

Wrap Up the Discussion

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1

Key note speech 1: Key Issues in the New System of Japanese National University by Mr. Hitoshi Osaki

Concise summary of NUC plan with key issues raised

- Main Elements of New System
 - Target-based Indirect Control by Government
 - Concentration of Autonomy in President
 - Deregulation of Management Through Incorporation
- Key Issues in Operating New System
 - To what extent should government's budgetary control be exercised?
 - How target-based control cycle be operated, and what effects will it produce?
 - How can new university autonomy be built?
 - How can strategic management be raised?

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2

Key note speech 2: Towards a Vision of Higher Education for the Twenty First Century by Sir Howard Newby

Vision, policy of UK HE and Strategic plan of HEFCE

- Vision of HE in UK
 - Globalisation, Knowledge society, Core role in society, International standards, Widening access, Life-long learning, World-class excellence in teaching and research and knowledge transfer...
- White Paper:
 - Need for reform
 - Research excellence
 - Higher education and business
 - Learning & teaching excellence
 - HE expansion,
 - Fair access
 - Freedoms & funding

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3

HEFCE strategic plan 2003-08

- Four core strategic aims
 - Widening participation and fair access
 - Enhancing excellence in learning and teaching
 - Enhancing excellence in research
 - Enhancing the contribution of higher education to the economy and society
- Next RAE expected in 2007
 - Peer review methodology

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4

Financial management

Sheffield, Oxford, Tokyo

- *The characteristics of governance*
 - Organisational complexity as constraint on management
 - Participatory decision making as risk sharing / lack of transparency & strategy
 - Need for self evaluation and strategic planning
 - UK universities have considerable autonomy in carrying out research and teaching

Loughborough, ICSTM, TIT

- *Key issues for new management*
 - A sense of business & public spirit
 - Reasonable structure of financial governance & monitoring
 - Funding formula for assuring quality of teaching and research
 - Further introduction of external funding

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5

Human resource management

York, Sheffield, Hiroaki

- *Consistency with corporate plan, equal partnership*
 - HR strategy as a key factor for activation
 - Clear mission and roles
 - Equal partnership and trust between academic and non-academic staff
 - Provision of elaborated assessment system

Brighton, Kobe

- *Staffing strategy*
 - Integration of staffing strategy, policy & guidelines with corporate goals
 - Work standards based on job analyses
 - Clear definition of criteria for promotion
 - Investment for promoting potential of all staff and career development

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6

Quality Assurance

Warwick, Nagoya

- *Provision of institutional support for quality assurance*
 - Establishment of internal quality assurance mechanism correspondent to external assessment
 - Introduction of external examiner system / participation of the student for institutional affairs
 - Publishing guidelines and tips for assuring teaching quality through website for effective operation

Surrey, KIT

- QA as a core factor for the unique features
- Partnership with industry based on large financial scale and intensive allocation of human resources
 - Coping with a variety of university roles
 - Prompt reaction to social change
 - Aiming at 'one and the only university' contributing the society

What we are thinking are...

- Continue the current collaboration and exchange between Japan and UK through
 - Senior level exchange programmes as today
 - Stimulate a research and expert level exchange in the field of HE
 - Develop clearer and detailed analyses and discussion on institutional management and the effective relationship between national policy and HE institutions

Thank you, and keep in touch!!