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Promoting Osaka University's International Strategy

Osaka University has committed itself to becoming an academic institution of global caliber with a strong international profile. In December 2005, steps taken to achieve this goal were publicly announced as “Osaka University’s International Strategy.” And since then, the university has advanced its internationalization measures and international relations in accordance with the policies and plans contained in this strategy. The parts that were to be completed in the first five years were outlined and developed, and the majority of these objectives have been realized in one form or another. However, during the ten year period since the launch of Osaka University’s International Strategy, new initiatives such as entrepreneurial study abroad programs to train competent global human resources and the Top Global University Project, have been launched. Also during this period, significant changes have been observed in expectations and requirements for internationalization policies. By 2016, we will enter into the third phase of the mid-term objective plan in accordance with the National University Corporation Act, and as Osaka University approaches its centennial in 2031, it will proceed steadily towards realizing its vision for the “World Tekijuku” concept and consolidate its position as a leading comprehensive research university in our global society. In order for Osaka University to contribute to the development of a humane society that embodies “harmonious diversity,” it is essential that new, university-wide internationalization strategies continue to be implemented.

Osaka University promotes an organizational international strategy for education, research and international contributions that goes beyond former focus on mere international exchange that was primarily limited to exchange of individuals. We have set the goals for achieving this objective as outlined in our International Strategy and over the next ten years from 2015 to 2024, we will carry out a plan for implementation of specific measures that encourages all of our students, faculty and staff to participate harmoniously in this endeavor.

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Osaka University's International Strategy

Osaka University's Guiding Principles and the Concept of World Tekijuku

Osaka University has its roots in the “Tekijuku” school, founded by Ogata Koan in Osaka’s Senba district towards the end of the Edo period (1603-1868). Tekijuku disseminated learning in western medicine and science, and it attracted highly inspired, knowledge-seeking young individuals from various social standings and all across Japan. During the subsequent Meiji Restoration, these scholars had a major impact on the modernization of Japan. Osaka University seeks to uphold Tekijuku’s spirit of working “For people, for society, and for the pursuit of truth” and is committed to becoming a “World Tekijuku” for the 21st century global society. This is obtained by aiming for world-class scholarship concerned with careful examination of the true essence of things, and entails gathering people of diverse backgrounds and standings from across the world with advanced knowledge, experiences, expertise, and skills to mutually stimulate and deepen understanding and jointly propel innovation. The creation of harmonious diversity through scholarship and education of the human resources, who will shape our future global society, will contribute to the development of a rich and reflective human society. In order to put the guiding principles for the “World Tekijuku” concept into practice, we have established the following strategy for advancing internationalization of education and research.

Basic Policy

Osaka University is a comprehensive research-intensive institution abiding by its motto “Live locally, Grow Globally.” It covers basic, applied, and translational research in all fields, including the social sciences, the humanities, medicine, dentistry, bio-science, science, technology, and engineering, and produces many world-class research results, outstanding researchers, and human resources. We are concerned with education and seek to respond flexibly to the rapid changes in society and the fast advance of science and technology by providing broad and penetrating general education that cultivates the power to discern and make informed decisions, nurtures human development and interpersonal skills, and trains the ability to fundamentally redefine specialized fields of study in interdisciplinary contexts. For the training of human resources, we emphasize “critical thinking, design prowess and transcultural communicability” as three domains of literacy that are to be acquired both at the undergraduate and graduate levels of education. Moreover, in addition to the urgency of interacting proactively with Europe and the US on research exchange and collaborations that address new issues arising in the wake of the progress in globalization, we are also responding to regional needs in Southeast Asia and have established collaborative research centers and support of education and research in the region.

We plan to seize every opportunity to increase the university’s presence in the international community so that Osaka University’s international reputation will reflect its concern for world-class quality in research and education and its dedication to contribute to society, both locally and globally. While our international strategy is adjusted to the recent movements in overseas higher education and influenced by globalization trends, it is taking account of the specific Japanese perspective, and will be implemented in accord with the below basic policy components:

1. Training of internationally minded human resources.
2. Strengthening of informational outreach activities directed towards the international community and enhancing Osaka University's global presence.
3. Participating and contributing to the international community through partnerships with international institutions and university-industry collaboration.
4. Improving the governance of international strategy implementation.

Specific Measures

Building on the achievements and practices of Osaka University's international exchange activities up until the present, the following describes the measures for each component of our strategy to ensure that Osaka University will continue to grow as a leading global university in the 22nd century.

1. Training of internationally minded human resources

- **Increased intake of international students:**

In order to construct an environment for friendly competition among individuals with different nationalities and diverse backgrounds, we aim to increase the proportion of international students at all levels. More specifically, by the year 2020 the percentage of international undergraduates and graduates will be increased to 10% and 25%, respectively. The total number of students will be increased by 15% and during the term of our strategic initiatives international students will compose 17% of the total student body. In order to achieve this, a flexible entrance examination system designed to accept students with diverse backgrounds, such as qualified students from partner high schools, will be organized and managed by the Global Admissions Office. Alongside with expanding and developing curricula with international compatibility, such as short-term and summer programs, the number of courses offered in English will be increased, and we are in the process of constructing more courses, where degrees can be earned entirely in English. Strategic exchange will be encouraged with countries expected to see an increase in their youth populations and greater demand for higher education, including countries such as Indonesia and Vietnam in Southeast Asia as well as countries in South Asia, the Middle East, and Latin America.

- **The training of global human resources and the promotion of overseas deployment:**

With the goal of identifying and training multi-talented, internationally minded individuals, Osaka University will fortify its relations with high schools offering advanced education; namely, high schools offering International Baccalaureate programs, Super Global High Schools, and Super Science High Schools, as well as high schools producing students with high TOEFL and IELTS scores.

By the year 2020, 8% of Osaka University's students will be sent abroad in order to learn about the world's diversity and to prepare them for global participation.

Overseas programs and internship programs will be systematized and integrated on a university-wide level. Students will compile portfolios of their academic achievements abroad, which will help them to visualize their learning processes. The university will

also support students to help them attain the necessary level of English competency required for working and studying abroad. At the same time, an increased emphasis will be placed on experiential and project-oriented learning styles. Furthermore, we will strengthen the education of researchers and professionals, who will take active part in our future global community by providing systematic training and exchange opportunities and improvement of academic skills concerning writing, presentation, and international publishing.

- **The internationalization of research personnel:**

Overseas recruitment through international advertisement of open positions will be increased 100% by the year 2020 with the aim of boosting the percentage of academic staff, who are foreign nationals, or full-time teaching personnel, who have received degrees from foreign universities. Moreover, the International Joint Research Promotion Program or “international joint labs,” which is designed to promote a drastic increase in the development of the university’s research capability and capacity, will be increased to a hundred laboratories. This encourages exchange and is intended to result in the establishment of a system that sends out young and promising Japanese researchers to improve their teaching and research experiences in universities and institutions abroad. Receiving young researchers from overseas is equally important, and through these measures the university ultimately aims to increase the percentage of international human resources to 15% of its total number of academic staff.

2. Strengthening of informational outreach activities directed towards the international community and enhancing Osaka University’s global presence

- **Active promotion of international public relations:**

Osaka University aims to expand its international presence and is proactively developing its international public relations activities by offering a multi-lingual website (in English, Chinese and Korean etc.), the yearly *Prospectus* publication in English, and English pamphlets, such as “World Tekijuku,” and through hosting of international symposia. In addition, it will strengthen its promotional efforts in countries that serve as vital sources for receiving international students, and eventually increase the acceptance rate of high-level students. The top level diplomatic functions of both the president and the executive vice presidents will be fortified, and individual members of academic staff will also be encouraged to engage actively in promotion and outreach activities. Information about Osaka University’s major achievements in education and research and international contributions will be quickly and widely distributed through various forms of online media and SNSs. Educational content by some of the university’s world-renowned researchers will also be distributed worldwide utilizing the edX platform.

- **Strengthening of international inter-university cooperation and consortiums:**

The number of inter-university academic exchange agreements will be increased to 130 by 2023. The exchange of information and the transferability of credits between partner institutions will be improved with the establishment of double-degree and joint-degree systems. Moreover, through consortiums, such as the Association of Pacific Rim Universities (APRU), the Association of East Asian Research Universities (AEARU),

the HeKKSaGOn University Consortium, the Japan-UK Research and Education Network for Knowledge Economy Initiatives (RENKEI), Osaka University will strengthen its educational and research ties with the world's top class research universities.

- **Expansion of the international alumni association:**

Osaka University will strengthen its various alumni networks, including its Osaka University International Student Association (OUIISA) for currently enrolled students and its Osaka University International Alumni Association (OUIAA), which is oriented towards former international students who reside in Japan after graduation. Furthermore, it will also deepen its connection with its four overseas alumni associations (North America, Europe, Thailand, and Shanghai) and create a network that offers continuous support to students both while enrolled and after graduation. It will also support activities by graduates, who act as ambassadors for Osaka University. Through the Alumni Office, the above networks will be utilized to the utmost in helping both international and Japanese students find employment.

- **Internationalization of research**

The university seeks to grasp individual researchers' joint research by way of collecting and accumulating such information as stored in "the international cloud" (described below) and utilizing it to engage more extensively in public relation and outreach activities. The university will organically and systematically reconsider its inter-university and inter-faculty academic exchange agreements. International researchers engaged in cutting edge projects will be invited to collaborate with peer researchers at Osaka University, thereby drastically raising the university's research capabilities and furthering the processes of globalization. This will be carried out through the use of the International Joint Laboratories and the cross appointment system, whereby competent overseas researchers will be given residency and reimbursement at Osaka University.

3. Participating and contributing to the international community through partnerships with international institutions and university-industry collaboration

- **Cooperation with international institutions**

In order for Osaka University to serve as a resource of knowledge and to have its research achievements applied towards the resolution of the worldwide issues that are facing our global society in the 21st century, the university will work with the United Nations (WHO, UNICEF, UNDP, UNAIDS, etc.), international organizations, such as OECD, government agencies related to international cooperation, international governments, foundations, local municipalities, private corporations, and NGOs. This will involve an exchange of personnel between Osaka University and these international institutions. The specific needs for target regions and countries will first be accurately assessed, and in order to ensure meaningful improvements such as environmental protection, energy conservation, healthcare, medical treatment public welfare and industrial advancement, we will provide expertise for establishing international standards and make policy suggestions and recommendations, while promoting

technology transfer and training of personnel.

- **Collaboration with developing nations**

Osaka University will work with such groups as the Japan International Cooperation Agency (JICA) in order to participate in the training of individuals as well as in the establishment of institutions of higher education (for example, Egypt's E-JUST, Malaysia's MJIT, and Vietnam's VJU) and assist with support of international volunteer programs in developing countries.

- **International industry-university collaboration**

Concentrating engagement in domestic industry-university collaboration does not allow for the university to adequately contribute to solving problems of global magnitude. Through collaboration with international organizations, ties will be strengthened with international corporations and grant organizations. Collaboration with affiliated organizations and corporations will allow the university to assess new areas of potentially beneficial research and discover new technology seeds at an accelerated rate and allow for the international application of its research results.

4. Improving the governance of international strategy implementation

- **Establishment of the Institute for Global Initiatives as a school-wide international relations organization**

In order to systematically internationalize the university, the Institute for Global Initiatives, that engages in planning, management, and support, will be established. This organization will manage various activities including the collection and distribution of information, international public relations, overseas offices, international contributions and collaborations, language training, support for international students and visiting scholars, support for students studying abroad, and other functions related to international programs. Also, to unify information related to international exchange activities, a close connection will be built with the persons in charge of international affairs in each department and improvements will be made to the information platform called the international cloud, which supports international public relations and improves the process for accepting international researchers and students.

- **The expansion and utilization of Osaka University's overseas offices**

With the change in the mission of the overseas offices from "point (city) to area (region)" they will further enlarge the areas they serve. New overseas offices will be established and both international collaborative projects as well as inter-university exchange will be extended. In addition, closer relations will be fostered with the four existing centers (North America, Europe, ASEAN and East Asia) and the eleven satellite offices (Philippines, Indonesia, Thailand (four locations), Korea, Vietnam, France, Uganda, and Zambia).

- **Improvement of housing facilities**

Through the establishment of the Global Village, an integrated housing project, more than 2,600 rooms will be made available for international and Japanese students, faculty and staff. This environment will be conducive to active cultural exchange on a daily

basis.

- **Creation of an on-campus English environment and stimulation of a multi-lingual environment**

Important documents and the university's intranet services will be made available in English. At the same time a system will be constructed wherein various procedures can be carried out without the need for Japanese language proficiency. Services and information for students and staff will also be made increasingly available in different languages.

- **The internationalization of staff and improvement of communication skills**

Comprehensive measures are being rapidly organized and implemented to increase young administrative staff members' communication abilities in foreign languages. These measures will affect all aspects of staff members' career paths, from the initial selection process to later stages of skill development. Individuals who have earned degrees abroad, including foreign nationals, individuals with work experience abroad, and individuals with work experience in the field of international relations will be actively sought after and hired in various positions including specialized administrative functions. Moreover, there will be a mutual exchange of administrative staff with administration offices in overseas partner universities that have high-performance records of exchange.