For the Fifth Japan-Mexico Rectors' Summit

7 October, 2021

What reputation management did for Kyushu University: Lessons from hosting QS-APPLE 2019

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Top Global University (SHARE) Office

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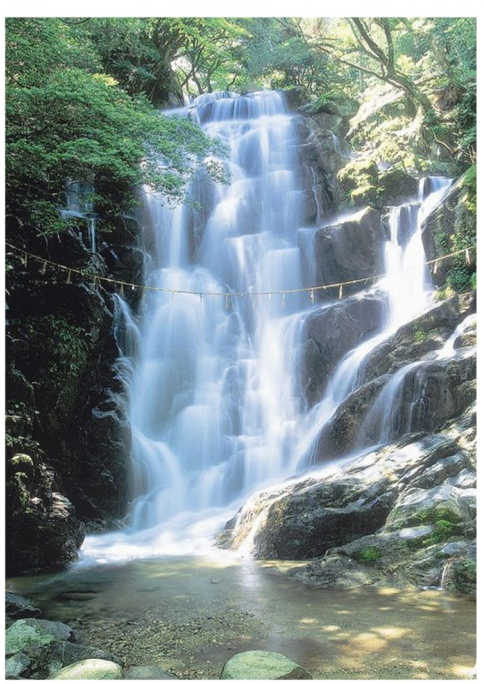
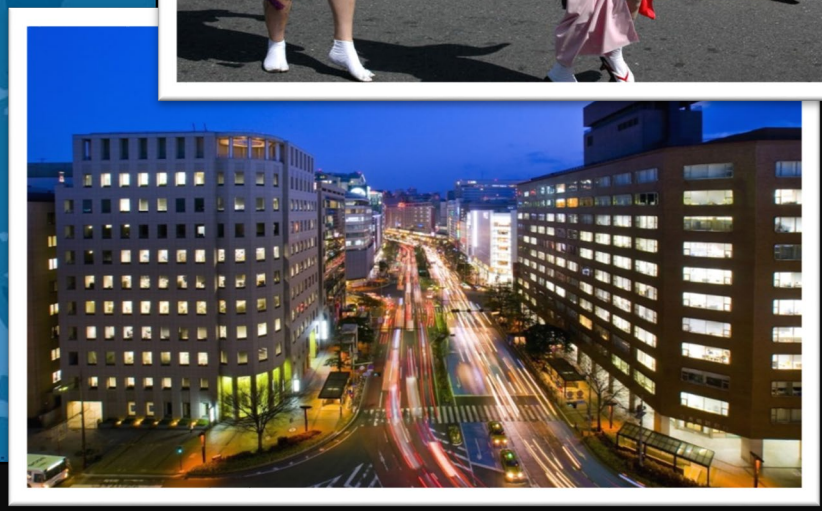
Fukuoka: Home of Kyushu U

One of the 7 largest cities in Japan (with a population of 1.5 million)





Open
Mind,
Creative
Sprit
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Kyushu U in Data

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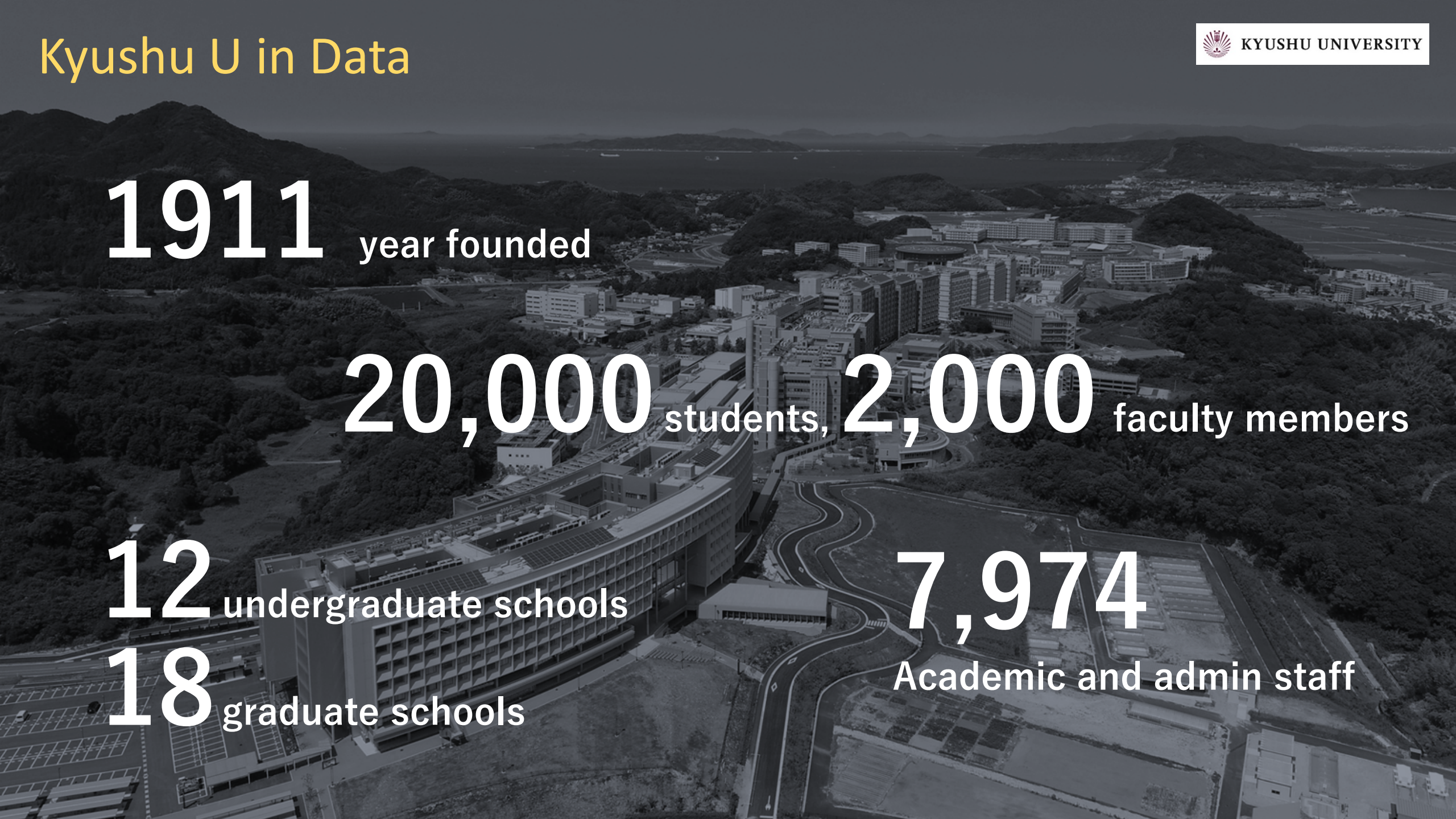

1911 year founded

20,000 students, **2,000** faculty members

12 undergraduate schools

18 graduate schools

7,974

Academic and admin staff

Kyushu U in Data

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Internationalization in the “quantitative” sense??

2,600 international students from **100** countries

(As of Nov 1, 2019)

142 Overseas Partners

21.9 Bil JPY

Total Research Funding

Graduate: **63**

Undergraduate: **5**

Degree Programs in English

(As of May 1, 2021)

Kyushu University in League Tables

Japan
University
Rankings 2021

8th

2022

137th

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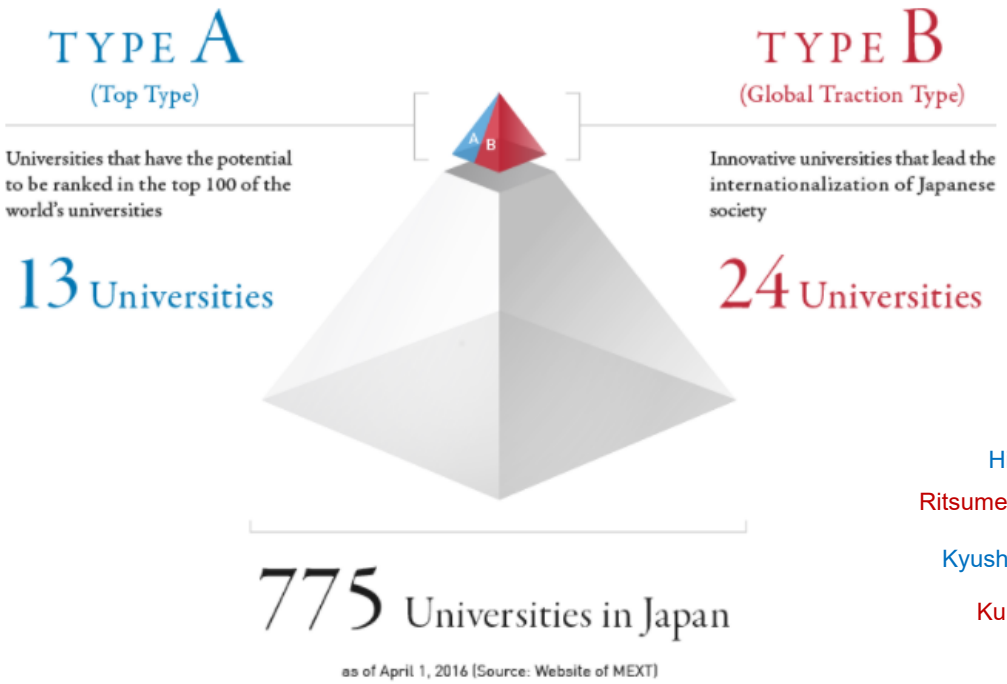
Top Global University Project

This project selects Top Global Universities from among Japanese universities that are driving internationalization and offers prioritized support for university reforms. Top Global Universities are categorized into Type A (Top Type) universities that conduct world-leading education and research; and Type B (Global Traction Type) universities that lead the internationalization of Japanese society.

— Basic requirements for Top Global Universities —

- Increase the ratio of international students and faculty
- Set performance indicators and fully disclose information
- Increase the number of courses in English
- ...etc



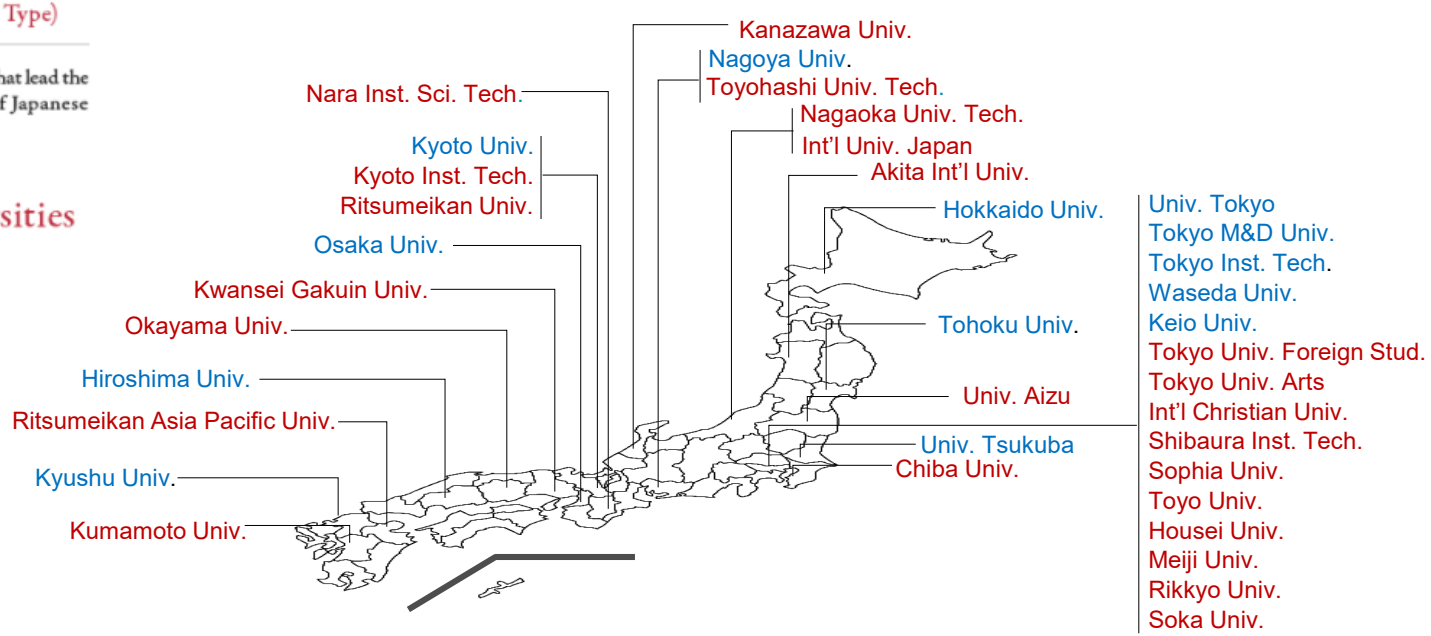
TOP GLOBAL UNIVERSITY JAPAN

Type A (Top Type) 13 univs.

= The top type is for world-class universities that have the potential to be ranked in the world university rankings.

Type B (Global Traction Type) 24 univs.

= The Global Traction Type is for innovative universities that lead the internationalization of Japanese society, based on continuous improvement of their current efforts.



Kyushu U's Top Global Project: SHARE-Q

Strategic Hub Area
for top-global
Research and Education-
Kyushu University

6 Objectives／4 Operational Units／48 KPIs

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SHARE Office

6 Objectives

1. Internationalization of Education
2. Internationalization of Research
3. Governance Reform
4. Raising International Reputation thru Reputation Management
5. Diversification of Campus Environment
6. Strengthening the multipurpose functions of overseas offices

4 Operational Units

- Research Unit
- Education Unit
- Governance Unit
- Reputation Management Unit

48 KPIs

1(1)① International faculty 1,500 (573)	1(1)② International staff 465 (156)	1(1)③ Female faculty & staff ratio faculty 17% (12) staff 50% (41)	1(1)④ International students 4,700 (2,665)	1(2)① students with experience of studying abroad 2,000 (307)	1(2)② Student exchanges under MOU Outbound 1,185 (199) Inbound 1,920 (287)	Enhancement of support systems for study abroad students 1(3)① Establishment of Global Student Exchange Center	Enhancement of support for international students 1(3)② Establishment of Global Student Exchange Center	Enhancement of Japanese language ability of international students 1(4)③ Various Japanese language education systems
1(4)① International degree programs Number of students 1,030 (522)	1(4)② Classes taught in English ratio 25% (12%)	1(4)④ Students with TOEFL-ITP 500 or above 6,064 (4,692)	1(5)① Course numbering Number of courses 10,953 (0)	1(5)③ Class with English syllabi ratio 100% (12%)	1(6)④ Notification of scholarship before enrollment ratio 58% (26%)	Acceptance of IB students 1(6)② Introduction of IB as one of the admission requirements to the new undergraduate school	Introduction of pre-arrival entrance exam 1(6)③ Online application, Video conferencing interview	Enhancement of overseas offices' function 1(6)⑥ Utilizing overseas offices and campuses as research and education hubs
1(6)⑤ Mixed student accommodation capacity Newly-entered international students accommodated ratio 90 % (29%)	2(1)① Annual salary system faculty 462 (10) staff 385 (0)	2(1)② Tenure-track faculty 20 (0)	2(2)① Administrative staff development Staff with TOEIC 600 or above ratio 50% (6.4%)	3(1)② Student participation in university governance Student course evaluations 6,224 (5,017)	3(2)① Acceptance of TOEFL score for entrance exam Enrollment limit with TOEFL 400 (26)	Improvement of personnel evaluation reform 2(1)③ Establishment of the global standard personnel management system	Recruiting and training with international standards 2(1)④ Development of professional training programs for staff in overseas	Faster decision making 2(2)③ Clarification of the roles and responsibilities of Faculty Meeting
SHARE-Q Indicators1 QS ranking 30 (133)	SHARE-Q Indicators 2 THE ranking 80 (301~350)	SHARE-Q Indicators 3 DD・JD programs 16 (6)	SHARE-Q Indicators 4 Short-term exchange programs (Outbound and Inbound) 68 (34)	SHARE-Q Indicators 5 Grants for international research collaborations 60 (24)	SHARE-Q Indicators 6 International conferences/ symposiums organized/ co-organized by KU 70 (32)	Increase and securement of students' learning time 3(1)① Students spend 10 hours learning a day ratio 20%	Effective TA system 3(1)③ Classes with TA ratio 80%	Enhancement of multifaceted admission 3(2)② Multifaceted Admission for the new undergraduate school
						Introduction of GPA system 1(5)② GPA requirement for graduation: Overall 2.0 or above	High-quality education programs with international standards 1(5)④ Enhancement of internal quality assurance processes	Flexible academic calendar 1(6)① Introduction of Quarter(four-term) system
						1(6)⑦ Establishment and expanding network of international alumni	Strategic information delivery in foreign language 1(6)⑧ Making a new international PR strategy	SHARE-Q Indicators 7 Creating a future campus
						Participation of international faculty in university governance 2(2)④	Enhancement of IR function 2(2)⑤ Enhancement of data collection and utilization of the university in cooperation with RM unit	Vision for the future and mid-term plan 2(2)② Implementation of the plan and the project with the university's centennial motto: Lead to the Next 100 years, Leap to the Best 100 world.
						Late Specialization, flexible system for transfer Establishment of the new undergraduate school	Early graduation, five-year PhD course 3(3)② Development of various degree programs	Full disclosure of educational information 4(1) University Portrait, Fact book

( ) = 2014 figures

- 1.Globalization
- 2. University Reform
- 3. Education Reform
- 4. Other
- SHARE-Q Indicators

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What does “reputation” mean for a university?

An image about a university inter-subjectively held by its stakeholders

Stakeholders：
students, parents, researchers, alumni, employers, donors, governments, etc.

【出典】廣瀬, 木村（2017）『大学のためのレピュテーションマネジメント』http://doi.org/10.15068/00149287

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Reputation Management (RM) for Universities

An effort to strategically manage

An image about a university inter-subjectively held by its stakeholders
(e.g., students, researchers, alumni, employers, donors, governments)

Does “RM” for universities simply mean management of world university rankings (WUR)?

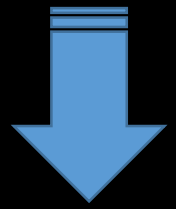
Major criterion for choosing products/ services
⇒ corporate reputation

Objective criteria →
e.g., stock prices,
volume of sales

Major criterion for choosing a university
⇒ university reputation

No objective criteria
for university
reputation

‘Rankings are **proxies** for university reputation’.
(Louise Simpson, World 100 Reputation Network)



A narrower conception of RM for universities as management of World University Rankings

At the present moment, managing WUR is no doubt a big part of RM for universities.

Given the full scope of RM, however,
RM is **NOT** the same as WUR management.

What, then, is
a broader conception of RM for universities?

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WUR methodologies

THE World University Rankings

Metrics		Weight	
Teaching	Reputation Survey	15 %	30 %
	Doctorates-awarded-to-academic-staff ratio	6 %	
	Staff-to-student ratio	4.5 %	
	Doctorate-to-bachelor's ratio	2.25 %	
	Institutional income	2.25 %	
Research	Reputation Survey	18 %	30 %
	Research productivity	6 %	
	Research income	6 %	
Citations	The data are normalized to reflect variations in citation volume between different subject areas	30 %	30 %
International Outlook	Proportion of international students	2.5 %	7.5 %
	Proportion of international staff	2.5 %	
	International collaboration	2.5 %	
Industry Income	how much research income an institution earns from industry (adjusted for PPP), scaled against the number of academic staff it employs	2.5 %	2.5 %

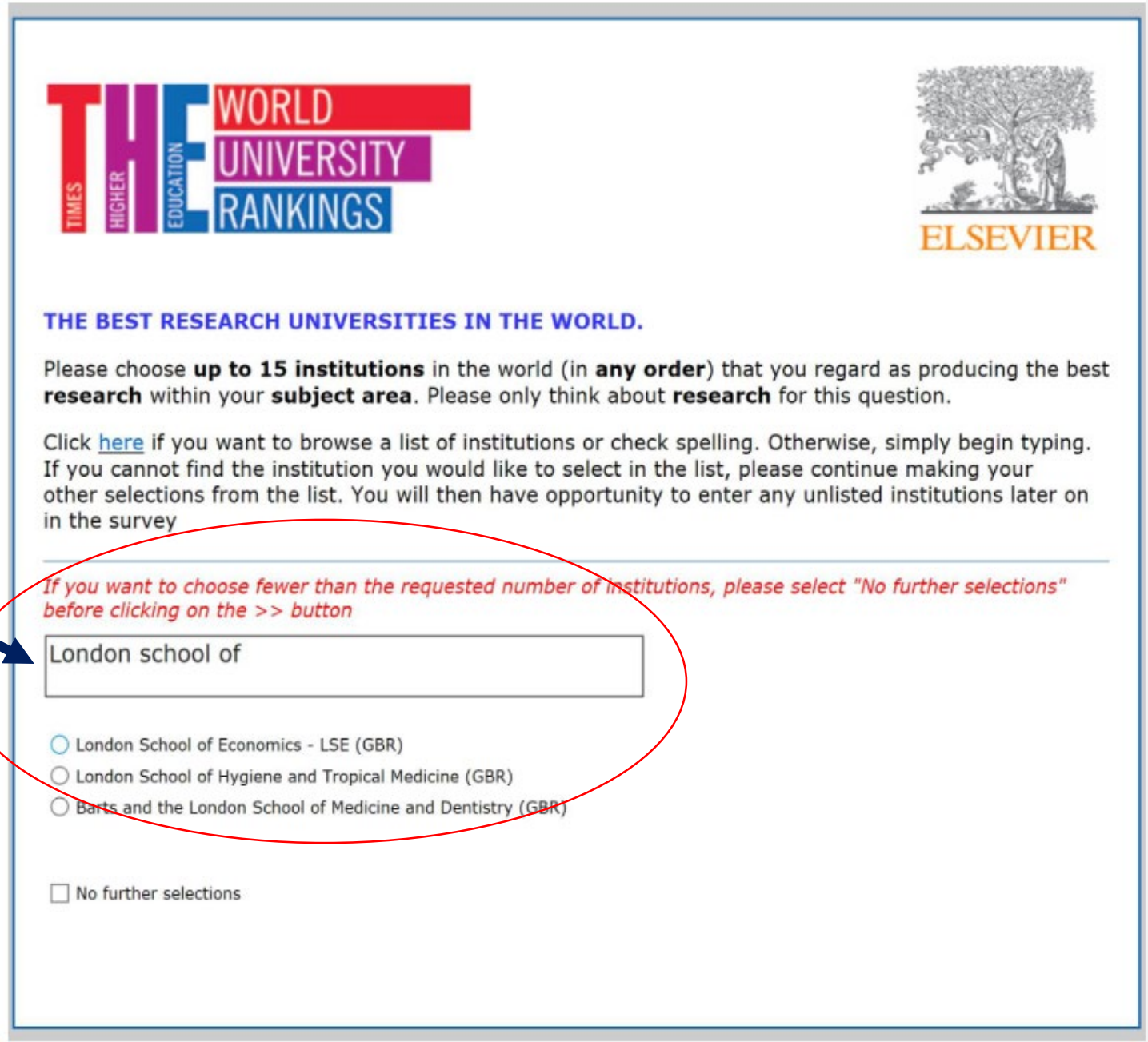
QS World University Rankings

Metrics	Weight
Academic Reputation	40%
Employer Reputation	10%
Citations per faculty	20%
Faculty/Student Ratio	20%
International Faculty Ratio	5%
International Student Ratio	5%

Reputation

Reputation Survey: THE

You are asked to **nominate the universities** that produce the best research within your subject area.



You **don't get votes** in reputation surveys unless the respondents **recall** the **name of your university** at the very moment they answer the surveys.

Importance of

Top of the Mind Recall

Save a handful of elite schools, Japanese universities do not have any substantive reputation to speak of.

For the majority of Japanese HEIs, RM is in effect an **activity to raise their name recognition**

BRANDING ??

As names become known only with emotions/values attached,

RM for little known universities is practically equivalent to branding.

Brand

A quality/ value that an organization promises to its clients

A broader conception of RM for universities as branding

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Activities of Kyushu U's RM Unit: Three Phases

Phase	Activities
1 2014-2017	Build operational units (including RM unit)
	Secure executive buy-ins
	Strengthen "internal communication"
	Create a RM strategy
	Use and learn from corporate consultants
	Launch and develop IR office
2 2018-2020	Strengthen international PR (including the launching of Science Communication)
	Start consolidating Kyushu U alumni associations overseas
	Host internationally well-known conferences
	Run FDs/SDs on reputation management
3 2021-2023	Revamp strategies
	Strengthen global branding (including the appointment of VP in global branding)
	Strengthen science communication
	Share our experience with other HEIs in Japan through workshops and seminars

Summit of academic societies on social science held in September 2018

# of participants: 1,000

World Social Science Forum 2018 (WSSF2018)

One of QS's annual forums held in November 2019

# of participants: 700

QS-APPLE 2019

QS APPLE2019

Asia Pacific

15th Annual Strategic Summit for the Advancement of University Excellence in all its Forms

November 2019 • Fukuoka, Japan

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QS APPLE 2019： Results and Impacts

QS ASIA's Facebook account (# of followers: 419,775) started displaying Kyushu U's name and logo even before the event. The thank-you note after the event received 417,772 likes.

Figures

of participants：708
Institutions： 247
Countries：38
Campus Tour participants：129

External	• Raised Kyushu U's name recognition overseas • QS World University Rankings： Up 8 places. Employer reputation score hugely improved. • Showcased the present state of Japanese HEIs' internationalization • Showcased the resourcefulness and talents of Kyushu U students
Internal	• Gave students a chance to experience the world without getting out of Fukuoka • Positively unnerved an inner-directedness of university admins • Helped introduce new features (e.g., the research Highlights section, introductory videos)

QS WORLD UNIVERSITY RANKINGS

Created a special web page for QS APPLE. Carried out a major revision of the "research" section of the university HP.

Since the website was revised, we received over 3,700 accesses in a month (four times the previous year).

From the program committee

"Overall, the conference was a great success. Over 700 participants were the largest ever. Both the keynote lectures and concurrent sessions were qualitatively excellent. With strong involvement from Japanese universities, the feedback from the participants was overwhelmingly positive. The support from the staff and students at KyushuU was excellent. This event was a wonderful showcase for higher education in Japan. "

QS APPLE 2019： Results and Impacts

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What the hosting of QS-APPLE 2019 did to Kyushu U: the case of QS WUR

Employer Reputation

Score: **up 13.4 points**

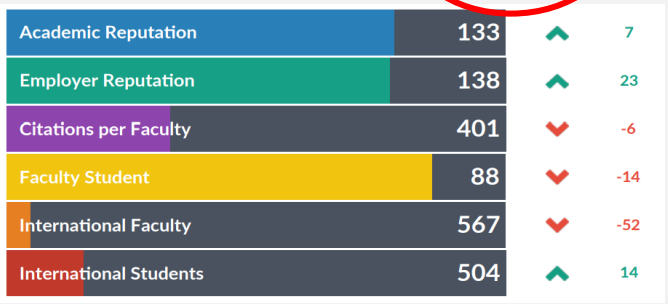
Position: **up 54 places** (118th; highest ever)

QS-APPLE2019
Nov. 2019

BEFORE | **AFTER**

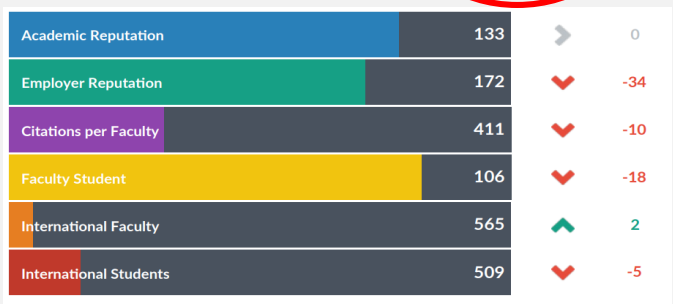
(Issued June 2018)

Overall		126
Employer rep	Score	56.6
	Position	138



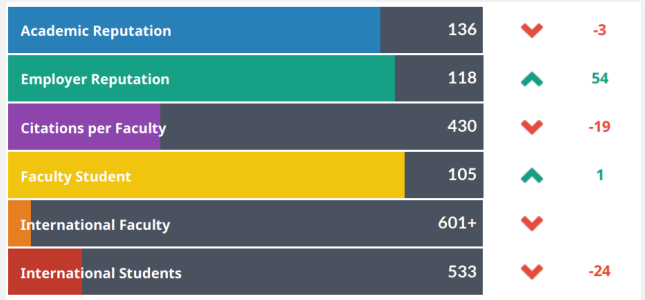
(Issued June 2019)

Overall		137
Employer rep	Score	49.2
	Position	172



(Issued June 2020)

Overall		124
Employer rep	Score	62.5
	Position	118



Study in Japan Pavilion @ QS-APPLE 2019

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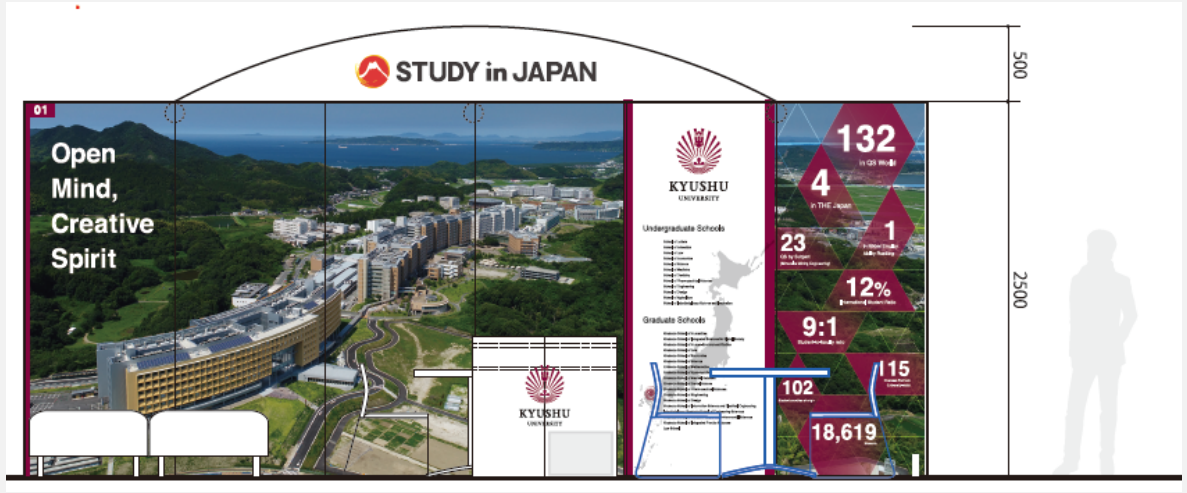
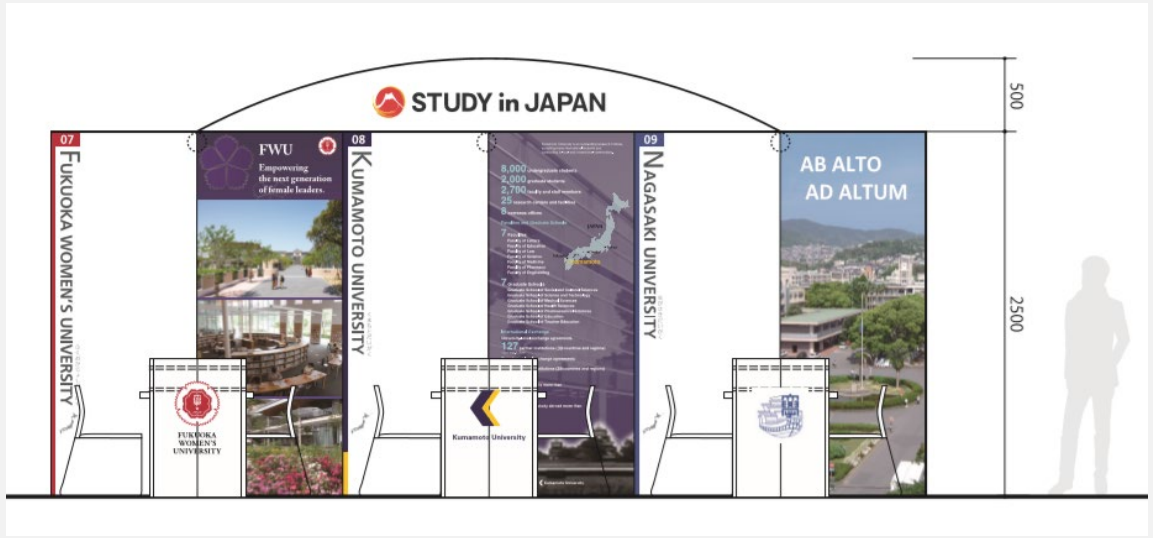
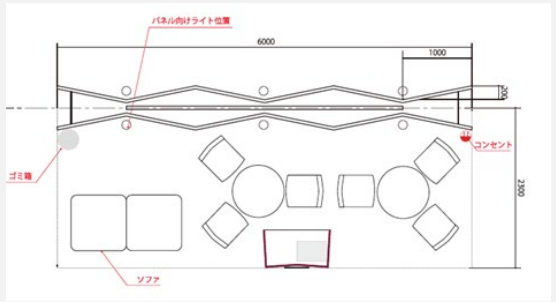


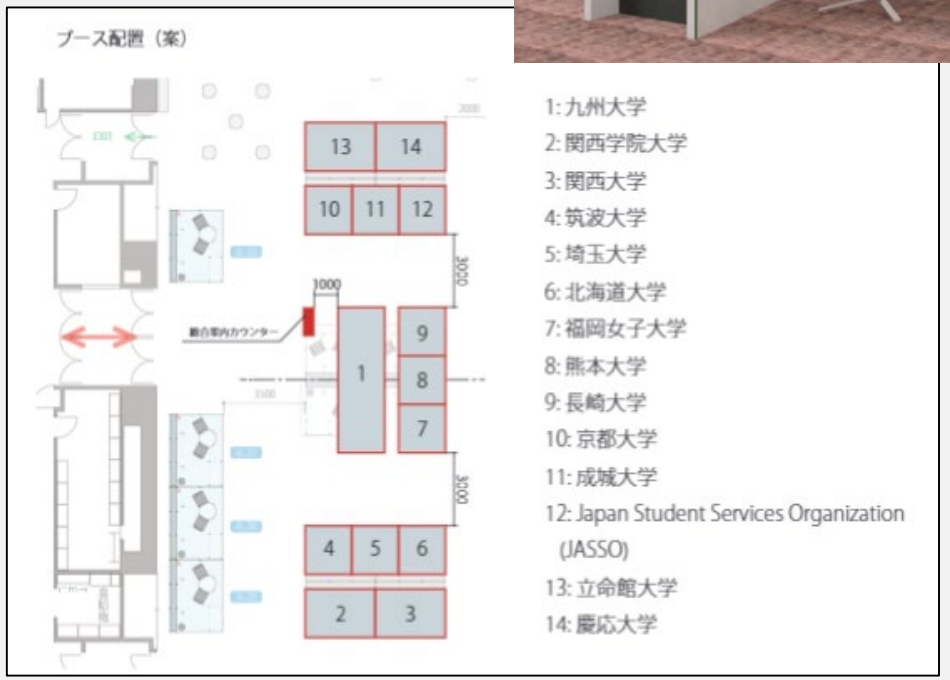
Kyushu U corner



Booths for participating Japanese universities

All Designed by Kyushu U students





Floor plan

QS APPLE 2019： Results and Impacts

External	• Raised Kyushu U's name recognition overseas • QS World University Rankings：Up 8 places. Employer reputation score hugely improved. • Showcased the present state of Japanese HEIs' internationalization • Showcased the resourcefulness and talents of Kyushu U students
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QS-APPLE 2019：Issues and Concerns

- RM's limits → Need to strengthen research power
- What if we had no TGU budget . . . .
- What if it was held online . . . .
- New campus not fit to hold int'l conferences

Thank you!!

Back-up Slides

RM in the wake of increasing rivalries among HEIs

- Liberalization of HEIs and increasing student mobility (since the late 1990s and the early 2000s)
- Increasing rivalries among top universities

  for talented students, excellent researchers, joint research partners, greater external funding, etc.
- The birth of World University Ranking

  Academic Ranking of World Universities in 2003