

One of Hitotsubashi University's targets in its 2nd-phase medium-term plan is to expedite internationalization.

The Office for the Promotion of International Relations has evolved developmentally into the Global Initiatives Headquarters, with the University President at its head.

Taking a look within the University...

Research departments are already solidifying their footholds in international activities, engaging in international interchange of various kinds.

International interchange that starts with links between individual staff members undergoes natural evolution into institutional relationships between entire research departments.

We have now begun to progress purposefully toward international interchange on a university-wide basis.

Increasingly Rapid

The President at the forefront: Building a structure to promote internationalization

The time has come to pursue a strategy

As one of the targets of its 2nd-phase medium-term plan, Hitotsubashi University has set out its aim of “accelerating internationalization through the promotion of international exchange in both faculties and graduate schools, in order to produce a diversity of world-class individuals.”

The Office for the Promotion of International Relations had already been established within the University during the period of the 1st-phase medium-term plan, and strategy was being refined. The six years of the next medium-term plan are a period of implementation of the specific elements. April 2010 saw the Office reorganized into the Global Initiatives Headquarters headed by the University President, and under the President's leadership the entire University has worked in concert to accelerate internationalization. This was the first time for the University to have a division such as this headed by the President himself, and was eloquent testimony, both in Japan and overseas, to the University's full commitment to internationalization.

Nurturing internationally minded students, be they Japanese or from overseas

The contact points for international exchange were formerly the Center for Student Exchange and the Student Exchange Division, which dealt with international students from overseas and with students wishing to study overseas. Henceforth, however, it is incumbent on us to change our concept from a mere exchange perspective to one of nurturing true “international students.” To produce such internationally minded students, be they Japanese or from overseas, our structure must be changed appropriately, and to that end the Center for Student Exchange has been reorganized into the Center for Global Education, and the Student Exchange Division into the International Affairs Office.

Supporting the Global Initiatives Headquarters is the Office of Global Initiatives, to which the University has appointed its Board Member in charge of international affairs as its head, and Mr. Makoto Hattori as its Director. The Office is intensifying its collaboration with the Center for Global Education and the International Affairs Office.



Internationalization

The Center for Student Exchange, where overseas exchange students formerly received tuition in Japanese language and culture, has expanded its range of educational activities in its new form as the Center for Global Education. But fostering internationalization requires more than just welcoming overseas students. Greater importance must henceforth also be given to *dispatching* students when exchange agreements are concluded with overseas universities. The recent reorganization has enhanced the Center for Global Education's capabilities for the acceptance and dispatch of exchange students and for mutual interaction.

Why Hitotsubashi University is accelerating internationalization

It is of course the demands of the age that lie behind our accelerating internationalization drive. In fact, the circumstances at the time of Hitotsubashi University's establishment already dictated that it should have a pronounced international character, and today its alumni are active at the front line of the business community globally. Being international is in Hitotsubashi University's DNA.

Nevertheless, there is concern today that students are

Global Initiatives Structure

Global Initiatives Headquarters

President [Director]
 Board Member/ Executive Vice President for General Affairs, Research and International Affairs
 Board Member/ Executive Vice President for Education and Student Affairs
 Board Member/ Executive Vice President for Finance, Outreach, Planning, Evaluation and Information Systems Management
 Assistant Vice Presidents
 Director, Office of Global Initiatives
 Director General, Administration Bureau

Office of Global Initiatives

Board Member/ Executive Vice President for General Affairs, Research and International Affairs
 Board Member/ Executive Vice President for Education and Student Affairs
 Director, Office of Global Initiatives [as general director]
 Assistant Vice Presidents
 Director General, Administration Bureau
 Director, Department of General Affairs
 Director, Department of Academic Affairs

Affiliated with

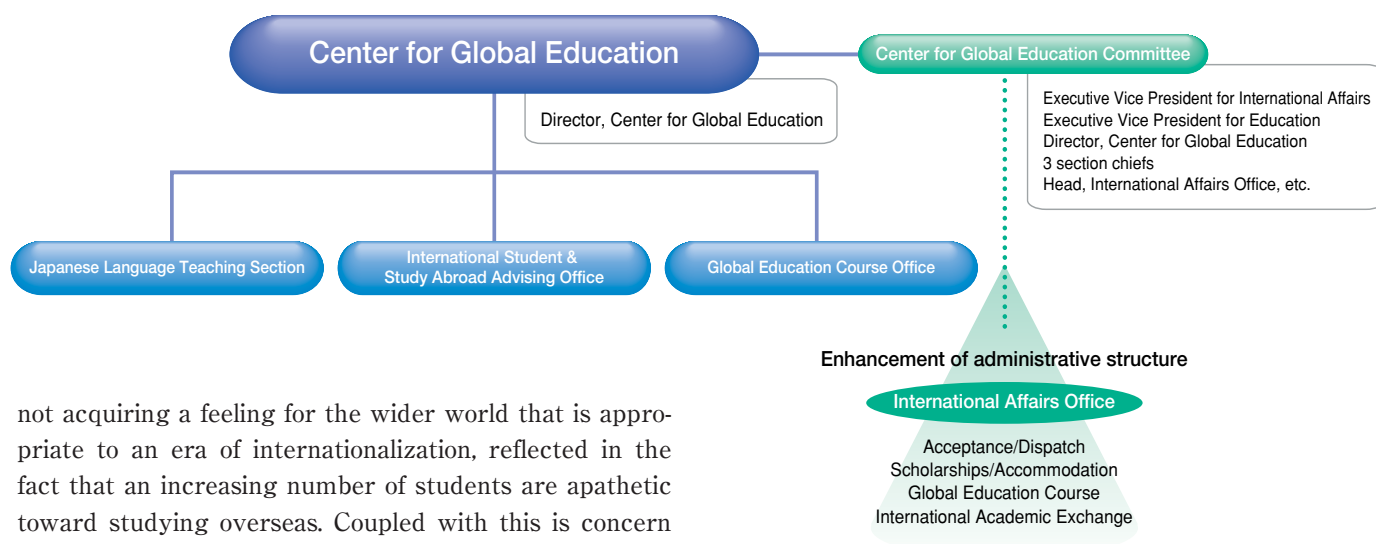
International Exchange Committee

International Academic Exchange Committee

International Student Exchange Committee

International Affairs Office

Center for Global Education Organization Chart



not acquiring a feeling for the wider world that is appropriate to an era of internationalization, reflected in the fact that an increasing number of students are apathetic toward studying overseas. Coupled with this is concern that the university itself is lagging behind in internationalizing itself further. In view of this, we are summoning up that DNA, infusing it with more modernistic genetic information, and deploying it to drive full-scale internationalization at a higher level than before.

Establishing a system to receive and dispatch 300 students

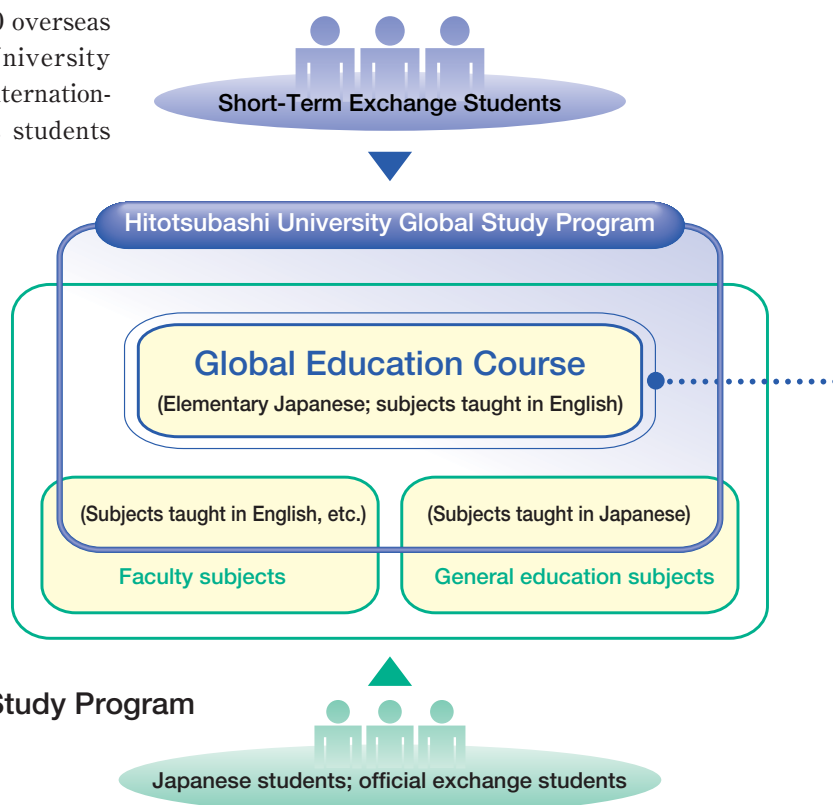
The basic concept is first to increase the number of exchange students at the undergraduate level. The numerical target up to the end of the University's 2nd-phase medium-term plan is to welcome approximately 300 students each year and dispatch a similar number. The aim is to create a situation in which, among the total of some 4,000 undergraduate students in all faculties, approximately 300 are constantly studying overseas, while each year we welcome approximately 300 overseas exchange students onto the Hitotsubashi University campus. We are also planning to establish an international undergraduate program to enable overseas students to undertake long-term study at the University.

At graduate-school level it will be necessary to consider the possibility of a double-degree system in which degrees can be gained by study both at Hitotsubashi University and at the exchange partner university. Given that arrangements of this kind are increasing worldwide, we intend to bring this into being by strengthening partnerships with overseas universities.

Another aspect of this is that to facilitate the nurturing of internationally minded

students in four years in a university faculty it will be necessary to have also a program in which English is the sole medium of instruction for undergraduate students. We have now taken the first step toward this by deciding to establish a system within the undergraduate programs for nurturing international individuals, with a triple-core structure comprising “international exchange subjects” along with general education subjects and specialized subjects. The main point about the international exchange subjects is that they will not be designed for studying English itself but for studying *in* English.

The program will include courses intended for overseas students only, such as Japanese-language tuition,



Hitotsubashi University Global Study Program

but fundamentally any student, irrespective of whether they are Japanese or from overseas, can take the program. The subjects should be very helpful not only for exchange students from partner universities, but also for Japanese students wishing to apply for Hitotsubashi University's program for sending students aboard and for Japanese students in the preparatory stage for studying abroad. Epoch-making progress in the system has already been made, with some 30 new subject groups having been created.

Internationalizing the minds of students and young researchers

Being taught in English in some of the undergraduate courses, experiencing study abroad as exchange students for approximately one year out of the four undergraduate years, and mingling with around 300 overseas students arriving newly every year: this is how we want to internationalize the minds of our students and give them an international core during their time as under-

graduates. In the future we also want graduate students to actively take on the challenge of completing a double-degree program. The world-class students nurtured in this way will revive the Hitotsubashi University DNA in a manner appropriate for the 21st century and will raise its profile in society.

Also of note here is that Hitotsubashi University's Young Researchers Overseas Visit Program for Strengthening the Alliance of Schools of Social Sciences has been adopted by the Japan Society for the Promotion of Science's Institutional Program for Young Researcher Overseas Visits. As its name suggests, the purpose of this program is to imbue researchers who will play vital roles in the country's future with a broad-minded international outlook. Aimed at young researchers at Hitotsubashi University ranging from undergraduate students to students in the late stages of doctoral courses aiming for academic careers, as well as at postdoctoral students, the program offers long-term periods of overseas study for up to 12 months. All

research departments are covered. The concept of this program is to build an education and research network through alliances with major overseas schools of social sciences, while giving young researchers a uniform level of support across the University. This initiative is another important element of the University's systematic strategy for promoting internationalization.

Global Education Course

■ Japanese Language

Japanese 1 (Basic)
Japanese 2
Japanese 3
Japanese 4
Japanese 5
Elective Japanese: Kanji
Elective Japanese: Writing (Introduction)
Elective Japanese: Reading (Introduction)
Elective Japanese: Grammar 1
Elective Japanese: Speaking (Introduction)

■ Japanese Affairs

History of Modern Japan
Contemporary Japanese Society
Media and Business
Reporting on Business and Finance
Comparative Higher Education
Intercultural Communication
Explore Japan Seminar

■ Business

Japanese Business Culture
International Financial Cooperation
International Comparison in Innovation 1
International Comparison in Innovation 2
Risk Management and Insurance in a Global Economy
Money, Banking, Financial Markets, and Monetary Policy
Business Ethics
Corporate Governance and Culture in Comparative Perspective
Japanese Corporate Management
Comparison of U.S. and Japanese Automobile Industries
Future of Japan's Electronics Industry
International Competitiveness of Japan's ICT Industry

■ Economics

Theory and Practice of Social Security Policy
Strength and Weakness of Japan's Financial System
International Economics
Economic Methods of Regional Analysis
Development Policy in Asian Perspective
China: Economic Powerhouse
Language and Economy

■ Sociology

Development and Social Change in the Global South

■ Information and Communication Technology

Fundamentals of Information Studies
Language and Virtual Reality

■ Academic Skills for International Studies

Social Science Seminar

■ Academic Skills in English

Academic Writing in English 1
Academic Writing in English 2
Presentation Skills in English 1
Presentation Skills in English 2
Academic English

■ Study Abroad

Euro-Asia Summer School