Development and Challenge of International Student Recruitment in Waseda University

JAISE-KAIE Joint Seminar, 2018.11.01

School of International Liberal Studies, Waseda University
Senior Advisor of Admissions

Shigetoshi Akamatsu
• First student from the Korean Peninsula 1885, Gim Hangi (金漢琦)

• Partnership agreements including both university and departmental levels with 84 universities and institutions (as of August 2018)

• 819 students (Undergraduate 667, Postgraduate 114, Others 38)
**Number of Students**

Number of Students (49,404)

- Undergraduates: 41,051
- Graduates (Master): 6,570
- Graduates (Doctor): 1,783

Number of International Students (5,783)

- Undergraduates: 2,338
- Graduates (Master): 2,191
- Graduates (Doctor): 540
- Others: 714

As of May 1, 2018

**Number of International Students by Nationality**

- China: 3,127
- Korea: 819
- Taiwan: 391
- U.S.: 294
- Indonesia: 107
- Thailand: 106
- U.K.: 64
- France: 62
- Vietnam: 61
- Hong Kong: 59
- Singapore: 50
- Germany: 583
- Others: 106

Number of International Students:

10,000 by 2032 (20% of all students)
## Academic Departments (Undergraduate Schools)

<table>
<thead>
<tr>
<th>Department</th>
<th>Admission</th>
<th>Language of Instruction</th>
<th>English Program Started</th>
</tr>
</thead>
<tbody>
<tr>
<td>School of International Liberal Studies</td>
<td>April / September</td>
<td>English</td>
<td>2004</td>
</tr>
<tr>
<td>School of Political Science and Economics</td>
<td>April / September</td>
<td>English / Japanese</td>
<td>2009</td>
</tr>
<tr>
<td>School of Social Sciences</td>
<td>April</td>
<td>Japanese</td>
<td></td>
</tr>
<tr>
<td>School of Fundamental Science and Engineering</td>
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<tr>
<td>School of Creative Science and Engineering</td>
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<td></td>
<td></td>
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<tr>
<td>School of Advanced Science and Engineering</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>School of Culture, Media and Society</td>
<td></td>
<td></td>
<td>2017</td>
</tr>
<tr>
<td>School of Law</td>
<td>April</td>
<td>Japanese</td>
<td></td>
</tr>
<tr>
<td>School of Education</td>
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<tr>
<td>School of Commerce</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>School of Humanities and Social Sciences</td>
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<td></td>
<td></td>
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<tr>
<td>School of Human Sciences</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>School of Sport Sciences</td>
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</tbody>
</table>

## Admissions Statistics

(English-based Undergraduate Programs, September 2012 Entry – September 2018 Entry)

<table>
<thead>
<tr>
<th>Month</th>
<th>Applicants</th>
<th>Successful Applicants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep 2012</td>
<td>608</td>
<td>308</td>
</tr>
<tr>
<td>Sep 2013</td>
<td>763</td>
<td>364</td>
</tr>
<tr>
<td>Sep 2014</td>
<td>806</td>
<td>418</td>
</tr>
<tr>
<td>Sep 2015</td>
<td>1059</td>
<td>425</td>
</tr>
<tr>
<td>Sep 2016</td>
<td>1270</td>
<td>510</td>
</tr>
<tr>
<td>Sep 2017</td>
<td>1251</td>
<td>447</td>
</tr>
<tr>
<td>Sep 2018</td>
<td>1406</td>
<td>520</td>
</tr>
</tbody>
</table>
Global Recruiting Project (GRP)

- International Admissions Office (IAO)
- Launched in April 2014, forming a Cross Functional Team (CFT)
- Approx. 40 staff members from different backgrounds, expertise and functions (e.g. Center for International Education, IAO, International Office, Student Affairs, Offices for English-based Degree Programs, Overseas Bases etc.)
- Marketing and Promotional activities for the English-based Degree Programs
- Attending University Fairs, Visiting High Schools, Meeting with Alumni, Hosting Visitors, Advertisement Publishing etc.
Working with Educational Agencies

- 2015.4- 2017.3
  Sweden, blueberry.nu
  ⇒ First experience in Waseda working with an agency
  ⇒ Starting Small: low attention within Waseda, small number of applicants
  ⇒ Low-Risk, Low-Reward / High-Effort
  ⇒ Speak local languages, liaise in person, networks in the country (*1)
  ⇒ High staff turnover in agents, Information asymmetry (*2)
  ⇒ termination of contract in March 2017

- 2016-
  “Trial and Error Learning” phase:
  ⇒ Working with agencies in multiple countries / regions
  ⇒ Facing all sorts of ‘Principal-Agent Problem’
    e.g. Cultural differences, Poor communication, Misrepresentation, Not performing agents...


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Power and Control in governing outcome-based agency relationship

- **Tough Banker**
  - High status, strong market position
  - Very selective with small number of agents
  - High level of support for agents
  - Tight watch of agents’ behavior and enforcement of codes of conduct
  - Zero tolerance of misbehavior

- **Strategic Investor**
  - Concerned with protecting brand
  - Work with medium high number of agents
  - Standard commission based starting point but willing to be flexible
  - Proactive management and prevention of misbehavior

- **Market Trader**
  - Work with high number of agents
  - Standard rate but prepared to make exceptions
  - Minimum investment in support and enforcement
  - Set targets
  - Tough in negotiation

- **Mutual Enterprise**
  - Work with medium number of agents
  - Enhanced levels of commission, bonus and other incentives
  - Prepared to invest in joint marketing activities
  - Agents seen as key to achieving volume targets

- **Flexible Friends**
  - Not many agents (difficulty of getting agents interested)
  - Does not have a strong market position
  - May pay high commission
  - Happy for one or two students sent by each agent every year, as long as they are getting something from the agents

Disclosure of Admission Data

- Middle 50% of SAT scores (USA), minimum requirements for admission (UK, Australia)
- A strong concern toward disclosing average standardized test scores of successful applicants
  ⇒ performance on the test alone will not determine the admission decision
  ⇒ universities tend to be ranked by the test scores
- No data available at Japanese universities
- (Probably) For the first time in Japanese Universities revealing the average scores of SAT submitted by the successful applicants

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<thead>
<tr>
<th></th>
<th>SAT</th>
<th>ACT</th>
<th>IB</th>
</tr>
</thead>
<tbody>
<tr>
<td>School of Political Science and Economics (2016-)</td>
<td>1403.7</td>
<td>30.9</td>
<td>37.0/42</td>
</tr>
<tr>
<td>School of International Liberal Studies (2016-)</td>
<td>1300-1400</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>School of Social Sciences (2018-)</td>
<td>1,383</td>
<td>NA</td>
<td>36.0/42</td>
</tr>
<tr>
<td>School of Science and Engineering (2018-)</td>
<td>1350-1450</td>
<td>Math II: 761.5</td>
<td>NA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Physics: 737.9</td>
<td>NA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chemistry: 714.1</td>
<td>NA</td>
</tr>
<tr>
<td>School of Culture, Media and Society</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
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Challenges

- Strict regulation in number of enrollees (MEXT) $\Rightarrow$ balance between Japanese students and non-Japanese students
- Weak infrastructure in Foreign Credential Evaluation (FCE)
- Number of applicants $\uparrow$ / Number of successful applicants $\Rightarrow$
- GRP: as a boundary between the market and the University
- Knowledge Management: A conversion from Tacit knowledge (personal wisdom and experience) to Explicit knowledge (articulated and verbalized information)
Challenges

Prospective Applicants/Parents

School Principles / Counselors

Market

Global Recruiting Project

Offices for English based degree programs

Faculty members

University