

International Strategy

I. Vision

Hitotsubashi University specializes in the humanities and social sciences, subsuming fields such as management, finance, economics, law, and international relations. Through quality education and research, the University has nurtured leading personnel and contributed to the development of a society with liberal political and socioeconomic systems. Since its establishment, the university has produced numerous prominent individuals who are active in business and society in Japan and abroad. Drawing on the university's history and accomplishments, Hitotsubashi has promoted the study of leading-edge social science research expected to be in demand in the 21st century. As an education and research center of worldwide focus, the University aims to provide theoretical and practical solutions to important issues shared by Japan, Asia, and other countries. In order to realize these aims, Hitotsubashi is pursuing three missions:

1. Exploring and creating new areas within the social sciences
2. Making intellectual and practical contributions to Japan and abroad
3. Nurturing intellectually advanced individuals, innovators, and political and economical leaders

Hitotsubashi strategically focuses on Asian Studies in the context of a global society, and places importance on the future vision for regional unity in Asia, as is emphasized in the well-known "Concept of an East Asian Community." To realize this vision, the former International Joint Research Center was restructured and new networks at home and abroad (e.g., the EUIJ Tokyo Consortium and the Hitotsubashi Beijing Office) were established.

Within the areas of education, research, and contributions to society reside the concepts of cross-cultural interface, international understanding, and international cooperation. Hitotsubashi needs to emphasize the "mobility" aspect of these concepts rather than the "exchange" aspect to create an infrastructure for a broader, more highly-focused intellectual dynamism. Openness of intelligence, mobility of intelligence,

and accessibility of intelligence are the most important functions that are required of universities by societies and the times. By endeavoring to realize these functions, the University aims to reaffirm its awareness of its responsibility as an “Intellectual Power House”, and to strengthen its international reputation.

In order to strengthen its position as a “World-class Intellectual Power House,” Hitotsubashi University has created the following international strategic guidelines:

A Powerhouse of Governance:

1. The Office for the Promotion of International Relations (hereafter called “OPIR”):
Reforming the University into a flexible organization
2. Fostering world-class staff
3. Strengthening overseas PR and building the “Hitotsubashi University” brand name
4. Promoting campus internationalization
5. Developing a “safety abroad” system

A Powerhouse of Research Activities:

1. Promoting the International Strategic Concepts in research activities
2. Expanding international research networks
3. Enhancing the International Joint Research Center
4. Promoting organic cooperation among research institutes on campus
5. Extending the global reach of research activities
6. Implementing a “one-stop service” for international programs

A Powerhouse of Educational Activities:

1. Improving international recognition and commonality in education
2. Developing study abroad programs for Japanese students
3. Enriching programs for incoming international students
4. Collaborating with domestic and foreign higher education institutions
5. Sharing knowledge with, and interacting with local communities

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.

III. Hitotsubashi as a Powerhouse of Research Activities

Hitotsubashi aims to pursue cutting-edge research relevant to the 21st century by creating new research areas within the social sciences. This will be achieved through the establishment of world-class research institutions, the construction of global networks, and the advancement of traditional social sciences and interdisciplinary research in the social sciences and cross-disciplinary research systems. Also, in order to attract more high-caliber international researchers, the creation of world-class research environments and the construction of global networks are essential. The International Strategic Concepts in research activities aim to contribute to the development of a society with liberal political and economic systems and to foster leaders capable of participating in global affairs. Hitotsubashi also aims to meet the demands of the 21st century by being a worldwide hub through the promotion of cutting-edge research in the social sciences.

1. Promoting the International Strategic Concepts in research activities

Under the auspices of the 21st COE (Centers of Excellence) Program, Hitotsubashi has advanced the quality of research conducted in areas of the social sciences such as management, finance, economics, law and social relations, interdisciplinary research in the social sciences field and cross-disciplinary research systems. Within the International Strategic Concepts, the University allocates resources for research with a strategic focus on Asian studies, and aims to support research in the social sciences conducted by the Institute of Economic Research, the Institute of Innovation Research, and each graduate school and faculty. In particular, the “Asia Long-Term Historical Statistical Database for the period of 1995-1999”, funded by The Ministry of Education, Culture, Sports, Science and Technology, and managed by the Institute of Economic Research is a good example of the research accomplished with the support of the COE Program. Promoting such research allows Hitotsubashi to make constructive contributions to the international relations, economic systems, financial systems, management systems, and legal systems of the Asia region, comprising of Japan, China, and ASEAN countries. The International Research Center and the Hitotsubashi Beijing Office were established to strengthen the University’s Asian Studies program, however in the near future Hitotsubashi intends for them to make even larger contributions to the program and the Asia region. Furthermore, the Asian Public Policy Program in the School of International and Public Policy, established in 2005, will become involved

with various projects aimed at the construction of networks between researchers and policymakers in the Asian region as an Asian hub. Networks for researchers of Japan and information exchanges among higher education institutions will also be strengthened to further enhance international awareness of Japan and Japan studies.

2. Expanding international research networks

Hitotsubashi provides quality facilities such as joint research project rooms at the International Joint Research Center and accommodation facilities for researchers to create an attractive environment for researchers. However, as it outlined in the international strategic plans, more action needs to be taken such as monetary incentives, to further attract high-caliber international researchers. By concluding academic agreements with 47 institutions around the world, Hitotsubashi has already created global networks and is expected to further strengthen these networks by utilizing the institutions included in the international strategic plans; compiling the Faculty Research Database (Research Paper Database); and establishing a network of researchers centered around former visiting international researchers to Hitotsubashi.

3. Enhancing the International Joint Research Center

Hitotsubashi intends to form an international working group and establish a new research center to conduct research on long-term international strategies of politics, economics, and various social sciences topics including Asia-related matters from a global perspective. The research center will consist of two groups: a research group consisting of only University faculty, and a joint research group consisting of various researchers. The researchers in the joint research group will be of various nationalities, but the share of Japanese researchers is expected to be around fifty percent. This joint research center will also support other international research networks independently operating on campus, manage various research networks, and hold conferences and workshops concerning joint research.

4. Promoting organic cooperation among research institutes on campus

The various experiences of EU integration provide helpful input to research on dynamism and regional integration within Asia. Through the efforts of the 21st Century COE Program, “The Center for New European Research – Conflict and Settlement,” Hitotsubashi has been conducting research on these issues. Moreover, the University has established the EUIJ as a consortium with three other universities under the financial assistance of the EU headquarters, and continues to conduct collaborative research on

EU-related studies with European researchers in cooperation with the EU headquarters. In this manner, Hitotsubashi will strategically advance worldwide cutting-edge research on both Asia and Europe and aim to generate synergies among these areas.

In order to implement international strategies while focusing on European and Asian studies, the University has been promoting the organic cooperation of the International Joint Research Center, the Institute of Economic Research, the Asian Public Policy Program in the School of International and Public Policy, the Hitotsubashi Beijing Office, and the EUIJ. With each facility focusing on its specialized area- Asia, China, and Europe- it is expected that an organic and efficient integration of resources will produce synergistic effects, leading to higher quality research, which can be well utilized by international organizations, national governments, research institutes, and companies to further develop political, economic, financial, legal and management systems in Asia.

Hitotsubashi has a strong track record in industry-government-academia collaborative research, and intends to extend this success with more collaborative international joint research. The Hitotsubashi Beijing office has already held an international symposium in cooperation with China enterprises. This kind of research provides valuable data for companies and governments on activities in China.

5. Extending the global reach of research activities

A major goal of the International Strategic Concepts is to make research and developmental activities widely available to international and local communities. Moreover, while other Japanese universities are struggling to compete at the international level, Hitotsubashi will strengthen its position in international academic rankings as an intellectual powerhouse in higher education.

For this goal, the OPIR intends to support, strengthen, and promote the following activities:

- a) Construction of international research links
- b) International symposiums and joint research activities
- c) Making presentations at conferences and submitting papers to journals
- d) Translation support system to publish academic papers
- e) Publicizing and disseminating research and developmental activities and other accomplishments to international communities

- f) Publicizing and disseminating research and developmental activities and other accomplishments to local communities
- g) Conducting overseas seminars and lectures in cooperation with partner or sister universities
- h) Advertising multilingual educational and research activities, enhancing the university's official websites such as its multilingual sites, improving brochures, and disseminating information to the media
- i) Promoting the "University" and "Corporate" identity through comprehensive advertising aimed at furthering global reach

A task force within the OPIR will be established and entrusted with the duty of executing these activities, with outsourcing being considered for a part of the PR activities. Furthermore, the Hitotsubashi Beijing Office, the International Joint Research Center, and the EUIJ are also expected to play a role in PR activities.

6. Implementing a "one-stop service" for international programs

International activities such as overseas business trips, receiving international researchers, and international conferences, all involve time-consuming and sometimes complicated procedures such as arranging entry visas and submitting documents to various government bodies. To ease the burden on applicants, Hitotsubashi will consult with travel agents and professionals in the convention industry to create a streamlined consulting service that simplifies procedures and paperwork to create a more convenient "one-stop service".

IV. Hitotsubashi as an Educational Power House

Hitotsubashi aims to strengthen its position as a prestigious and internationally recognized research-oriented university through an endless pursuit of excellence in education for graduate and undergraduate programs. Towards this goal, new methods and systems of internationalization related to education and research will be implemented, and new curricula and programs will be selected and strategically introduced with the goal of developing individuals capable of actively contributing to global affairs.

Many universities aiming at internationalization frequently do so via means such as expansion plans based on quantitative goals. However, Hitotsubashi aims to foster innovative individuals with advanced problem solving skills who will then go on to become future leaders in world affairs. To this end, the University is planning advanced educational exchange programs with 47 institutions in the academic exchange program, 22 institutions with inter-faculty/graduate school agreements, 25 institutions in the international exchange and cooperation (19 inter-university agreements, 6 inter-faculty/graduate school agreements), and a support system of steady and realistic academic exchange programs. The international strategic domains are as follows:

1. Improving international recognition and commonality in education

1) Responding to multilingual and multicultural educational environments

In the ever-increasing globalization of society, multilingual and multicultural educational environments are not only an indispensable element of education, but are also becoming commonplace. In response to this trend, Hitotsubashi has offered classes taught in English mainly at the graduate level, will try to offer more courses in English with multilingual and multicultural considerations in the double, joint, or dual degree programs with foreign universities, and is expanding student exchange programs at the undergraduate and graduate levels. Moreover, rather than focusing on students' linguistic ability, Hitotsubashi would like to attract international students with excellent academic performance. For this purpose, multilingual and multicultural considerations need to be more effectively incorporated into the educational environments to help students and faculty members to improve foreign language skills and to create an environment

through which they share ideas and thoughts about the importance of multilingual and multicultural consideration.

2) Strengthening international recognition in education

As one of the qualitative improvements of higher education, it is important for the University to organize educational environments based on international standardization and openness of curriculums, development of international programs, transparency of evaluation criteria, and development of education programs for obtaining international certifications. Evaluation criteria, which allow comparisons with overseas universities and a system of accrediting degrees/credits between Hitotsubashi and overseas universities, will be needed for promoting the mobility of students and increasing international exchanges in education.

3) Offering accelerated dual degree programs

Through the cooperation of undergraduate and graduate schools, Hitotsubashi developed the Accelerated Dual Degree Program (five years), a combined bachelor's and master's degree program. In 2000, the Graduate School of Commerce and Management launched a MBA program. In 2004, the School also started the Doctoral Program for Training Researchers (five years) for those wishing to acquire advanced research skills. These kinds of programs not only reduce study time abroad, but also reduce the financial burden on international students.

4) Developing joint/dual degree programs with foreign universities

In conjunction with overseas graduate schools that are under student exchange contracts, Hitotsubashi will develop dual degree programs for students. The University will also examine the possibility of offering dual degree programs at partner universities as a part of its offshore programs. In addition, the University will consider the feasibility of implementing "twin" programs with foreign universities and expanding it into double, joint, or dual degree programs. Under the framework of the EUIJ, Hitotsubashi also intends to investigate the possibility of participating in the same kinds of programs with universities in the EU.

5) Expanding quality professional education at the Graduate School of International Corporate Strategy

In 1998, The Graduate School of International Corporate Strategy (ICS) was established with the aim of being a world-class business school, and has achieved international recognition for its education and research based on the combination of the “intelligence” of Japan with the “intelligence” of Western countries. ICS provides high-caliber professional education to foster business leaders capable of contributing to society on a global scale, especially in the fields of business law, international business law, and financial strategy. ICS offers students a curriculum based on the best practices of Japan and Western countries, and opens its doors to international students by offering classes taught in English and enrollment dates in October. ICS also has exchange programs with nine partner schools.

6) Expanding cutting edge professional education at the School of International and Public Policy

Workplaces require professional knowledge and skills relevant to the current highly competitive global environment. National governments, international organizations, self-governing bodies, and NGO/NPO’s now demand professional knowledge and practical skills from potential employees. To meet these societal needs, in April 2005, Hitotsubashi University established the School of International and Public Policy. This professional school offers students two courses: the International Governance Course and the Public Economics Course.

- International Governance Course

This course focuses on law and international relations, and offers two programs: Public Law Program (GL) and Global Governance Program (GG).

- Public Economics Course

This course focuses on economics, and offers two programs: Public Economics Policy (PEP) and Asian Public Policy Program (APPP).

The School of International and Public Policy offers classes taught in both Japanese and English (classes in the Asian Public Policy Program are conducted entirely in English), which is one of the unique features of this school.

The importance of cooperation between the Asia and the Pacific regions cannot be overstated. Hitotsubashi is striving to become an international hub of education and research by interacting with researchers and students through the

Program in International and Asia-Pacific Relations in the GG and the Asian Public Policy Program in the APPP.

7) Launching the Japan-Europe Legal Communication Training and Development Program

Through the cooperation of EUIJ, in 2005, the Graduate School of Law launched the Japan-Europe Legal Communication Training and Development Program to promote mutual understanding concerning Law and Law Culture in both Japan and the EU. Through this program, the Graduate School of Law provides classes and educational activities for graduate students who wish to be law scholars in the future so that they will be able to develop presentation skills in English and be able to participate in research with foreign scholars overseas. In addition, the graduate school aims to support foreign scholars of Japanese Law.

8) Promoting interaction between international and Japanese students at the International Village

Approximately 450 international students, and their family members, of Hitotsubashi University, Tokyo Gakugei University, Tokyo University of Agriculture and Technology, and The University of Electronic-communications live together with approximately 350 Japanese students in the International Village at the Kodaira campus, which opened in 2002. International exchange programs in Kodaira such as the Cross-Cultural Exchange Program at an elementary and middle school, a class on Japanese culture, and co-hosted events such as festivals, are provided mainly through the Kodaira International Friendship Association. However, the International Village is also a space to learn about various cultures, so Hitotsubashi will try to further promote inter-cultural awareness, for example, by allocating rooms so that Japanese students and international students share rooms or live in rooms next to each other.

2. Developing study abroad programs for Japanese students

Hitotsubashi is currently reevaluating its one-year student exchange programs and aims to expand the diversity and quality of the programs. Three study abroad programs are being developed which will form the core study abroad offerings for Japanese students: 1) short-term intensive study abroad programs during summer/spring break; 2) one-semester exchange programs; and 3) one-year exchange programs. Additionally, the

University will focus on developing practical experience-based learning programs, including internships, volunteer programs, and fieldwork opportunities. These study abroad programs will be developed based on students' needs and abilities, and with the goal that 10% of the student body will be able to participate in a study abroad program. Hitotsubashi will create a support system for not only those who participate in exchange programs, but also those who study overseas at their own expense while taking a leave of absence from school, those who travel overseas on a working holiday, and those who go on to graduate school overseas after obtaining a bachelor's degree. In addition, an orientation and seminar will be held before studying abroad to help ensure students' success and safety in these international programs.

1) Developing and promoting long-term study abroad programs

Hitotsubashi will develop and promote long-term study abroad programs for graduate students who wish to either obtain degrees or pursue further studies in their respective fields at institutions abroad. Hitotsubashi currently offers the following study abroad programs:

- Short-term intensive study abroad programs for undergraduate students
- One-year student exchange programs for juniors, seniors, or graduate students
- "Programme Renault" for graduate students enrolled in Master's programs
- "Consortium japonais du Collège doctoral franco-japonais" for graduate students enrolled in doctoral programs.

In addition to these programs, Hitotsubashi will develop new long-term study abroad programs so that graduate students are able to increase their opportunities for overseas study. Hitotsubashi will design and develop these programs in accordance with the "University Education Internationalization Promotion Program (long-term study abroad support)" initiated by the Ministry of Education, Culture, Sports, Science and Technology in 2005.

2) Developing short-term study abroad programs

As part of the diversification of Hitotsubashi's study abroad programs, short-term study abroad programs will be offered during summer/spring breaks, the first of which is a four-week program at Monash University in Australia held during March 2006 as a pilot program. During each summer and spring break, Hitotsubashi will offer students two short-term programs for studying English and one short-term program for studying other languages such as Chinese,

French, and German. Furthermore, in addition to English language study and cultural study programs, experience-based learning programs (i.e., volunteer, fieldwork, and internship programs) will be developed.

3) Diversifying short-term exchange programs

By creating short-term educational programs taught in English for international students and increasing the number of students participating in the programs, Hitotsubashi hopes to increase the feasibility of exchange programs for Japanese students. Also, through participation in study abroad consortiums such as ISEP (International Student Exchange Program) and IES (International Education of Students), the University can increase the number of programs without concluding exchange agreements with partner universities. From this consideration, Hitotsubashi will offer students study abroad programs that match their needs and abilities by preparing one semester exchange programs, one-semester study abroad programs without exchange agreements (students study at their own expense), as well as one-year exchange programs.

4) Providing extracurricular language programs

Hitotsubashi will support students who wish to study overseas by providing preparation classes for required language examinations such as TOEFL, IELTS, HSK (Chinese), DELF/DALF (French), and Test Daf (German), conversation classes for studying abroad, and study skills classes. With the aim of reducing the cost of tuition for the students, Hitotsubashi will examine outsourcing the instruction of classes and the preparation of teaching materials to language schools. Although Hitotsubashi will consider if the University or Josuikai can subsidize a part of the students' tuition fees, the students will have to basically burden the expense for the programs. So that students can measure their English ability while controlling costs, the ITP-TOEFL test will be periodically administered on campus in collaboration with the University Coop.

5) Offering support for international exchange activities of seminars and clubs

The research and educational activities carried out by each seminar have, at times, consisted of an international component, involving activities done outside of Japan. Sport and academic clubs also have many opportunities to interact with students at foreign universities through similar extracurricular activities. However, Hitotsubashi has not sufficiently supported these activities so far. Thus,

for future seminar and club activities abroad, Hitotsubashi will provide a competition-based fund and create a risk management system to support the international activities of the various groups.

6) Expanding scholarship programs for overseas study

Hitotsubashi provides scholarships, endowed by Josuikai, Meiji Sangyo Company and Meisan Cooperation, for students enrolled in the study abroad program. Approximately 30 students selected from those who wish to study at partner universities receive a one-year scholarship. Hitotsubashi will further expand this scholarship system by increasing and diversifying the study abroad programs. These scholarships are mainly for undergraduate students (approximately 28 students can receive a scholarship). However, although experience abroad is regarded as an important foundation for future researchers, only 6 scholarships are offered to graduate students per year. Thus, with the cooperation of Josuikai, the number of scholarships for graduate students to study abroad will be increased.

3. Enriching programs for incoming international students

Hitotsubashi aims to organize short-term educational programs to recruit high-caliber international students from various countries, and increase exchange programs for Japanese students. The University will also actively search overseas markets to recruit international students who show high academic aptitude to enter full degree programs. In addition to living and tuition expenses, these students will need to cope with life as an international student in Japan.

1) Reviewing entrance examinations and admission procedures for international students

International graduate students currently comprise 70% of international student enrolments on campus, and about 20% of the whole student body, while international undergraduate students represent 30% of international student enrollments, and about only 3% of the whole student body. Japanese government scholarship students outnumber privately-financed international students (37% of the international students enrolled are Japanese government scholarship students while 64% are privately-financed students). Increasing privately-funded enrolments of international undergraduate students, especially from Southeast Asia, will provide more opportunities for Japanese students to interact with

international students. To achieve this goal, entrance examinations for international students need to be reviewed by each department. Each department should be allowed to decide the number of students to enroll, the qualification requirements for taking the examination, and the academic subjects that will be included on the entrance examination. Moreover, each graduate department currently accepts applications only from prospective students already residing in Japan. However, a plan is being considered for each graduate department to directly accept applications from outside Japan.

2) Recruiting international students in foreign countries

Hitotsubashi needs to extend its scope beyond international students already enrolled in Japanese schools and universities in Japan, and begin direct recruiting programs abroad to attract more privately-funded international students who show high academic aptitude. The explicit plans are as follows: 1) to use the Hitotsubashi Beijing Office and Josuikai offices in foreign countries; 2) to establish Hitotsubashi's own scholarship system through which international students are informed before enrolling if they can receive a scholarship; 3) to cooperate with higher education institutions in foreign countries to accept undergraduate transfer students through twinning programs and graduate students based on recommendations, including the creation of an admission system based on recommendations from private high schools.

3) Developing short-term seminars and promoting short-term study abroad programs

Short-term seminars such as the Japanese and Japanese Culture Study Seminar (the credits of this seminar are accredited in overseas universities) and the Intensive Seminar for Japanese Teachers (this short-term seminar is for overseas Japanese teachers) are offered at Hitotsubashi University during summer and spring breaks. Hitotsubashi is examining ways to increase the number of international participants of these, including more promotion activities for partner universities. Through four-week programs in consortium member institutions (i.e. ISEP and IES), Hitotsubashi aims to increase external revenue and secure more participants.

By offering a short-term educational program taught in English, Hitotsubashi will create a structure for accepting international students with low Japanese level for one semester to one academic year. Participation in the program will

not be limited to exchange students (tuition waiver students) from partner universities, but will be open to students (tuition-paying students) from all institutions for the financial contribution to the short-term program in English.

4) Holding short-term seminars for professionals in conjunction with international organizations

Twice a year the School of International and Public Policy hosts the Hitotsubashi Executive Program for Macroeconomic Policymakers, a seminar on macroeconomic analyses and policy issues for senior officials at ministries, government agencies, and central banks in Asian countries who are engaged in macroeconomic policy. The program receives financial support from the Japanese government and the International Monetary Fund (IMF). The scope and number of participants has been expanding, and based on the success of the program, the University will make a support system so that each faculty can offer a similar kind of program. Furthermore, in conjunction with international organizations such as JICA and JBIC, Hitotsubashi will provide a short-term seminar (i.e., finance or law system) for staff training in developing countries.

4. Collaborating with domestic and foreign higher education institutions

In collaboration with foreign higher education institutions, Hitotsubashi plans to develop new programs and diversify existing programs such as international double degree programs. These programs aim to enhance student academic performance, foster international awareness, and contribute to international collaborative academic research and development.

1) Planning offshore programs in East and Southeast Asia

In recent years, many Western universities have successfully established degree programs in countries like China, Hong Kong, Malaysia, and Singapore. Hitotsubashi plans to follow this trend, and is now considering two possibilities: 1) a “twin” program in which a student takes some courses at a local university and completes the remaining courses at Hitotsubashi; and 2) a program in which all courses are completed at a local university. If the institution is a university, Hitotsubashi will consider establishing double degree programs.

Plans are also being devised to increase the international students mobility by promoting international exchanges with universities in Asia and the Pacific. This

will be achieved with the assistance of networks such as the Ministry of Education, Culture, Sports, Science and Technology, the University Mobility in Asia and the Pacific (UMAP) of the Japan Association of National Universities, and the University's branch office in Beijing.

2) Examining the feasibility of opening new educational programs focused on foreign languages and cultures

Hitotsubashi is examining the feasibility of opening new educational programs focused on foreign languages and cultures in conjunction with foreign governments and partner universities. In order to effectively utilize the Kodaira campus, Hitotsubashi will offer these educational programs not only to Hitotsubashi students, but also to local people.

3) Actively participating in consortiums

Hitotsubashi has joined the following consortiums to offer students rich learning opportunities: 1) Tama-region Five-National University Educational Alliance, consisting of Tokyo University of Foreign Studies, Tokyo Gakugei University, Tokyo University of Agriculture and Technology, The University of Electronic-communications, and Hitotsubashi; 2) Exchanges of credit between Tsuda College and Hitotsubashi; 3) Four- University Confederation, consisting of Tokyo Medical and Dental University, Tokyo University of Foreign Studies, Tokyo Institute of Technology, and Hitotsubashi; and 4) EUIJ (EU Institute in Japan), consisting of International Christian University, Tokyo University of Foreign Studies, Tsuda College, and Hitotsubashi. Working with these consortiums will help to develop international education exchange programs and resources at each university. The educational programs that are under consideration are as follows: 1) study abroad program; 2) short-term study abroad under joint management (each university offers their own programs); and 3) short-term program and Japanese program for international students under joint management (for example, international students in the consortiums will take classes at Hitotsubashi's Kodaira campus). The interaction of these various domestic and overseas programs will provide a large contribution to international education and research across various academic fields.

5. Sharing knowledge with, and interacting with local communities

Hitotsubashi University will collaborate with various organizations and groups in

Kunitachi and Kodaira in an effort to be a center for promoting internationalization for the communities. One of the educational goals of Hitotsubashi is “to foster individuals with public-spiritedness and international perspectives.” Hitotsubashi not only nurtures students with public-spiritedness and international perspectives, but also improves the quality of internationalization in the University and communities by involving faculty, staff, international students, and communities.

1) Supporting students, researchers, faculty members, and family members from foreign countries

Currently, Hitotsubashi, local community organizations, and a support organization composed of Japanese students offer assistance to international students. The Kunitachi Public Hall and some volunteer groups in Kunitachi play a pivotal role in providing programs to support international students living at the International House on Hitotsubashi’s Kunitachi Campus. For international students living at the International Village on Hitotsubashi’s Kodaira Campus, the Kodaira International Friendship Association offers various means of support. Specifically, the University asks these organizations to participate in orientations held on both campuses to help international students to complete some of the necessary procedures before arriving in Japan and enrolling in university. In addition to these orientations, programs such as Japanese language classes, home stays and visits, host families, daily consultation activities, and cultural exchanges are provided for the students. However, the number of international students and nationalities are expected to increase in the future, meaning that it will become even more important to work with local communities to provide for the various needs of the international students and to ensure a comfortable living environment.

Hitotsubashi also plans to welcome more overseas visiting researchers and faculty members at the research center. Providing for their needs, and how the university will collaborate with local communities to provide a suitable and comfortable living and working environment will also need to be considered.

2) Opening international programs for the communities

Hitotsubashi is considering short-term study abroad programs at foreign universities for faculty members, students, and local people so they can study together in foreign countries. These kinds of programs aim to reduce barriers

between the University and communities, promote better mutual understanding, and promote international awareness and civil characteristics. The examples of study/training programs are based on inspections of Scandinavian cities widely acknowledged for accepting immigrants and on visits to Southeast Asia to research poverty and education.

Hitotsubashi has offered various programs aimed at sharing knowledge with local communities such as an open lecture on the history of the Euro and EU unification taught by professors in the EU program of University. The University also intends to contribute to the “Machizukuri” (town planning) program to further promote international exchange and cross-cultural understanding. Furthermore, as it endeavors to be recognized as a “university of the world” and a “university of the community,” Hitotsubashi will actively provide communities with international symposiums and seminars, and will strive to prove the University’s worth as a world-class intellectual powerhouse.