

## Lee, Jang-Moo

President, Seoul National University

## Tisato Kajiyama

President, Kyushu University

## Masaharu Yanagihara

Vice President, Kyushu University

Kyushu University, focusing on Asian Orientation, and Seoul National University, one of the best universities in Korea, are enjoying a very special relationship. We had a special talk with President Lee of Seoul National University when he visited Kyushu University graduation ceremony to give a congratulatory message on March 26th 2007.

**YANAGIHARA :** President Lee, it is our great pleasure to welcome you to this interview. We would like to focus today on four major issues surrounding our universities, but before that, President Kajiyama would like to say a few words.

**KAJIYAMA :** President Lee, it is a great honor and privilege to welcome you during this very busy season, and we are especially grateful for your visit to our university to give a congratulatory message at the graduation ceremony of Kyushu University to be held tomorrow. I am very certain that your words to the graduating students will be quite encouraging.

We have maintained a very good relationship with your university, Seoul National University (SNU), and during those years there have been many different types of exchanges with researchers, faculty, and students. I would like to express my heartfelt appreciation to all of you at Seoul National University who have always accommodated our needs in those programs.

**YANAGIHARA :** Now, let us move on to the first theme of today's interview. I would like to ask both President Lee and President Kajiyama for your views. Our first theme is what we can expect of the students and of the academic exchanges between our universities. Seoul National University and Kyushu University have already signed

the Asian Student Exchange Program (ASEP). 2005 was a special year because it marked the Korea/Japan Friendship Year. In order to commemorate the occasion, we sent 10 students in 2005, and from 2006 on we have been exchanging three students per year. It is quite a unique system in which each university is responsible for providing scholarships for the visiting students. However, the exchange program does not end there. It is not just about student exchanges but about the exchange of researchers as well. This success helps highlight the fact that the two universities, as well as the two countries themselves, have seen their respective relationships continue to mature in recent years. Therefore, we see this program as being very significant. I would like to know what you think when you look back at the program and the exchanges between the two universities, and also what kind of developments you would expect from this program. Also, if you have any additional plans or initiatives, please share them with us.

### Special Relationship with Seoul National University

**LEE :** Thank you President Kajiyama and Vice President Yanagihara. First, I would like to express my sincere gratitude to President Kajiyama and all the members of Kyushu University for inviting me. Indeed, Kyushu University and Seoul National University enjoy



## Becoming the Hub in Asia to Educate True Leaders

a very special relationship; the faculty as well as student exchanges have been very active. In particular, the joint studies on history have been ongoing and our professors in the humanities and social science departments have annually visited Kyushu University for collaborative lectures and research. Thanks to our geographical proximity, the two universities have continuing possibilities for cooperation in a number of diverse fields. For example, Seoul National University can benefit from Kyushu University in Japanese Studies, and Kyushu University can do the same with Seoul National University in Korean studies.

We have in fact developed a joint Masters Degree Program in Korean studies with Chulalongkorn University in Thailand. This international program offers Korean study courses to students from ASEAN countries. Seoul

National University and Kyushu University have an even stronger foundation for such practical collaborative projects not only in Korean studies but also in a variety of disciplines. So I sincerely hope that my visit will serve as an opportunity to move the two institutions' collaboration one step further.

**KAJIYAMA :** Since Kyushu University became an incorporated educational body, there have been opportunities for us to ponder upon the philosophy behind the foundation of our university, and we have come up with two very important points. The first is a desire and commitment to open up a new field of science, so that Kyushu University can challenge the world. Our second determination is the ongoing belief that we should do more to nurture our own Asian orientation, and as a result,

### *Lee, Jang-Moo* 李長茂

- 2007~ Chairman, Korean Council for University Education
- 2006~ President, Seoul National University
- Jul.2004~Jul.2006 President, Korean Society for New and Renewable Energy
- Nov.2001~Aug.2006 Chairman, Founding Committee for the National Science Museum
- Jun.1999~Jun.2005 Chairman, Industrial Technology Evaluation Institute, Korean Ministry of Industry and Resources
- Nov.1998~Oct.2000 Chairman, University Education Section Committee, Educational Policy Council, Korean Ministry of Education
- Apr.1998~Apr.2000 President, National Association of Deans of Engineering Colleges
- Feb.1997~Jun.2002 Dean, College of Engineering, Seoul National University
- Jul.1976~Jul.2006 Professor, College of Engineering, Seoul National University

emphasize our relationship with our Asian neighbors as well. In view of this understanding and commitment it is quite significant that we have maintained such a good relationship with Seoul National University through the student and faculty exchange programs. Since your university is one of the leading universities in Asia, it fits right into the second philosophy of our university, which is the importance of Asian orientation. Keeping these two major philosophical points in mind, we would like to continue to make Kyushu University an even stronger educational environment.

It is quite important for us to make the best use of the exchange programs both for the faculty members and students, especially in terms of research activities. Seoul National University has some of Korea's most esteemed faculty members, intellectual experts in such fields as medicine, science, and engineering, as well as in the field of humanities. Kyushu University, on the other hand, is also ranked as one of the most important research hubs in Japan. We excel in such fields as science, including material science, agriculture and medical research. Therefore, we will be able to put together both of our strengths in order to come up with something even better and to lead the way for other universities. Our university students already enjoy the ASEP Program. This program helps them acquire international perspectives and know more about different cultures. We think this kind of program is very important for today's students as President Lee pointed out earlier. Your university is the top university of South Korea, and Kyushu University is also one of the leading universities in Japan, and luckily we are very closely situated geographically. It is our hope that we will be able to continue our student exchanges in order to nurture global and international perspectives among our students. I believe the international exchange program is very important.

## Leaders with Creativity, Individuality and Consideration

**YANAGIHARA :** To summarize this discussion so far, Kyushu University and Seoul National University have been exchanging students, primarily in the field of humanities. As President Kajiyama pointed out, there may

be some more opportunities in the future to expand the area of exchange into many different fields such as natural science, medical research, and pharmaceutical research. As a matter of fact, both distinguished presidents majored in mechanical engineering.

Let us now move on to the next topic on our agenda: leadership development.

Alumni of Kyushu University have been very active in various fields as researchers as well as corporate executives and other prominent positions. However, in recent years, it has been pointed out that young Japanese people lack leadership, and in order to grapple with this growing concern we have started a special leadership program. In short, the program involves inviting top officials and bureaucrats from various organizations to hold special lectures for our young students in order to develop leadership abilities.

We are well aware that Seoul National University has brought forth many important leaders in society throughout history. Therefore, if you have any specific ways you feel fosters leadership among the students, please share those ideas with us.

**LEE :** I think future leaders of the 21st century must go beyond specialized knowledge in specific fields, and have the creativity to produce new knowledge. At the same time, they must also possess a capacity for social engagement, sharing, and tolerance. Based on a faculty survey on the subject that sees leadership education as indispensable, we have developed ways to meet this need. Our leadership education aims at fostering knowledge, creativity, and virtue in all of our students. Because leadership skills are acquired through experience, we combine lectures with social service, internship, externship, and other extra-curricular activities.

To attain this goal, we are implementing plans to establish a leadership center. The mission of this center will be to promote cooperation among leadership related disciplines, to integrate the curricula into an organic whole, and to oversee the collaborative program. The core program of the center will include courses in leadership and social service as well as community service, workshops, and overseas internships. As part of this program, students will have an opportunity to directly apply their knowledge to



given situations, practise, and internalize it through self-reflection.

**KAJIYAMA :** I was thinking of what to convey as a message to our students tomorrow at the graduation ceremony. I thought I would speak of global perspectives that they should acquire, and I am pleasantly surprised that this topic has been brought up by you in this interview. So I think our aim in education as faculty leaders resonates. Becoming a leader and continuing to be a leader, I think, involves some kind of continuation. However, sometimes becoming a leader is different from being a leader. To be a good leader you must be responsible and sometimes very decisive in making decisions and in implementing them. We think our young students need training to become good leaders. It is very important for students to have challenges and to always feel positive about trying out new things.

President Lee used the word creativity, and yes, creativity is very important. But at the same time, individuality is also important, and these two things must be nurtured by students. For example, we could encourage students to continually look around them, in terms of politics, economics, the changing natural environment, or anything that is happening around them, and to become interested in those things and try to come up with answers or responses to those changes. By thinking for themselves, they will probably be able to come up with very creative and distinctive answers.

I think creativity can be born from the repeated experience of accumulating their own answers, and by doing so, they will be able to know what it is to have an international perspective. By knowing more about the world and learning about different cultures, students not only become more attentive to others and respect others who are from different cultural backgrounds but they also become warmer in accepting people. I think this quality is indispensable for leaders. So I totally agree with what President Lee thinks of leadership. I would like to tell our students that if they are faced with the very important question of determining what kind of decision has to be made for the nation, it is important to consider not only their own nation, but also other nations and their hopes. I think this is a quality that is essential for leaders.

**YANAGIHARA :** President Lee mentioned that Seoul National University is going to develop an education center for leadership in the near future, and Kyushu University will also start similar approaches to nurture leadership among our students by inviting our alumni to give lectures about leadership studies or leadership development. That will begin in October of this year. We are going to invite leaders from Silicon Valley in the United States, since we have a Kyushu University Office in the Silicon Valley area, to provide a series of lectures. The lectures are to be given via satellite or through the distance learning system so that anyone will be able to participate. In order to nurture leadership among young students, and to enhance the level of our leadership education, we would like to continue having views exchanged between our universities.

**LEE :** Thank you very much. I think that is an extremely good idea.

**KAJIYAMA :** I am very interested in the Leadership Center that you spoke of. I would like to know what exact organization will run the center and what courses it will offer to students, and hope you can tell us more about in the near future.

## Converting into the National University Corporation

**YANAGIHARA :** Our third topic of the day is privatization of national universities. I hear that in your country, national universities are also being converted into incorporated educational bodies. In Japan, as of April 2004, all of the national universities became incorporated educational institutions, which translates to less government support and the need to become more self-sufficient. In this regard, President Kajiyama, would you explain the situation surrounding the former national universities in Japan, in general, as well as specifically, with regards to Kyushu University?

**KAJIYAMA :** In Japan up until three years ago, there were as many as 87 state-run universities. However, all of them have since become incorporated. What this independent administrative corporation system brought

to those state run universities is that they are now encouraged to have their own character or individual qualities. Another big difference is the level of efficiency, both in terms of budget allocation and human resource allocation. I suppose that you have also come through a similar situation in terms of raising the efficiency in your universities in Korea. Just to give you some figures, the government budget allocated to former national universities has been declining by 1 percent each year after the incorporation system started three years ago. We do not know for how many years this trend will continue or by what percentage it will be cut in the future. Anyway, these have been the main changes associated with the incorporation process.

The incorporation has also made university researchers and the faculty more aware of their responsibilities to society. State-run universities were operated mostly with tax money that was allocated from the government, and they had responsibilities to return research results to society. So, with the recent change, there has been a renewed awareness for their responsibility of having to return the benefits of their studies to society. That is one of the benefits that incorporation brought about.

Each university sees the incorporation differently. Firstly, the learning environment changes. Competition is a defining characteristic. If we focus only on competition, however, universities may not be viable, so we compete "vis-à-vis" other universities and at the same time we seek ways to collaborate and cooperate with other universities in order for us to stay viable.

Another important benefit is that universities are now learning how to stay financially healthy because the budget allocation from the central government has been decreasing. Each university is now aware of the need to maintain a very stable financial base. Some universities may feel like jumping into industry-academia collaborative projects right away in order to draw money from the private sector. However, we should always be reminded of our "raison d'être." Universities exist to teach the community as well as to be taught by the community in carrying out basic research activities. Some research applications may later turn out to be commercially viable. However, it should only occur as a result of hard work in the field of basic research. So if universities forget the meaning of their existence, they will no longer be able to run sound operations. I think these important points should always be remembered by top administrators of our universities.



**YANAGIHARA :** Let us now turn to the situation in South Korea. President Lee, I hear that the incorporation of the former state-run universities have begun in your country. I also hear that your university enjoys a different status from that of other state-run universities in South Korea because a separate legislation is applied to Seoul National University. Could you tell us about Seoul National University's position regarding the trend towards incorporation, and also about the level of incorporation of Seoul National University at this stage?

**LEE :** Of course. Thank you President Kajiyama, for your very informative explanation of the incorporation of national universities in Japan. I really appreciate your advice on the subject.

Some of the major stumbling blocks in our efforts in Korea to develop into a first class university are government restrictions. These restrictions have resulted in rigidity in our organizational structure, finance, and human resource management. Such inflexibility has been detrimental to our research and educational innovations. Another obstacle lies in the fact that our financial base is not sufficient for us to grow into a first class university. Compared to its internationally renowned counterparts abroad, Seoul National University has a distinctly small budget. To meet the challenges of developing into a first class institution of higher learning, it is imperative that we secure a sufficient and stable financial basis.

Incorporation is a good alternative for our goal. It will guarantee autonomy in our administration and allow for a stable financial basis. I have no doubt that it will contribute to our progress in research and education, and that Seoul



National University will be able to serve society better with these academic developments. However, the bill proposed by the Korean Ministry of Education and Human Resource Development is not as satisfactory as we like as it may still lead to excessive outside interference in decision-making and operations. This goes against the principle of responsible management.

We are now negotiating with the government to obtain real autonomy. Also, each public university in Korea has its own role and characteristics, so it is not a wise approach to incorporate all public universities in Korea with a single statute. In our opinion, to boost competitiveness, incorporation must reflect each university's characteristics and be implemented on an individual basis. We also expect that our university will be able to freely utilize university assets and strengths, such as intellectual properties to significantly increase our university's income after the incorporation.

## International Strategies for Universities

**YANAGIHARA :** Let us now move on to the fourth theme of today's interview : international strategies for universities. As President Kajiyama expressed earlier, Kyushu University has two main themes for its international strategies. One is opening up a new field of science and the other is focusing on Asian orientation. The background of this Asian orientation comes from geographical proximity to major Asian cities as well as a long historical relationship with our Asian neighbors. The promotion of exchanges with the

West is very important in this contemporary world. At the same time, we would also like to seek a similar relationship between our Asian neighbors. For this purpose, we have been working to strengthen our ties with our Asian neighbors through such efforts as hosting the Conference of Asian University Presidents. President Lee, I think you probably have a similar view on Asia because you are based in Seoul, and very conveniently located in Asia. We would like to understand Seoul National University's Asian and/or international strategies. In particular, we are very keen to learn about the possibility of collaboration among different Asian universities.

**LEE :** I wholeheartedly agree with the idea and the strategy of President Kajiyama and Kyushu University for internationalization. Internationalization is crucial to our progress at Seoul National University. Our immediate goal for internationalization is to become one of the academic hubs of Asia. In other words, we want to recruit and educate some of the best students from diverse Asian countries, thus becoming their destination of choice. Once we have established our goal as one of the premier academic hubs of Asia, the next step will be to become a first class university. The most pressing task is to strengthen our education and research. Internationalization is an indispensable catalyst for the attainment of this goal. First, we will increase the number of visiting and foreign students and by expanding academic exchanges with our counterparts abroad, we will increase the number of outgoing and incoming students by 500 each year. Currently, we have 1,200 foreign students in our degree programs and 800 students in our language programs. By 2010, we would like to increase this number to 2,000 in degree programs and 1,500 in language programs, respectively. We are developing scholarship programs needed to achieve this goal.

For outgoing students, we will also secure various scholarship resources for our students to study at renowned foreign universities like Kyushu University for 6 to 12 months. Currently, approximately 300 students study abroad each year, and we would like to increase the number to 500 as early as possible.

Another effort at internationalization involves expanding joint degree programs and promoting academic exchange. We have joint degree programs, which sometimes we call 'dual degree programs,' with Duke University in the United States, and some "French Grande Ecole" institutes in the areas of business administration, engineering, and international studies.

Our university will continue to offer diverse internship

programs. As you know, Mr. Ban Ki-Moon, one of our alumni was recently appointed the Secretary General of the United Nations. Seoul National University takes pride in his appointment, and I expect that this will serve as a new opportunity for us to build links with UN affiliated organizations and research institutes in the United States, Japan, and Europe, and to send our students for internships.

Also, distance learning and internet conferences are important means of internationalization. Over the past seven years, Seoul National University has run a joint online undergraduate course with the Technical University of Berlin and the University of Michigan. Based on this experience, we are discussing another joint online course with Peking University and the University of Tokyo. I believe this program will stimulate academic collaboration among the three countries. Once it succeeds, we will expand similar programs all across Asia and develop joint degree programs based on joint online programs. Finally, we are opening the Seoul National University International Summer Institute this year. The summer institute will focus on Korean studies and Asian studies and both our faculty members and renowned foreign professors and experts will join the program. This is in line with our strategy to become one of the global centers of Korean studies. To achieve this goal we will create the Seoul National University consortium for Korean and Asian studies. We have discussed this idea with some universities in the United States such as Harvard, Yale, the University of Washington, and Stanford, and have received positive responses. Our International Summer Institute will offer unique experiences to all students who are interested in Korean and Asian studies.

**YANAGIHARA :** President Lee was elected as the President of Seoul National University in July of last year, and at that time he made a pledge to make Seoul National University one of the leading international universities in the world. He came up with seven major projects for globalization. During this interview we have been able to learn of some of the many efforts he has made so far. President Kajiyama, could you tell us of your views?

**KAJIYAMA :** You talked about the importance of international strategies at Seoul National University, and we have learned about your programs and strategies. Kyushu University also has many international strategies now being implemented and today we have many overseas students learning in Kyushu University, and currently as many as



1,200 students are primarily studying in graduate courses. As a result, in our graduate courses today, one out of every eight students hails from overseas. We have programs such as the Asia in Today's World Program, LL.M. and LL.D. programs. The LL.M. and LL.D. programs are graduate studies conducted entirely in English.

You have mentioned the importance of having international strategies. I would now like to focus on the importance of international research efforts with a focus on Asia. Let me explain why. We, at Kyushu University, began to host the Conference of Asian University Presidents, with an aim to build a university network in this area. There are three poles in this world, one in North America including the United States, the other in Europe, and another in Asia. Both President Lee and I are from engineering departments, and I would like to express the importance of having good certification systems for engineers or technologists. The certification system for engineers and technologists that we are familiar with are from the United States and Europe. They already have their own established certification systems but there is no Asian version of such a certification system. Japan has its own system, the basic idea of it, however, was derived from what was made in the United States. It was slightly modified to meet the requirements of Japan.

Asia is very different from the rest of the world in terms of ethnicity and religions and other social characteristics. Therefore, it would be essential to have an Asian version of a certification system for engineers and technologists. With this network of universities, we may be able to achieve it. For example, there are some fields in which further collaboration is deemed necessary. A good example is

developing a cold medicine. Each ethnic group has genetic differences. However, when it comes to cold medicines available in the market, they are overwhelmingly based on clinical studies using only Caucasian samples in North America and Europe. So the available cold medicines do not necessarily reflect the different genetic types of Asian races. An opportunity presents itself for collaboration among different Asian Universities by creating a network. In this regard, the tripolar setup is very important. It would be quite effective in providing education and certification for technologists and engineers, as well as developing new medicines and so forth.

Seoul National University is one of the leading Universities in Asia, and having you as a partner, Kyushu University is able to enjoy good collaborative relations with you as well as other Asian partners. I am not saying that we should go against Western universities. My point is that together with you and other universities in Asia, we will be able to achieve something on par with other well-known universities in the world.

**LEE :** Thank you for sharing your views.

**YANAGIHARA :** Today has been a great opportunity to learn about your international strategy in many ways. Kyushu University and Seoul National University have been conducting exchanges both for students and research activities, and some good research results have already begun to materialize. We hope that the future holds many more exciting things to come into fruition.

Now to conclude our interview, President Lee, would you like to say a few words to the student body?

**LEE :** Thank you. In the 21st century, education and research confined within nations cannot achieve academic excellence. Excellence can only be achieved by probing a problem in the larger global context. In addition, in many cases only those who have been exposed to diverse cultural influences can think flexibly, and produce unique ideas based on rich imagination.

So I hope the students at Kyushu University will nurture open minded attitudes, harmonize with others including foreigners, especially neighboring foreigners, and foster the wisdom for social engagement, sharing, and tolerance. Thank you very much.



From left: Kajiyama, President of Kyushu University; Mr. Lee, President of Seoul National University; Yanagihara, Vice President of Kyushu University.