Japan Forum for Internationalization of Universities
"Building a Network of Strategic Partnerships to Strengthen International Competitiveness among Japanese Universities”

2nd Strategic Partnership Symposium
How to deepen the partnership in various aspects

Friday, March 3, 2023  The University of Tokyo

Compiled and Published by:
Division of Global Campus Initiatives, The University of Tokyo

Strategic Partnerships Project Websites:
English: https://www.u-tokyo.ac.jp/en/academics/sp-unit.html
Japanese: https://www.u-tokyo.ac.jp/ia/3d-activities/exchanges/sp-unit.html

All the information on this report is dated March 3, 2023
Opening Comments

Prof. HAYASHI Kaori
Executive Vice President, Director
General of the Division for Global Campus Initiatives,
The University of Tokyo

Opening Address

Mr. KOBAYASHI Yosuke,
Director, International Affairs Division, Higher Education Bureau,
Ministry of Education, Culture, Sports, Science and Technology - Japan

Guest Lecture 1

Prof. YONEZAWA Akiyoshi,
Professor, Vice Director, International Strategy Office,
Tohoku University

Guest Lecture 2

Prof. Geraint REES,
Vice-Provost, University College London

Panel discussion

List of Speakers:

1. Prof. YONEZAWA Akiyoshi
   Professor, Vice Director, International Strategy Office, Tohoku University

2. Prof. Geraint REES
   Vice-Provost, University College London

3. Prof. WATANABE Satoshi
   Special Advisor to the President,
   Deputy Director General of the Division for Global Campus Initiatives, The University of Tokyo

4. Assoc. Prof. OBAyASHI Saori
   Center for Global Initiatives, Osaka University
Strategic Partnership Showcase Examples

5. Prof. Tsuchiya Motohiro
   Vice-President for Global Engagement, Keio University

6. Prof. Konomi Natalie
   Vice President, Professor / Manager, Global Strategies Office, Kyushu University

7. Prof. Toda Tatsuki
   Dean / Professor, Faculty of Science and Engineering, Soka University

Closing Remarks

Prof. Kawahara Genta
Executive Vice-President, Osaka University

2nd Strategic Partnership Symposium
How to deepen the partnership in various aspects

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Japan Forum for Internationalization of Universities
“Building a Network of ‘Strategic Partnerships’ to Strengthen International Competitiveness among Japanese Universities” Project

2nd Strategic Partnership Symposium
How to deepen the partnership in various aspects

Friday, March 3, 2023 17:30-20:00 (JST)

Virtual Meeting
Language: English (Simultaneous translation into Japanese will be available)

The University of Tokyo proposed the “Building a Network of ‘Strategic Partnerships’ to Strengthen International Competitiveness among Japanese Universities” as a project for the Japan Forum for Internationalization of Universities and plan to widely disseminate information by sharing the challenges and good practices with other universities through the enhancement of horizontal cooperation. Through this project, the universities plan to enhance the recognition of Strategic Partnerships and the international presence of the universities of Japan.

This year’s symposium will provide an opportunity to think how to deepen the Strategic Partnerships in various aspects including exchange of people with different functions such as researchers, students or non-academic staff, or synergy between bilateral partnerships and other alliances, consortia and networks of higher education institutes.

**Program**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>17:30</td>
<td>Opening Comments</td>
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<tr>
<td></td>
<td>Prof. HAYASHI Kaori, Executive Vice President, Director General of the Division for Global Campus Initiatives, The University of Tokyo</td>
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<tr>
<td>17:34</td>
<td>Opening Address</td>
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<tr>
<td></td>
<td>Mr. KOYABAYASHI Yosuke, Director, International Affairs Division, Higher Education Bureau, Ministry of Education, Culture, Sports, Science and Technology - Japan</td>
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<tr>
<td>17:38</td>
<td>Guest Lecture 1</td>
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<tr>
<td></td>
<td>Global Engagement and Strategic Partnerships at Universities</td>
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<tr>
<td></td>
<td>Prof. YONEZAWA Akiyoshi, Professor, Vice Director, International Strategy Office, Tohoku University</td>
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<tr>
<td>18:05</td>
<td>Guest Lecture 2</td>
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<tr>
<td></td>
<td>Prof. Geraint REES, Vice-Provost, University College London</td>
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<tr>
<td>18:35</td>
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<td>Assoc. Prof. OYABASHI Saori, Center for Global Initiatives, Osaka University</td>
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<tr>
<td>19:00</td>
<td>Break</td>
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<tr>
<td>19:05</td>
<td>Strategic Partnership Showcase Examples</td>
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<tr>
<td></td>
<td>Keio University “The Current State of Keio University’s Strategic Partnerships”</td>
</tr>
<tr>
<td></td>
<td>Prof. TSUCHIYA Motohiro, Vice-President for Global Engagement, Keio University</td>
</tr>
<tr>
<td></td>
<td>Kyushu University “Leveraging our network of partners”</td>
</tr>
<tr>
<td></td>
<td>Prof. KONOMI Natalio, Vice President, Professor / Manager, Global Strategies Office, Kyushu University</td>
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<td></td>
<td>Soka University “Strategic Interdisciplinary Partnerships through SATREPS Projects with Asian and African Countries towards Building a Recycling Oriented Society”</td>
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<td></td>
<td>Prof. TODA Tatsumi, Dean / Professor, Faculty of Science and Engineering, Soka University</td>
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<tr>
<td>19:50</td>
<td>Q&amp;A Session</td>
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<td>19:55</td>
<td>Closing Remarks</td>
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<td></td>
<td>Prof. KAWAHARA Genta, Executive Vice President, Osaka University</td>
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</table>
戦略的パートナーシップシンポジウム（第2回）
戦略的パートナーシップによる多面的な連携深化

2023年3月3日（金）17:30-20:00
オンライン形式（Zoomウェビナー）

要事前登録

参加大学：東京大学、東北大学、京都大学、大阪大学、九州大学、愛媛大学、早稲田大学、慶應義塾大学、創価大学

使用言語：英語もしくは日本語（日英の同時通訳あり）

使用言語: 英語もしくは日本語（日英の同時通訳あり）

2021年度に「大学の国際化促進フォーラム」事業として立项された国際競争力強化に向けた「戦略的パートナーシップ」のネットワーク構築プロジェクトが開始しました。本プロジェクトは、幹事校の東京大学と8大学が連携協力して、各大学が実施している戦略的パートナーシッププロジェクトの課題やグッド・プラクティス等を共有し組織を強化することで、我が国の高等教育の国際通用性・競争力向上を図ります。

今年のシンポジウムでは、各大学でこれまで展開されてきた戦略的パートナーシッププロジェクトの事例を報告するとともに、戦略的パートナーシップによる多面的な連携深化について、研究者・学生・職員など様々なレベルでの交流や、パートナーシップと他の大学ネットワークとの融合を視野に入れ考えることがあります。
Global Engagement and Strategic Partnerships at Universities

Akiyoshi Yonezawa, Tohoku University

Outline

1. Japan’s context on the global engagement of universities
2. Japan’s context on university strategy
3. The value of international partnership in realizing global engagement
4. What will be the strategic approach to achieve the above-mentioned goals and objectives?

日本の大学のグローバル展開
日本の大学と戦略
グローバル・エンゲージメントを実現するための国際的なパートナーシップとその意義
上記の目標や目的を達成するために、どのような戦略的アプローチを取り得るのか？

akiyoshi.yonezawa.a4@tohoku.ac.jp
**What is global engagement?**

<table>
<thead>
<tr>
<th>Evolving use of institutional partnerships as agents of internationalization</th>
<th>International engagement as a journey from mutual benefit to mutual progress</th>
</tr>
</thead>
</table>

**Global engagement (Helms & Rumbley in Rumbley et al. 2014)**
- Commitment to meaningful relationships with partners in other parts of the world.
- A movement beyond the mechanics of carrying out more traditional campus-based international activities.
- Dedication to a deeper and more prolonged commitment to international partnerships for mutual benefit.

**Pressure of the global and regional economy**

| 2000s: Participating and initiating global and regional networks and consortiums | 2010s: Strategic partnerships based on active diplomacy from a global perspective |

**World Class University / Academic Excellence Initiatives**
- Active and systemic WCU policies in East Asia.
- University rankings -> widening participation vs. matured, non-English speaking systems.
- Activated global and regional engagement with multilateral initiatives.

**Acceptance of International Students**

<table>
<thead>
<tr>
<th>Presence in share in students across borders</th>
</tr>
</thead>
<tbody>
<tr>
<td>- 100,000 by 2020</td>
</tr>
<tr>
<td>- 300,000 by 2020</td>
</tr>
</tbody>
</table>

**Advanced human resource development (STEM)**
- Self-financed students attracted by Japan’s economy, society and culture.
- Japanese language, vocational training.

**Incentives**:
- More for human resource development linked with Japan’s economy and society rather than income generation through HE service export.
- Strengthened link with international (global, & regional) research/industrial collaboration.

**Japan’s context on the global engagement of universities**

<table>
<thead>
<tr>
<th>By 1970s: Advanced model of modernization in East Asia: WWI, Assistance of assimilation policy to other countries</th>
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<tbody>
<tr>
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<thead>
<tr>
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<tr>
<th>1980s: International cooperation in higher education that respects the autonomy of the partners and emphasizes long-term relationships.</th>
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<table>
<thead>
<tr>
<th>1990s: Contribution to the world through basic science to recent rush of Nobel Prizes.</th>
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<td>1990s: Japan’s emphasis on cooperation in higher education that respects the autonomy of the partners and emphasizes long-term relationships.</td>
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<td>- University rankings -&gt; widening participation.</td>
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<tr>
<td>- Matured, non-English speaking systems.</td>
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<tr>
<th>2000s: Participating and initiating global and regional networks and consortiums.</th>
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<tr>
<td>2010s: Strategic partnerships based on active diplomacy from a global perspective.</td>
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<table>
<thead>
<tr>
<th>What values can Japan’s universities share with international students and partners?</th>
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</thead>
<tbody>
<tr>
<td>- Japan’s universities’ values and international partnerships.</td>
</tr>
</tbody>
</table>

**Global engagement, Japanese context, and global engagement**

**Global engagement**

- Commitment to meaningful relationships with partners in other parts of the world.
- A movement beyond the mechanics of carrying out more traditional campus-based international activities.
- Dedication to a deeper and more prolonged commitment to international partnerships for mutual benefit.

**Globalization**

- Spreading institutional research through branch campuses, research centers, and distance delivery.
- Competing for global ranking and market share.
- Collaborating for joint projects, resource sharing, and mutual benefit.

**Globalization of the university**

- Internationalization as the new mode of globalization.
- Evolving use of institutional partnerships as agents of internationalization.

**Globalization of the higher education**

- Advanced human resource development (STEM).
- Self-financed students attracted by Japan’s economy, society and culture.
- Japanese language, vocational training.

**Globalization of the university**

- Japan’s emphasis on cooperation in higher education that respects the autonomy of the partners and emphasizes long-term relationships.
- Contribution to the world through basic science to recent rush of Nobel Prizes.

**Globalization of the higher education**

- Japan’s emphasis on cooperation in higher education that respects the autonomy of the partners and emphasizes long-term relationships.
- Contribution to the world through basic science to recent rush of Nobel Prizes.
### International students (world)
(thousands, 2020)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>US</td>
<td>957</td>
</tr>
<tr>
<td>2.</td>
<td>UK</td>
<td>551</td>
</tr>
<tr>
<td>3.</td>
<td>Australia</td>
<td>458</td>
</tr>
<tr>
<td>4.</td>
<td>Germany</td>
<td>369</td>
</tr>
<tr>
<td>5.</td>
<td>Canada</td>
<td>323</td>
</tr>
<tr>
<td>6.</td>
<td>France</td>
<td>252</td>
</tr>
<tr>
<td>7.</td>
<td>China</td>
<td>225</td>
</tr>
<tr>
<td>8.</td>
<td>Japan</td>
<td>223</td>
</tr>
<tr>
<td>9.</td>
<td>Türkiye</td>
<td>185</td>
</tr>
<tr>
<td>10.</td>
<td>Netherlands</td>
<td>125</td>
</tr>
</tbody>
</table>

(Source: OECD Education at a Glance 2022)

### International students (Japan)
(2020)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>China</td>
<td>114,255</td>
</tr>
<tr>
<td>2.</td>
<td>Vietnam</td>
<td>49,469</td>
</tr>
<tr>
<td>3.</td>
<td>Nepal</td>
<td>18,825</td>
</tr>
<tr>
<td>4.</td>
<td>South Korea</td>
<td>14,247</td>
</tr>
<tr>
<td>5.</td>
<td>Indonesia</td>
<td>5,792</td>
</tr>
<tr>
<td>6.</td>
<td>Taiwan</td>
<td>4,887</td>
</tr>
<tr>
<td>7.</td>
<td>Sri Lanka</td>
<td>3,762</td>
</tr>
<tr>
<td>8.</td>
<td>Myanmar</td>
<td>3,469</td>
</tr>
<tr>
<td>9.</td>
<td>Bangladesh</td>
<td>3,095</td>
</tr>
<tr>
<td>10.</td>
<td>Mongolia</td>
<td>2,619</td>
</tr>
</tbody>
</table>

(Source: JASSO)

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### Sending students abroad, internationalization at home/virtual

Students' overseas dispatch, campus virtualization

- Inward looking attitudes among Japanese students / less threats of brain drain until recently
- 2010s: Global Human Resource movements as agents of Japan’s economy

- 2010s: Japanese students’ inward focus / recent reduction in brain drain concerns

---

### Drastic changes in global/regional/national contexts under digitalization

in HE and the whole society

- Digitalization's impact on global/ regional/ national contexts
- Education and society's transformation

---

### Redefinition of the values for study abroad and internationalization at home/virtual

- Student's overseas dispatch and campus virtualization's internationalization's new value
Japan’s context on university strategy
日本の大学の国際戦略と政策的背景

Developing the capacity to strategy
- Strategic Fund for Establishing International Headquarters in Universities (SiH)
- Global 30 Project
- Top Global University Project

Sharing resources to accelerate internationalization
- Japan Forum for Internationalization of Universities
- Japan Virtual Campus (JV-Campus) Pilot Program

Academic Excellence Initiatives
- Program for Promoting the Enhancement of Research Universities
- Designated National Universities
- Universities for International Research Excellence

Increasing learners with international experiences
- Council for the Creation of Future Education
- Central Council for Education

The value of international partnership in realizing global engagement
グローバル・エンゲージメントを実現するための国際的なパートナーシップとその意義

New public management (NPM): Principal-agent model

Global engagement as a part of stakeholder engagement
- Activism: Disenfranchised investors call for changes in organizational management
- Stewardship: Supporting long-term success that enables the sustainable prosperity of the funder
- Engagement: purposeful dialogue between investor and company for mutual sustainable prosperity

 Transactional to Transformative

Engage directly with diversified internal/external stakeholders more to the global and regional dimensions in addition to national and local dimensions

Tohoku University Young Leaders Overseas Visiting Researcher Program
東北大学若手リーダー派遣プログラム研究員制度（2013-2022）

Online Networking (2022-)
- Participate in online meetings of the overseas research group on a regular basis, and conduct or aim to conduct international joint research.

2nd Strategic Partnership Symposium
2011
- Campus Asia: Korea, China (+ASEAN)
- US (+ Europe, Oceania)
2012
- ASEAN
- SEND program: send Japanese students abroad
2013
- AIMS program: SEAMEO RIHED (South East Asia)
2014
- Russia
- India
2015
- Central and South America
- Türkiye
2016
- Campus Asia II: Korea, China
- ASEAN
2017
- Russia
- India
2018
- US (COIL, online usage)
2019
- EU
2020
- Africa
2021
- Campus Asia III
2022
- Indo-Pacific: India, Australia, UK
2023
- US

Tohoku University Young Leaders Overseas Visiting Researcher Program
東北大学研究大学強化促進事業「若手リーダー海外派遣プログラム研究員」制度

Overseas Visit (traveling in person)
- To support young researchers in building an international network infrastructure through flexible initiatives To support the building of an international network infrastructure through flexible initiatives by young researchers, support is provided for short-term travel, invitations to overseas researchers for a month or so, and the holding of international symposia.
- The goal is to build an international network infrastructure by traveling to benchmark institutions (6 institutions) + overseas partner institutions (33 institutions) to conduct international joint research
- Aim to publish international co-authored papers and build long-term relationships with overseas researchers. After returning to Tohoku University, follow-ups will be conducted to encourage participation in the "Junior Research Program," holding regular symposiums with the institutions of the destination country, etc.

Online Networking (2022-)
- Participate in online meetings of the overseas research group on a regular basis, and conduct or aim to conduct international joint research.

日本の大学の国際戦略と政策的背景

日本の大学の国際戦略と政策的背景

開発の能力を育む戦略
- 国際連携拠点大学創設プロジェクト（SGH）
- 全球30プロジェクト
- トップグローバル大学プロジェクト

国際化を促進するためのリソースの共有
- 大学の国際化促進フォーラム
- 日本発のオンライン国際教育プラットフォーム「日本ビデオキャンパス」（JV-Campus）パイロット事業

学術的な国際卓越
- 研究大学国際化事業
- 国際卓越大学
- 国際卓越研究大学

国際的な経験を持つ学術者の増加
- 教育未来創造議会
- 中央教育審議会
What will be the strategic approach to achieve the above-mentioned goals and objectives?

The value of international partnership in realizing global engagement

With whom?: specify your stakeholders/partners

Resources?: knowledge and human resources can be created and developed at your university with various partnership

Sustainability?: contribute and take initiatives in the formation of ecosystem for global knowledge / well-being

The institutional partnership strategy

Top down and grassroots initiatives

Institutional Partnership Strategy

Organizational Reforms:

Management, governance

Digital transformation, College (un)bound

Change in talent and resource opportunities

Global Engagement

Expansion of global & regional dimensions

One size fits all doesn’t work!

Ethical principles test

Risk and benefits

Exploitation

Standard of education

Institutional Partnership Strategy

Making an inventory of existing affiliations

Establishing a partnership approval process articulating overall partnership goals and strategies

Spreading a culture of partnership

Developing policies, procedures, and organizational structures for managing partnerships

Providing financial and other support

Thoughtful practices for initiating partnerships

Well-crafted MOUs and Implementation Plans

Thoughtful practices for sustaining partnerships

Procedures and benchmarks for reviewing, revisiting, and terminating partnerships

- Making a good institutional match, based on mission, strengths, community connections, and partnership goals
- Devoting time to building and sustaining the relationship, communicating frequently, dealing with disagreement, and maintaining trust through fairness, integrity, and the honoring of commitments
- Operating on the basis of shared decision-making, reciprocity, mutual benefit, and collaborative determination of goals and projects
- Clarifying what is to be provided by each side in a transparent manner that also addresses possible inequalities of resources and imbalances in exchanges
- Spreading activities across multiple arenas, engaging multiple constituencies, and building a large network of supporters
- Flexibility, adaptability, and openness to change
- Engaging relevant decision-makers and supporting the partnership through an overall institutional partnership strategy, as discussed in the next section

- Ethical principles test
- Risk and benefits
- Exploitation
- Standard of education

(Sutton, Egginton & Favela, in Deardolf et al. 2012)

*(Sutton, Egginton & Favela, in Deardolf et al. 2012)*
Discussion

- Challenge the hegemonic view of globalization
- Interactive global conversation: International partnerships hold promise for addressing critical global issues while respecting different cultures and ideas in a highly diverse and interconnected world
- Each university has the rationality to pursue its own strategy. The international partnership provides an opportunity to create higher education dialogues, internationally constructed and constantly evolving, that go beyond what any one institution could do alone.
- Use this opportunity to develop the capacity of our members

We need to think seriously about how we can attract and nurture internal and external community members, and develop international partnerships for global well-beings.

We have a new opportunity for students to engage in dual citizenship in the world. We can go beyond what any single institution can do on its own.

Reference

- ACE. Mapping Internationalization on U.S. Campuses: 2022 Edition. ACE
- Deardorff, D.K. et al. (Eds.) (2012). The SAGE Handbook of International Higher Education. SAGE.
- Education Insight. Global Engagement Index https://www.educationinsight.uk/gei/index.html

Joint Seminar on the 2023 Earthquake in the Southern Turkey and Syria
Mechanism, damage and strategy for recovery, reconstruction, BDB, and Resilient society

Date: Feb 27, 2023 (Mon)
(ONLINE - English only)
10:00~12:00 (UK)
13:00~15:00 (Turkey)
19:00~21:00 (Japan)

E-mail: 2ndStrategic2023@gmail.com
Website: https://2ndstrategicpartnershipsymposium.com

Program
- Opening remarks
  - Prof. Yonezawa, Director, Japan Institute for Disaster Science
- Mechanism and background of the earthquake
  - Prof. Kayashima, Director, Tohoku University
- Damage assessment, recovery and reconstruction
  - Prof. Tomoyama, Director, Yokohama National University
  - Prof. Kayashima, Director, Tohoku University
- International and local cooperation
  - Prof. Kitamura, Director, Tsukuba University
- Lessons learned and disaster risk reduction
  - Prof. Yonezawa, Director, Japan Institute for Disaster Science
- Future trends and lessons learned in social-technical transitions
  - Dr. Yokoyama, Director, Ritsumeikan University

More information: https://2ndstrategicpartnershipsymposium.com
UK and Japan - national and international overviews

- Post-Brexit - challenges and focuses
  - UK government - the 1st post-Brexit trade deal signed was with Japan (2020)
  - UK foreign policy on "Indo-Pacific tilt" (2021)
  - New Ministry of Science, Innovation & Technology & announcement of International Science Partnership Fund (2022-3)

- Japan’s excellent capacity
  - Total expenditure (in 2020) on R&D £128 billion, 3.59 GDP, 72% (£92 billion) from the private sector
  - 951,000 researchers; 5th in 2021 Nature Index (UK is the 4th!); 13th in Global Innovation Index.

Research landscape of UK-Japan collaboration

- In all fields, UK-Japan research quality 3.5 times > the world average; in medicine, 6.5 times > the world average
- UK is Japan's 4th biggest research collaborator
- Japan is UK's 14th biggest research collaborator
  - With the size and excellence of research in Japan, it's a missed opportunity!

Advantages and challenges - institutional level

**Advantages**
- Career security and progression under a clear academic career framework
- 50% of students are international. Global experience embedded curricula
- London’s global university - location, research environment
- Shared visions: UCL's six 'Grand Challenges' (UCL 2034) and commitment to SDGs
- Similar and comparable structures, funding paradigm, and outlook

**Challenges**
- Community - ensuring we attract and keep the right staff and students, people fundamentally disposed toward international cooperation
- Culture - ensuring that the internationally focused disposition of our people is reflected in our strategies and celebrated by our institutions
- Capabilities - making sure that our systems and processes both align with the global aspects of our strategy and incentivise individuals to pursue global collaboration

**UCL’s JAPAN**
- Attracting international talents to study and work at UCL, which naturally creates connections with talents abroad
- Tohoku and Osaka:
  - Joint seed funding schemes and doctoral training initiatives
  - Start-up style financial resources for international collaboration
  - Signalling the positivity and importance of international partnerships
  - 1+1 > 2: access to cross-institutional resources; exposure to diverse research culture

**Opportunities**
- Resources and support for language study options at UCL to initiate and nurture cultural competency. Global mobility opportunity in collaboration with partners
- Exploring joint offering in diversifying the curricula and expanding PhD global experiences, such as joint PhDs
- Exploring opportunities for staff mobility and capacity building

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**UCL and Japan - 繋がり Tsunagari**

- **Historical connections**
  - Which endure through time and accrue over time, and from which derive wonderful, often unexpected, legacies that can take time to emerge.
  - Choshu Five
  - Joji Sakurai: the first Professor of Chemistry at University of Tokyo; first non-British honorary fellow of UCL in 1937. (The recording of his speech)
  - Eric Satow (佐藤愛之助) from a UCL student to Japan, to a British diplomat in Japan.

- **Organic connections**
  - 56% increase of collaborative publications 2013-2022
  - 270 students from Japan (2022/23) vs. 5 in 1870.

- **Strategic partnerships**
  - Academic partners:
    - Tohoku University: disaster science, data science, neuroscience, materials science, EDI, and higher education
    - Osaka University: global health and wellbeing, neuroscience, urban sustainable design, and society and education
  - Industry partners:
    - HORIBA: advanced propulsion
    - Eisai: neurodegeneration
    - Santen: ophthalmological diseases
Advantages and challenges - national level

Advantages
- UK’s strongly incentivised international student number growth and an international outlook – the ‘silver lining’ resulting from insufficient government funding
- Both governments’ new funding schemes

Challenges
- Immigration schemes in support of global tablet acquisition
  - How to create the conditions to attract and retain people
  - How to align with research funding schemes and programmes
- State funding and tuition policy
  - How to alleviate stress on international tuition fee income
  - How to offset full-cost international tuition fees when implementing opportunities of global experiences for inbound and outbound students
  - The university ranking dilemma

Opportunities
- Bi-lateral/cross-governmental funding and mechanisms to establish reciprocal talent flows, esp. for 6-12 month exchanges
- Supporting partner institutions’ applications to national funding (e.g. Japan’s Universities Endowment Fund and UK’s ISPF)
- Supporting and enabling joint research and education grant application to national and international funding agencies.
- The Haldane Principle – academic freedom and wisdom in piloting scientific pursuit

Advantages and challenges - international level

Advantages
- A shared focus and endeavour on research integrity and security
  - Similar contexts of government expectations, regulatory intervention, and media scrutiny
  - Trusted and like-minded partners
  - An international composition of the student body: 50:50 UK:International

Challenges
- Neighbouring research powerhouses (competitors & collaborators) – EU and China
- Difficult political backdrop and geopolitical risk factors
  - How to convince our governments to have both a continental and a global focus
  - How to convince a short-term entity (a government) of the need to pursue long-term benefit

Opportunities
- The creation of Department for Science Innovation and Technology in the UK, where HEI leaders will lobby
- UK-Japan join force as global thought leaders, along with our common partners in the US, Australia, and Europe, to support academic mission of each nation
  - G7 and U7+ forum: end 2025
- Mobilising a global community in the framework of partnership to enhance global crisis management and support
Strategic Partnership Showcase Examples

The Current State of Keio University’s Strategic Partnerships

Keio University
Tokyo, Japan

Professor Motohiro Tsuchiya
Vice-President for Global Engagement
Keio University
3 March, 2023

Reflecting on Presentation (May 24, 2022): “Building Strategic Partnerships: Another Approach”

<table>
<thead>
<tr>
<th>Partnership building</th>
<th>Inter-University MoUs / Student exchange agreements / Cross appointments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deepening connection</td>
<td>Short-term programs / Joint degree programs (DD) / Joint workshops</td>
</tr>
<tr>
<td>Multi-faceted collaboration</td>
<td>Symposia / Seminars / Collaborative research / Grant applications / International co-authorship</td>
</tr>
<tr>
<td>University consortium</td>
<td><strong>Strategic partnership with consortiums</strong> is one method</td>
</tr>
</tbody>
</table>
Today’s Presentation: “The Current State of Keio University’s Strategic Partnerships”

Today’s presentation will look at Keio’s recent (around AY2022) global engagement activities through the lens of strategic partnership.

First, we will cover examples of consortium-level activities such as the U7+ Alliance of World Universities touched upon in the previous presentation on May 24.

Next, we will go over activities conducted with partner institutions and foreign embassies.

Finally, we summarize the advantages and characteristics of Keio University’s strategic partnerships, as well as challenges and future prospects.

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1. Consortium partnerships: Collaborating with groups of universities that share values
   - Case 1: U7+ Alliance Presidential Summit on March 16, 17
   - Case 2: Research University 11 (RU11) activities
   - Case 3: Association of Pacific Rim Universities (APRU) activities
2. Long-term partnerships with partner universities: Collaborating with universities with similar characteristics
   - Case 4: Japan-Korea Millennium Forum
3. Partnerships with foreign embassies and related organizations: Collaborating with foreign governments to form science and technology and higher education policies
   - Case 5: Embassy of the Republic of Indonesia, Australian Embassy
   - Case 6: Experience Japan Exhibition (EJE) held with the British Council
4. Summary: Challenges and prospects

Consortium
Case 1: Hosting “U7+Alliance Presidential Summit”

What is the U7+ Alliance of World Universities?

The U7+ Alliance of World Universities is a consortium of research universities launched by Sciences Po during the 2019 G7 Summit. It consists of 52 universities in 19 countries around the world that share the same values.

The U7+ Alliance discusses global issues and makes proposals to the G7 and other world leaderships.

The Fifth Annual U7+Alliance Presidential Summit
The Pen is Mightier than the Sword: Universities as Engines of Innovation for Peace and Security
on March 16-17, 2023, at Keio University, Tokyo

Consortium
Case 2: Representing RU11 Japan

What is the RU11 (Research University 11)?

The RU11 is a consortium of 11 research universities in Japan that was formed in 2009.

Keio University is in charge of international affairs at RU11.

Keio University represents the RU11 in regular meetings of the Global Council for Research Intensive Universities Network with LERU (Europe), AAU (USA), Canada U15, German U15, Go8 (Australia), and the Russel Group (UK).

On behalf of the RU11, Keio signed the Leiden Principles in May 2022.

Leiden Principles 1: Values for research: universities
https://www.lerus.org/publications/the-leiden-principles
Consortium Case 3: Commitments as an APRU Member University

What is the Association of Pacific Rim Universities (APRU)?
The APRU is a consortium of 60 research universities in 18 countries and regions of the Pacific Rim that was formed in 1997.

Key Commitments in AY2022
- Annual President Meeting (July 6-9, 2022)
- Senior International Leaders' Meeting (October 17-19, 2022)
- APRU Virtual Student Exchange
- Asia Pacific Women in Leadership (APWIL)

APWIL Event ‘Exploring Intersectionality on International Women’s Day’
Co-host with The University of Melbourne (March 8, 2023)

https://apru.org/event/exploring-intersectionality-on-international-womens-day/

Partner Universities Case 4: Japan-Korea Millennium Forum

What is the Japan-Korea Millennium Forum?
The Japan-Korea Millennium Forum was established the same year as the 2002 FIFA Korea/Japan World Cup soccer tournament. It is a meeting of presidents of four private universities in Japan and Korea (Korea University, Yonsei University, Waseda University, and Keio University).

The four universities rotate hosting duties. The Forum runs using corporate donations. Meetings were suspended from 2020–2021 due to the COVID-19 pandemic. Keio will host in 2023.

The October 2022 Forum was held face-to-face at Yonsei University
"How to Respond to Climate Change and Energy Transition"
Outcome: Decided to hold joint online lectures at 4 universities, start considering research collaboration

Partner Universities Case 5: Embassy of the Republic of Indonesia and the Australian Embassy

What is the Japan-Korea Millennium Forum?
The Japan-Korea Millennium Forum was established the same year as the 2002 FIFA Korea/Japan World Cup soccer tournament. It is a meeting of presidents of four private universities in Japan and Korea (Korea University, Yonsei University, Waseda University, and Keio University).

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"How to Respond to Climate Change and Energy Transition"
Outcome: Decided to hold joint online lectures at 4 universities, start considering research collaboration

Foreign embassies and related organizations

Embassy of the Republic of Indonesia
The Embassy visited Keio in May 2022 and introduced the Indonesian International Student Mobility Awards (ISMA). Keio joined the ISMA information meeting in September and was considering applying to be a host university. During the Experience Japan Exhibition (EJE) in November, Keio held a session for Indonesian students about the ISMA. In January 2023, Keio applied to ISMA, and became a host university in February.

Australian Embassy
The Embassy visited Keio in April 2022. During the November EJE, Keio held a session on the New Colombo Plan for Australian students.
Foreign embassies and related organizations

Case 6: British Council

In November 2022, Keio invited members of the British Parliament to tour the university as part of the British Council’s (BC) political engagement program. In December, the UK Minister for Science, Research and Innovation, the British Ambassador, and others visited Keio University.

At “Campus Live Japan” hosted by THE (Times Higher Education) in December, Keio served as partner university and the BC as content partner.

Keio maintains a rich and storied relationship with the UK dating back to its days as a school of English studies. Keio as a whole has a total of 20 agreements with UK universities. Keio hosted the pre-games training camps for Team GB and ParalympicsGB in 2021.

Foreign embassies and related organizations

Case 6 (continued): Experience Japan Exhibition (EJE)

From 2011 to 2019, Keio co-hosted the Education in Japan Fair (EJE) in London with the British Council.

10–15 Japanese universities held booths attended by 500–600 people. Keio collaborated with the Japanese Embassy in the UK, JSPS, scholarship organizations, etc. The events were aimed at students in the UK and Europe (the JASSO Study in Japan Fair was not held) Corporations contributed to the event (e.g. helping with airfare to Japan)

The EJE was held online from 2020.

More than 20 Japanese universities held booths attended by 1,000–2,000 participants from Asia and around the world
Seminars hosted by the Embassy of the Republic of Indonesia, the Australian Embassy, and the University of Tokyo India Office

Summary: Advantages and Characteristics

Consortium partnerships allow for:
– A bigger impact than a single university is capable of
– The sharing of values with a global consortium of universities
– Joint involvement in common local issues (e.g. gender issues)
– Opportunities to strengthen relationships and create new alliances among member universities

Long-term partnerships with partner universities allow for:
– Concrete proposals based on long-standing relationships of trust
– Top-down decision-making

Partnerships with foreign embassies and related organizations allow for:
– New opportunities that arise from a given country’s higher education and science and technology policy needs

Summary: Challenges and Future Perspectives

Consortium partnerships: Collaborating with groups of universities that share values
Long-term partnerships with partner universities: Collaborating with universities with similar characteristics
Partnerships with foreign embassies and related organizations: Collaborating with foreign governments to form science and technology and higher education policies

These foundations are, ultimately, continuations of preexisting partnerships and the results of built-up exchange.

Challenges
Maintaining foundations: Keeping up relationships and communication with existing partners
Passive, transitory, or difficult to sustain partnerships: Lack of leaders among researchers and inadequate support systems for leaders (particularly in collaborative research)

Future Perspectives
Utilizing foundations effectively (over 300 agreements): Evaluation and prioritization of existing partnerships
Strategy: Clarification of objectives for each partnership
Sustainable structure: Human resources, structure, and budget
Thank you for your attention.
Partnerships >> Strategic

Kyushu-Illinois

Kyushu University and the University of Illinois Urbana-Champaign reached an agreement to be the strategic partners and promote mutually beneficial and sustainable collaborations.

Phase 1
- 2010 WPI-I2CNER
- Decade partnership

Phase 2
- August 2019 Strategic Partnership
- 2020 WPI Academy

Phase 3
- 2021 Kyushu Illinois Strategic Partnership Colloquia Series (Online)
- 2022-2023 Joint Fund

Joint fund to support and expand collaborations between both institutions

5 Areas of Collaboration

- Smart Grid and Sustainable Energy
- Environmental Economics
- Data Science/Data Management and Curation
- Library Science
- Humanities

Activities

- Monthly Meetings
- Leadership Call
- Lectures
- Expert Meetings
- J OT Intern
- OIA’s regular contact
- Student exchange
- Papers and Grants

International Consortia
Aim: To bring together thought leaders, researchers, and policy-makers to discuss and develop 21st century solutions.
Outcomes

MIRAI Research and Innovation Week 2022
- Hosted the conference at Ito Campus in November 2022
- First post-pandemic in-person meeting within the phase 2.0
- More than 300 representatives from universities, companies, ministries, foundations and research funding agencies gathered in Fukuoka
- Stronger connections with MIRAI universities and stakeholders in Sweden
- Promotion of Kyushu University’s Stockholm Liaison Office in Sweden (opened in 2020 as its European office)

MIRAI Seed-funding Project
- Strengthen MIRAI researcher collaboration
- Japan side receives approx. 400,000 JPY/project.
- Most submissions and approvals of all 20 member universities in the 2nd term of MIRAI seed-funding (2022)
- Excellent opportunity for ECRs to initiate joint research/publication

Outcomes

Introducing a Co-chair System
- Advantages of the introduction of co-chairs, with chairs in both Japan and the UK: raising RENKEI’s visibility to stakeholders, facilitating deeper and broader cooperation, supporting discussion among members, ensuring RENKEI’s academic priorities are met
- Kyushu University and the University of Southampton as co-chairs for the first year (until March 2023).
- Many opportunities to communicate with UK member and non-member universities and UK governmental sectors

Fostering ECRs
- RENKEI ECR fellowship program as a part of its 10th anniversary project.
- Kyushu University sent two students and a mentor professor with travel grant support

Thank you

Prof. Natalie Konomi
Vice President
konomi.natalie.909@m.kyushu-u.ac.jp
Strategic Interdisciplinary Partnerships through SATREPS Projects with Asian and African Countries towards Building a Recycling Oriented Society

Tatsuki Toda, Prof. Dr.
Faculty of Science and Engineering, Soka University

SATREPS: Science and Technology Research Partnership for Sustainable Development

SATREPS is a Japanese government program that promotes international joint research, structured as a collaboration between the Japan Science and Technology Agency (JST) and the Japan International Cooperation Agency (JICA), which provides development assistance (ODA).

• 1. International Cooperation

• 2. Addressing Global Issues and Advancing Science

• 3. Capacity Development
Background: Rapid growth of aquaculture industry in Malaysia

- Rapid increase in production by governmental policies
- Government goal by 2010 (NP3)

Needs for aquaculture industry:
- Create high-value products
- Promote export of bioresource
- Guarantee food safety (HACCP)

Establishment of sustainable tropical aquaculture system by incorporating microalgae mass culture

Algae culture → Sustainable aquaculture → High-value compounds (Animal feed, medicine) → Aquaculture → Sludge & wastewater (Nutrient source)

1. High CO₂ fixation capacity (more than 20-fold of terrestrial plants)
2. Production of high-value products (health supplements, functional food, medicine source, etc.)
3. Utilization of nitrogen and phosphorous in sludge and wastewater (mitigating water pollution)

Research Structure of COSMOS

- Fundamental science of tropical microalgae
- Engineering and technology for mass culture of microalgae
- Needs for aquaculture industry
- Sustainable aquaculture system

- Theme 1. Bio-prospecting of High-value Indigenous Microalgae (University of Tokyo—UMT)
- Theme 2. Survey of Natural Growth-promoting Substances (NIES—UNISEL)
- Theme 3. Development of a Novel Photobioreactor (Soka Uni. & UPM)
- Theme 4. Development of a Nutrient Recycling System (TI Tech—UPM)

Sustainable Aquaculture System Combined with Microalgal Mass-culture

- (1) Bio-prospecting of High-value Native Microalgae (U. Tokyo. & UMT)
- (2) Survey of Natural Growth-Promoting Substances (NIES & UNISEL)
- (3) Development of a Novel Photobioreactor (Soka Uni. & UPM)
- (4) Nutrients recovery from aquaculture pond sludge (TI Tech. & UPM)

Production of high-value microalgae using nutrients from aquaculture sludge → Sustainable Aquaculture
National problems and policies in Ethiopia

Conservation of lake ecosystem and biodiversity, and utilization of water hyacinth

- Federal and local governments investing huge budget and human resources every year to remove water hyacinth
- Difficult to eradicate because of fast proliferation

National Water Hyacinth Eradication Campaign
2012~2018
Total number of labor: 1 million people
Total labor cost: 100 million Ethiopia Birr
(≈ USD $2.6 mil)

https://allafrica.com/stories/201709060104.html

Management and effective utilization of overgrown water hyacinth in Lake Tana, Ethiopia
Key product: Microalgae *Spirulina*

*Spirulina* originated in Ethiopia
*Arthrospira fusiformis*

『Superfood』
- High protein (50~70% dry weight)
- Whole essential amino acids
- 10 kinds of Vitamins (including Vitamin B₁₂)
- Rich minerals such as iron and zinc

○ 1g/day for 6 weeks intake → Improvement of malnutrition
  (Antenna Technology, 2007)

○ Productivity: 150~250 kg dry weight/ha/day → 20 times more protein productivity than soybeans
  (Taberumo Co.Ltd., 2018)

Capacity Development Activities

(1) Equipment installation at Malaysian research institute
(2) Short-term training for Malaysian researchers in Japan
(3) Workshop, seminar, symposium and outreach activities
(4) Promotion of career advancement of young researchers

UPM 49 items

MITSUBISHI TRITON

Outdoor Scaled-up Bag Reactor Unit System

Liquid Chromatography
Mass Spectrometry

Large Autoclave for Photobioreactor

Portable Gas Analyzer

Continuous Flow Centrifuge

Small Centrifuge

49 items

Manual & Protocol 11 manuals

Manual for Culture Media Preparation

Manual for Liquid Chromatography Mass Spectrometry

Manual for Anaerobic Digestion

Amenities Recovery from Aquaculture Waste

Manual for Auto Induction for Photobioreactor

Manual for Unit Protocols

Manual for Unit Protocols

Manual for Unit Protocols

Manual for Unit Protocols
### Research article: 102 (Co-authored with Malaysian researcher: 40)
### Patents: 13
### Awards: 29
### Mass media (newspapers, TV, etc.): 21

Master’s or Ph.D. holders from research institutes on the Malaysian side:

<table>
<thead>
<tr>
<th>Research Groups</th>
<th>Graduated</th>
<th>Ongoing</th>
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<tbody>
<tr>
<td></td>
<td>MSc</td>
<td>PhD</td>
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<tr>
<td>Theme 1 - UMT</td>
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<td>Theme 2 - UNISEL</td>
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<tr>
<td>Theme 3 - UPM</td>
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<tr>
<td>Theme 4 - UPM</td>
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<td>Total</td>
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<td><strong>8</strong></td>
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31 MSc + 26 PhD Total 57
Japan Forum for Internationalization of Universities
"Building a Network of 'Strategic Partnerships' to
Strengthen International Competitiveness among
Japanese Universities"

2nd Strategic Partnership Symposium
How to deepen the partnership in various aspects

Friday, March 3, 2023  The University of Tokyo

Compiled and Published by:
Division of Global Campus Initiatives, The University of Tokyo

Strategic Partnerships Project Websites:
English: https://www.u-tokyo.ac.jp/en/academics/sp-uni.html
Japanese: https://www.u-tokyo.ac.jp/ja/mb-activities/exchanges/sp-uni.html

All the information on this report is dated March 3, 2023