The Growing Role of Non-academic Staff at Universities in Japan

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Academic and Non-academic Staff at Universities and Colleges

(1) Academic Staff                172,000
(2) Non-academic Staff         184,000

      Administrative and Clerical   77,000
      Technical                     11,000
      Medical Related                84,000
      Others                        12,000

(2004)
System of University Management in Japan

- Ministry of Education
- University
  - President
  - Vice Presidents
  - Deans
  - Professors
  - Associate Profs
- Non-Academic Staff
- Secretary-General

University Autonomy
Academic Freedom
Traditional Mode of Relationship between Academic Staff and Non-Academic Staff

(1) NA staff **MUST** obey academics.
   Autonomy by faculties
   Faculty meetings have been regarded as the final decision makers.

(2) NA staff **MUST** control academics.
   Academics tend to do as they like, thus may be against rules and regulations.
15 Years of University Reform (since early 1990s)

- Deregulation
  Curriculum and Management
  Identification of the Mission for Each U.

- Accountability
  University Evaluation by the Third Party
  Information Disclosure
  National University Corporation

- Competition
  for Resources (Research Grant and others)
  for Students (18-year-old population)
Decrease in 18-year-old Population

Managerial Crisis for Institutions

Managerial Reform
Higher Education System is still GROWING.

(professional training)  applied  (collaboration with industry)

well-known  basic (academic)  unknown  (advanced research)

(traditional mode)
In Need of New Professionals for Univ. Management

From: Administrative and Clerical Staff in Traditional Mode
To: New Administrative and Managerial Professionals

↓  ↑

New Mode of Relationship between Academic and Non-academic Staff
Current Problems for General Staff

1. National Universities
   Dual Track for General Staff
2. Local Public Universities
   All Bureaucrats, No Proper Staff
3. Private Universities
   Inbreeding
How LONG do they work for the same institution?

<table>
<thead>
<tr>
<th></th>
<th>years of working for current institution</th>
<th>total years of working including current inst.</th>
<th>average age</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Top Administrator)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>National</td>
<td>1.6</td>
<td>13.3</td>
<td>54.9</td>
</tr>
<tr>
<td>Public</td>
<td>1.7</td>
<td>1.8</td>
<td>57.4</td>
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<tr>
<td>Private</td>
<td>15.6</td>
<td>23.1</td>
<td>59.7</td>
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<tr>
<td>(Middle Management)</td>
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<tr>
<td>National</td>
<td>14.5</td>
<td>19.0</td>
<td>41.5</td>
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<tr>
<td>Public</td>
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</tbody>
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Survey by Yamamoto in 2001
Dual Track for Non-Academic Staff at National Universities

Ministry of Education

General Staff

Top Administrative Staff and Division Directors

NA Staff under Division Directors

20-year-old  30  40  50  60
What Kind of Training Do They Need?

<table>
<thead>
<tr>
<th></th>
<th>Leadership</th>
<th>Finance and Personnel</th>
<th>Strategy and Planning</th>
<th>Clerical Matters</th>
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</tbody>
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Survey by Yamamoto in 2001
To be a good Administrator

1. Broaden your view regarding higher education system.
2. Know about teaching and research at your institutions and understand the importance of student services
3. Keep interest in your work even if it may be very new to you.
Question and Discussion