

A Smart and Tough Global Hitotsubashi: Aims of Hitotsubashi University Plan 135

On April 1, 2011, at the start of the Japanese academic year, Hitotsubashi University announced Hitotsubashi University Plan 135: Evolving into a Smart and Tough Global University.

This initiative articulates a concrete vision of the university for reaching our goal of being “No. 1 in Asia, Unique in the World” as a grand design for our 135th anniversary.

This simply-named initiative embodies the strong determination of Susumu Yamauchi, Hitotsubashi’s president.



Susumu Yamauchi
President, Hitotsubashi University

Hitotsubashi University Plan 135—Why Now ?

Hitotsubashi University celebrated its 135th anniversary on September 24, 2010. It was both a great honor and a great responsibility to become president at this important milestone in the university’s history. On taking up office, I decided to present my vision for Hitotsubashi and a basic plan for realizing it during my four-year term. This is Plan 135, a grand design for the university’s 135th anniversary.

Hitotsubashi has already adopted and begun efforts to materialize its slogan of “No. 1 in Asia, Unique in the World,” and Plan 135 is a concrete vision for materializing that slogan. My vision, in short, 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 what we call Hitotsubashi Liberalism, a philosophy that will support and develop our smart characteristics. Our university will be global because its unique appeal will attract people and information from around the world.

Education and research form the heart of a university. As a smart university, Hitotsubashi will deliver world-class education and research while having an ambiance of intellec-

tual, cultural and artistic creativity. As a tough university, Hitotsubashi will adhere always to its own philosophy and *raison d’être*. As a global entity, 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 that I envision. Hitotsubashi will expand globally as it synergistically combines its world-class education, research and campus environment with its refined, solid and unique liberal organization and philosophy. My vision for students trained at this global university is one of smart and tough international leaders.

Prospects for Hitotsubashi as a Smart, Global University

1 A World-Class Education

Hitotsubashi’s educational goal is to produce 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.

A knowledge of the social sciences is just one of the necessities of leaders in the global community. It is crucial that such people 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. Such people should also be sufficiently sensitive and linguistically skilled to interact with other cultures. My task over the next four years is to promote the diversification, improvement and globalization

of education from these perspectives. The following are the key measures to fulfill my objectives.

(1) Diversifying education

We will advance our measures to emphasize classes that encourage students to think through and debate issues and to support cultural, artistic and extracurricular activities. With regard to the first point, we will leverage faculty development and other initiatives to boost the ratio of interactive classes, and Hitotsubashi’s tradition of teaching in seminars can also be expected to prove highly effective here. We will draw on such teaching formats to help students to better perceive, identify, investigate, and analyze problems. We will also help them to hone their skills in writing, presentation, debating, dialogue, analysis and problem solving. With regard to cultural and artistic activities, we

will enhance curricular liberal arts and artistic programs, fostering a campus-wide cultural and artistic sensibility.

(2) Improving education

Education is becoming more sophisticated around the world. Master's and doctoral degrees are now essential for careers in international organizations and global corporations. Hitotsubashi will employ diverse resources for advanced graduate school courses. We will provide career support to international and graduate school students. We will naturally cultivate world-class researchers in keeping with our position as a research university.

(3) Globalizing education

Every year we will provide around 300 students with international exchange opportunities, which should globalize the campus atmosphere. We will maintain and expand world-class scholarship programs to attract more gifted students. We will enhance education to raise students' English communication skills. Moreover, we will lead our Japanese counterparts in internationalizing curricula by expanding our repertoire of courses taught in English while developing courses that are qualitatively comparable with those at the world's top universities and by promoting a credit transfer system.

We will also create an appropriate administrative framework to help students embrace the globalization of education at Hitotsubashi.

2 World-Class Research

Hitotsubashi will prioritize progress in the following areas to maintain our world-class level of research and to act as a global research university.

- (1) Creating and integrating social sciences in a way that will address the legal, political, economic and social challenges of the 21st century
- (2) Advancing international strategy and developing a global brand
- (3) Engaging with world-class strategic partners
- (1) Establishing the Institute for Advanced Study**

We recently set up the Institute

for Advanced Study because we recognize that while it is important to promote high research standards in individual fields, it is also crucial to drive transdisciplinary research spanning different divisions of the university. The Institute's roles are to formulate basic research strategies, support research in discrete areas, and pioneer new fields of scholarly inquiry. The Institute aims to contribute to the global community by showcasing the fruits of Hitotsubashi's research and publicizing the university's high research standards in Japan and abroad.

(2) Global branding of the university

We will need to internationally brand distinctive Hitotsubashi publications. We are therefore looking to establish a Hitotsubashi University publishing house or to partner with an overseas publisher to produce English-language publications and provide on-demand publishing services online.

(3) Developing strategic partners

The world's leading universities are forming consortium-style groupings. Hitotsubashi has taken the initiative to deepen its ties with top social science and other research universities outside Japan with a view to forming consortia with them. Such efforts should create new student and faculty exchange opportunities.

3 A Sophisticated Campus

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. The campus is where personal character, culture and originality are developed. We will provide an environment that fosters the intellectual character and rigor one expects from each member of the Hitotsubashi community.

(1) Campus landscape

The campus landscape uniquely and attractively harmonizes Romanesque architecture and expansive greenery. It is important to value and enhance this landscape. Cur-

rently the Hitotsubashi Tree Planting Association composed of alumni, faculty, staff and students is working on the maintenance and development of the campus environment in keeping with our academic philosophy. This innovative, world-class initiative should contribute greatly to an even more attractive university experience.

(2) Kanematsu Auditorium

This facility hosts diverse cultural and academic activities. It is home to the Kanematsu Auditorium Resident Orchestra, a professional music ensemble. The facility also hosts student-organized artistic and cultural events, as well as public lectures and symposia. We will actively publicize the enthusiasm of Hitotsubashi to the wider community.



(3) University Library

We will develop the library as part of the academic landscape while deploying the latest systems and equipment to make the study environment even more attractive.



(4) Renovating traditional structures

We manifestly need to renovate traditional structures, and as part of this we are looking to create a "Faculty and Student Club"—an organization and physical space for open discussion between students, faculty, staff and alumni.

(5) Campus plan and improvement of amenities overall

We regard it as important to produce a plan that includes the Kodaira campus and to improve overall amenities.

Making Hitotsubashi a Tough Global University

We must be tough to be global because strength and persistence are vital to address situations arising around the world. Hitotsubashi will promote the establishment of a strong organization and a solid philosophy, and the development of strategic alliances to produce tough global leaders.

1 A Strong Organization

(1) Basic principles of governance

Hitotsubashi's unique presence in Japan and abroad stems from its liberalist traditions, which underpin our steadfast position as a leader in the social sciences. That is why I believe that liberalism should be Hitotsubashi's fundamental ideal.

(2) A liberal organization

A liberal organization expertly integrates leadership from above and spontaneous activity from below, and can robustly tackle different situations. The university as a whole operates based on the unity of executive policies and divisional activities. This system is amply robust and flexible for us to meet the challenges and changes so that the organization as a whole can think, act consciously, and materialize our basic policies. Our organizational principles have both the strength and the distinctiveness demanded in today's rapidly changing society.

(3) Developing administrative staff specializations

It is imperative in building a strong university for administrative staff members to acquire specialist expertise and manage the university in collaboration with faculty. We will therefore support administrative staff members through training programs and other initiatives and by providing more opportunities for them to contribute to committees and other bodies. The university will become more vibrant and strong if administrative staff members become more proficient in their duties and engage more in various arenas.

(4) Views from outside the university

Organizations can be self-centered,

which is why national university corporations appoint external members to their boards and maintain management councils to solicit the opinions of distinguished individuals from outside. I believe that we can reinforce our organization by properly heeding external opinions and applying them in managing our university.

2 A Solid Philosophy

(1) Hitotsubashi Liberalism

Hitotsubashi has produced numerous captains of industry since its establishment. Economic liberalism and its underlying civil, political and cultural liberalism have permeated our history. At Hitotsubashi, liberty represents the free practice of economic, civil and political activity based on individual reason and responsibility. Our brand of liberalism is essentially an active social philosophy. Practitioners of Hitotsubashi Liberalism are inhered with the conceptual capacity, reason and strength to tackle, analyze and resolve real problems.

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

The preamble of our Mission Statement proclaims that "our continuing mission is to create intellectual and cultural property which will contribute to the building of free and peaceful political and economic societies in Japan and the world and to train those who will assume positions of leadership." We will foster a greater appreciation of the university's fundamental spirit by promoting education and research on the history of Hitotsubashi, and will establish and develop a historical archive.

3 Strategic Alliances

To create a tough Hitotsubashi University, it is critical that we strategically strengthen alliances with society, industries, other universities, international students, and Josuikai, our alumni association.

(1) Outreach

It is important to garner public

support by contributing tangibly to society. We recently augmented our existing program of public, open-access, and mobile lectures with the Kanematsu Auditorium Resident Orchestra and art and creative industry lectures, and have thus been exposing the public to outstanding facets of the arts.

(2) Alliances with industry

We will establish an industry liaison office within the university to explore methods in social science-based alliances with industry and tie-ups with the business community.

(3) Alliances with other universities

Alliances with other universities are pivotal to making Hitotsubashi tough. One example is the four-university alliance (Hitotsubashi University, Tokyo Medical and Dental University, Tokyo Institute of Technology, and Tokyo University of Foreign Studies). Another is a tie-up with Keio University. We will deepen connections with social science and other research universities across the globe to increase faculty and student exchanges. We will also actively pursue engagement with the European Commission's Erasmus Mundus program.

(4) Ties with international students

Beginning with achievable support projects such as the establishment of international alumni associations, we will deepen our connections with students overseas and reinforce our global standing.

(5) Ties with Josuikai

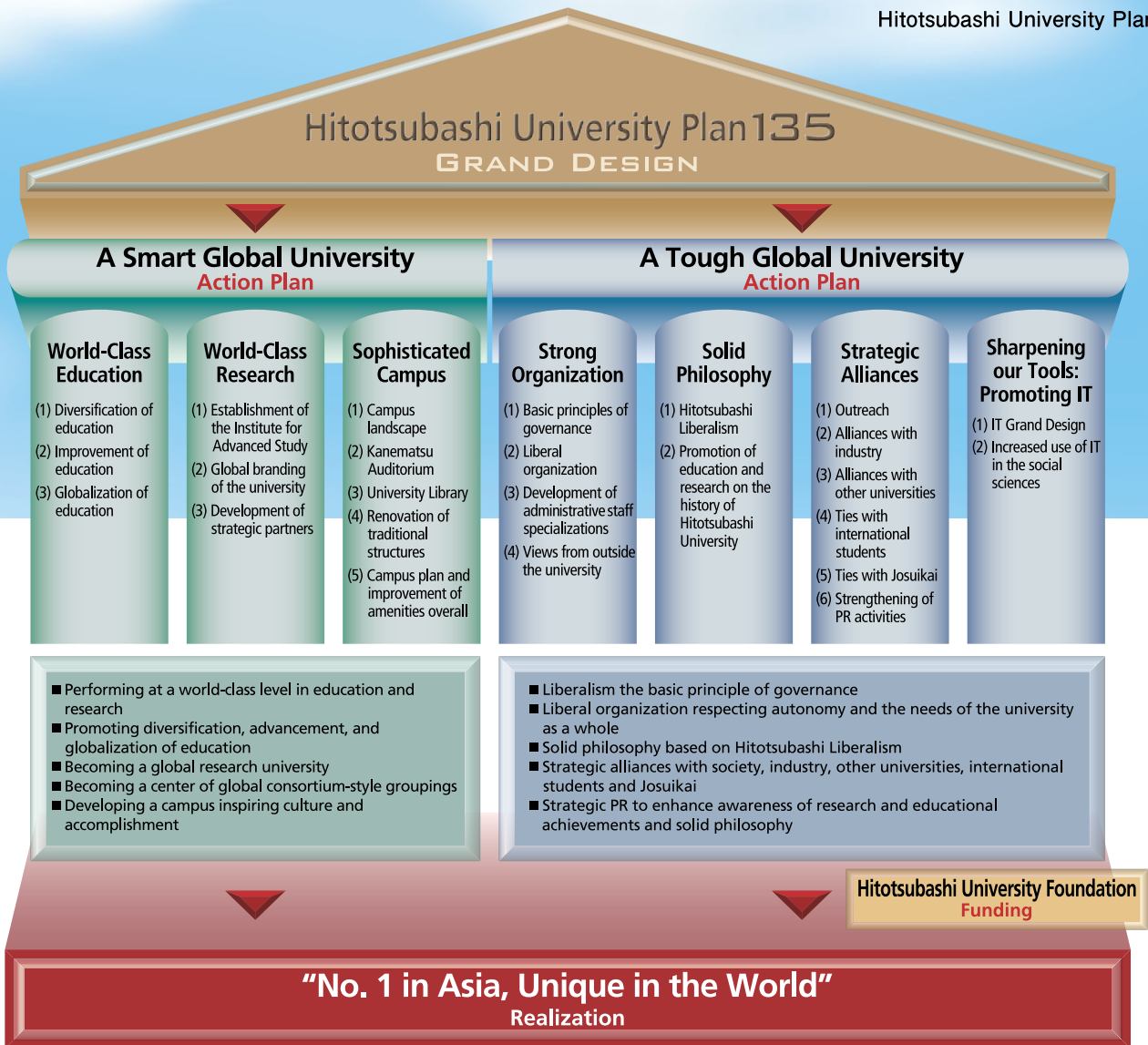
Our alumni association has given us unique strengths not found in other universities through its continual support over many years, and will become even more important in the years ahead.

(6) Strengthening PR activities

Public relations is vital to building alliances. The Planning, Evaluation and Public Relations Office will spearhead initiatives to clearly define our brand both domestically and abroad.

4 Sharpening Our Tools: Promoting IT

From this academic year we have made the management of information systems another duty of one of the executive vice presidents. This



move underscores the increasing importance of IT in our operations.

(1) IT Grand Design

We will build on the results of Phase 1 of our medium-term goals for Information Technology Grand Design to develop a Phase 2 IT Grand Design. The new Grand Design will boost the convenience and diversity of campus IT services while strategically integrating digital systems, including a common authentication system for added security. We will also look into the idea of launching a Hitotsubashi social networking portal for students and alumni.

It is also important to computerize library services. We will consider on-demand digital publishing and other projects.

(2) Increasing the use of IT in the social sciences

We will constantly seek ways to

apply IT in the social sciences. We will deploy cutting-edge applications in this area that will contribute to

our goal of creating a tough global university.

Becoming “No.1 in Asia, Unique in the World”

Our vision for a Smart and Tough Global Hitotsubashi epitomizes our idea of becoming “No. 1 in Asia, Unique in the World.” Plan 135 is the grand design, setting our agenda for the next four years. Fulfilling our agenda will require very considerable financial resources, though the annual operating subsidies from the Japanese government provide for little more than basic collegiate activities. I am convinced that being smart, tough and global is the only way for Hitotsubashi to remain one of Japan’s leading universities, and in order to reach this goal we launched the Hitotsubashi Univer-

sity Foundation, a campaign to raise 10 billion yen. We have already raised nearly 5 billion yen, thanks to the generosity of numerous companies and alumni. We will continue working toward achieving our 10 billion yen target.

Employing distinctive and well-defined objectives and approaches, Hitotsubashi will strive for further growth and evolution as an attractive, world-class institution. I expect even greater cooperation and effort from all members of the university community, and look forward to working with the many others who support our university.