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NB This is the British Council's translation, and is not endorsed by MEXT

University Reform Implementation Plan (details) - the creation of universities to serve as the engines of societal reform -

This reform, which is aimed at re-creating universities in the context of their links with society, will be pushed forward firmly and without delay, in the following two areas:

- I. The restructuring of the functions of universities in a rapidly changing society.
- II. The broadening and strengthening of university governance in order to carry out such restructuring.

I. The restructuring of the functions of universities in a rapidly changing society

1. The transformation of the quality of university education and the reform of university entrance examinations

- Dramatic increase in the number of study hours, and establishment of a study environment to support this (e.g. academic support system, strengthening of library functions)
- Advance proactive learning by students through innovative teaching methods (e.g. participatory-style lessons, fieldwork)
- Support for academics to improve their teaching ability (e.g. evaluation of teaching, the establishment of a national faculty development centre)
- Establishment of an educational system that is highly trusted internationally (e.g. course numbering, syllabi that require preparatory study)
- Strengthening of support for students with disabilities
- Examination of how to make the curriculum and education system more resilient
- Systematization of the curriculum, including that for postgraduate education
- Examination of various, multifaceted and objective ways to understand students' academic ability at the high school stage
- Quality assurance of high school education, and a move to a university entrance examination based on a multifaceted and comprehensive evaluation of motivation, skills and aptitudes (e.g. reform of entrance examinations in parallel with high school and university education, move to an entrance examination that emphasises critical thinking, reform of the "Centre Test" [national university first-stage entrance examination])
- Establishment of methods to clarify the learning outcomes of university students (e.g. development of assessment tests, implementation of student survey)
- Promote coordination of high school and university education (including curriculum development, improvement of lessons, etc)

- Promote the retraining of working people in line with changes in the structure of industry and new learning needs
- Strengthening of the quality control of postgraduate legal education (speed up the radical overhaul of the postgraduate legal education system, with which there are various issues; improve the quality of postgraduate legal education, focussing on those who are unable to complete their courses)

2. The cultivation of personnel adapted to globalisation

- Dramatically expanded promotion of the internationalisation of universities through e.g. the formation of “hub” universities and the promotion of both inbound and outbound student exchange (the expansion of the number of Japanese studying overseas, and the strategic attraction of overseas students)
- The use and promotion of TOEFL and TOEIC in entrance examinations, and an increase in courses taught in English
- The cultivation of personnel with global and innovation skills, in collaboration with industry (a radical strengthening of postgraduate education in partnership with the industrial sector, such as the “leading postgraduate courses” initiative)
- Globalisation of the education system through e.g. an adaptation to an autumn-start academic year

3. Building universities that act as the core of local revitalisation (the promotion of the COC [Center of Community] initiative)

- Strengthening of the organisational links between universities and their regions - society, industry, and government (build links between universities in the region, and with universities in other regions, in order to solve issues faced by the region)
- Strengthening of the lifelong learning functions of universities
- Cultivation of local innovators
- Contribution to local employment creation and industrial recovery
- Contribution to the resolution of local issues
- Assurance of educational and research levels that support diverse activities

4. Strengthening of research ability: global research output and the creation of innovation

- Acceleration of support for the strengthening of universities’ research ability
- Targeted support for the formation and development of research hubs
- Promotion of reform of universities’ research systems and environments (e.g. the expansion and normalisation of tenure track and research administrator posts), promotion of industry-academia-government collaboration, promotion of international “brain circulation”

Activities to be implemented immediately from the 2012 fiscal year

▶ **Formulation of the basic direction of national university policy, the “university vision”**

▶ **Dramatic increase in the number of study hours, and establishment of a study environment to support this**

University education quality transformation start-up (title tbc)

- university reform forums held nationwide -

- “Emergency survey” carried out by MEXT to understand educational methods and study environments
- Holding of forums on university reform nationwide
- “University education quality transformation start-up (title tbc) (package of policies including systems, support measures etc) to be put together during 2012

► Improvement of the compatibility of high school and university education

- Action to ameliorate the problems that occurred with the “Centre Test” in 2012, based on the results of investigations into these problems. Where possible, immediate action will be taken in 2013; where further investigation is required, the Central Council for Education will begin concrete enquiries, alongside the improvement of each university’s individual entrance examination in line with its functions and unique characteristics.

► Strengthening of the quality control of postgraduate legal education

(Speed up the radical overhaul of the postgraduate legal education system, with which there are various issues; improve the quality of postgraduate legal education, focussing on those who are unable to complete their courses)

- Taking into account the status of investigations into the legal education system by forums considering this issue, the Central Council for Education will speed up the radical overhaul of the postgraduate legal education system, with which there are various issues; improve the quality of postgraduate legal education, focussing on those who are unable to complete their courses; investigate policies to improve and strengthen the quality control of postgraduate legal education. Policies on each will be implemented as soon as relevant conclusions have been reached.

► The cultivation of personnel adapted to globalisation

**Upgrading of the framework for the globalisation of universities,
promotion of both inbound and outbound student exchange**

- Upgrading of the framework for the globalisation of universities
- The formation of “hub” universities (Project for Promotion of Global Human Resource Development [already in progress]), strengthening of universities’ international educational collaboration (Re-inventing Japan Project [already in progress])
- Investigate methods for responding to the need to make universities’ academic calendars more flexible, e.g. through a move to an autumn start, while respecting each university’s deliberations about this transition
 - The use and promotion of TOEFL and TOEIC in entrance examinations
 - The promotion of both inbound and outbound student exchange (the expansion of the number of Japanese studying overseas, and the strategic attraction of overseas students)
- Expand overseas study by Japanese students (e.g. expand the numbers sent on short-term and long-term programmes)
- Strategic attraction of overseas students (e.g. improvement of the Japanese government scholarship system, strengthening of the framework for proactively accepting students sent by overseas governments)
 - The cultivation of personnel with global and innovation skills, in collaboration with industry

- Construction of the “leading postgraduate courses” initiative, under which the industrial, academic and government sectors together develop leaders who can play an active role globally

► **Building universities that act as the core of local revitalisation**

Promotion of the COC (Center of Community) initiative

- Strengthen the personnel development functions, connections with the local community, and lifelong learning functions of regional universities in particular, in order to nurture a substantial middle class
- Strengthen support to regional universities through the Inter-University Collaborative Education Initiative [already in progress]
- Promotion of the building of universities that act as the core of local revitalisation, in partnership with relevant ministries, local public bodies etc.
- Further promotion of universities’ existing local partnership projects (including partnerships with the University of the Air)
- Enhanced support for regional, small and medium-sized private universities through subsidies of their running expenses

Activities to be partially implemented from the 2012 fiscal year

► **Strengthening of research ability: global research output and the creation of innovation**

Strengthening of universities’ research ability

- Increase in “research universities” that can compete globally
- Acceleration of support for the strengthening of universities’ research ability
 - Targeted support for the formation and development of research hubs
 - Promotion of reform of universities’ research systems and environments (e.g. the expansion and normalisation of tenure track and research administrator posts), promotion of industry-academia-government collaboration, promotion of international “brain circulation”

Activities to be implemented gradually from the 2013 fiscal year

► **Implementation of measures for local revitalisation based on the COC (Center of Community) initiative**

- Formulation of a new model of universities that can take on the role of contributing to local employment creation and industrial recovery, contributing to the resolution of local issues, cultivating local innovators etc (build links between universities in the region, and with universities in other regions, in order to solve issues faced by the region)

II. The broadening and strengthening of university governance in order to carry out the restructuring of the functions of universities

5. National university reform

A restructuring of the framework for national universities and a strengthening of their functions, based on a redefinition of each individual university’s mission

- A redefinition of the mission, and a clarification of the direction of reforms, for each department and graduate school at each national university
- Aim for dynamic national universities through a strengthening of the group of “research universities” by strategic and focussed allocation of resources, the constitution of different groups of universities according to function and region, and a dramatic increase in graduate schools producing innovators
- Investigate how to strengthen university governance, evaluate national universities, and loosen financial regulations
- Promote alliances with universities overseas and domestically, and overhaul the system of options for such alliances (e.g. multiple universities under one university corporation [umbrella system])
- Restructuring that goes beyond current university and faculty boundaries (strengthening of the group of “research universities”, the constitution of different groups of universities according to function and region)

6. A system to stimulate university reform, and overhaul of their foundations

Strengthening of the functions of universities, upgrading of quality assurance methods in order to reach global standards

- Thorough publication of university information (“University portrait”)
- Radical reform of the evaluation system (outcome-based assessment, assessment suited to the differentiation of universities by functions, assessment by subject)
- Development of objective assessment benchmarks (for e.g. education, research, internationalisation, regional contribution)
- Formulation and promotion of a shared framework for international quality assurance (e.g. CAMPUS Asia)

Overhaul of the mechanisms for collaboration in pursuit of the formation of university groupings

- Investigation of new mechanisms for collaborations that transcend the differences in university foundation (national, local public and private)

Assurance of universities’ educational standards

- Foundation of a new administrative corporation to support the quality assurance of university education (merger of National Center for University Entrance Examinations and National Institution for Academic Degrees and University Evaluation)

7. Solid financial foundations, and appropriate funding allocation

Promotion and support for proactive university management

- Promotion of proactive management through flexible personnel, accounting, salary and employment systems
- Establishment of organisational management which permits universities to make rapid decisions under the leadership of the President
- Support for appropriate governance reform suited to the situation of each educational corporation
- Development of management personnel
- Promotion of the proactive publication of each educational corporation’s financial information

Enhancement of public financial support, and appropriate funding allocation

- Securing and enhancement of the basic budget, and appropriate funding allocation
- Strengthening of incentives through competitive funding, and the promotion of advanced approaches
- Promotion of the reduction and rationalisation of budgets through a move towards the sharing of facilities, equipment, services (centralised administrative services) etc (evaluation of universities' initiatives and support based on these, promotion of the effective use of the resources owned by national university corporations)
- Reduction of students' financial burden

Promotion of multi-faceted procurement of resources

- Investigation of strategies to promote the introduction of private funding into universities' educational and research funding
- Improvement of the system for taxing gifts e.g. by revising the conditions for tax exemptions
- Promotion of gifts to universities e.g. through the dissemination of the tax exemption system and the showcasing of leading examples (implementation of an action plan to promote contributions to private educational institutions using the tax exemption system)

8. Thorough promotion of university quality assurance

- Establishment of a total system for university quality assurance, through criteria and inspections for university establishment, after-care, accreditation and evaluation, and the School Education Act
- Establishment of measures such as detailed analyses, on-the-ground inspections, and management directives to promote early management decisions when an educational corporation has financial problems

Activities to be implemented immediately from the 2012 fiscal year

► Acceleration of measures in advance of national university reforms (e.g. restructuring that goes beyond current university and faculty boundaries)

National university reform

- towards national universities that can respond to societal issues including globalisation and the production of innovators -

- Draw up a "Basic policy for national university reform", laying out the government's direction for reform, during the 2012 fiscal year
- Redefinition of each national university's individual mission; formulation and implementation of a "National university reform plan"; restructuring that goes beyond current university and faculty boundaries (strengthening of the group of "research universities", the constitution of different groups of universities according to function and region) in line with these new missions
- Investigate how to strengthen university governance, evaluate national universities, and loosen financial regulations
- Promote alliances with universities overseas and domestically, and overhaul the system of options for such alliances (e.g. multiple universities under one university corporation [umbrella system])

► Thorough publication of university information ("University portrait" [title tbc])

Acceleration of the visualisation of university information

- Using objective benchmarks, clarify the strengths and unique attributes of each university, and set up “University portrait (title tbc)”, a database to improve universities’ international recognition, run by a university organisation
- Partial implementation for internationally-active universities (summer 2012), followed by full implementation (2014 fiscal year)

► Formulation and promotion of a shared framework for international quality assurance (e.g. CAMPUS Asia)

- Contribute to the building of a shared framework for international quality assurance through the promotion of CAMPUS Asia (university exchanges between Japan, China and Korea [already in progress]), while promoting pioneering international collaborative programmes that conform to quality assurance (Re-inventing Japan Project [already in progress])

► Enhancement of public financial support, and appropriate funding allocation Support for an environment that will invigorate education and research at private universities

- Support for distinctive measures aimed at the realization of private universities’ roles and the growth of society (personnel development in growth fields, internationalisation measures, enhancement of support for the enrolment of working people)
- Upgrading of the material environment of private universities in order to support the expansion of educational reform that draws on each university’s founding philosophy and distinctive characteristics (Initiative for the invigoration of education and research at private universities through facilities and equipment [already in progress])

Strengthening of governance and acceleration of educational reform through the expeditious allocation of the basic budget

- Targeted allocation of the basic budget in line with policy goals for national universities
- Improvement of the allocation of support funding for private universities’ running costs
 - Intensification of appropriate funding allocation in order to promote measures for information publication
 - Enhancement of special support funding for pioneering measures to reform university governance
 - Stricter action to address educational corporations with management problems
 - Promotion of appropriate student numbers in order to improve educational conditions and financial management

► Promotion of multi-faceted procurement of resources

- Promotion of gifts to universities e.g. through the dissemination of the tax exemption system and the showcasing of leading examples (implementation of an action plan to promote contributions to private educational institutions using the tax exemption system)

► Thorough promotion of university quality assurance

- Revision of the standards for university establishment, development of new rules concerning the government’s involvement with universities for the purposes of quality assurance. These will be implemented as they are ready.

Activities to be implemented gradually from the 2013 fiscal year

▶ New mechanisms for collaborations that transcend the differences in university foundation (national, local public and private)

- Examination of mechanisms will begin in the 2012 fiscal year; systems and mechanisms will be put in place gradually from the 2013 fiscal year

▶ Foundation of a new administrative corporation to support the quality assurance of university education (merger of National Center for University Entrance Examinations and National Institution for Academic Degrees and University Evaluation)

- Promotion of measures conducive to the strengthening of the function of a new administrative corporation, such as laying out the fundamental thinking about its operation and management, in order to assure the quality of university education (summer 2012)

▶ Promotion and support for proactive university management

- The Central Council for Education's university committee will consider the strengthening of governance and financial foundations (to be compiled within the 2012 fiscal year)

Principal activities for which necessary surveys and expert consideration will take place from the 2012 fiscal year, and which will be implemented gradually from the 2013 fiscal year

I. The restructuring of the functions of universities in a rapidly changing society

► The transformation of the quality of university education and the reform of university entrance examinations

(Gradual implementation from the 2013 fiscal year)

- Advance proactive learning by students through innovative teaching methods (e.g. participatory-style lessons, fieldwork)
- Overhaul of the relevant laws (aim: 2012 fiscal year)
Necessary policies will be reflected in the 2013 fiscal year budget request and the basic plan for the promotion of education
 - Support for academics to improve their teaching ability (e.g. evaluation of teaching, the establishment of a national faculty development centre)
 - The establishment of an educational system that is highly trusted internationally (e.g. course numbering, syllabi that require preparatory study)
 - Strengthening of support for students with disabilities
 - Examine how to make the curriculum and education system more resilient.
 - Systematization of the curriculum, including that for postgraduate education
 - Examination of various, multifaceted and objective ways to understand students' academic ability at the high school stage
 - Quality assurance of high school education, and a move to a university entrance examination based on a multifaceted and comprehensive evaluation of motivation, skills and aptitudes (e.g. reform of entrance examinations in parallel with high school and university education, move to an entrance examination that emphasises critical thinking, reform of the "Centre Test" [national university first-stage entrance examination])
 - Establishment of methods to clarify the learning outcomes of university students (e.g. development of assessment tests, implementation of student survey)
 - Promote coordination of high school and university education (including curriculum development, improvement of lessons, etc)
 - Promote the retraining of working people in line with changes in the structure of industry and new learning needs

► The cultivation of personnel adapted to globalisation

- An increase in courses taught in English
- Globalisation of the education system through e.g. an adaptation to an autumn-start academic year

► Building universities that act as the core of local revitalisation

(Gradual implementation from the 2013 fiscal year) (Investigation by e.g the Central Council for Education, a specialist investigatory committee to be established [report compiled in summer 2012])

- Formulation of a new model for universities that can take on the role of contributing to local employment creation and industrial recovery, contributing to the resolution of

local issues, cultivating local innovators etc (build links between universities in the region, and with universities in other regions, in order to solve issues faced by the region) [repeated from above]

► **Strengthening of research ability: global research output and the creation of innovation**

- Acceleration of support for the strengthening of universities' research ability [repeated from above]
- Targeted support for the formation and development of research hubs [repeated from above]
- Promotion of reform of universities' research systems and environments (e.g. the expansion and normalisation of tenure track and research administrator posts), promotion of industry-academia-government collaboration, promotion of international "brain circulation" [repeated from above]

II. The broadening and strengthening of university governance in order to carry out the restructuring of the functions of universities

► **A system to stimulate university reform, and overhaul of their foundations**
Strengthening of the functions of universities, upgrading of the quality assurance methods in order to reach global standards

(Gradual implementation from the 2013 fiscal year) (Investigation by e.g. the Central Council for Education, a specialist investigatory committee to be established)

- Radical reform of the evaluation system (outcome-based assessment, assessment suited to the differentiation of universities by functions, assessment by subject)
- Development of objective assessment benchmarks (for e.g. education, research, internationalisation, regional contribution)

Assurance of universities' educational standards

(Gradual implementation from the 2013 fiscal year)

- Foundation of a new administrative corporation to support the quality assurance of university education (merger of National Center for University Entrance Examinations and National Institution for Academic Degrees and University Evaluation)

► **Solid financial foundations, and appropriate funding allocation**

Promotion and support for proactive university management

(Gradual implementation from the 2013 fiscal year)

- The Central Council for Education's university committee will consider the strengthening of governance and financial foundations (to be compiled within the 2012 fiscal year) [repeated from above]

Enhancement of public financial support, and appropriate funding allocation

- Increasingly targeted funding of private universities in order to raise their education and research levels (improvement of the quality of university education, universities that act as the core of local revitalisation, collaboration with industry and with domestic and foreign universities, etc)

Promotion of multi-faceted procurement of resources

- Investigation of strategies to promote the introduction of private funding into universities' educational and research funding
- ▶ **Thorough promotion of university quality assurance**
 - Promotion of management education for the managerial class in order to create a management mindset, and instruction in appropriate management