

How to Embed
the Innovative Constitution
into the University Organization
--Lessons from the Drucker's
Theory of Innovation--

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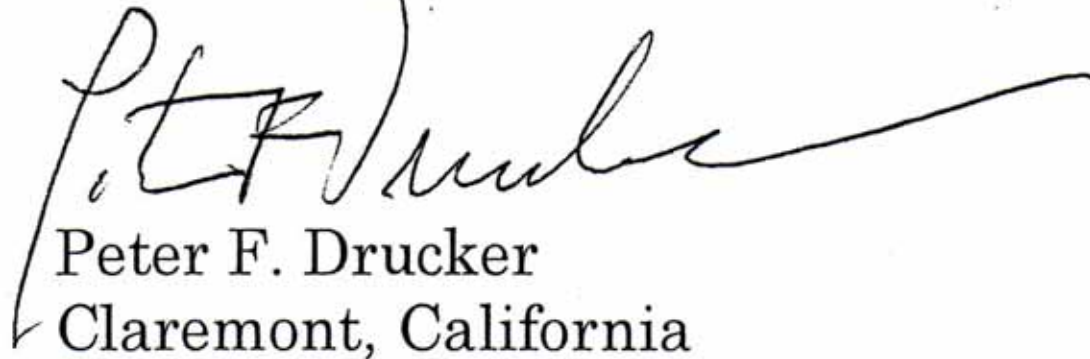
1. Meeting with Dr. Drucker

An Encouraging Message to
Ritsumeikan Asia Pacific
University (APU)
February 1998



What Ritsumeikan Asia Pacific University is going to do—to integrate the Asia-Pacific region through advanced education — is the most important task in the world economy and world society. It promises to provide the region with the human foundation for its economic success.

My best wishes,

A handwritten signature in black ink, appearing to read "Peter F. Drucker". The signature is fluid and cursive, with a long horizontal stroke extending to the right. It is positioned above the printed name and address.

Peter F. Drucker
Claremont, California
February 9, 1998

2. Lessons from the Drucker's Theory of Innovation

Peter F. Drucker
Innovation and Entrepreneurship
1985

Chap.14
Entrepreneurship
in the Service Institution

Public-service institutions find it far more difficult to innovate than even the most “bureaucratic” company.

There are **three main reasons** why the existing enterprise presents so much more of an obstacle to innovation in the public-service institution than it does in the typical business enterprise.

1. First, the public-service institution is based on a “budget” rather than being paid out of its results.
2. Second, a service institution is dependent on a multitude of constituents.

3. The most important reason, however, is that public-service institutions exist after all to “do good”. This means that they tend to see their mission as a moral absolute rather than as economic and subject to a cost/benefit calculus.

Four entrepreneurial policies needed in the public-service institution to make it capable of innovation.

1. First, the public-service institution needs a clear definition of its mission.
2. Second, the public-service institution needs a realistic statement of goals. It needs something that is genuinely attainable to a realistic goal.

3. Third, failure to achieve objectives should be considered an indication that the objective is wrong, or at least defined wrongly. The assumption has then to be that the objective should be economic rather than moral.
4. Finally, public-service institutions need to build into their policies and practices the constant search for innovative opportunity. They need to view change as an opportunity rather than a threat.

3. University Innovations which I have involved: A Case of Founding APU

4. How to Embed the Innovative Constitution into the University Organization

(1) Large initiative proposals
require a strong top-down
approach.

(2) To attempt a large initiative,
you need a “great cause”.

(3) Successive achievements
generate new energy.

(4) Innovation must be continuous.