

**Road Map: Vision and Strategies of Hitotsubashi University for a Designated National University
Emerging as a Hub to Lead the Reform of the Social Sciences in Japan**

Mid-term plan period Fiscal year	Designation	Third-Midterm period			5th year	Fourth-Midterm				10th year	Fifth-Midterm	
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028~		
Strategy (1): Selection and Concentration (Strengthening of governance)												
Select Strategic Priority Areas based on the leadership of the President	Strategic priority areas selected by Committee for Strategic Priority Areas (President serves as Chairman)			Review Strategic Priority Areas								
	→ Strategic priority areas: Economics, Management, Accounting and Finance, Politics and International Relations, Psychology, Data Science, and Global Law											
Strengthen Committee for University-wide Personnel (Chair: President)	Hire through international open recruitment, implement a designated annual salary system, review of faculty evaluation system, hire researchers based on their international accomplishments			Strategic priority areas: New hiring (net increase)				Further new hiring				
				Other areas: Hiring to replace personnel who leave				Thoroughly implement hiring policy having international standards				
Strategy (2): Establishment of a world-class research workforce (Strengthening of Research Capabilities; International Cooperation & Collaboration)												
Strengthen Hitotsubashi Institute for Advanced Study [HIAS]	Research Center for Health Policy and Economics Research Center for Global Economic System Management Innovation Research Center			Hold international conferences, seminars, policy forums Invite prominent researchers from overseas, hire postdoctoral researchers, provide education programs Joint research with overseas universities through SIGMA				Evaluate projects, consider revision or elimination, or expansion				
	Synergistic effect of interdisciplinary research			Research Center for Data-driven Society (launched in 2022) Hitotsubashi International Center of Research and Training of Economic Measurements (Hi-CEM) (launched in 2022) Research Center for Asia Policy Studies (reorganized in 2022) Institute for Global Governance Research (reorganized in 2023) Start up new research Centers for climate change, neuroscience				Joint research with AIST, etc., partnerships with corporations, development of education programs Evaluate projects, consider revision or elimination, or expansion Start up new research projects that respond to social issues				
			World-class global talent procurement program (HIAS BRIDGES) Young researcher development program (HIAS BRIDGES Next) (recruit 45 distinguished young researchers by FY2026) World-class researcher invitation project (HIAS BRIDGES Distinguished) (invite world-class researchers from leading universities)				Review outcomes by strategic priority areas Review resource allocation					
Key Performance Indicator												
Number of English publications (Number of English publications evaluated in World University Rankings)	156 publications		180 publications		200 publications					300 publications		
QS World University Rankings	Subject Area of Social Sciences & Management: 71 st		Specific Subjects*: Economics & Econometrics, Business & Management Studies, Accounting & Finance, Politics & International Studies								Subject Area of Social Sciences & Management: top 30 Specific Subjects: top 30	
Number of newly hired of faculty			12 new hires		30 new hires		Hire 92 people to replace personnel who leave			60 new hires		

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Strategy (3) : Reinvesting Research Outcomes in Society and Education (Acquisition & fostering of human resources; international cooperation & collaboration; collaboration with society)												
- Development of Global Captains of Industry -	Undergraduate degree program	Develop global education	Implement Global Active Learning programs through collaboration with SIGMA, etc., design global portfolio, overseas internship, specialized courses given in English			Enrollees of Global Active Learning Cumulative total of 450 students	Enhance participatory hybrid seminar methods, devise hybrid international internship program, establish competency evaluation methods for transferable skills, develop diploma supplement					
			Introduce Dual Seminar system (Japanese seminars and English seminars)				Verification, expansion of Dual seminars					
	Doctoral degree program	Data science education across human and natural sciences	Establish data design program		Establish faculty of Social Data Science	Establish doctoral program, expand university-wide data science education program						
		Foster young researchers	OJT for research activities through international joint research and research to solve social issues, support for school expenses									
	Professional education (Master's and Doctoral programs)	Master's degree program	Business School	Enhance programs	Acquisition of AACSB accreditation	Launch Center for Advanced Research and Education in Management (H-CAREM), strengthen relationship with overseas universities		Strengthen communication with external stakeholders, market research for expansion of Business School		Renewal of AACSB accreditation	250 enrollees (AY2029)	
			Law School School of international and Public Policy	Make use of cross appointment system		Enhance international internship programs in Law School, expand double degree programs and internship programs			Expand overseas partner institutions	Verification and expansion		
		Program for nurturing highly skilled professionals in Health Economics	Collaboration among Union of Four Universities in Tokyo		Establish program	Examine career paths of graduates, revise program		Collect opinions from employers, revise program	Verification and expansion			
		Doctoral degree program	EBPM Doctoral degree program	Establish EBPM Doctoral degree program			Collect opinions from graduates and policy makers, revise program			Verification and expansion		
			Management of Technology human resources	Establish Innovation Management program			Verification of effect, expansion of programs					
	Education for working adults	Expand and develop education programs for working adults and executives	Enhance executive programs		Expand existing executive programs, develop new pilot programs			Develop new executive programs, Devise new program utilizing information technologies				
Establish Health Economics Short Intensive Course			Verification and expansion			Develop new programs responding to social demands						
Key Performance Indicator												
Number of specialized courses offered in English in undergraduate programs		125 courses	145 courses		160 courses					200 courses		
Cumulative total of enrollees of Global Active Learning (SIGMA joint programs and Dual Seminars, etc.)		Cumulative total of enrollees of Global Active Learning			450 enrollees							
Cumulative total of enrollees of Data Design programs		Cumulative total of enrollees of Data Design programs			150 enrollees							
Acquire AACSB accreditation for the Business School and expand capacity of students		Business School	Acquisition of AACSB accreditation							250 enrollees (AY2029)	500 enrollees (AY2039)	
Percentage of enrollees appointed to top management positions after taking the Executive Program		Executive Program (for management personnel)							More than 66% of enrollees are appointed to top management positions within five years			

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Strategy (4) : Strengthening of the Financial Base and Establishment of a Virtuous Cycle (Strengthening of financial base, collaboration with society)													
Hitotsubashi University Foundation	Expand donations by using dedicated fundraisers		Strengthen fundraising systems for the 150th anniversary in 2025			Strengthen networks of alumni (especially in Asia)							
Expand commissioned research, etc.	Cooperation based on collaboration with AIST, Teikoku Databank, etc.		Expand co-creation of humanities and science projects and Industry-university co-creation projects focusig on data science area										
Put HICKS to use, Incorporated companies	Expand commissioned research through HICKS					Establish incorporated companies							
Monetization of Hitotsubashi Hall and assets	Increase profits from Hitotsubashi Hall				Monetization of assets by making use of fixed-term land lease, etc.								
				Investigate the utilization of university-owned land		Formulate and implement campus grand design							
Executive Programs	Enhance Executive Programs			Verification, enrich programs		Establish new executive programs, expand existing programs							
Revision of tuition	Increase revenue by raising tuition (Faculties, HUB) HUB: Hitotsubashi University Business School									Increase revenue through step-by-step increase of tuition (HUB) *Deregulation is the precondition			
Expansion of capacity of students	Market research for expansion of student capacity					Increase revenue through step-by-step expansion of student capacity (HUB) *Deregulation is the precondition							
Key Performance Indicator													
Cumulative total of amount of donations to Hitotsubashi Foundation	JPY 10 billion		JPY 11 billion		JPY 12 billion					JPY 15 billion			
Increase in revenue from commissioned research, etc.			JPY 15 million		JPY 30 million					JPY 150 million			
Increase in revenue from Hitotsubashi Hall, etc.			JPY 24 million		JPY 45 million					JPY 50 million			
Increase in revenue from Executive Program			JPY 25 million		JPY 40 million					JPY 160 million			
Increase in revenue from revision of tuition and expansion of student capacity			JPY 200 million from Faculties		JPY 30 million from HUB		JPY 400 million from Faculties JPY 64 million from HUB				JPY 400 million from Faculties JPY 200 million from HUB		
Total amount of revenue increase										Total amount of revenue increase JPY 1 billion		Total amount of revenue increase JPY 2 billion	

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Basic Strategy (5) : Enhancement of Diverse Educational and Research areas (Strengthening of governance)											
Strengthen Governance under Presidential Leadership				Further reallocation of internal budgets, more effective approaches to faculty evaluation							
Hitotsubashi Global Advisory Board				Launch the Board, hold first meeting	Hold a meeting once or twice a year		Reorganize a structure that is more involved in governance				
Develop university management administrators	Launch program		Undergraduate-level certificate program				Evolve towards Master's program				
Dispatch staff to overseas universities for OJT	Dispatch staff to SMU for OJT		Dispatch staff to OIST for OJT		Verify results and expand destinations for dispatching staff						
Strategy (6): Enhancement of Diverse Educational and Research areas (Strengthening of research capabilities, acquisition and fostering of human resources)											
Enhance basic research fields and fields other than strategically prioritized areas				Enhance basic research fields in law(positive law), mathematics, philosophy, history, etc.							
Strategy (7): Impacts on Other Social Sciences Universities / Faculties in Japan (Strengthening of research capabilities, acquisition and fostering of human resources, collaboration with society)											
Roundtable discussions about development of social sciences	Hold Roundtable meetings, disseminate information		Hold Roundtable meetings, disseminate information, announce progress made in reform of Hitotsubashi University				verify reforms, disseminate the results of reforms				
University Administrator Development Program							Expand university management administrators program to outside the university				
Joint usage and joint research of data infrastructure	Long-term economic statistics related to Japan and Asia from Institute of Economic Research; collaboration with Graduate School of Economics and Teikoku Databank				Joint usage and joint research of data infrastructure		Become one of the world's leading bases for empirical research on the economy and management				
Ripple effect to graduate students inside and outside Japan	Employ graduate students from inside and outside Japan as RA, etc., participate in research to solve social issues, provide opportunities for OJT for empirical research based on data infrastructure										
Build joint research network with HIAS at the core	Promote international joint research and industry-academia-government joint research			Build joint research network, disseminate research results inside and outside Japan			Become research base where researchers gather from inside and outside Japan				
Key Performance Indicator											
Number of students who completed university administrator development program (cumulative total)				15 people						35 people	
Number of university staff dispatched overseas for OJT (cumulative total)	1 people					5 people					10 people
Number of graduate students from other universities hired as RA, etc. (cumulative total)		10 people	20 people	40 people						110 people	