



Annual report academic year 2018

**International Strategy Office
Kyoto University
(iSO-KU)**

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1. Greeting from the Director



Welcome to the International Strategy Office of Kyoto University or iSO-KU!

Prof. Yasuyuki Kono
Vice-President for Int'l Strategy
Director of the International Strategy Office

The Annual Report offers an overview of the work of iSO-KU in the 2018 academic year; describing activities, contributions and achievements to promote internationalization, and a vision to the future.

In October 2018, iSO-KU reached university-wide consensus on the *Kyoto University Basic Concept for Internationalization*, a document that gives a sense of shared direction on the efforts of the University's to remain open to the world. Inspired by the principles set there, the Office (iSO-KU) promotes the global impact of the University, in education, research and social contribution by producing and enhancing policies and measures, as well as organizational transformation for an effective internationalization.

In terms of research, a major achievement iSO-KU had was to support the establishment of *On-site Laboratories*, accomplishing one of the goals set in the *Designated National University Initiative*. The Office became a focal point providing smooth support for the implementation and operation of the project, hence increasing international cooperation and mobility of researchers.

Similarly, iSO-KU supports the "*Strategic Partnership Development Project to Strengthen the University's Research Capabilities*" to enhance collaboration with

leading universities around the globe and to promote further cooperation and exchange.

In education, a major accomplishment iSO-KU had was the establishment of the *International Admissions Assistance Office (IAAO)*, in April of 2019 under the iSO-KU umbrella. Also envisioned in the *Designated National University Initiative*, this project aims to facilitate the admission process for new international students throughout the University.

iSO-KU supported the management of the *Kingfisher Global Leadership Program*, a short-term package dispatching students on exchange to the USA. This year the Office started managing three short-term outbound programs formerly managed by *International Education Administration (IEA) Office*.

Regarding social contribution, iSO-KU participated actively in activities organized for and with the *USRNetwork* together with the *Education Planning and Promotion Office*; similarly, in cooperation with Kyoto University Research Administration Office (KURA), the Office planned "Kyoto University IPCC Weeks 2019", a side event of the IPCC (Intergovernmental Panel on Climate Change) held in Kyoto in May 2019.

During 2018 iSO-KU created a new site in the English Website (Global KyotoU) that brings together international information of the University under one single entry point to facilitate access to information for foreign professors, researchers and students within and outside the University.

In the strive to consolidate an international and diverse campus, iSO-KU continues to foster an inclusive environment, by creating and maintaining mechanisms to connect and bring the views of foreign researchers and students into the policy-making channels of the University.

Regarding organizational management, the University's President appointed a Vice-President for International Strategy to strengthen the governance of the University; while simultaneously serving as the Director of the iSO-KU, to enhance discussions in instances like the iSO-KU Core Meeting -a forum specially created to promote strategic reforms for the internationalization of the University, composed of Deputy Executive Vice Presidents- and other key players in the University.

Similarly, iSO-KU International Advisory Board, composed of international professors and researchers, was established as a mechanism to capitalize the experience and views from different perspectives to foster the University's internationalization.

Regarding the University's Overseas Centers, iSO-KU, in cooperation with the International Strategy Section at the Planning and Information Department, set the North American Center, a longstanding issue in the international affairs of the University. As a result, a comprehensive system of university-wide Overseas Centers in Europe, North

America, and ASEAN has been put in place. In early 2019, the San Diego Liaison Office was re-structured to become a part of the North American Center.

iSO-KU has been able to carry out these activities thanks to the cooperation and support from relevant departments and sections both in headquarters and throughout the University. As a team, the iSO-KU members would like to express to them all a deep sense of gratitude.

When considering the future of iSO-KU, a key challenge is to design and enact necessary measures to promote internationalization in line with the Basic Concept, and to foster its implementation in the University; focusing mainly on the promotion of international mobility of students; the acquisition of larger numbers of qualified foreign students; and continuing to develop a more internationally compatible environment on campus.

For these goals to be effectively and efficiently achieved, iSO-KU and the University will continue to strengthen the functions of international relations organizations through the reorganization and reform of the University as a whole.

The iSO-KU team and myself look forward to your continued support and cooperation.



2. Introduction

2.1. Background to the establishment of the iSO-KU



Until March 2016 the Organization for the Promotion of International Relations (OPIR) handled

and promoted the University's international matters and exchanges, including university-wide international student mobility, and supporting the departments in their international affairs.

Within OPIR, the *International Relations Committee* served as a platform for deliberation and information share, channeling and coordinating interactions throughout the University; including the departments, the central administration and the management.

Aiming to boost the University's international projection, in April 2016 the *International Development Committee* and the *International Education Committee* were created respectively to enhance academic and research internationalization on the one hand, while promoting student mobility and international education on the other.

At that time, the *International Strategy Office of Kyoto University* (iSO-KU) was created, inheriting OPIR's functions, as the mechanism in charge of planning and coordinating internationalization of the University as a whole.

Kyoto University has a long international vocation, rooted on its very foundation, promoting the creation of knowledge and academic excellence built on a strong commitment to the principle of "*Academic Freedom*".

For Kyoto University being open to the world means promoting research beyond borders and nurturing high intellectual curiosity. To do so, internationalization represents a key pillar to how the University relates to society and materializes its mission: "*Kyoto University will deepen its international exchanges as a university open to the world aiming to contribute to the harmonious coexistence of the global society*".

Systematic internationalization at the University began with the establishment of the *International Relations Committee* in 1977, which brought order and coordination to the international activities that were, until then, carried out mostly at the department level and on individual bases, especially among researchers.

The *International Relation Committee's* role was to enhance university-wide information share, towards a more integrated interest in promoting academic agreements that gradually expanded leading to the setting up of the International Student Center.

These reforms evidence the University's commitment to diversify opportunities; a shift from quantity to quality-oriented vision of how internationalization should happen; and a transition in the way the university interacted with the world, from a passive and *receptive mode* to a more *transmissive* and *synergic mode*, hence overcoming the individualistic response of the past towards a systematic and proactive approach.

Today, in addition to professional knowledge, universities are expected to develop human resources who can carry out diverse international activities and who are ready to address changing global demands.

As the world changes, the way people and institutions interact change too; in the same way *international relations* evolve and in so doing the nature of those interactions and the broad implications they have also change. For example, as partner organizations change in their composition, their institutional interests and capabilities over time, the way university react to addresses those changes and adapt to the new circumstance evolve too.

This constant new conditions in the international relations have deep impacts in the academic fields, the way research is done, and on what and how the education universities provide is delivered. Being ready to address these changes is a challenge all universities share.

For Kyoto University, as a research-oriented institution, fostering and expanding its international outreach has always been closely related to the internationalization of research, which, in turn works as propeller for the University as a whole.

Globalization demands that universities continue to internationalize, to address the double challenge of providing internationally competitive education and producing innovative research, to do it, they need to reorganize and strengthen their functions from within. Likewise, they need to enhance the support they provide to activities at the department level while maintaining a flexible and balanced approach so as to expand and maximize their global interactions.

For Kyoto University the main purpose of internationalizing is to promote broader academic cooperation with meaningful social impacts. The setting up of iSO-KU aims to make efficient use of available resources, boosting effective management and integrating all efforts in the area of internationalization.

iSO-KU's mission is to steer necessary changes in the University so as to maximize positive impacts that having an international environment at home imply, while maintaining the fundamental spirit of the University. Opportunities for growth are endless, yet, one needs to be realistic about the changes the office can actually bring.

2.2. Overview of the iSO-KU's mission



iSO-KU's main role is to orchestrate, promote and support the process of internationalization for the

University as a whole. The Office coordinates the global interactions of the University integrating transversally the efforts of the central administration and the departments towards internationalization while respecting autonomy and promoting leadership and innovation.

Based on the regulations upon which the office (Notification of its establishment, March 22, 2016) was created, its main responsibilities are:

1. Plan and coordinate strategies and measures to internationalize the university.
2. Support for the University's global interactions.
3. Support the establishment and operation of the University's Overseas Centers.

4. Steer other necessary activities to promote the internationalization of the University.

Along with these responsibilities, iSO-KU contributes to the accomplishment of the University's mission working in four broad functions, broadly described as: *Connect*, *Boost*, *Promote* and *Synergize*, to provide support to activities aimed at creating an increasingly inclusive campus; referring to:

Connect from within and outside the University.

Boost effective planning, coordination and support for international education, research, global contributions.

Promote further internationalization of the University's campus and environments.

Synergize the work of different organizations in the University, to maximize the use of internal resources in the process of internationalization.

2.3. Future internationalization at Kyoto University



iSO-KU achieved university-wide consensus regarding the future of internationalization of the University by producing

the *Kyoto University Basic Concept for Internationalization*; setting an agreed

vision on why and how internationalization shall be promoted in the University.

Although not strictly a strategy, the *Basic Concept for internationalization* aims to inspire coordinated and effective action in regards to internationalization of education,

development of innovative research and contribution from the University to harmonious coexistence on the planet. As such, it sets lines to inspire engagement and action from all corners of the University towards proactive relation with society.

iSO-KU functions as a transversal bridge that connects the efforts of administrative sections and offices in the University; together, they work to internationalize the University as a whole and comprise the *Planning and Information Department*, the *Planning Division*, the *International Affairs Division*, the *International Exchanges Division*, the *Education and Promotion Student Support Division*, the *International Education Exchange Division* (as of March 2013), and Kyoto University Research Administrators. Coordinating such a complex array of stakeholders is challenging yet much needed.

Organizational reforms require time and effort; and accomplishing a smooth and effective support system that promotes

internationalization requires a well-prepared and highly professional administration. These reforms need to be planned in such a way that they respect institutional culture, foster effective communication and efficient coordination of functions.

Although challenges remain ahead, the internationalization road is open to new opportunities. iSO-KU's role is to find and promote ways to turn those opportunities into reality. This is not a small task; however, it is achievable and the following pages present evidence of how important structural changes have been achieved.

In addition to planning and implementing actions to promote internationalization of the University, iSO-KU also plays a key role in supporting the role of the University's Headquarters as a synergic factor, from the standing point of the management and the administration, to enhance not only governance of the University as a whole but ownership in the strategies developed to continue the process of internationalization.



3. iSO-KU: Mission and functions



Guided by the spirit of self-reliance and self-respect since its foundation in 1897, Kyoto University has

established a strong tradition of academic freedom, pioneering in the cultivation of leaders and the creation of knowledge through outstanding research.

As the world faces unprecedented challenges, internationalization is essential for Kyoto University to enhance its contributions to the global community. Kyoto University is a world-leading institution that fosters dynamic advancement of international initiatives in education and research under a robust administrative support system inspired by high standards of expertise and professionalism.

iSO-KU was created to bring better coordination throughout the University, serving as a support mechanism and as a promoter of good practices in terms of how internationalization is to happen. According to the statutory rules set in the organizational basis of Kyoto University¹ iSO-KU' mission's and functions are:

- Planning and coordination of measures related to the international strategies
- Support for international exchange
- Establishment and operation of overseas centers
- Other matters necessary for promoting internationalization

The broad areas of activities carried out by the iSO-KU reflects the versatile nature of the office, at the time of implementing its work, be it by cooperating or supporting other offices or departments, or be it based on its own initiatives.

The implementation of these tasks falls in the broad areas of functions described as *Connect* internal and external networks, *Boost* international visibility, *Promote* multicultural and inclusive campus and *Synergize* institutional processes and use of internal resources.

Connect encompasses activities that bridge offices and departments to enhance internal coordination, information share and informed decision making about the global interactions of the University; specifically, this refers to:

¹ Statutory establishment of iSO-KU: March 22, 2016 Notice No. 18 Establishment.

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- a) Planning and coordinating headquarters-led international activities
 - b) Coordinating and supporting department-led international activities
 - c) Research on issues of internationalization

Boost international visibility of the University and provide support towards effective planning and coordination to further internationalize education, research, global contributions; specifically, this refers to:

- a) Strengthening branding and a university-wide strategy for international visibility
- b) Strengthening the University's international networks
- c) Assisting the University's Headquarters and departments in their diplomatic responses

Promote further internationalization of the University fostering an inclusive campus with internationally friendly environments; specifically, this refers to:

- a) Designing, implementing, and following-up measures for internationalization
- b) Improving access and distribution of information throughout the University
- c) Nurturing the University's

administrative staff

- d) Promoting participation and networking in international activities
- e) Fostering Risk prevention and crisis management

Synergize the work of university-wide administration, management, and the departments, to improve planning and maximize the use of resources for a more integrated and effective process of internationalization; specifically, this refers to:

- a) Strengthening governance to promote internationalization by re-adjusting administrative offices and functions
- b) Strengthening cooperation among the University's management and administrative offices in relation to international matters
- c) Supporting offices and departments in the implementation of university-wide initiatives for internationalization

As a whole, iSO-KU has a strategic communication role that enhances collaboration with and among internal and external partners in order to contribute to the core mission of Kyoto University in education, research, and relation with the global society.

4. Orchestrating internationalization & diplomatic response



Effective promotion of internationalization requires timely information share, wide coordination and informed decisions. iSO-KU is an institutional hub, bridging the University from within and with the world on matters related to internationalization to share information, create synergies and make efficient use of existing resources.

The orchestration of the process of internationalization of the University happens through iSO-KU's interactions, engagements and collaboration.

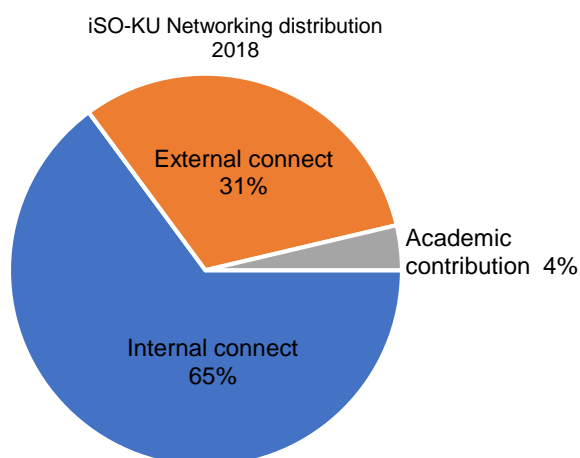
Within the University, these interactions include iSO-KU-led activities, support for other offices or departments; externally, while interactions with stakeholders and external partners fall under diplomatic response.

iSO-KU has an academic role representing the University in conferences, organizing seminars and staff development; while it is increasingly engaging in research on internationalization.

Interactions happening under this orchestration are classified as follows:

- Internal Connect (IC) includes Headquarters coordination (IC.HQC), Headquarters Advice & Support (IC.HQAS), Department Coordination (IC.BKC), Department Advise & Support (IC.DAS), Staff Development (IC.SD), and Meeting with Key Internationalizers (IC.MKI).
- External Connect (EC) refers to Inbound Diplomatic Response (EC.IDR), and Outbound Diplomatic Response (EC.ODR).
- Academic Contribution (AC) comprises Research activities (AC.Re), Educational activities (AC.Ed), and staff development activities (AC.SD).

During 2018 iSO-KU networking distribution totaled more than 350 instances for cooperation, including 229 IC meetings, 111 EC meetings, and 13 instances of AC.



4.1. Internal connect

4.1.1. Mechanisms for internal communication on international matters



iSO-KU steers and manages platforms that bring together key stakeholders

in the University to share information and promote internal cooperation; the combined outcomes from the decisions made and their implementation materialize as University-wide policy for internationalization. These mechanisms include:

The **iSO-KU Management Council** is the Office's highest decision-making stance, including 4 University's EVPs and high-profile professors to set the broad lines of action of the Office.

The **iSO-KU Core Meeting** brings together high-profile academic and non-academic staff and it represents a key advisory body on international matters of the university. Meetings are organized in cooperation with International Strategy Section; in 2018 15 encounters took place addressing a wide array of topics

The **Specialists Meetings** (University-level partnership, Housing for Int'l Students & Researchers, and Kyoto University Overseas Centers). Each focusing on areas promoting

internationalization. These meetings are organized in cooperation with the International Affairs Section; during 2018 12 meetings took place resulting in important decisions pertaining to the implementation of the Strategic Partnerships initiative, the management of the dormitories for international students, and a list of suggested translations for official names in the University.

The **Regular Meeting of Kyoto University Overseas Centers** brings together the directors of the centers, and other representatives and relevant stakeholders working both in Japan and overseas to share advancements at the centers in their activities in their respective areas. These are organized bimonthly in cooperation with International Strategy Section; in 2018 5 topic-specific meetings and 5 general meetings took place.

The **ASEAN Center Network** brings together representatives from departments carrying out research and educational activities in Southeast Asia. As a transdisciplinary platform it promotes not only information share but also in-focus decision making for interactions with the region. These meetings are organized in cooperation with International Strategy

Section and KURA, in 2018 5 meetings were held in Kyoto, added to the JASTIP steering meeting in November in Bangkok.

The **European Center Advisor Meeting** brings together representatives from departments and headquarters working on issues related to the relation of the University to Europe, its presence and visibility there.

The **Internationalization Promotion Meeting** (IPM) gathers academic and administrative staff working on international issues from departments and Headquarters. Organized in cooperation with International Affairs Section; in 2018 7 meetings were held steering information share and cooperation on crosscutting issues of concern for the university.

The **International Cooperation Platform** (PF) bridges across administrative offices and sections at headquarters; to share information transversally. Organized in cooperation with International Strategy Section; in 2018 12 regular meetings were held resulting in a more coordinated administrative approach and more informed and integrated approach to internationalization.

The **Advisory Board to ISO-KU** was launched in October of 2018; this is formal mechanism provides advice and recommendations to ISO-KU on policy to promote internationalization of the University including the point of view of international academic staff from

departments and Headquarters.

Cooperation spurring from these meeting are expected to increase the influence of international staff in the decision-making process of the University as well as helping bridge needs and initiatives from the departments with possible response from the Headquarters. In cooperation with International Strategy Section, a kick off meeting and a two follow up meetings have been held.

The **Kyoto University international Academics Network** (KUIAN) is a regular yet informal platform for international academic and administrative staff to share views on internationalization. The network is closely related to the role of Advisory Board providing a closer connection to the reality of international staff throughout the university and the policy-making system. This is an ISO-KU initiative whose efforts are bringing important information for decision making to the Headquarters.

The **Meeting with Key Internationalizers** are ad hoc institutional consultations with leading stakeholders in the university on internationalization policy. These meetings are held as informal encounters they provide deep insights on matters that require more in-focus attention. This is an ISO-KU initiative, during 2018 19 meetings were held.

The **International Crises Management** is a topic-specific working group focusing on policy for travel safety, hence risk and

crises prevention and management for personnel and students engaged in international travel. The team has produced a travel safe check list and an

information flow chart for emergencies. Communication took place online or over e-mail regularly in cooperation with the International Strategy Section.

4.1.2. iSO-KU Support for administrative offices



iSO-KU has a key role in supporting the internationalization work of other administrative offices

in the University. In 2018 iSO-KU provided advice and recommendations mainly to:

- To the International Affairs Division, regarding support for the University's participation in the Rectors meetings in October in Hiroshima University, producing the University's report on Social Contribution for the Presidents Meeting to be held in June 2019 in Hamburg University; providing content and editorial advice towards the yearly publication of the Kyoto University Introductory Brochure. iSO-KU regularly plays the role of MC in international events such as the President's Welcome Dinner for Researchers; iSO-Ku offers support in issues related to contents and English language in presentations or seminars organized internal and externally.
- To the International Strategy Line Section, iSO-KU supports and provides recommendations regarding the setting and functioning of the University's Overseas Centers.
- To the Office of Global Communications and Public Relations as a member of the Kyoto University Research News Editorial Board providing contents on Overseas Centers, editorial support and dissemination of the magazine both internally and externally.
- To the International Education Administrators (IEA) providing advice and networking support towards MOUs and SEAs with partners or future partner institutions.
- To the International Student Exchange Office, through support in the selection committee for programs like Kingfisher and other outbound opportunities for students. As well as in providing advice and support regarding policies towards an inclusive campus (e.g. raising awareness on existing praying room and other good practices)
- To the Web Strategy Office as a core member providing advice on matters of University Identity, integration, contents and design for both Japanese and

English home pages.

- To the Office of Educational Planning in matters related to participation in the University Social Responsibility Network as well as other dissemination of SDGs related activities.
- To administrators of programs such as ELCAS or Kyoto University-Bhutan Friendship by providing support for the dissemination of their activities and boosting international visibility.
- To Office of Society-Academia Collaboration for Innovation (SACI) through regular meetings and supporting international response, for example fostering cooperation with Universidad Nacional de Cordoba, Argentina.
- To the Institutional Research Office (IR) providing support and data on the indicators for Social Impact for Times Higher Education.

4.1.3. iSO-KU Support for activities by faculties and departments



iSO-KU supports the internationalization work of faculties and departments

providing advice and recommendations including but not limited to initiatives:

- Support for Kyoto University Museum to organize and disseminate the Open Day as well as Children's Museum.
- Bridging research interests (Engineering) Department on Urban Planning with the Nanjing University, China.
- Bridging the Center for Advanced Study of International Development at Michigan State University with Kyoto University's Department of Education by organizing an academic event in cooperation with KURA, the Center for the Promotion of Excellence in Higher Education and Global Communications. The visit has resulted in a Department level MOU with the Department of Education in Kyoto University.
- Support for Graduate School of Global Environmental Studies in boosting international visibility to programs such as Ecole de Kyodai and activities like the *Jikatsu* project, the SPIRITS Initiative and other SDGs related initiatives.
- To the Graduate School of Agriculture in its participation in the ASEAN+3 Conference in Manila on International Crisis Management and risk prevention.
- Support to the Center for the Promotion of Excellence in Higher Education during the seminar for newly appointed professors at the university as well as in the development and implementation of joint MOOC with USRN on University Social Responsibility.

4.2. External connect

iSO-KU has an important role in leading and supporting the work of other offices and departments in the interactions of the University with the external stakeholders. As inbound diplomatic response, iSO-KU organizes and receives courtesy visits, it

also carries out outbound diplomatic response through participating in international events as well as dispatching personnel for external visits and networking.

4.2.1. Inbound diplomatic response: receiving courtesy visits



iSO-KU is a key player in receiving delegations from external partners. In 2018 iSO-KU welcomed representatives from:

- The Multimedia Delegation from the National University of Malaysia (UKM) on internationalization and academic cooperation for research at CSEAS.
- The networking session organized with KURA with delegates from the Ministry of Research Technology and Higher Education of Indonesia on innovative research opportunities.
- Representative from Ort University, Uruguay, on academic cooperation for student mobility and research in the field of architectural sciences.

4.2.2. Outbound interactions: delegations sent abroad



In 2018 iSO-KU had an active international participation through personnel dispatched for networking purposes

as well as in especial academic events.

- Representing Kyoto University, iSO-KU participated in the steering committees of USRN organized at the University of Sao Paulo, Brazil in April, in Haifa University in December and in Hong Kong Polytechnic in February 2019. Giving high visibility to the University and its leading role in the network as well as in the creation of a joint MOOC on USR.
- In November iSO-KU's director led the 4th Steering Committee of Japan ASEAN Science Technology and Innovation Program (JASTP), serving as mid-term information share and

evaluation of ongoing activities in Southeast Asia, as well as in stating the design of the next phase of the program.

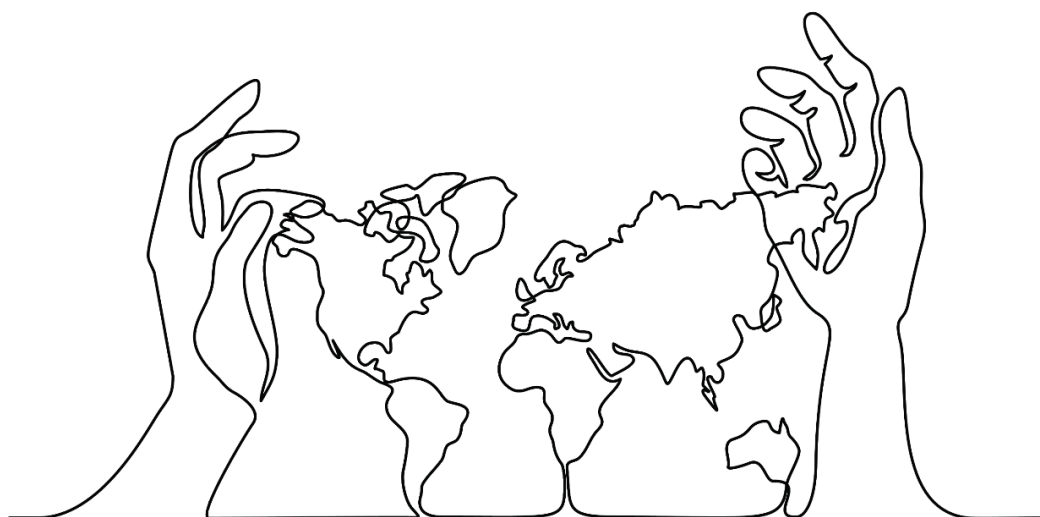
- iSO-KU represented Kyoto University in APAIE 2019, Kuala Lumpur, networking with current and potential partners on mobility and research cooperation.

4.3. Broader interactions



iSO-KU participated in networking events in cooperation with offices of departments with representatives from organizations, including government agencies as JICA Kasai on the initiative for an SDG related portal.

Together with the University's Students Affairs EVP, iSO-KU promoted cooperation with the Asian Development Bank (ADB) in the organization of a joint seminar aimed at boosting inbound students and researchers.



5. iSO-KU at work

Achievements in internationalization



The following pages describe iSO-KU's achievements, firstly by introducing its most important achievement since its establishment -the Kyoto University Basic Concept for Internationalization- and then

describing the work and achievements in the respective four functions -*Connect, Boost, Promote, and Synergize*-.

5.1. Kyoto University Basic Concept for Internationalization



In September 2018 iSO-KU achieved university-wide consensus on the future internationalization of the University by

producing a widely agreed instrument, the Kyoto University Basic Concept for Internationalization; an inspirational document that describes how Kyoto University will continue its work to remain a leading university open to the world.

Faithful to the University's traditions and designed to sustain its role as a prominent global knowledge hub, the Kyoto University Basic Concept presents the visions through which the University aims to contribute to a sustainable future for global society.

The document sets an agreed vision on how internationalization shall be promoted

in the University; while it leaves wide freedom for actual implementation to those in charge of their respective areas and fields both in the administration as well as in the departments.

The Basic Concept is not strictly a strategy; however, it gives a sense of shared direction about how efforts and accomplishments shall lead to the attainment of a common vision regarding:

- Education that cultivates international outlooks and competencies
- Global development of innovative research
- Contribution to harmonious coexistence on the planet

The document is the product of a long consensus building process that started in early 2017 and it contains views from

major stakeholders throughout the university. In order to ensure agreement and to promote ownership, iSO-KU visited and consulted with the departments and relevant offices in the University at the time of drafting and revising it.

Once agreement on the text was achieved, the University's Vice-President for International Strategy and iSO-KU's Director, Professor Yasukuki Kono made the Basic Concept public and produced a complementary statement offering details on the significance of the document, the purpose of its creation and how it should be used.

The Basic Concept becomes a reality through the University's comprehensive support system, contributing to the attainment of the University's mission in fostering well-being around the world, raising awareness of global challenges and human rights among members of its community and beyond.

The Basic Concept sets general lines that inspire action from all corners of the University towards proactive engagements with society aiming to contribute to social development through systematic and constant internationalization of education and research.

Based on already existing good practices and lessons learned on internationalization, the text encourages the consolidation, expansion and

replication of initiatives that have proven effective at the central management and administration level.

This includes implementing the plan set by the Designated National University Status, as well as other initiatives designed and executed by the departments. In the same line, the Basic Concept aims to motivate new initiatives, such as developing attractive programs to further enhance international student mobility.



Full version <https://u.kyoto-u.jp/ex8y9>

5.2. Work and achievements in *Connect, Boost, Promote, and Synergize*

5.2.1. Connect



The Connect function consist of bridging the University internally, and enhancing global interactions to increase international presence and academic development. The office's main tasks and achievements were:

A) Planning, coordinating headquarters-led international activities

- *Supporting the implementation of mid-term goals and plans.*
- *Strengthening collaboration with overseas partners, supporting the matching process for research collaboration, or participating in international events.*
- *Supporting the planning/screening process of short-term programs to expand student mobility opportunities; including internship programs, and the creation of new programs.*

Specific contributions

- iSO-KU hosted a delegation of students and researchers from Michigan State University researching on internationalization of higher education
- iSO-KU hosted a delegation of students and researchers from National University of Malaysia (UKM) and connecting them with CSEAS at Kyoto University
- iSO-KU promoted interactions with SACI in the search for new initiatives
- iSO-KU supported offices to foster cooperation with international organizations: with OECD to expand internship schemes; with ADB to expand research scheme
- iSO-KU supported activities for Wild & Wise initiative, MEXT Special Program, the

University's participation in the Kingfisher Program

- iSO-KU supported Alumni Support Office to boost interactions with international alumni (Japanese graduates and former foreign students in Kyoto University)
- *Supporting the Overseas Centers, while promoting their visibility and connectivity*

Specific contributions

- iSO-KU supported policy-making for the centers and their mechanisms (ASEAN Center Network, Education Working Group, European Center Advisor Meeting)
- iSO-KU supported the contents about the centers for KURN
- iSO-KU supported and contributed to strengthening the ASEAN Center Network
- iSO-KU steered and managed the Special Committee for Overseas Centers
- iSO-KU promoted networking within Kyoto University towards a more integrated approach to SDGs, E.g. the Graduate School of Global Environmental Studies
- iSO-KU gathered and shared information about the centers in Global KyotoU site
- iSO-KU supported procedures for NGO status of ASEAN Center
- iSO-KU supported visit from delegates from Ministry of Research, Technology, and Higher Education (Indonesia) and networking with Kyoto University's researchers.
- iSO-KU contributed to relations with regional networks: SEAMEO and AUN

B) Coordinating, supporting department-led international activities

- Promoting internationalization of education by the International Board of Education, planning innovative activities, offering support in networking efforts, as well as for short term programs and events.

Specific contributions

- ISO-KU supported Kyoto University Museum activities: bridging with ILAS and Student Exchange Division for Kodomo-no-hakubutsukan; promoting Museum's Open Day in IPM and organization of the event
- ISO-KU supported the establishment of double degree at the Management Department with Cornell University

Specific contributions

- ISO-KU promoted participation of students and faculty in activities organized with partner universities in USRNetwork such as: SERVE initiative on post disaster recovery; and the Research Attachment program at Kyoto University

- Having supported the University's On-site Labs establishment and management

Specific contributions

- ISO-KU drafted guidelines to enhance common understanding of how labs are set and function, in cooperation with International Strategy Section
- ISO-KU set mechanisms for coordination and communication among departments and between departments and headquarters
- ISO-KU set a system to support the lab's operation and management

C) Producing research and publications

- Analyzing and sharing good practices on internationalization, with special focus on sharing in-house lessons learned and good practices.

Specific contributions

- ISO-KU collected evidence base data from within the University to enhance and replicate good practices and lessons learned
- ISO-KU initiated considerations to create a report with policy suggestions and observations with views from international faculty members and staff
- ISO-KU started considerations to create an electronic newsletter from the Office to share information about internationalization developments for the University

5.2.2. Boost



The Boost function aims to increase international visibility of the University, supporting, planning and coordinating initiatives to internationalize education, research, and expanding global contributions.

The office's main tasks and achievements were:

A) Strengthening branding and a university-wide strategy for international visibility

- Providing advice for international branding and University Identity

Specific contributions

- ISO-KU collected and shared data from the University to enhance and replicate good practices and lessons learned
- ISO-KU supported Web Strategy Office and Public Relations Office on international branding policy.
- ISO-KU contributed to publishing of the University's "Visual Identity Guidebook", produced by the Public Relations Office
- ISO-KU supported IR Office regarding THE ranking on social impact

- Supporting the production of materials for international promotion

Specific contributions

- ISO-KU contributed to the development and update of the University's websites, brochures and other ICT resources
- ISO-KU supported renewal of the Japanese Website with coherent titles, contents, structure and overall international look
- ISO-KU offered advice for the Japanese website especially in Education, Research, and Admission related to consistency, contents, and inter-page navigation

- Developing and maintaining the Global KyotoU site that brings together relevant information of the University in regards to internationalization

Specific contributions

- ISO-KU developed the concept and structure of the site to enhance accessibility to information, visibility of good practices and navigability
- ISO-KU developed contents for Global KyotoU and bridged with key stakeholders
- As of April 2019, 5 of 12 sections have been uploaded: International strategy, Global profile, Global partners, International Risk & Crisis Management, and Global USR
- ISO-KU made Kyoto University is the first National University in Japan to disclose information on its University Social Responsibility

- Provided support to other offices in the production of printed materials

Specific contributions

- As a member of the editorial board to KURN, ISO-KU supported the Global Communications Section, Public Relations Office and KURA.
- ISO-KU supported the editorial work for Kyoto University Introductory Brochure produced by the International Affairs Office.

- ISO-KU supported the production and distribution of the Kyoto University Risk Management framework and Safe travels check list

- ISO-KU drafted the Kyoto University North American Center introductory brochure

- Boosting the visibility of the University's Overseas Centers, internally and externally

Specific contributions

- ISO-KU supported the production, revision, edition and distribution of the Center's respective newsletters, leaflets, events, etc.
- ISO-KU distributed information from and about the Centers, both throughout and beyond the University

B) Strengthening the University's international networks

- Supporting interactions within international networks to boost visibility

Specific contributions

- ISO-KU supported interactions with HeKKSaGOn, RENKEI and ASEAN+3, carried out by the International Affairs Office
- ISO-KU contributed to the strengthening of alumni collaboration & support. Resulting in high participation in ASEAN Network Fora through Southeast Asia
- ISO-KU contributed in the organization and management of the Universities Administrators Workshop (UAW) including staff support for presentations of reps from International Affairs and other offices to workshops abroad (Taiwan, Hong Kong)
- ISO-KU supported staff participation in international events (presentation skills, contents development, capabilities to meet global standards language and delivery)
- ISO-KU engaged with ASEAN+3 Conference Risk Management (Manila)
- ISO-KU participated in USRNetwork

steering committee, contributing to raising awareness on the network and activities of the University in the Network; supporting the development of a joint MOOC on USR and representing Kyoto University in a joint presentation on SDGs in GEEF 2019 in Yonsei University, Seoul

- Fostering collaboration with overseas partners in industry-government-academia,

Specific contributions

- ISO-KU supported offices in setting, drafting and implementing MOUs, SEAs, and other agreements boosting the international visibility of Kyoto University.
- ISO-KU offered advisory support to the International Education Administration Office for decision making regarding partnerships
- ISO-KU supported International Affairs Office in the implementation of the internship program and staff exchange program with UCDavis
- ISO-KU connected ASAFAS to University of Bayreuth, and then to Hankuk University of Foreign Studies. As a result of the connection made during the visit by German Universities' rectors.
- ISO-KU supported SACI and departments to strengthen relations with local industry in order to create short-term internship programs

C) Assisting Headquarters in its diplomatic response

- Hosting visits and sending Office's staff as representatives to international events

Specific contributions

- ISO-KU cooperated with SACI's work with partners on commitment for SDGs; strengthening access and improved visibility of SACI Global KyotoU site
- ISO-KU provided advice on diplomatic response for regional approaches

regarding the Americas and Oceania. Addressing visits from Australian Universities consortium, U. Guanajuato (Mexico), U. Concordia (Canada), CJJC (Canada-Japan)

- ISO-KU contributed to the promotion of bilateral relationships by delivering addresses at joint symposia or other events: Japan-Chile, Japan-Austria
- ISO-KU attended and supported high-profile events: Japan-Taiwan Presidents' Forum; Japan-UK Dialogue on Exchange in Higher Education & Research; Japan-France Symposium in Higher Education

- Other international ad hoc activities

Specific contributions

- ISO-KU drafted, revised and edited high profile speeches. etc.
- ISO-KU supported the preparation for presentations by other offices externally
- ISO-KU supported the draft of documentation for projects of international relevance: proposal to MEXT for the Designated National University, Canada-Japan Committee

5.2.3. Promote



The *Promote* function refers to how ISO-KU encourages internationalization fostering an inclusive campus with internationally friendly environments. The office's main tasks and achievements were:

A) Designing, implementing, and following-up measures for internationalization

- Achieving university-wide consensus on a comprehensive scheme: Kyoto University Basic Concept for Internationalization

Specific contributions

- The Basic Concept represents a major achievement that gives the University an agreed the direction on how it should foster its endeavors to internationalize
- Even if Basic Concept encompasses university-wide activities, iSO-KU has taken initiative in number of specific actions:
- In cooperation with the International Strategy Section, iSO-KU organized a joint workshop on internationalization with representatives from Ritsumeikan University, Doshisha University, Kyushu University and Osaka University.
- iSO-KU has contributed to gather and consolidate internal information on internationalization in the University. Based on this iSO-KU is revising the implementation section of the Basic concept (tactics and actions)
- iSO-KU started mechanisms for planning, brining better understanding and boosting internal communication through KUIAN and iSO-KU Advisory Board
- In 2018 seven KUIAN meetings were held; the network currently has more than 40 scholars. So far five blockages were spot: promoting more inclusion, information share and access in English and support for scholars and families.

- Implementation, monitoring, reporting of activities contained in the Basic Concept

Specific contributions

- iSO-KU started collection and analysis of data on international education, research, socially impactful activities, management and administration (reflected in the Implementation section of the Basic Concept: tactics and actions)
- iSO-KU publicized the Basic Concept and raising awareness on its relevance
- iSO-KU started the design of a university-wide questionnaire for international staff organized with cooperation from academic staff at KUIAN to deepen understanding of the needs and expectations for foreign staff

in the University

- iSO-KU started the collection of data to develop an evidence-based report about situation of international faculty members and staff to boost informed decision making

- Starting implementation of the Basic Concept on management, planning, participation and domestic connection towards effective internationalization

Specific contributions:

- iSO-KU set up mechanisms for better information share and decision making: restructuring iSO-KU as a broad network
- iSO-KU refurbished the decision-making process, through empowering iSO-KU Core Meeting, and building stronger communication tools with international academic staff through the iSO-KU Advisory Board and KUIAN

B) Improving access and distribution of information throughout the University

- Building and maintaining mechanisms for information share

Specific contributions

- iSO-KU designed, developed and maintained Global KyotoU sites in the English Homepage of the University to facilitate access and navigability
- iSO-KU started integration of information on international matters in a single portal
- Currently developing the “Kyoto University International Concierge” webpage to provide a strong information management service to serve as a traffic controller
- iSO-KU started works to make GAROON more understandable and user friendly, for those who do not read Japanese
- iSO-KU supported the developments for the University’s Researchers Database to facilitate access to institutional and personal contact information

- Fostering a culture of bilingual communication for official documents

Specific contributions

- iSO-KU supported offices and departments' efforts towards multilingual and multicultural measures: creation and consolidation of guidelines or glossaries
- iSO-KU supported International Affairs Office in written documentation, as well as the work of its Translation Section.
- iSO-KU promoted the use of bilingual documents on campus: for those official and for publication including presentations, speeches and the like
- iSO-KU advocated for Englization of signs and information displayed in English: in Kyoto University Museum, iUP flier, English Homepage, Guideline for University Identity

C) Nurturing the University's administrative staff

- Promoting the skill up of human resources regarding internationalization through staff development programs and activities

Specific contributions

- iSO-KU promoted multidisciplinary cooperation in the administration. E.g. activities organized during the University Administrators Workshop on institutional learning
- iSO-KU made a presentation in the training workshop for newly appointed scholars organized by CPEHE
- iSO-KU provided support for administrative staff joining the John Mung Program for mobility in the Overseas Centers
- iSO-KU organized biweekly English Lunch with staff from Planning and Information Department as well as with the International Strategy Section

D) Promote and facilitate participation/networking in

international activities

- Enhancing networking capabilities with international researchers and students within and outside the university

Specific contributions

- iSO-KU supported and made a presentation during the "From scholars to scholars" seminar organized by MSA (MEXT Scholars Association) on career paths in Japan
- iSO-KU brought the students' voice to information share mechanisms such as the IPM and PF by inviting them to share good practices on risk management, etc.
- iSO-KU supported students' activities such as the organization of TED talks

- Promoting networking of international researchers within university

Specific contributions

- iSO-KU created Kyoto University International Academics Network (KUIAN) and the iSO-KU Advisory Board, both platforms offer potential for cooperation
- iSO-KU promoted connections between departments. Advocating among departments so as to offer Japanese classes for foreign researchers
- iSO-KU has been working to enhance the connections between the Kyoto University Museum and ILAS in order to boost exchange students' interests in the activities of the Museum
- iSO-KU promoted the activities of the GSGES regarding SDGs projects in the ASEAN Center Network
- Based on the data gathered through the Visits to Key Internationalizers (Guerrilla meetings) iSO-KU promoted internal cooperation among researchers

E) Risk prevention and crisis management

- *Creating a framework for risk prevention & management for international travel*

Specific contributions

- In cooperation with International Strategy Section, iSO-KU gathered broad internal and external data on risk management as reference for the framework to set and designing the international travel check list, crisis information flow and guideline
- In Cooperation with International Strategy Section, iSO-KU created an emergency flow chart, easy to read and to use for information share and prevention measures for in and outbound students and researchers
- Also, in cooperation with International Strategy Section iSO-KU set the Kyoto University International travel check list, crisis management information flow and its guideline, which are currently being used by departments
- In cooperation with International Strategy Section, having held a “Consideration meeting” with the working group to further improve the framework
- iSO-KU started gathering of information on good practices from leading departments (13 so far) to share information on existing safety guidelines for fieldwork at the department level
- As of May 2019, information on safety guidelines is being compiled and analyzed to create a university-wide framework for international research safety as a guideline to be included in the framework of Kyoto University regulations on fieldwork

5.2.4. Synergize



The *synergize* function portrays efforts to coordinate university-wide organizations, offices, and departments, to improve planning and maximize the use of resources towards a more integrated and effective internationalization. The office's tasks and achievements were:

A) Strengthen governance to promote internationalization by re-adjusting administrative offices & functions

- *Providing advice in the planning of university-wide offices with international scope, their functions and organization of tasks.*

Specific contributions

- iSO-KU supported the Provost Office at the time of designing the proposal for the Designated National University: consistency of texts and English)
- iSO-KU supported iUP team at the start of the project regarding implementation of the project, university identity in the fliers and website; also, in recruiting activities
- iSO-KU supported the University Council in the design and implementation of the International Admissions Assistance Office
- iSO-KU started to create and consolidate a list of admission information and requirements from all the graduate schools in the University towards an integrated procedure
- iSO-KU collected information on admission information and requirements from leading universities, to learn from existing good practices
- iSO-KU made necessary arrangements and preparations towards the launch of the new office, including appointment of the staff, regulations, etc.

- *Strengthening cooperation among the University's management and administrative offices in relation to international matters*

Specific contributions

- iSO-KU supported the work of the International Exchange Division, the International Education Administration Section and the International Strategy Section of the Planning Division; while

contributing to increased harmonizing on efforts with offices like KURA and SACI

- iSO-KU collaborated with KURA on the design of posters and development of contents for the website for IPCC 2019, including organization of events and translation of documents

- Managing and steering mechanisms for information share on international matters

Specific contributions

- iSO-KU set effective means of communication as part of the institutional structure of the University:
Internationalization Promotion Meeting to bridge administrative offices and departments; and *International Cooperation Platform* to bridge administrative offices through the use of regular meetings and mailing lists, among others.
- iSO-KU made these mechanisms part of the structure of the University making them systematic and stable; which facilitates communication, setting of agenda, follow up mechanisms as well opening the way for new issues.
- In cooperation with KURA and International Strategy Section, iSO-KU overviewed and coordinated the work of the University's Overseas Offices with regional focus. iSO-KU was reformed in 2019 to enhance the regional work of the university assigning and redistributing responsibilities:
 - For Europe, Africa and the Middle East through the EU Overseas Center European Advisor Meeting, and the Africa Unite Meeting
 - For Southeast Asia and East Asia, through the ASEAN Center and the ASEAN Center Network Meeting
 - For the Americas and Oceania through the North American Center and the San Diego Liaison Office
- The above resignation of responsibilities implies providing support for activities of the three Overseas Centers, the Africa Unit

- For activities of the ASEAN Center support for: JUNThai, NGO status, flier, website, JASTIP, information shared at KURN, connections with departments for ASEAN Kyoten Network, increasing visibility of activities, etc.

- For North American Center, iSO-KU supported in the design and implementation of the project. Contributing to development of networks for North American Center, in the US and Canada

- iSO-KU supported the activities of the San Diego Liaison Office and fostering coordination with Medical faculty at On-site Laboratory

- For the Oceania region, iSO-KU has been promoting the University's presence through networking with universities in Australia and New Zealand

- Steering roles and relations of high-profile councils and committees

Specific contributions

- iSO-KU supported the work of management councils, special advisory councils and committees of specialists (Strategic partnerships, international environment, the Kyoto University Library; and working groups such as the Researcher's information database and the International Crisis prevention and Management)

- Supporting relevant offices and departments in the implementation of university-wide initiatives such as the *Top Global Universities* or the *Designated National Universities*

6. iSO-KU academic role



iSO-KU's academic mission becomes a reality by participating in academic events like conferences or seminars.

In 2018 iSO-KU members offered presentations on internationalization, SDGs response, university social responsibility, thematic partnerships and more, both abroad and also in Kyoto University.

iSO-KU has continued to contribute to the University's staff development through regular activities such as the English Lunch initiative for the Planning and Information Division as a biweekly informal session for information share and language skill up.

The following paragraphs describe iSO-KU contributions as presentations and staff development activities during 2018.

6.1. Academic contribution

6.1.1. International presentations



USR through culture: the power of multidisciplinary. Kyoto University.

Sao Paulo University. USRN Staff Development. Sao Paulo. Apr 2018



Region-based collaboration for SDGs: Challenges of JASTIP. 6th

JASTIP Symposium. Biodiversity, Genetic Resources and Innovative Bioresource Technology. Roles in ASEAN's Sustainable Development. Tangerang. Nov 2018



Exploring new horizon of academic exchange (Japan & Thailand).

Ceremony: Granting of NGO Status and Signing of the MOU between the NSTDA and Kyoto University. Bangkok. Sep 2018



Role of regional collaboration in science and technology research for achieving SDGs: Perspectives from the JASTIP experience. The 18th Science Council of Asia Conference. Role of Science for Society: Strategies towards SDGs in Asia. Science Council of Japan. Dec 2018



SDGs and roles of JASTIP. 5th

JASTIP Symposium. Disaster Risk Reduction & Environmental Sustainability for Social Resilience. KL. Oct 2018



University Social Contribution & responsibility. What's behind language. Universities' Social Responsibility in Shaping a Future of Critical Hope. Haifa University. Dec. 2018



USRN Summit. Jaifa. Israel. Dec. 2018



KyotoU x SDGs: Comprehensive & multilayer approach. Some KyotoU contributions to SDGs. Yonsei University. Global Engagement and Empowerment Forum for Sustainable Development 2019. Seoul. Feb 2019



Thematic Partnership: exploring synergies in multilateral collaboration. Joint presentation with National Taiwan University and Hamburg University. APAIE 2019. KL. Mar 2019

6.1.2. International presentations in previous years



Institutional learning. Do institutions learn or is it only the people? University Administrators Workshop. Kyoto University. Feb 2017



Lessons learned on student mobility: TAG-AIMS. Trans-ASEAN Global Agenda for the AIMS Program at University of Tsukuba. JUNThai. Bangkok. Dec 2016

6.1.3. Presentations in Kyoto University



Comparative internationalization. Michigan State University & Kyoto University. Visit from Michigan State University Department of Higher Education. Kyoto University. May 2018

issues of students. Hosting the visit from Michigan State University. Kyoto University. CPEHE. May 2018.



Students Comparative discussion on internationalization. 1) student demographics; 2) student characteristics; 3) student services; and 4) teaching/learning



MSU visit to KyotoU. CPEHE. May 2018



From MEXT scholarship cocoon to real life careers in Japan. Seminar on Job Hunting and career development. MEXT Scholars Association. Kyoto University. Jul 2018



Introducing Kyoto University's internationalization Plan and the work of iSO-KU. Hosting visit delegation from National University of Malaysia (UKM)

under the Multimedia Delegation to Japan. Kyoto University. Jan 2019



Introducing Kyoto University Campus-life environment and networking at CSEAS. Hosting visit from National University of Malaysia (UKM) under the Multimedia Delegation to Japan. Kyoto University, iSO-KU. Jan 2019

6.2. Staff development in Kyoto University



Introducing iSO-KU: Strategic promotion of internationalization in Kyoto University. Seminar for newly appointed professors organized by the Center for the Promotion of Excellence in Higher Education(新任教員教育セミナー 2018). Kyoto University. September 2018.

大学が世界に輝く知の拠点であり続けるためにー』 Kyoto University. September 2018



Defining University Social Responsibility for Kyoto University. 1st Workshop on University Social Responsibility. Kyoto University Headquarters. March 2019



第2回 国際系業務講習会：本学の国際交流業務に関する概要、および各種手続き等について『国際戦略本部の体制と国際化推進についてー京都大学が世界に輝く知の拠点であり続けるためにー』 Kyoto University. September 2018



English Lunch for Staff. Biweekly informal lunch organized in English to discuss issues of common interest with staff from the Planning and Information Department and John Mung outbound candidates. Since January 2016.



第3回 国際系業務講習会：本学の国際戦略と国際化に向けて『国際戦略本部の体制と国際化推進についてー京都

7. iSO-KU future plans: Looking ahead



In academic year 2018, iSO-KU had an active role on establishing and promoting the relations to boost internationalization of Kyoto University

and its collaborations for academic development and research.

Based on these experiences and contributions, iSO-KU looks into the future aiming to continue strengthening Kyoto University's internal networks; to create stronger synergies; to lead and support the coordination of internationalization programs and activities, to elaborate and share academic materials about good

practices in internationalization in higher education, as well as to facilitate the operation of the University's Overseas Centers and On-site-Labs.

In order to continue accomplishing its mission of serving as a support mechanism and as a promoter of good practices for internationalization iSO-KU will further consolidate its work in the core functions described as “Connect, Boost, Promote, and Synergize”, while exploring new potential areas to be identified and developed in the implementation of Kyoto University Basic Concept for Internationalization for Academic Year 2019.

Based on the current achievements iSO-KU plans to focus its efforts as follows:

7.1 Connect



iSO-KU will continue to connect the University from within and with the world, by bridging offices and

departments to enhance coordination, information share and effective decision making about the global interactions of the

University.

- a. Planning and coordinating headquarters-led international activities
- b. Coordinating and supporting department-led international activities
- c. Research on issues of internationalization

In 2018, iSO-KU worked intensely on

connecting internal and external organizations consolidating internal networks leading towards an increased capacity and coordination of headquarters and the departments to respond to the challenges of internationalization at the University.

For academic year 2019, iSO-KU plans to add more effort for promoting information share, supporting the Overseas Centers, the On-site Labs and supporting other headquarters-led international activities and events. Additionally, iSO-KU will keep on facilitating international liaison with the departments while attending diplomatic response.

A major achievement iSO-KU had in 2018 was the establishment of Kyoto University North American Center. For 2019 iSO-KU will continue to nurture the relations with current and potential partners towards the

increase and dynamization of academic mobility, promoting the collaboration with other departments and offices such as ILAS, SACI, KURA and more.

Another potential area for development is the reception and exchange of remarkable researchers and academics during their sabbatical periods in overseas universities and the implementation of fellowships and special programs for this purpose.

Furthermore, it is expected that in the following months iSO-KU will take lead on headquarters-led tailored short-term specific programs, while supporting necessary development to expand internship opportunities and international fieldwork.

These programs will operate in coordination with the International Mobility Support Office, the Overseas Centers as well as the University's departments.

7.2. Boost



iSO-KU will continue to foster actions to boost international recognition of Kyoto University by

supporting policies and measures to enhance worldwide visibility; while providing support towards effective planning and

coordination to further internationalize the education provided, the research carried, and contributions towards a harmonious global existence.

- a. Strengthening branding and a university-wide strategy for international visibility
- b. Strengthening the University's international networks

- c. Assisting the University's headquarters and departments in their diplomatic responses

For academic year 2019, iSO-KU aims to continue its proactive participation in the development of contents and visual identity of Kyoto University in collaboration with Public Relations Office and Web Strategy Office.

An important challenge ahead for iSO-KU relates to developing the contents and updates for the University's English website, concretely, developing the remaining sections and maintaining the Global KyotoU site with updated information.

In order to boost visibility of the activities of Kyoto University, iSO-KU is considering ways to enhance access to information of international activities carried out by

faculties, graduate schools, institutes and research centers, and create an umbrella mechanism to share them in the community as good practices for internationalization.

Another area under consideration is how to extend and deepen more systematic internal cooperation among internal organizations working on international matters; promoting headquarters-led initiatives with external partners, while boosting the participation and closer coordination of the departments according to their education and research interest.

iSO-KU also aims to support the Alumni networks to boosting ownership and engagement, including foreign alumni in Japan and overseas through the activities carried out by the Overseas Centers and the External Affairs Division.

7.3. Promote



iSO-KU will continue to promote the internationalization of the University by supporting the efforts of different

stakeholders in the University towards the consolidation of an increasingly inclusive campus with internationally friendly environments.

- a. Designing, implementing, and

following-up measures for internationalization

- b. Improving access and distribution of information throughout the University
- c. Nurturing the University's administrative staff
- d. Promoting participation and networking in international activities
- e. Fostering Risk prevention and crisis management

One of iSO-KU's functions is to promote internationalization throughout the different environments on campus by encouraging practices that promote multidisciplinary education and research, while contributing towards a harmonious coexistence of cultural diversity. In this regard, a wide number of potential activities are at sight.

For example, the organization of workshops and seminars in topics related to good practices in internationalization of higher education and research with participation of other institutions such as local and international universities, workshops on internationalization in Kyoto University.

In order to deepen the Office's academic contribution, while continuing with its current commitment to presentations abroad and in Kyoto University; iSO-KU aims to develop publications about best practices in internationalization. iSO-KU also expects to gather, consolidate and publicize data about on-going strategies inside Kyoto University to promote replicability of good practices and experiences.

For this purpose, the iSO-KU aims to develop cooperation with the departments to achieve a mechanism to systematize information share about how Kyoto University's practices contribute to the enhancement of internationalization of education in Japan.

Regarding the design of more inclusive

policy-making process within the University, iSO-KU is working to deepen and consolidate the role of the iSO-KU International Advisory Board as a formal mechanism that connects international staff and the policy-making bodies of University.

Similarly, iSO-KU has steered the activities of the KUIAN network, which is an informal mechanism designed to incorporate the perspectives of international faculty, to better connect headquarters and departments, by including more staff members in the policy-making system of Kyoto University.

For academic year 2019, iSO-KU is planning to organize meetings to integrate the community members based at Katsura and Uji campuses to connect with them and include their opinions on the compilation of evidence-based needs in KU towards policy-making and reform.

In regards to the English website of the University, iSO-KU is in charge of Global KyotoU section that provides useful information for the international members of the community and beyond as a single-entry point to Kyoto University international affairs.

For academic year 2019 iSO-KU plans to develop the remaining sections prepared to disseminate and articulate information in English.

7.4. Synergize



iSO-KU will continue to promote synergies and teamwork of the management, the administration,

and the departments, towards a more integrated and effective internationalization.

- a. Strengthening governance to promote internationalization by re-adjusting administrative offices and functions
- b. Strengthening cooperation among the University's management and administrative offices in relation to international matters
- c. Supporting offices and departments in the implementation of university-wide initiatives for internationalization

For academic year 2019 iSO-KU aims to

continue promoting effective communication and information-share throughout the University as a means to make available resources visible and usable, contributing to more effective decision-making processes and enhancing ownership on the efforts to be made towards further internationalization.

Among the potential activities iSO-KU is considering for academic year 2019, the following are considered priorities: coordinating headquarters-led short-term inbound and outbound programs, promoting opportunities like internships with local actors and incorporating the participation of enterprises in Japan and abroad in close cooperation with the University's Overseas Centers.

For this purpose, iSO-KU aims to extend the coordination with the faculties and exchange offices to make existing MOUs and SEAs more dynamic, and in so doing to increase the international exchange and cooperation activities.



8. Meet the iSO-KU people

Director



Prof. Yasuyuki Kono

Prof. Yasuyuki Kono is the Vice-President for International Strategy,

Director of iSO-KU, Director of European Center, former Director of the Center for Southeast Asian Studies (CSEAS, 2014–2018), and professor of CSEAS. He supervises the activities of iSO-KU by coordinating them with departments in the university and external stakeholders.

management, strategy, and other matters related to the International Strategy Office. He also is in charge of overseeing the University's activities, above all those related to East Asian and African countries on the strategic plan.

Program-Specific Senior Lecturers



Dr. Fernando Palacio

Dr. Palacio is a Program-Specific Senior Lecturer at iSO-KU. His main

responsibilities relate to the design and implementation of university-wide policy on internationalization, and support for iSO-KU's efforts to boost an inclusive university. He is in charge of overseeing the University's activities in Southeast Asia. His tasks also relate to the promotion of University Social Responsibility.

Vice-Directors



Specially appointed

Prof. Yukari Mitsuhashi

Prof. Mitsuhashi is the Vice-Director of iSO-KU.

Her responsibilities include enhancing the University's international profile through planning, coordinating, and implementing its strategy for internationalization — both at home and abroad — and providing support in the University's diplomatic response. She is in charge of overseeing the University's international initiatives, especially those related to Europe, Africa, the Middle East, and Americas.



Dr. Junji Yamamoto

Dr. Yamamoto is iSO-KU's Administrative Director; he is mainly

responsible for international affairs



Dr. Paola Sanoni

Dr. Sanoni is a Program-Specific Senior Lecturer at iSO-KU. Her main

responsibilities relate to the design and implementation of measures for promoting the University's internationalization, attending diplomatic response, and supporting activities to promote an inclusive university. She is in charge of domestic and international liaison affairs and the University's institutional relations in the Americas and Oceania.



Ms. Mariko Adachi

Ms. Adachi is a Program-Specific Senior Lecturer at iSO-KU. Her main responsibilities relate to

the development of the internationalization of Kyoto University in multilateral cooperation. She is in charge of promoting risk prevention and management of international fieldwork, and summarizing the contents of activities at the Faculties and Graduate Schools for publication on the web. She also has a role in supporting the oversight of the University's Overseas Centers and contributing to the formation of an inclusive campus.



Prof. Eiji NAWATA

Prof. NAWATA is the Director of ASEAN Center since May 2019. Professor of the

Graduate School of Agriculture, his field is tropical agriculture, covering diverse areas in agriculture and agricultural environment in the tropics, including ecophysiology of tropical crops, cropping system analysis, crop evolution. He is committed to work towards the constructive and sustainable relationships with universities and academic institutions in ASEAN region, and is doing his best to support various activities of students and colleagues.

**Directors of Kyoto University
Overseas Centers**

ASEAN Center



**Prof. Emeritus Mamoru
Shibayama**

Prof. Shibayama's research focused on Area Informatics in Area

Studies. He established the ASEAN Center in May of 2014 and served as the Center Director since June 2014 to March 2019. During this period, he contributed to the networking capabilities of the University in the ASEAN region, boosting its research and education outreach as well as the attainment of the official NGO Status for the Center in Thailand.

North American Center



Prof. Nathan Badenoch

Prof Badenoch worked for 9 years at the Center for Southeast Asian Studies before assuming the

position of North American Center Director. He has spent more than 25 year living in Asia, but is now happily resettled on the East Coast of the U.S., where he grew up. Nathan is a graduate of Graduate School of Asian and African Studies. His research interests include documentation of endangered languages and knowledge systems, multilingualism and ideophones.



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