

# The University of Tokyo Internationalization Promotion Plan 2005-2008

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## Introduction

The constant flow of people and goods across borders is facilitating the globalization of education and research. Human interaction is increasing year by year, especially in higher education institutions. Faculty members, researchers and students are moving all over the world to seek more attractive education and research environments and intellectual alliances.

This global flow of people provides a good opportunity to secure superior human resources from around the world and provide diverse and attractive higher education of an international standard. On the other hand, the progress of globalization exposes universities to intense international competition. A university that cannot develop its strengths while nurturing a distinct identity will clearly decline in this competitive environment.

Internationalization is an essential element for the future development of the University of Tokyo. The University of Tokyo is furthering its internationalization with an awareness of itself as a Japanese university and a member of the Asian community.

The University of Tokyo has contributed to global development through raising excellent human resources, conducting high-level research, and cooperative activities with society. Many world-leading academic achievements have taken place at the University; consequently the University is expected to play a leading role in resolving global issues by making full use of its knowledge and human potential.

There are currently many urgent issues of a global-scale confronting humanity. These must be resolved for the sake of the future progress of humankind. Japan was early on faced with many of the issues confronting other countries today: environmental degradation, decline in the food self-sufficiency ratio, economic and welfare issues related to the declining birthrate and aging population, and so on. Having been confronted such issues ahead of other nations, Japan is expected to play a leading role in addressing them. For the University of Tokyo to fulfill its responsibilities, it will be essential to promote the internationalization of education and research more than ever before and to strengthen cooperation with international society.

Japan has tended to follow Western values, especially majority values in regard to promoting academic internationalization. However, it is very important for the internationalization of education and research that each country and region, whether large or small, develop scholarship while preserving its indigenous culture and then to create new knowledge while promoting mutual understanding. The diversity of cultures and positions must be respected. Therefore, the University of Tokyo should be aware of being a Japanese university located in Asia. Also, the University should build up and provide knowledge, without being constrained by Western or majority values, through interaction with communities around the world, including Asia.

With these points in mind, the University of Tokyo is promoting internationalization through contributions toward playing a leading role in addressing unresolved issues and cooperation with many communities, including those in Asia, based on respect for

cultural diversity. The University of Tokyo Internationalization Promotion Plan 2005-2008 has been formulated with the intention of replying to global expectations for the human resources and energetic international activities of the University of Tokyo that is open to the world. Furthermore, the University of Tokyo aims to take the lead in the knowledge society of the 21<sup>st</sup> century where diverse human resources from around the world gather to participate in its research and educational activities, and develop intellectually stimulating and creative education and research.

In the Charter of the University of Tokyo (enacted in 2003), the University has already laid out its mission of becoming a globally preeminent university and one that serves the international community. When all national universities in Japan were incorporated in April 2004, the Midterm Goals and Plans were formulated in order to realize this mission. Further, the University of Tokyo Action Plan 2005-2008 states specific strategies for the duration of President Komiyama's term of office. This Plan takes up and states items related to internationalization promotion from the Midterm Goals and Plans and the Action Plan, and presents a plan for the next four years.

This Plan is the first internationalization promotion plan since the incorporation of the University of Tokyo. The Plan mainly consists of the strategic development of internationalization activities the University has implemented, and the strategic improvements in infrastructure to support those activities. Along with implementation of the Plan, on the basis of discussions within and outside the University, we plan to draft a long-term plan to promote internationalization of the University of Tokyo.

## I The Mission of the University of Tokyo and Priority Areas in Promoting Internationalization

It is our mission to make the University of Tokyo preeminent in the new century as a university serving the public good of the world. This means that the University should seek universal truths across the boundaries of nationality, ethnicity, language, handicap, and so on while respecting cultural diversity. This also means that the University needs to contribute through its education and research to the following issues: (1) world peace and the welfare of humankind, (2) coexistence between nature and human beings, (3) creation of a safe environment, (4) balanced, sustainable development in communities, (5) progress in science and technology and (6) critical inheritance and creation of culture.

Our increasingly globalized world has raised severe global issues, and the new era requires international cooperation more than ever before. As a member of the community of world-leaders in higher education, the University of Tokyo needs to lay out a path through this new era by making full use of Japan's ample experience in addressing unresolved global issues. The University of Tokyo itself should always be aware of being a Japanese university located in Asia, further strengthen ties with Asian countries, and promote mutual exchanges around the world.

The incorporation of the Japanese national universities has had an influence on the promotion of internationalization at the University of Tokyo. Although individual faculty members and departments at the University of Tokyo were already promoting internationalization, incorporation has made it possible for the University as a whole to make an international contribution to global research and education by making full use of its strengths. Also, based on the current need to stand tall amid intense international competition and systematically to advance internationalization, it is meaningful for the University to set its areas of priority in its university-wide mission of promoting internationalization.

For this reason, the University of Tokyo Internationalization Promotion Plan 2005-2008 lays out four priority areas. These areas are based on promoting internationalization in three fields – education, research and cooperation with society, along with improvements in the University's infrastructure to support promotion of internationalization (i.e. promotion of "internal internationalization"). The University of Tokyo aims to achieve its goals in the following priority areas during the term of the Plan.

### <Provision of an Internationally High Standard of Education>

- Provide people who study at the University of Tokyo with the opportunity to experience an internationally high standard of education, expand their knowledge and exchange opinions regardless of nationality, ethnic group, language and handicap. By doing so, pursue the advancement of constructive and creative education and research activities.
- As the number of students who study abroad is increasing, make efforts to address

their needs and issues such as provision of both high-quality and barrier-free education, acceptance of exchanges of credit and educational curricula, and organizational acceptance of international students.

- Through realization of the above goals, create an educational environment that is attractive and equal for all people, and recruit excellent students from around the world. By doing so, provide more attractive education, and develop excellent human resources who can play an active role in international society.

#### <Enhancement of Research Activities through Strengthening International Research Networks>

- Improve and expand various existing international research networks as well as establish and strengthen the university-wide international research network in interdisciplinary research areas, where there are substantial needs from the viewpoint of human society.
- Further strengthen cooperation with Asia as a Japanese university located in that region, promote mutual exchanges with various regions of the world while respecting cultural diversity, and then disseminate academic achievements to international society.
- Through realization of the above goals, create an international research environment that actively promotes the cross-pollination of ideas in each research area as well as improve research activities, by respecting both cultural diversity and Japanese originality.

#### <Promoting Cooperation with International Society>

- Contribute academically to important global issues, such as global sustainability, measures for treating infectious diseases, coping with large-scale natural disasters, countering declining birthrate and aging population, respect for human rights, peace-building, and counterterrorism, by making full use of Japan's ample experience in handling global issues.
- Expand research and education by cooperating with various actors, such as international institutions, central governments, local governments, NPOs, the private sector in foreign countries and overseas Japanese companies, by making available to the international community the intellectual resources of the University, and by giving feedback to the University about diverse and complicated issues in the international community.
- Through realization of the above goals, broadly contribute the University of Tokyo's academic achievements to human society.

#### <Improvement of Infrastructure to Promote "Internal Internationalization">

- Improve the environment for international support services within the University, such as the strengthening and development of organic cooperation systems in the University for such services, training of staff to improve relevant skills, and development of more documents translated into other languages.
- Improve infrastructure to provide a comfortable living environment, such as

residences for international students and foreign researchers.

- Through realization of the above goals, minimize the obstacles that international students and foreign researchers might encounter at the University, and create an attractive, comfortable international educational and research environment for them within the University.

All of the above are priority areas and goals of the University of Tokyo Internationalization Promotion Plan 2005-2008. Along with this Plan, we will develop a long-term plan for internationalization to make the University of Tokyo preeminent in the world. In brief, we will examine the state of international activities of major foreign universities, clarify the position for which this university ought to aim in its internationalization strategy, by taking in the opinions of external experts, and develop a long-term vision for promoting internationalization of the University of Tokyo through analysis and evaluation of its current state of international activities upon the termination of this Plan.

## II Specific Strategies

The specific strategies of the University of Tokyo Internationalization Promotion Plan 2005-2008 to achieve goals are as follows.

### (1) Provision of an Internationally High Standard of Education

- 1 Provide a high standard of education, which is constructive and creative, through strengthening liberal arts education, creating an educational system in the interdisciplinary fields, and actively expanding cooperative education.
- 2 Using the Internet etc., publicize overseas the content of academic overview lectures.
- 3 Continue promoting the AIKOM (Abroad in Komaba) program at the College of Arts and Sciences so that students of the University of Tokyo have more opportunities to study abroad.  
  
Consider institutional and financial support for international university alliances, international exchange agreements, etc. to promote sending the University of Tokyo students abroad.  
  
Consider mid-term and long-term measures and make efforts to clarify issues and problems in new programs, such as credit exchange programs and dual degree programs.
- 4 Actively participate in BESETOHA, which is an international alliance of four major East Asian universities, and take the initiative in strengthening community ties in education and research.  
  
In particular promote the East Asia Liberal Arts Initiative (EALAI) and establish liberal arts education in cooperation with member universities.
- 5 Offer opportunities for international students, especially students from Asia, to deepen their understanding of Japan and the University of Tokyo.  
  
Consider new types of student exchanges, such as summer schools, in order to promote future academic exchanges.
- 6 Expand recruiting activities and public relations activities for international students interested in studying in Japan through the University of Tokyo overseas branch offices such as the University of Tokyo Beijing Office.
- 7 Improve scholarship programs for international students through external funds or donations and recruit the best students from around the world.
- 8 Advance a program that provides advice concerning study matters, health and security management, and life and psychological care to international students.
- 9 Consider a program that actively helps excellent students at the University of Tokyo to succeed in the international community, such as an overseas internship program by using the University's alumni network.
- 10 Examine the potential for establishing overseas branch campuses, with the aim of cultivating global human resources.

(2) Enhancement of Research Activities through Strengthening International Research Networks

- 1 Promote the Science Integration Project, which aims to serve as a bridge between science and humankind by integrating different fields of natural science across domains, and actively report information on progress and results overseas.
- 2 Consider the establishment of an institute for advanced research to which the University of Tokyo can invite the world's top-level researchers to conduct research and educational activities.
- 3 Map the actual situation of international research networks set up by individual faculty members, academic staff groups, individual departments or groups of departments.
- 4 Foster cooperation in joint research, student exchange and long-term exchanges of faculty members with major foreign universities through the conclusion of international exchange agreements by departments and universities.
- 5 Actively participate in university alliances in which major Western and Asian universities participate, such as the Alliance for Global Sustainability (AGS) and the International Alliance of Research Universities (IARU), and develop educational activities through student exchanges and cutting-edge research activities through faculty exchanges and joint research.
- 6 Further enhance the Asian Studies Network (ASNET) and establish a research network of researchers in Japan and other Asian countries.
- 7 Develop the Electronic International Molecular Biology Laboratory (e-IMBL), a research network in a field that is currently attracting international attention.
- 8 Organize and hold UT Forums overseas to disseminate state-of-art research results to people all over the world.
- 9 Consider promoting world-class research achievements by the University of Tokyo through translation into English.
- 10 Promote holding university-wide international symposiums and forums and expanding research bases around the world.
- 11 Further consolidate systems for visiting researchers including foreign researchers.

(3) Promoting Cooperation with International Society

- 1 Consider systems for contract-style agreements and support systems through covering overhead costs in order to facilitate international development cooperation and international contributions through international institutions, aid agencies for foreign countries and bilateral ODA.
- 2 Establish overseas branch offices (liaison offices) in countries with which this University needs to establish close relations, and utilize those offices as bases of international education, research cooperation and international collaborations between industry and academia or as bases to transmit information about the

University of Tokyo to the world. Consider the actual situation of each relevant foreign country when establishing such offices.

- 3 Promote international collaboration between industry and academia. The Division of University Corporate Relations takes a central role in such collaboration with the necessary support from the Division for International Relations in regard to specific problems unique to such activities.
- 4 Plan and conduct public relations activities to create an excellent international reputation for the University of Tokyo in cooperation with the Division for International Relations and the Public Relations Office.

(4) Improvement of Infrastructure to Promote “Internal Internationalization”

- 1 Establish a system of cooperation between faculty and staff, and in particular improve the skills of administrative staff in international operations, with a central role to be played by Project Specialists of the Division of International Relations (described below).
- 2 Examine the international duties of the Administration Bureau and each faculty and institute, such as the acceptance of international students, foreign researchers and faculty members, and consider an implementation structure for university-wide international operations.
- 3 Organize the services of the Administration Bureau and each faculty and institute, and place personnel in administrative positions with international responsibilities. Also, promote collaboration and personnel exchanges, and improve the skills of staff members in international services.
- 4 Train in a planned manner international specialists to provide international services. Continue actively carrying out existing long-term and short-term overseas training programs.
- 5 Improve the environment so as to provide more incentives for international students, foreign researchers and foreign faculty members. For example, improve accommodation for foreign researchers (international guest houses), and provide more materials in languages other than Japanese.
- 6 Tentatively set up the Kashiwa International Office on the Kashiwa Campus, with the aim of establishing an international campus through the development of an English-language environment. Provide a one-stop service for international students, foreign researchers and faculty members, such as services providing information for daily life and support in applying for scholarship programs. Develop a world-class research institution on the Kashiwa Campus. Build up a project team for the international campus promotion plan in concern with improving infrastructures for international students, foreign researchers and foreign faculty members. Consider implementing specific plans for internationalizing the campus, such as improvements in the residence halls and establishment of lifestyle support systems in collaboration with the local community.
- 7 Provide more university documents in English. Also, provide more information on the campus in other languages; for example, provide the University of Tokyo

brochures in the Chinese and Korean languages.

- 8 Encourage the national government and communities to improve regional infrastructure (schools, hospitals, etc.), to enable international students, foreign researchers and foreign faculty members to feel secure when visiting Japan with their families.

(5) Toward Formulation of a Long-term Internationalization Plan

- 1 Intensively exchange information and carry out discussions with foreign universities, by making full use of international alliances, such as IARU.
- 2 Examine the current state of international cooperation and “internal internationalization” at major universities in Europe, the United States and Asia. Create and publicize a database on foreign universities.
- 3 Evaluate the current progress of internationalization at the University of Tokyo comparing it with that at foreign universities. Based on results of this examination, draft a long-term plan to promote the internationalization of the University of Tokyo and incorporate all contents into the next midterm goals and plans.

### III The Role of the Division for International Relations in Implementation of the Plan

The University of Tokyo Internationalization Promotion Plan 2005-2008 provides an overview of internationalization strategies at the University. Some aspects of this plan should be realized by faculty, staff and departments cooperatively, and some individually. However, the Division for International Relations should play a central role in effectively implementing strategies in the Plan. The Division for International Relations was established in FY 2005 to support and promote internationalization at the University of Tokyo. The structure and the functions of the Division in implementing this Plan are described below.

#### <Structure and Role of the Division for International Relations>

The Division for International Relations consists of five offices – the Planning Office, Academic Promotion Office, IO Management Office, AGS Promotion Office, and ASNET Promotion Office.

##### ○Planning Office

- Survey internationalization strategies at preeminent universities around the world and report these survey results.
- Conduct self- and external evaluations of the current state of internationalization of the University of Tokyo based on the survey results.
- Draft the University of Tokyo long-term plan for promoting internationalization based on the above survey results and incorporate this information into the next midterm goals and plans.

##### ○Academic Promotion Office

- Investigate establishment of a university-wide international research network and implement planned international networks, such as e-IMBL.
- Support international activities, such as the Association of Pacific Rim Universities (APRU), the Association of East Asian Research Universities (AEARU), the International Alliance of Research Universities (IARU), and BESETOHA (an alliance of Peking University, Seoul National University, the University of Tokyo and Vietnam National University, Hanoi).
- Investigate the establishment, employment and management of overseas branch offices.

##### ○IO Management Office

- Improve infrastructure and environment of intra-university international affairs, such as fostering staff to deal with international affairs and translating documents into various languages.
- Develop the International Office on Kashiwa Campus.

##### ○AGS Promotion Office

- Promote joint research projects and a vision proposal for global sustainability strategies through strong ties with AGS members (Massachusetts Institute of Technology, Swiss Federal Institute of Technology, and Chalmers University of Technology).
- Establish research networks with governments, universities and research institutions in South and Central America, Africa and Asia through the above partner universities.

○ASNET Promotion Office

- Strengthen the network within the University of Tokyo and examine the potential for new education and research.
- Develop a list of researchers focusing on Japan and Asian Studies at the University of Tokyo in English and translate ASNET information including the ASNET web site into English.
- Strengthen ties with universities and research institutions throughout Asia.

\* This document is translated from the authoritative Japanese version.

## Abbreviations

AEARU	Association of East Asian Research Universities
AGS	Alliance for Global Sustainability
APRU	Association of Pacific Rim Universities
ASNET	Asian Studies Network
BESETOHA	An alliance of Peking University, Seoul National University, the University of Tokyo and Vietnam National University, Hanoi
e-IMBL	Electronic International Molecular Biology Laboratory
IARU	International Alliance of Research Universities
IO	International Office
UT	The University of Tokyo