

**Summary of
Hitotsubashi University Plan 135:
Evolving into a Smart and Tough Global University**

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Aims of Plan 135

On September 24, 2010, Hitotsubashi University celebrated its 135th anniversary, and I have been given the high honor and great responsibility of being president at this important milestone in the university's history. As I take office, I would like to describe my vision for Hitotsubashi University and the basic plan for my four-year term founded on that vision. The following is an outline of what I would like to strive toward as president.

I have entitled the plan "Plan 135" as it is a grand design for the university's 135th anniversary. Hitotsubashi University is already engaged in activities to achieve its goal of being "No. 1 in Asia, Unique in the World," and Plan 135 presents a concrete vision of the university for reaching this aim. In a word, my vision is for Hitotsubashi to become a smart and tough global university.

Let me elaborate. Our university will be smart in that it will ably bring together world-class education and research activities and an outstanding university environment. Our university will be tough in that it will have a unique vitality and philosophy called Hitotsubashi Liberalism which will support and develop our smart characteristics. Our university will be global as people and information come together from around the world, attracted by our university's unique appeal. In this way, Hitotsubashi will be a smart and tough global university.

Education and research form the heart of a university. As a smart university, Hitotsubashi will perform at an international level in education and research and will have an ambiance of intellectual, cultural, and artistic creativity. As a tough university, Hitotsubashi will act at all times in line with its own unique philosophy and *raison d'être*. As a global university, Hitotsubashi will attract people and information from around the world thanks to the university's special appeal, and will in turn offer to the world its

graduates and its scholarly findings. This is the kind of Hitotsubashi I envision. Hitotsubashi will be a university that expands globally as its world-class education and research activities and university environment combine with its refined, solid, and unique liberal organization and philosophy to produce synergistic effects.

My vision for students trained at this global university is one of “smart and tough global leaders.” Hitotsubashi University—a smart and tough global university that produces smart and tough global leaders.

I. Hitotsubashi: A Smart Global University

Hitotsubashi University aims to develop into a smart global university by effectively bringing together world-class education and research activities and a university environment that is of an international class.

A. World-Class Education

The quality that Hitotsubashi offers must first be demonstrated in the area of education. Our university has set itself the educational goal of “producing creative-thinking specialists, innovators who will act with reason and rationality, and policymakers and businesspeople with leadership skills.” In today’s world, however, such people must also be smart and tough global leaders.

Hitotsubashi University aims to train leaders who will be at the forefront of specialized professions, innovation, policymaking, and business. To do this, it is vital that we provide and impart advanced specialized knowledge of the social sciences. This has been true until now, and it will continue to be true in the future. Each faculty and graduate school curriculum is solidly founded on this principle and can be accurately termed world-class.

In this era of rapid globalization, however, the kind of leaders that Hitotsubashi University aims to produce will not be fully equipped if they only have knowledge of the social sciences. It is crucial that they also have a familiarity with philosophy, culture, and the arts. They will need the ability to detect and identify issues and the persistence to resolve them. Moreover, they will require the sensitivity and language skills to be able to interact with other cultures.

Hitotsubashi University must promote the diversification, improvement, and

globalization of education from this perspective. Strengthening education is my task for the next four years. Listed below are the key measures that I plan to promote to meet that challenge.

(1) Diversification of education

- **Emphasis on classes that give students opportunities to think through and debate issues**
- **Support of cultural and artistic activities as well as extracurricular activities**

(2) Improvement of education

- **Provision of career support at faculties and graduate schools**

(3) Globalization of education

- **Promotion of international exchange opportunities for students**
- **Improvement of students' ability to communicate in English**
- **Internationalization of curricula and evaluation of education**
- **Improvement of administrative framework**
- **Enhancement of scholarship programs**

B. World-Class Research

Hitotsubashi University announced “Addressing the economic and social challenges of the 21st century: Creating and synthesizing world-class social sciences” as its long-term research strategy in March 2008, and has steadily worked toward achieving that aim since then. Almost every key issue related to research is included in the strategy, but more than anything else the strategy is important in that it sets Hitotsubashi's sights on being world-class. The following three items must be particularly emphasized to raise research at Hitotsubashi University to a world level and to enable the university to act as a global research university.

(1) Establishment of the Institute for Advanced Study

(2) Global branding of the university

(3) Development of strategic partners

C. Sophisticated Campus

Hitotsubashi University engages in world-class education and research activities internationally. At the same time, we aim to develop into a social sciences hub that attracts people and information from around the world by increasing our unique appeal through the further enhancement of our university environment. A university

cannot ignore its campus as it is an important element in education.

The campus is where personal character, culture, and originality are developed. Neither a well-rounded character and sensibilities nor originality and creativity can be fostered in stark surroundings or an arid environment. If the campus is attractive overall, it will draw people who want to study and conduct research, and they will engage in friendly competition that spurs on their studies. This will foster the intellectual character and rigor typical of Hitotsubashi in each member of the university community.

(1) Campus landscape

(2) Kanematsu Auditorium

(3) University Library

(4) Renovation of traditional structures

(5) Campus plan and improvement of amenities overall

II. Hitotsubashi: A Tough Global University

Hitotsubashi University must be not only a smart global university, but also a tough one. While being a wise, sophisticated, and global university, Hitotsubashi must at the same time be a tough global university that has the strength and persistence to respond appropriately to situations that arise in the world. Such a strong Hitotsubashi will produce tough global leaders.

A. Strong Organization

Views abound on what kind of organization a university is and how a university should be operated. Some believe a university should have unified top-down leadership while others believe a bottom-up approach should be taken. It is critical that the style of governance be determined from the perspective of what style will help the university function as a strong organization.

(1) Basic principles of governance

(2) Liberal organization

(3) Development of administrative staff specializations

(4) Views from outside the university

B. Solid Philosophy

Hitotsubashi University has a unique philosophy and this philosophy sets the character of the university. Drawing on this, Hitotsubashi University has displayed

resilient vitality and appeal in the past and this will remain true for Hitotsubashi as a global university.

(1) Hitotsubashi Liberalism

(2) Promotion of education and research on the history of Hitotsubashi University

C. Strategic Alliances

To create a tough Hitotsubashi University, it is critical that we also strategically strengthen various alliances and ties.

(1) Outreach

(2) Alliances with industry

(3) Alliances with other universities

(4) Ties with international students

(5) Ties with Josuikai

(6) Strengthening of PR activities

D. Sharpening our Tools: Promoting IT

To create a tough university, we must not forget the promotion of information technology. In light of the importance of IT, information systems management has been added from this academic year to the duties of the executive vice president in charge of finance, outreach, planning, and evaluation. In this way, IT has been highlighted as an important area.

(1) IT Grand Design

(2) Increased use of IT in the social sciences

III. To Become “No. 1 in Asia, Unique in the World”

A. Hitotsubashi University Foundation

B. Conclusion