



II. Hitotsubashi as a Powerhouse of Governance

In order to comprehensively promote educational activities, research, and the internationalization of administrative management, Hitotsubashi University restructured the former International Strategy Working Group of Management and Planning Committee and created the OPIR. In addition, the Vice-President in charge of research was assigned to the position of Chief Director of the OPIR. Based on the International Strategic Concepts, the OPIR will make action plans for implementing international educational and research activities, and the internationalization of the University itself. The OPIR will direct and coordinate arrangements with the relevant divisions to implement these activities.

1. The OPIR: Reforming the University into a flexible organization

1) Leadership of the President

The OPIR will be under the direct control of the President, and all basic policies will be formulated by the Standing Committee, consisting of the President, three Vice-Presidents in charge of research, education, and social association, and a director of the Administration Bureau. This system promotes efficiency and flexibility at the cross-sectional level.

2) Collaborating with administrative staff and faculty members, and actively using external personnel

The OPIR is comprised of both administrative staff and faculty members, and comprehensively promotes the International Strategic Concepts and action plans on equal footing. The OPIR will also employ an external expert as an administrative director to deal with international relations and to assist in the internationalization of the university.

3) Collaborating with alumni

Hitotsubashi will collaborate with the Josuikai alumni network, consisting of graduates in 60 countries, to implement the action plans of the International Strategic Concepts. This not only brings together a diverse range of international

graduates, who actively contribute to Japan's cultural and socioeconomic development, but also enriches the international networks and support systems for Hitotsubashi faculty members and students, further strengthening the "Hitotsubashi brand" as an internationally-recognized university. The OPIR will also develop seminar tours for working people, mainly Josuikai members living near the University (Kunitachi, Kodaira, etc.), to destinations such as China. A program at the Hitotsubashi Beijing Office designed for working people will also be considered.

4) Creating associations and networks with former international students

Former international graduates of Hitotsubashi University who are now pursuing their career objectives in their home countries are valuable overseas contacts for the University. In order to be more involved with the recruitment of international students and international development of education and research, the University will establish an alumni network with branches of Josuikai in foreign countries and make a database of former international students, including Japanese studies students, and exchange students. This aims to strengthen the network between Hitotsubashi and various countries.

5) Investigating research and education models abroad

The OPIR will investigate the various research and education models abroad, and examine the internationalization policies and practices of foreign higher education institutions. This will assist in the creation of a database with information concerning advanced efforts to internationalize administrative management functions and international research and educational activities at home and abroad. Furthermore, the database will serve as a significant resource for evaluating the international operations of the University.

6) Promoting the University Library as a hub of international scholarly information

The University Library belongs to the Committee on Scholarly Information in the Japan Association of National University Libraries. The library not only provides international scholarly information related to Japan, but also receives necessary scholarly information from universities all over the world. Hitotsubashi will organize a framework for contributing to the enhancement of the system and rapid distribution of information by actively participating in scholarly information distribution to the world.

7) Introducing an adviser system and a system of external evaluation

Hitotsubashi University intends to employ approximately five external experts as international strategic advisors to evaluate the implementation of the International Strategic Concepts action plans, and provide feedback on ways to improve the process.

① International strategic advisors:

- One businessperson engaging in international operations
- One member of the Josuikai alumni association
- One person engaging in media and press releases
- One person engaging in research activities
- One person from the securities and financial industry
- A few others from fields required by the administrative director

In order to effectively implement the action plans and enhance internal cooperation, the University intends to appoint senior staff members as advisors to the international division.

② International operations advisors:

- Director of the Hitotsubashi Beijing Office
- Director of the EUIJ Tokyo Consortium
- Director of the Center for Student Exchange
- Director of the International Joint Research Center

8) Promoting active use of the Hitotsubashi Beijing Office as an overseas hub

In August 2004, the Hitotsubashi Beijing Office was launched as the first overseas hub of Hitotsubashi University. The office intends to support the establishment and exchange of views on corporate ethics, logic, and philosophy between Japanese and Chinese companies. It also aims to contribute to the development of Japan-China relations through international industry-university collaboration. By functioning as a bridge between both countries, the Hitotsubashi Beijing Office also aims to develop and enhance assistance in educational matters for students between Japan and China. For achieving these goals, there are four main operations:

- a) Education support:
 - Supporting research and educational activities conducted by faculty members in Asia
 - Offering learning opportunities for students in Asia
 - Recruiting international students with excellent academic results

- b) Research support:
 - Holding seminars, symposiums and conferences
 - Supporting research and educational activities conducted by faculty members
 - Making presentations and publishing research in English and Chinese

- c) International exchange activities:
 - Enhancing the alumni network and building overseas hubs for members of Josuikai and former international students
 - Promoting collaboration between industry and university activities
 - Consulting, providing information, and introducing business partners for companies incorporated abroad

- d) Transmission of information:
 - Publishing multilingual newsletters and journals
 - PR activities using the WWW
 - Providing counseling services and study abroad fairs for Chinese students

9) Using the EUIJ Tokyo Consortium as a domestic center

In 2004, the EUIJ Tokyo Consortium was established with the financial support of the European Commission as an academic center of excellence focusing on Japan and the European Union. It is managed by four universities: Hitotsubashi (the coordinator of the Consortium), International Christian University, Tokyo University of Foreign Studies, and Tsuda College. The aims of the EUIJ are the promotion of EU-related education, research, PR, and international exchange activities between Japan and the EU. Although the EUIJ has played a role in the international strategy of Hitotsubashi, the University intends to expand its activities so it can play a more extended role:

1. A hub of EU-related education and research
 - Offering new classes related to EU; promoting a credit transfer

system for EU-related classes among the four universities (consortium members); issuing a “Certificate of EU Studies Program” for students who have completed the required EU-related classes; facilitating academic exchanges with European University Institute; establishing two kinds of EUIJ scholarships; inviting visiting professors; promoting joint research; and holding EU-related seminars, lectures, and international conferences.

2. A hub for disseminating information

Opening an EU institute library; strengthening the EUIJ membership club; enriching the content of the homepage; issuing newsletters and annual reports; sending useful information on the relationships with EU-related institutions.

3. A promoter of EU understanding

Providing an EU course at the University of the Air (from 2006 for the duration of four years); holding EU-related lectures four times a year; conducting an annual international symposium; and arranging workshops, business seminars for companies, and public courses.

10) Procuring funds for the promotion of international exchange of education and research

In November 2004, Hitotsubashi established the Hitotsubashi University Foundation to secure stable financial resources to support student activities such as the expansion of study abroad programs with partner universities and scholarship programs for international students. The funds are also utilized for international exchange activities such as international symposiums, and for sending teaching staff to overseas institutions. To continue this financial commitment, the university intends to procure funds from the alumni network, graduates and companies.

2. Fostering world-class staff

In order to promote internationalization and improve the quality of administrative operations at Hitotsubashi, a few young staff members are selected every year and sent to partner universities abroad. The aim of these long-term and short-term study abroad

training programs is to cultivate staff with advanced administrative skills and a broad global view so they can acquire the knowledge and skills needed for dealing with international affairs in a research and education environment.

The long-term training program (three to six months) is designed for staff members with functional English ability in international affairs and who are employed in areas dealing with international affairs, or for those who wish to be employed in these areas. Participants attend advanced language classes, obtain professional language ability, and participate in an internship at the partner university abroad with the aim of acquiring the necessary special knowledge and skills for engaging in international exchange services, especially for meeting the needs of international researchers and students.

The short-term training program (within one month) is for staff members with limited experience abroad and who are employed in areas dealing with international affairs, or for those who wish to be employed in these areas. Basic knowledge and skills related to international affairs, including international exchange for researchers and students, are acquired during this course.

Hitotsubashi University intends to further contribute to the human capital of staff members by supporting their participation in overseas seminars and study abroad programs provided by the Ministry of Education, Culture, Sports, Science and Technology and the Japan Society for the Promotion of Science. The University also supports staff participation in practical seminars and risk-management seminars held by incorporated nonprofit organizations.

In cooperation with language schools and staff training schools, on-campus English training programs are provided to improve English language conversation competency and to assist staff to acquire a level of reading comprehension necessary for reading websites in English. Various classes, depending on English ability, are offered.

3. Strengthening overseas PR and building the “Hitotsubashi University” brand name

The Hitotsubashi logo, incorporating the concepts of “University Identity” and “Corporate Identity”, will be commonly used on publications and promoted on stationary items such as business cards and letterheads. In addition to this, user-friendly media for promoting the University (i.e., brochures and CD-ROMs) will

also be created.

The University's website will also be modified for better dissemination of Hitotsubashi's research and educational activities to the world. Multilingual versions of the website will be created in addition to the English website, and the design layout and functions will feature an easy-to-use interface to promote accessibility from abroad. A database on research and educational activities managed by the University will be placed on the website to showcase to the world Hitotsubashi's achievements in these areas. This will also be a useful resource for researchers and students around the world.

4. Promoting campus internationalization

Hitotsubashi will internationalize services offered on the Kunitachi and Kodaira campuses for the benefit of international students, overseas visiting researchers, and international faculty:

- Multilingual campus information and university regulations will be provided.
- A multilingual website of this University (i.e., Japanese, English, and Chinese) will be designed, and the University will endeavor to provide an equal amount of information in each language.
- All international students, including those who do not have advanced Japanese abilities, will be able to use services offered by the Academic Affairs Division and the Student Affairs Division.
- Multilingual services at the University Library and the Computer Center will be provided for not only international students, but also for overseas visiting researchers and international faculty members.
- Regulations concerning human rights and labor matters will be formulated, and multilingual services, information, and research support related to these regulations will be provided. This is likely to improve Hitotsubashi's reputation among overseas visiting researchers and provide a positive stimulus to the recruitment of international faculty members.
- All billboards and signs in the university will be displayed in both English and Japanese.

5. Developing a “safety abroad” system

In recent years, there has been a dramatic rise in the number of Japanese students and faculty members traveling abroad to conduct business and research activities, to visit universities, institutes, and to attend seminars, study abroad programs, and

international symposiums. Accompanying this trend is a dramatic increase in the number of unexpected accidents, sickness, and incidents. In spite of this, the crisis awareness of Japanese traveling abroad remains unchanged. For a "responsible" and "independent" university, providing prompt assistance to related parties in times of need ought to be a significant part of university policy. Universities should therefore have their own detailed security measures for crisis management. However, in many cases, universities depend on insurance companies and travel agencies to deal with such issues.

Under the "safety abroad" system, Hitotsubashi University, with the assistance of experts in relevant fields, aims to develop a comprehensive system for responding to envisioned threats and crises. The following crisis-management system, incorporating strategies for security measures in response to natural disasters, international terrorism, cross-cultural adjustment, management of personal information, and intellectual property rights is under consideration:

- a) Constructing a crisis-management system and establishing an emergency headquarters
- b) Collecting risk information, analyzing risks, and formulating a crisis-management manual
- c) Creating codes of conduct for students and faculty
- d) Providing a cross-cultural training program for students and faculty
- e) Providing an orientation of crisis-management for students and faculty
- f) Conducting crisis-management simulations for faculty
- g) Implementing media training for faculty
- h) Organizing a compliance system
- i) Improving agreements and contracts with partner universities
- j) Examining insurance for overseas accidents and general liability insurance

Japanese universities have been conservative because of their unique organizational culture. However, universities need to improve security measures and crisis-management practices in order to develop and maintain international programs. By thoroughly reorganizing the crisis-management infrastructure as outlined above, Hitotsubashi will shift the system from "risk aversion" to "risk management," leading to a more successful international strategy for the University.