

It is important for our university to actively foster a competitive environment through the principle of third-party peer review, and through competition between public and private universities in order to carry out education and research activities that rank with the world's top-level universities.

This program has as a goal the formation of our university as a world-class research and educational power, and, importantly, the provision of support in order to improve the creative talent that can lead the world in research standards, and therefore the creation and promotion of a university that shines individually with international competitiveness.

(Extract from the [JSPS Web page, www.jsps.go.jp/j-21coe/](http://www.jsps.go.jp/j-21coe/))

<sup>3</sup> The Asian Center of Research and Education (CORE) Program is a project that started in academic year 2005 by the [JSPS](http://www.jsps.go.jp/) with the goal of building research strength of worldwide standard in Asia.

(From the [JSPS Web page, www.jsps.go.jp/j-bilat/acore/](http://www.jsps.go.jp/j-bilat/acore/))

Action 1.2.4	Build a system that uses a visiting researcher system and cooperates with researchers that have, in the past, completed Ph.D. degrees at the university and promote cooperative research with them once they have returned home.
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<sup>4</sup> With the aim of following up on various agreements reached through intergovernmental talks regarding S&T cooperation, this program promotes international exchanges between researchers on specific research areas in line with the agreements. To realize the aims, MEXT assigns research countries and areas of special importance and [Japan Science Technology Agency \(JST\)](#), in collaboration with its foreign counterpart organizations, implements the subprograms: cooperative researches of relatively small-scale, personnel exchanges, i.e., invitations and dispatches; and holding meetings such as symposiums and workshops.  
(Extract from the [JST](#) web page, [www.jst.go.jp/inter/jst\\_01\\_en.html](http://www.jst.go.jp/inter/jst_01_en.html))

### Objective 1.3: Maintain a System to Accept International Researchers

Action 1.3.1	To promote the invitation of excellent international researchers, maintain a system for their acceptance.
Action 1.3.2	Establish a consultation system and solidify the support system for international researchers' housing and life in Japan.
Action 1.3.3	Carry out surveys on international researchers' satisfaction and strengthen the support system for both their physical and spiritual lives.

### Objective 1.4: Examine the Establishment of Research Conditions for Researchers

Action 1.4.1	Hold regularly international fora and workshops in specialized fields using AC21.
Action 1.4.2	Actively carry out information exchanges relating to research with AC21 member institutions and institutions that have academic exchange agreements and promote human exchange in order to carry out international cooperative research.
Action 1.4.3	Endeavor to improve the research environment by considering the introduction of a sabbatical system and the reduction of administrative tasks.
Action 1.4.4	Provide financial and human support, such as the priority distribution of project space and the opportunity for active international cooperative research, to excellent researchers that are internationally recognized prize-winners.

### Objective 1.5: Strengthen Research Support for Young Researchers

Action 1.5.1	Recognize young researchers who have presented internationally distinguished papers and support financially their presentations at international academic colloquia.
Action 1.5.2	Employ excellent young researchers and institute staff and endeavor to help them actively participate in international cooperative research.
Action 1.5.3	Plan to encourage young researchers to take long-term overseas postings and galvanize their research.
Action 1.5.4	Support applications that target young researchers for international and domestic scholarships and fellowships for the purpose of international academic research.

## Goal 2: International Education Exchange

Aim at education internationalization through the promotion of human-centered exchange of faculty, staff and students and the development of international educational programs utilizing the international network of AC21.

### Objective 2.1: Support and Develop International Education Programs

Action 2.1.1	Exchange information about education programs with AC21 member institutions and institutions that have academic exchange agreements and promote reciprocal disclosure, seek the qualitative improvement of these programs and evaluate and improve their content.
Action 2.1.2	Develop curricula that are internationally popular and incorporate English in parts of the education program.
Action 2.1.3	Further solidify international education programs such as practical training programs, the Nagoya University Short-term International Student Program, <sup>5</sup> the Young Leaders Program <sup>6</sup> with institutions that have academic exchange agreements.

### Objective 2.2: Work on Improving the Living and Study Environment of International Students

Action 2.2.1	Work on solidifying the education, guidance, advisory and consultation systems for international students.
Action 2.2.2	Promote activities, such as short-term internships in local industries and the provision of useful information, that helps international

<sup>5</sup> The Nagoya University Program for Academic Exchange (NUPACE), established in February 1996, is a short-term student exchange program, through which international students enrolled at Nagoya University's partner institutions are given the opportunity to study in Japan for four to twelve months. The program aims to forge friendships that extend beyond borders, internationalize through education, and motivate overseas students to pursue more extensive studies with regard to Japan.

(Extract from the Nagoya University Education Center for International Students Web page, [www.ecis.nagoya-u.ac.jp/en/nupace/what/brief.html](http://www.ecis.nagoya-u.ac.jp/en/nupace/what/brief.html))

<sup>6</sup> The Young Leaders' Program (YLP) is one of the MEXT scholarships and began to accept students from 2001.

The objectives of the Young Leaders' Program (YLP) are for future national leaders in Asian and other countries, who are expected to take active roles in their respective countries, to form a human network among national leaders from various countries; to contribute to the establishment of friendly relations among Asian and other countries, including Japan; and to contribute to the improvement of national policy planning in their respective countries, through the deepening of understanding of Japan.

Five courses of specialization are offered: Public Administration, Business Administration, Law, Medical Administration and Regional Administration. All lectures will be conducted in English and the course duration is one year. The university established the medical administration course in the Graduate School of Medicine in 2003.

(From the MEXT Web page, [www.mext.go.jp/english/news/2000/05/kk000501.htm](http://www.mext.go.jp/english/news/2000/05/kk000501.htm))

(From the Nagoya University Graduate School of Medicine Web page, [www.med.nagoya-u.ac.jp/html/En/ ylp.htm](http://www.med.nagoya-u.ac.jp/html/En/ ylp.htm))

Action 2.2.3

students who have earned school credits to find work.  
Work on solidifying and strengthening the base of the Nagoya  
University International Student Support Association.

Objective 2.3: Maintain an attractive research and education environment for top-level students

Action 2.3.1	Promote a system of joint research guidance, a credit transfer system, joint education programs and a joint system to award degrees with AC21 member institutions and institutions that have academic exchange agreements.
Action 2.3.2	Maintain an information dissemination system for international and domestic students wishing to study at Nagoya University among partner institutions, such as AC21 member institutions and institutions that have academic exchange agreements.
Action 2.3.3	Maintain and solidify the systems to actively receive top-level international students while introducing systems to support students who have returned home and obtain feedback on the views of foreign student alumni.

Objective 2.4: Vitalize exchanges between students, faculty and staff

Action 2.4.1	Vitalize human exchange among students, with continual contact among international students and regular student exchange centered on AC21 member institutions and institutions that have academic exchange agreements.
Action 2.4.2	In order to deepen exchange between international and domestic students and faculty, stage regular events such as international fora using AC21 member institutions.
Action 2.4.3	Maintain a university-wide support system that promotes international students at the university and uses each type of scholarship system and academic exchange agreements between universities and among departments.
Action 2.4.4	Promote human exchange through the acceptance of post-doctoral fellows and the dispatch of educators to graduate schools overseas.

### Goal 3: International Development and Cooperation

Maintain the system to promote international development assistance and strengthen its function as one of the country's national centers of international development cooperation.

#### Objective 3.1: Solidify assistance systems involving funds and the oversight of projects from international aid agencies

Action 3.1.1	Endeavor to maintain an internal organization that oversees international cooperation projects.
Action 3.1.2	Support participation in international cooperation projects and joint oversight of the MEXT-established 'International Development and Cooperation Support Center'
Action 3.1.3	Announce funding information from international aid agencies and run 'International Development and Cooperation Project Information' on the Nagoya University website.

#### Objective 3.2: Promote international development and cooperation project activities

Action 3.2.1	Strengthen the joint oversight with foreign and domestic international development and cooperation organizations and actively tackle cooperative research and each type of project.
Action 3.2.2	Strengthen the function of the international development and cooperation as a national center through the establishment of a database on domestic researchers and their related domains and performance indicators related to our country's contribution to international development and cooperation.
Action 3.2.3	Cooperate with governmental and international agencies and private groups in international development and cooperation evaluation activities and manage planning, operations and evaluations.
Action 3.2.4	Promote the participation of researchers who have returned home, top-level young researchers, and post-doctoral fellows in the activities of the Education for International Understanding Program, <sup>7</sup> the Young Leaders Program, the Asian Rural Development Center, and consulting groups related to international development and cooperation.

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<sup>7</sup> The Education for International Understanding Program (EIUP) is a non-profit organization established by graduate students at the Nagoya University Graduate School of International Development (GSID). As one of GSID's 10<sup>th</sup> Anniversary projects, it established volunteers among the graduate students in this department and started the activities called 'Delivery of Education for International Understanding' from 2000. These activities provide chances for elementary, junior and senior high school students, who would not have much opportunity to meet international students or Japanese thriving abroad, to meet such people in familiar settings as part of the international education understanding.

(Excerpt from EIUP Web page, [www.gsid.nagoya-u.ac.jp/eiup/index.html](http://www.gsid.nagoya-u.ac.jp/eiup/index.html))

Objective 3.3: Establish a University-Wide System to Promote and Support International Development and Cooperation

Action 3.3.1	Support special and high-level international development and cooperation, such as the Japan Bank for International Cooperation (JBIC) and overseas aid cooperation projects, Young Leaders Program, and Asian Legal Reform Assistance. <sup>8</sup>
Action 3.3.2	Form a network relating to international development and cooperation with collaborative work over areas of importance to developing countries.
Action 3.3.3	Promote collaborative research and technical transfer, based on university-wide collaborative work, in order to deepen collaborative work with AC21 member institutions and Southeast Asian universities.
Action 3.3.4	Conduct training courses with faculty, staff and students, researchers from developed countries and experts dispatched from Japan, based on surveys of training programs related to international development and cooperation.

Objective 3.4: Provide human and education development support to developing countries

Action 3.4.1	Conduct development of consultative techniques and education programs, such as e-learning, for education development assistance to developing countries.
Action 3.4.2	Transmit widely knowledge and ways of thinking, based on local experience both inside and outside the university, using courses and exercises related to international development and cooperation.
Action 3.4.3	Contribute to the reform of research and education of related institutions, and disseminate evaluation information based on benchmarking information on developing country research and educational institutions.

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<sup>8</sup> Asian Legal Assistance started at the university in 1991 with a 10-year plan. It is a research education project developed to support work in legal and administration fields in Asian countries. In 2001 the MEXT started the grant-in-aid project 'Special Regional Research (B) Asian Legal Reform Assistance – Building a Paradigm To Support Legal Reform in Transitional Countries' with the creation of a 5-year plan. In 2002 the 'Center for Asian Legal Exchange' (CALE) was established to function as a national center for legal reform aid and to continue supporting both study and practice of legal reform in the Asian region.  
(From the Nagoya University CALE Web page, <http://tla.nomolog.nagoya-u.ac.jp/>)

#### Goal 4: International Exchange Management

Build an organizational system that is consistent and comprehensive, utilizing the international network of AC21 and others.

Objective 4.1: Promote deliberate and systematic international cooperation exchange through supporting the international exchange activities of each department, cooperating throughout the university.

Action 4.1.1	Actively support of the development of international exchange activities in each department and promote a comprehensive plan related to university-wide 'International Academic Research', 'International Education Exchange' and 'International Development and Cooperation'.
Action 4.1.2	Maintain an intra-university system in order to promote in a unified way international student exchange, researcher exchange and faculty exchange.
Action 4.1.3	Actively develop overseas networks based on strong overseas networks found at the Nagoya University Liaison Office in Shanghai and in Uzbekistan and Freiburg, and make plans and deliberations on their university-wide use.

Objective 4.2: Endeavor to develop international networks, such as AC21, and share university-wide information on academic exchange.

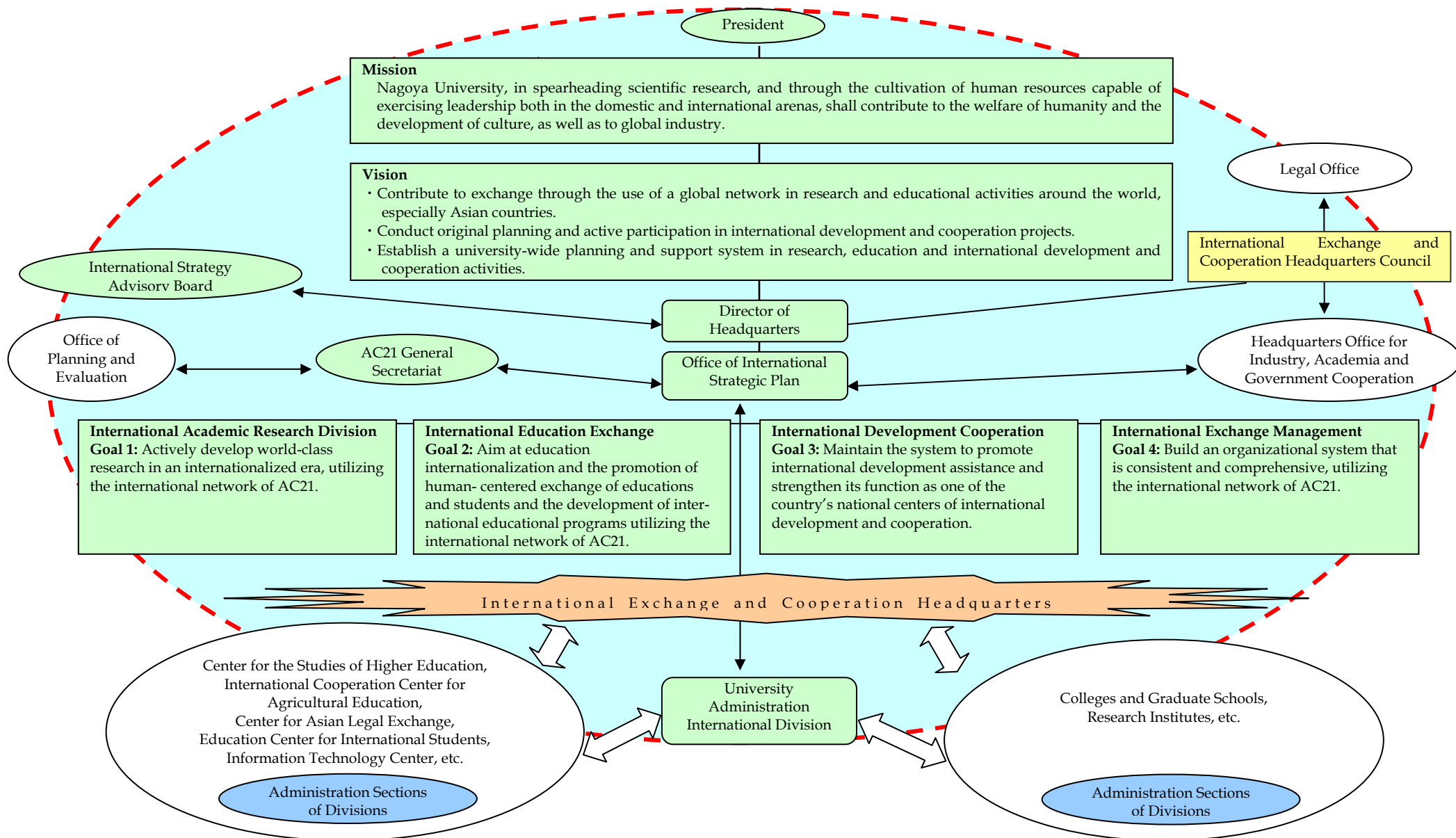
Action 4.2.1	Integrate data, such as on intellectual and human resources at the university in the three fields of 'International Academic Research', 'International Education Exchange' and 'International Development and Cooperation'.
Action 4.2.2	Collect and analyze information relating to the internationalization of research and education programs based on cooperation with AC21 member institutions and others.
Action 4.2.3	Strengthen the information dissemination function of Nagoya University to overseas and exchange information with universities having academic exchange agreements and AC21 members such as through the maintenance of the inter-university portal.
Action 4.2.4	Form an international human network centered on international students that have returned home and have cooperation with overseas alumni associations.

Objective 4.3: Promote internationalization of the campus in a multifaceted fashion.

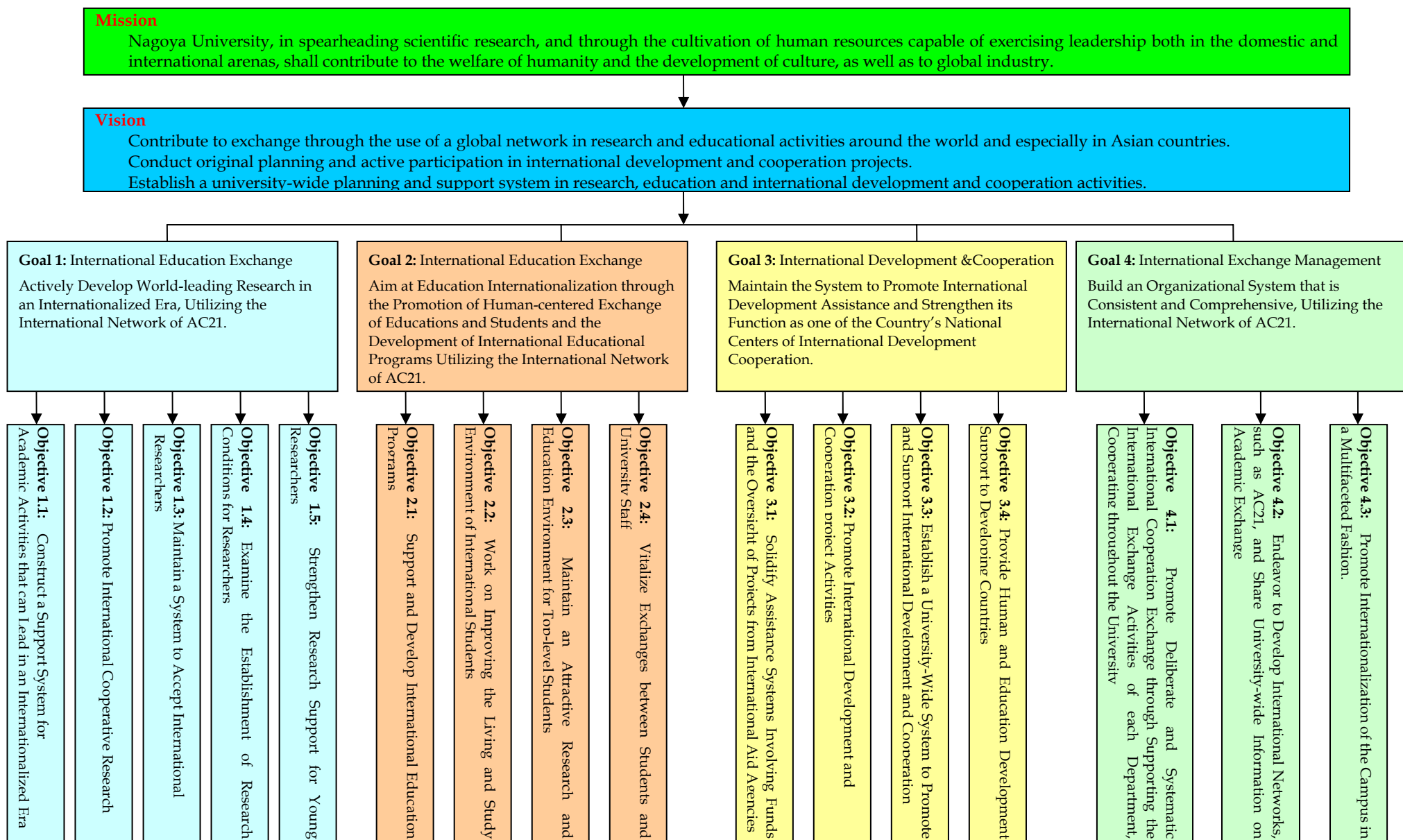
Action 4.3.1	Study the university-wide provision of specialized services in administrative offices, with the view of having an international campus.
Action 4.3.2	Carry out deliberate staff development (SD) for international affairs with collaboration from AC21 member institutions.

Action 4.3.3	Employ administrators that are specialized and internationalized to be able to support international students and researchers.
Action 4.3.4	Promote bilingualism (Japanese-English) in the internal university environment and materials.
Action 4.3.5	Promote the formation of an internationalized environment with a view to gender equality.

Schematic Diagram of the Nagoya University International Exchange and Cooperation Headquarters

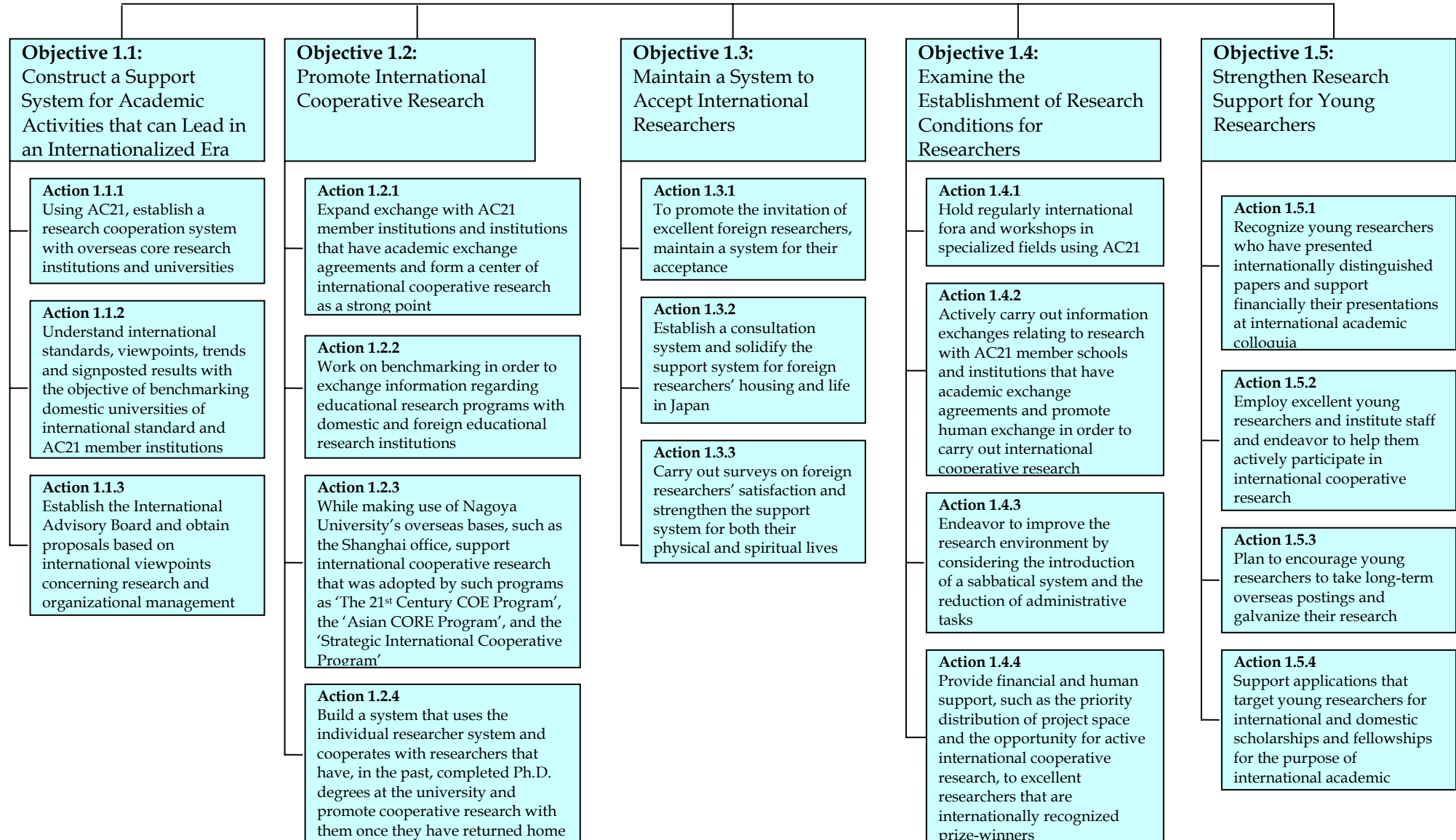


### Structural Layout of the International Strategic Plan



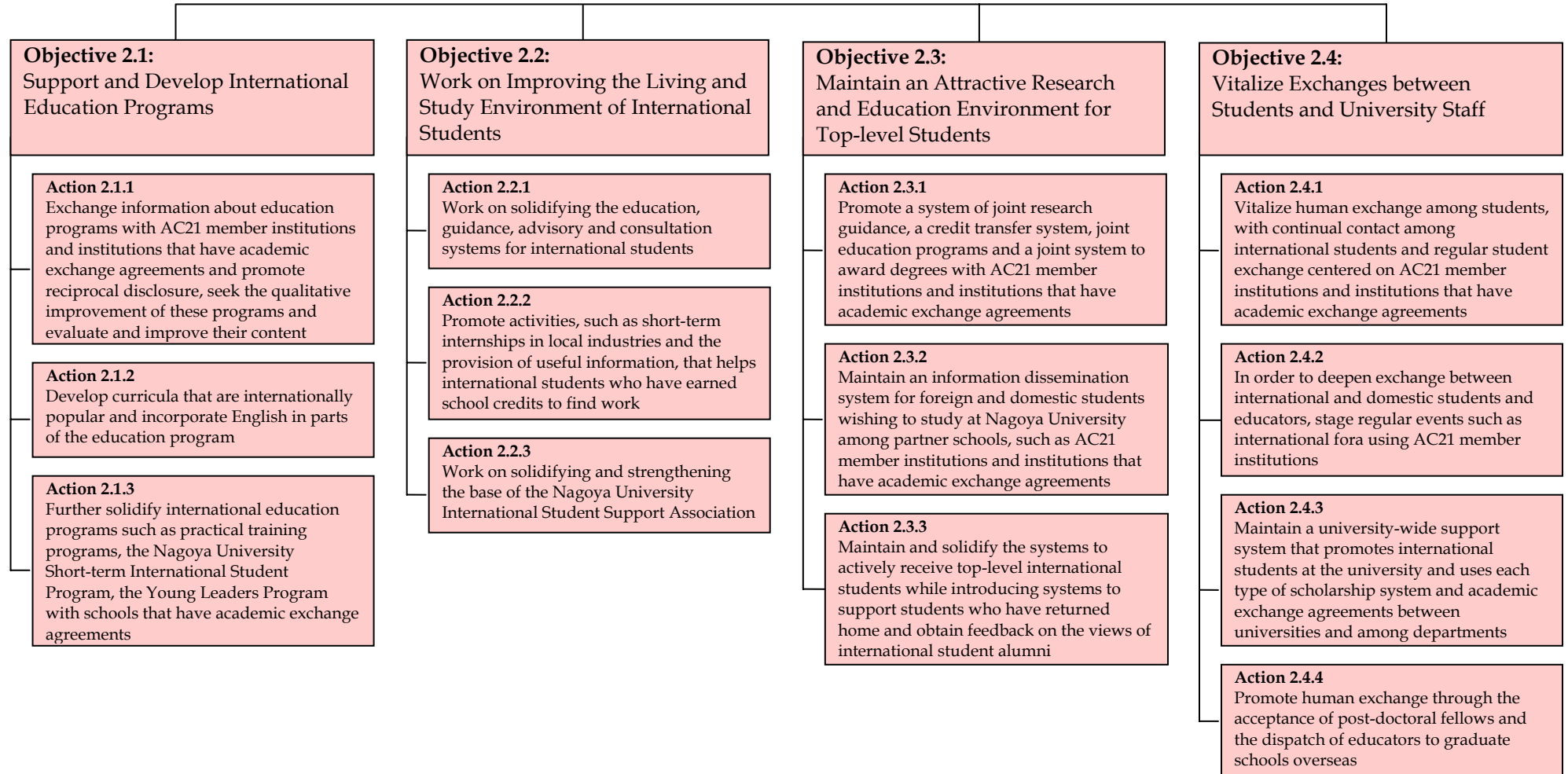
## Goal 1: International Academic Research

Actively develop world-leading research in an internationalized era, utilizing the international network of AC21



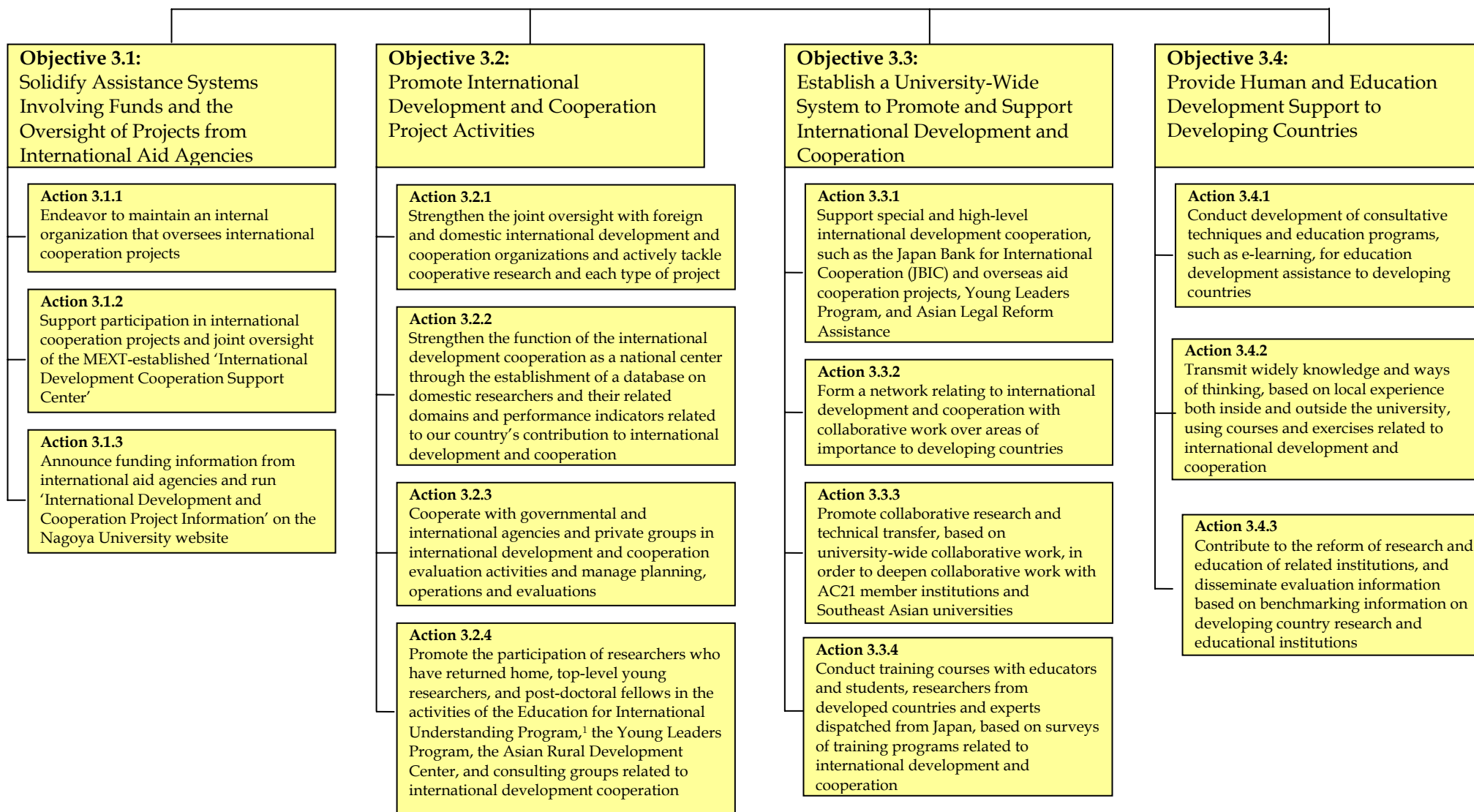
## Goal 2: International Education Exchange

Aim at education internationalization and the promotion of human-centered exchange of educations and students and the development of international educational programs utilizing the international network of AC21



### Goal 3: International Development and Cooperation

Maintain the system to promote international development assistance and strengthen its function as one of the country's national centers of international development and cooperation



## Goal 4: International Exchange Management

Build an organizational system that is consistent and comprehensive, utilizing the international network of AC21

