



***IBCS: Issues to Consider in
Establishing, Developing, and
Closing***

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IBCs in Japan

- 1980s – Japan IBC Bubble
- Approximately 30 US institutions considered operating in Japan
- Two Survive
 - Temple University
 - Lakeland College
- Additionally
 - McGill University (Canada)
 - Beijing Language and Culture University Tokyo (China)
 - Alliant University (USA)



Why did the 1980s Bubble Burst?

- 1) Unfortunate timing
- 2) Limit number of students interested in pursuing curriculum in English.
- 3) Problematic locations, which were primarily outside of the large cities and difficult for students to reach.

Japanese IBCs



- DUT-RU International School of Information Science & Engineering at DUT (Ritsumeikan University & Dalian University of Technology)
- Malaysia has requested Japan set up an IBC. (June, 2018)

Key Questions:

- **Does the institution want a foreign outpost?**
 - Does it fit with the institutional mission?
 - Is the administrative/academic structure supportive?
 - What is the risk tolerance of the institution?

Key Questions: Opening

- What mix of academic programs will be offered?
- How will the branch campus be connected to the home campus?
- What cultural, temporal, lingual and regulatory challenges exist?
- Have you received appropriate programmatic and institutional approvals (e.g., accreditation, government agency)?
- How will you recruit students?

Key Questions: Opening

- Has the institution (or its local agent) received regulatory authority to operate in the host country?
- Is the degree recognized locally as a valid credential?
- Who will be the faculty?
- Will students be able to transfer between campuses?
- Will the home campus endure a start-up operation?

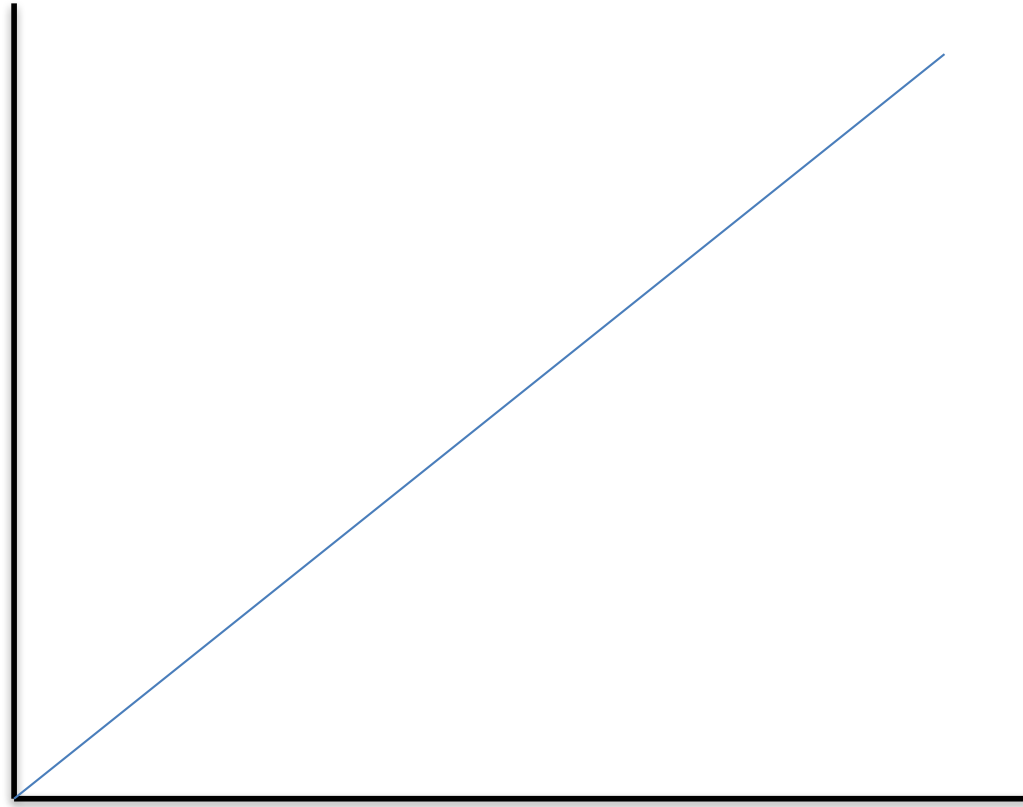
Different

Government culture

Similar

Academic Culture

Different



Key Questions: Expanding

- What is the role of the campus in the local community?
- How can the campus support the local community?
- Should the campus engage in research?

Key Questions: Closing

- What will happen to the students?
- What will happen to the staff?
- How do you mitigate financial and reputational impact?

Important Considerations

- When a campus closes, it can appear to be a government decision (and reflect on the home nation).
- Raises questions about sharing secure knowledge with individuals from sanctioned states.
- Inadvertently give legitimacy to other nations.
- Create more competition for home country – creating a home grown innovation system.