

# Vision and Strategies for Designated National University (Key Initiatives)

Emerging as a Hub to Lead the Reform of the Social Sciences  
in Japan Towards a More Sustainable Future



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## Emerging as a Hub to Lead the Reform of the Social Sciences in Japan Towards a More Sustainable Future

### Strengthen Governance under Presidential Leadership

- Select Strategic Priority Areas
- Emphasis int'l track record in hiring
- Implement Personnel Roadmap
- Further reallocation of internal budgets
- Management reforms utilizing external perspective such as Global Advisory Board

Economics

Management

Accounting & Finance

Politics & Int'l Studies

Psychology

Data Science

Global Law

### Strengthen HIAS (Hitotsubashi Institute for Advanced Study)

#### Global Talent Procurement Program (HIAS BRIDGES)

Develop Young Researchers  
Invite World-class Researchers

#### Boosting int'l outputs Target of 300 in AY2028

Devote faculty members to research  
Strengthen research support organization

Joint research through collaborative partnership with AIST, etc.  
Partnership with corporations toward recurrent education and joint research projects on social data science

**Increase revenue** earned from tuition and from external sources **by JPY 2 billion**  
Formulate and implement Campus Grand Design  
Expand commissioned research in social data science area  
Strengthen fundraising systems for the 125<sup>th</sup> anniversary in 2025  
Cumulative **total of amount of donations to JPY 15 billion**

#### Newly establish Interdisciplinary centers

Data-driven Society  
Global Governance  
Climate Change  
Psychology

### Foster Global Captains of Industry

Enhance Social Data Science  
Faculty / Grad. Sch.

**Undergraduate Program**  
Increase specialized courses given in English to 200, expand Dual Seminar System

**Professional Education**  
(Masters) Enhance Law School, Business School, School of Int'l and Public Policy  
(Doctors) Offer EBPM programs and management technology programs

**Executive Education**  
Enhance Hitotsubashi Senior Executive Program  
Establish new executive programs in response to the needs of society

**Strategic partnerships through SIGMA**  
Promote joint research and SIGMA Online Joint Courses  
Exchange of researchers/students  
Expand the Double Degree Programs

Launch University Administrator Development Program  
Dispatch administrative staff to overseas universities for on-the-job training  
Administrative organization reforms to support strengthening of international competitiveness



## Strengthen Governance under Presidential Leadership

Create a new mechanism to centralize the university's budget and reallocate research funds based on fair evaluation

### Centralize the university's budget

**President's discretionary fund and DNU promotion fund (to be established in AY2023)**

### Performance-based research funding

Support initiatives contributing to vitalization of Faculty members' research

#### AY2022 Results

**Review research funding allocations in line with KAKENHI application status** in several Grad. Schools

AY2023 KAKENHI application rate in Grad. School of Law **up 20% year-on-year**

### Strengthening of personnel governance

Deploy funds for employing young researchers in **HIAS BRIDGES Next**

Support **initiatives that offer incentives for more international outputs**, such as international performance bonuses

Establish a system enabling faculty **to focus exclusively on their research without relying on Sabbatical** (for up to 5 years)

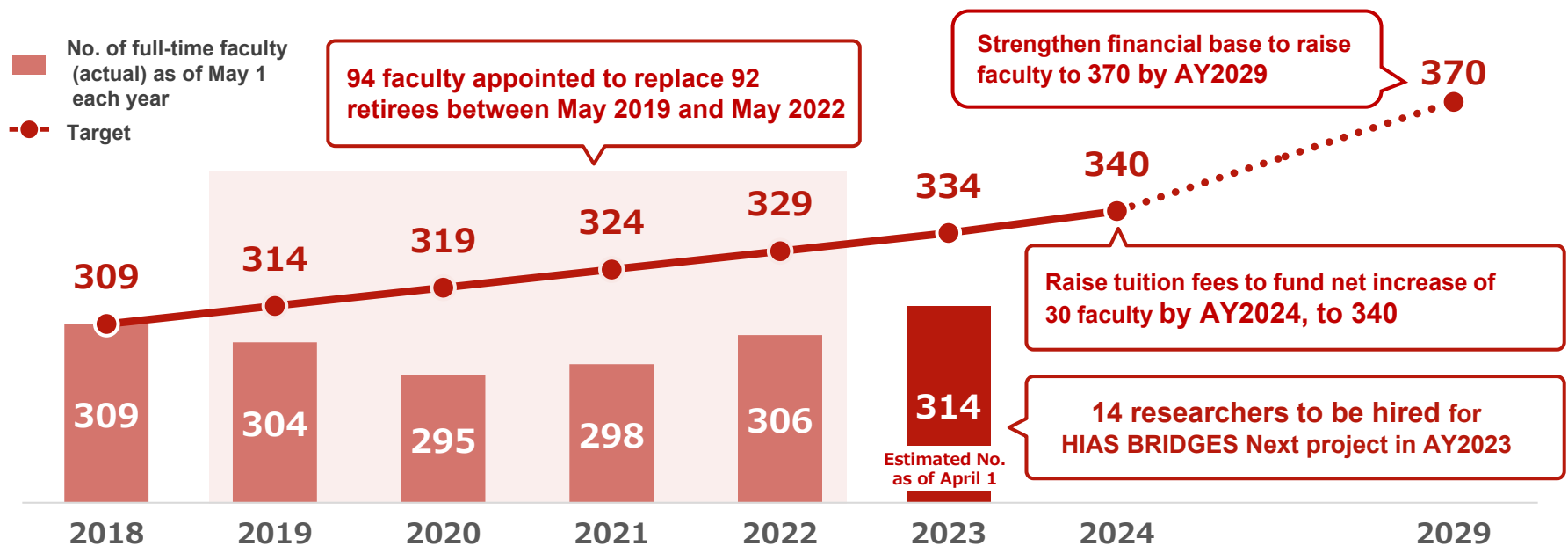
Implement action plans to **support appointment of women, non-Japanese nationals etc. as young researchers**

Launch faculty performance evaluation team to discuss **more effective approaches to faculty evaluation**; begin implementation from most feasible initiatives

# Strengthening Personnel Governance

In 2022, **launch HIAS Bridges Next project** for **intensive recruitment of young researchers**, using financial resources procured strategically by the President

## Trends and targets in the number of university faculty (lecturer and above)

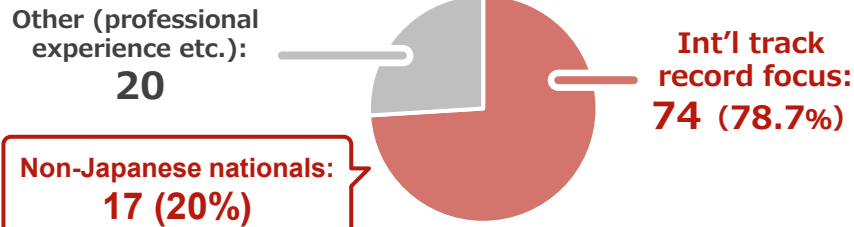


**Rigorous emphasis on international track record in faculty appointments toward internationalization of the faculty**

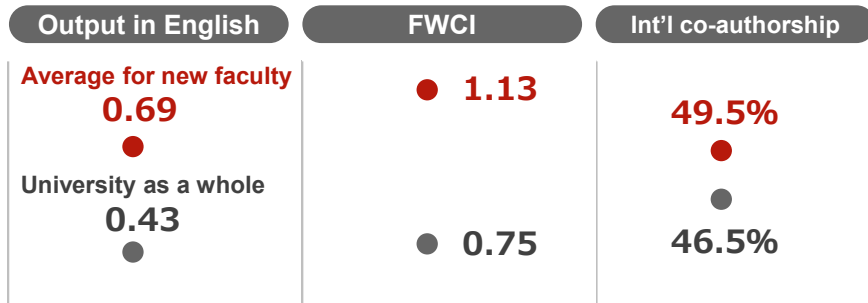
# Achievement through international performance-oriented recruitment

## Profile of new faculty

Breakdown of the 94 faculty appointed (full-time) between May 2019 and May 2022

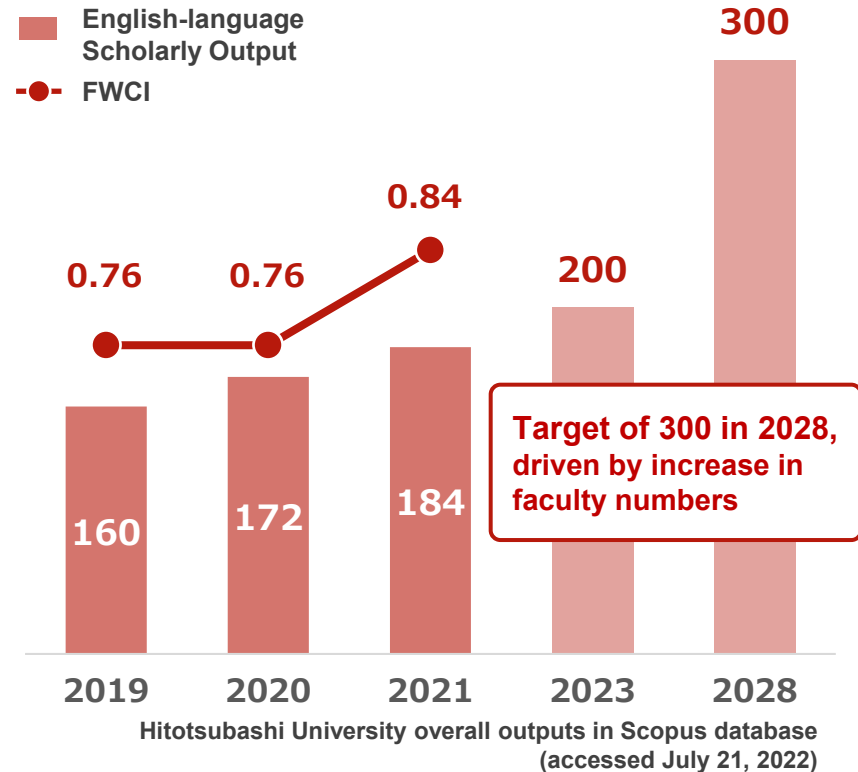


## Performance indicators for new faculty



Scopus database (accessed July 29, 2022)

## English-language Scholarly Output and FWCI

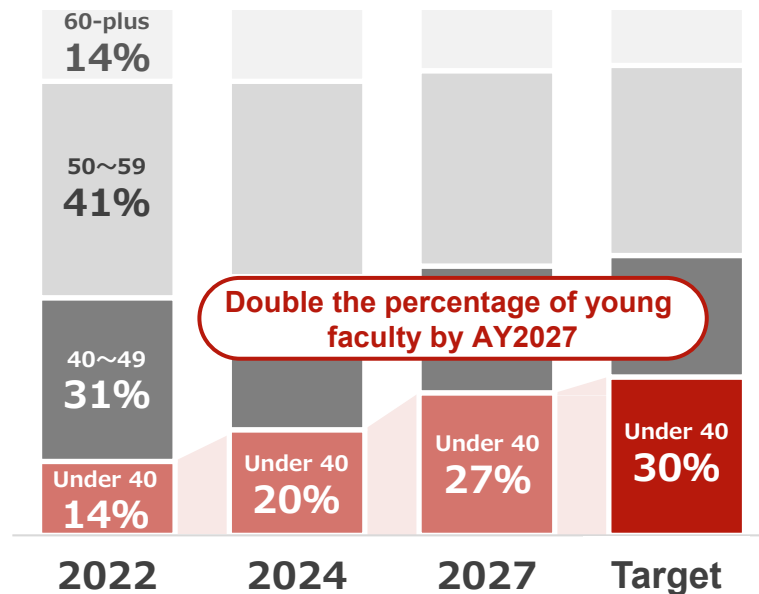


**Steady progress on replacements with new faculty with strong international track record**

## University Personnel Roadmap for ideal Age/Gender Profile

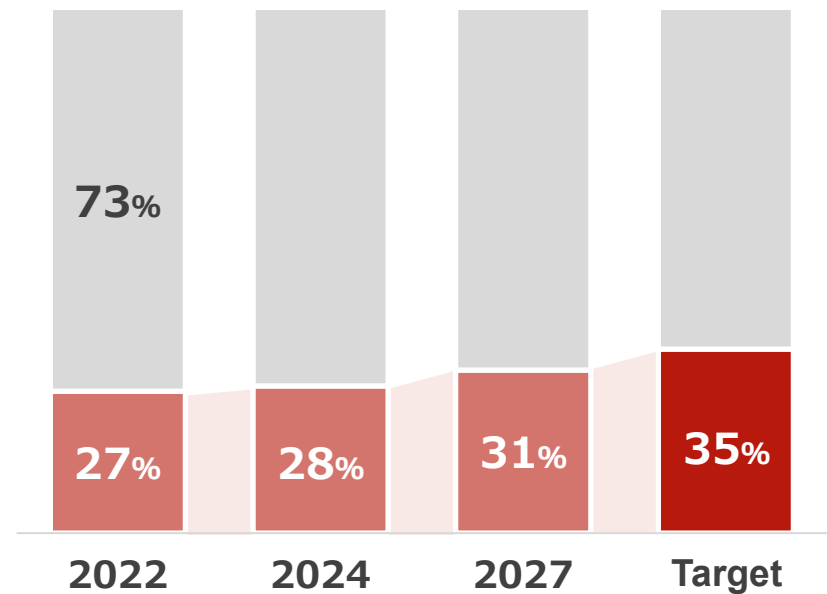
**Rigorous management of roadmap progress by the university-wide personnel committee**

Age Profile | Ratio(%) of Young Faculty



Aim for 30% in the long term:  
providing a model for others

Ratio(%) of Female Faculty



Aim for 35% in the long term:  
top class among national universities

**Establish a new strategic personnel support system (Action Plan) for foreign and female young researchers**

## Strengthening Interdisciplinary and Cross-Departmental Research

At the initiative of the President, new research centers being established at HIAS to expand interdisciplinary research and international collaborations

### Hitotsubashi Institute for Advanced Study (HIAS)





## World-class Global Talent Procurement Program



### Young researcher development program

HIAS BRIDGES Next

HIAS will recruit as many as **some 45 young distinguished researchers**, an unprecedented scale in the university's history, and **provide them with an environment where they can concentrate on their research**



### World-class researcher invitation project

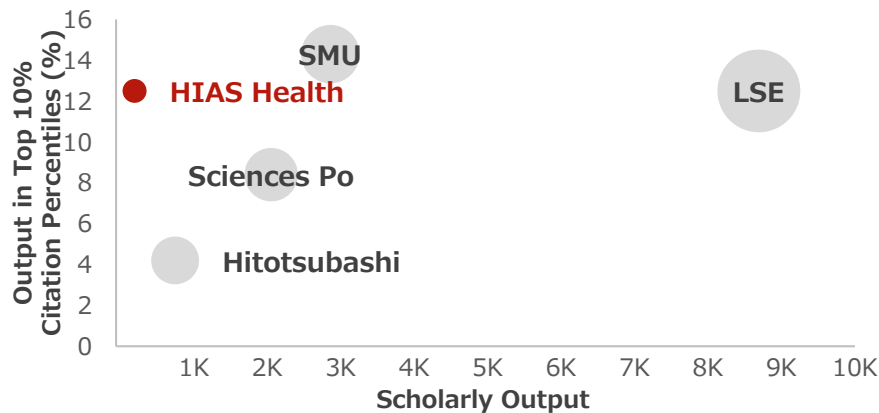
HIAS BRIDGES Distinguished

HIAS will invite world-class researchers from leading universities outside Japan

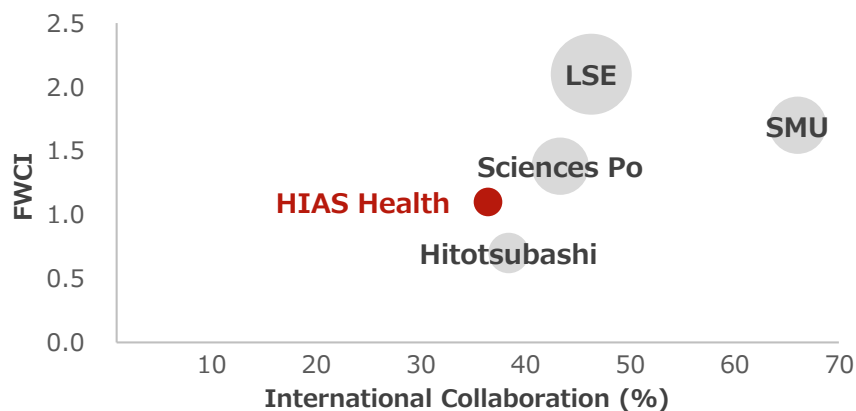
**HIAS aims to function as a hub for social sciences enabling top-level young researchers to form multi-tier research networks**

## Why is HIAS successful? (e.g., HIAS Health)

### International outputs and top10% articles



### FWCI and international co-authorship



Source: 2017-2021 outputs in the Scopus database (August 24, 2022)

### HIAS Health

Survey of research outputs by 18 faculty (incl. specially appointed faculty) affiliated with HIAS Health

Proportion of top 10% articles rivals international benchmark universities

FWCI is 1.1: progressing toward formation of world-class researcher group

### Why are they successful?

Concentrate exclusively on research

Intensive investment of university's resources

Securing external grants to pursue international collaborative research and expanding research teams by using grant funds

Robust promotion of interdisciplinary research

Create a new system to devote existing faculty members to research in HIAS

# Significance of establishing new Faculty/Graduate School of Social Data Science (SDS)

## Integration with HU Social Sciences

- Foster talent contributing to information technology innovation and DX from social science standpoints
- Establish Research Center for Data-driven Society

## Expansion of industry-university partnership

- Joint Research Projects with Mitsubishi Estate Co., LTD. (March 2023)
- Partnerships with several large corporations for recurrent education and (tentative start in first half of AY2023)

## Increase in external funding

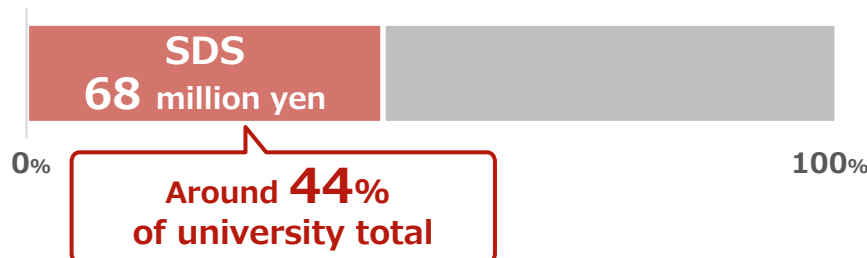


**Major impact on external funding**  
even prior to full-scale operation

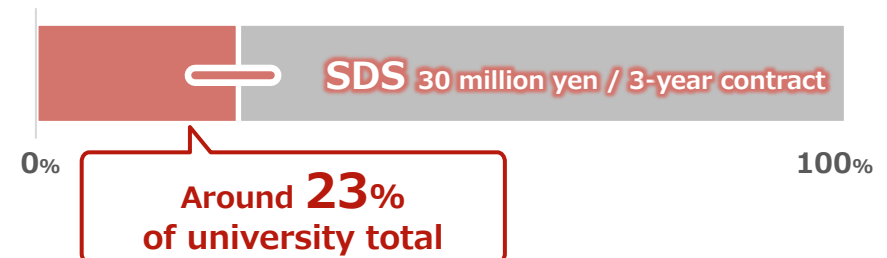


**Expected to yield further increases**  
with the establishment of new center

### AY2021 donations revenue

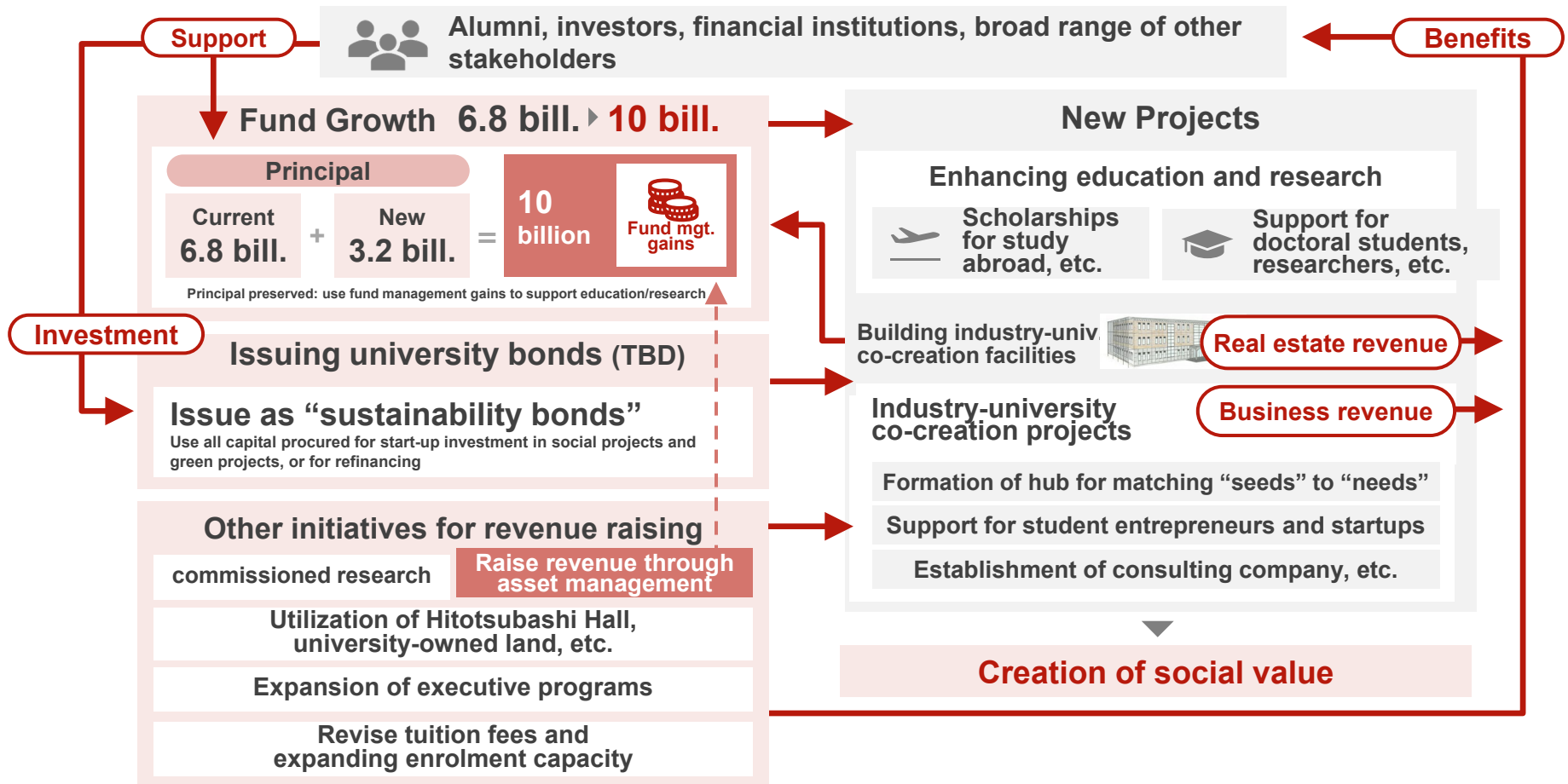


### AY2022 commissioned research revenue



**Integration of Hitotsubashi's traditional strengths in social sciences with data science based on mathematics/statistics education**

## Strategies to Build a Sustainable Financial Base



**Expanding the HU Fund as well as strengthening other revenue-raising initiatives such as issuance of university bonds**

## Promoting diversity under presidential leadership

Nominate Vice-President  
for diversity

Appoint more women  
to managerial positions

Diversity Declaration

Establish HQ and Office  
for Diversity Promotion

Diversity Center  
in conjunction with  
150<sup>th</sup> anniversary project  
(in planning)

### Last Year's Outcome

Proportion of women in Education and Research Council, Management Council,  
Assistant Vice Presidents, and Roundtable for the Advancement of Social Sciences in Japan

April 2021



**12%**  
6/50

December 2022



**30%**  
15/51

**Aiming for an outstanding academic community with rich  
diversity, addressing the challenges of global society**