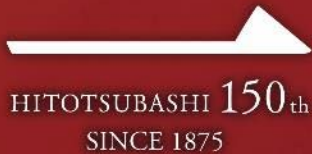


Emerging as a Hub to Lead the Reform of the Social Sciences in Japan Towards a More Sustainable Future



ひとつひとつ、社会を変える。



NAKANO Satoshi
President,
Hitotsubashi University

October 28, 2024
Designated National University Corporation
Subcommittee Hearing

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1. Progress of the Hitotsubashi University's Vision and Strategy as Designated National University

- Establish a World-class Faculty
- Efforts to Achieve KPIs Modeled on the International Benchmarks
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- Foster Global Captains of Industry
- International Collaboration
- Strengthen the Finances and Promote the President's Initiatives

2. Address the Crucial Remarks of the Subcommittee

3. Future Plans and Prospects

Emerging as a Hub to Lead the Reform of the Social Sciences in Japan Towards a More Sustainable Future

Strengthen Governance under Presidential Leadership

- Select Strategic Priority Areas
- Emphasis int'l track record in hiring
- Implement Personnel Roadmap
- Further reallocation of internal budgets
- Management reforms utilizing external perspective such as Global Advisory Board

Economics

Management

Accounting & Finance

Politics & Int'l Studies

Psychology

Data Science

Global Law

Strengthen HIAS (Hitotsubashi Institute for Advanced Study)

Global Talent Procurement Program (HIAS BRIDGES)

Develop Young Researchers
Invite World-class Researchers

Boosting int'l outputs Target of 300 in AY2028

Devote faculty members to research

Strengthen research support organization

Newly establish Interdisciplinary centers

Data-driven Society
Global Governance
Climate Change
Psychology

Foster Global Captains of Industry

Enhance Social Data Science Faculty / Grad. Sch.

Undergraduate Program

Increase specialized courses given in English to 200, expand Dual Seminar System

Professional Education

(Masters) Enhance Law School, Business School, School of Int'l and Public Policy
(Doctors) Offer EBPM programs and management technology programs

Executive Education

Enhance Hitotsubashi Senior Executive Program
Establish new executive programs in response to the needs of society

Strategic partnerships through SIGMA

Promote joint research and SIGMA Online Joint Courses
Exchange of researchers/students
Expand the Double Degree Programs

Strengthening of Research Capability

Fostering of Human Resources

Achieve international community
Contribute to society

Collaboration with Society

International Collaboration

Strengthening of Financial Basis

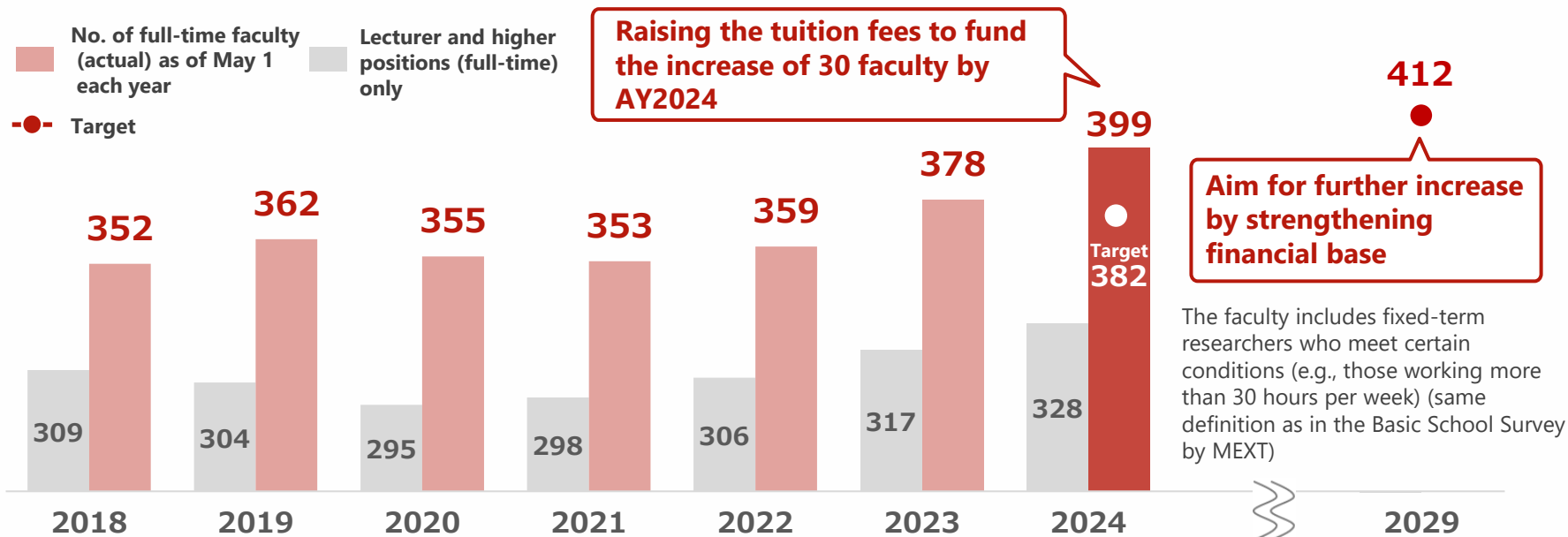
Administrative Organization Reforms

Increase revenue earned from tuition and from external sources **by JPY 2 billion**
Formulate and implement Campus Grand Design
Expand commissioned research in social data science area
Strengthen fundraising systems for the 150th anniversary in 2025
Cumulative **total of amount of donations to JPY 15 billion**

Launch University Administrator Development Program
Dispatch administrative staff to overseas universities for on-the-job training
Administrative organization reforms to support strengthening of international competitiveness

- We achieved the goal of increasing the number of the faculty by 30, mainly in the strategic priority areas, with special attention to the international track record.
- We have been intensively recruiting young researchers by using the financial resources procured strategically by the President.

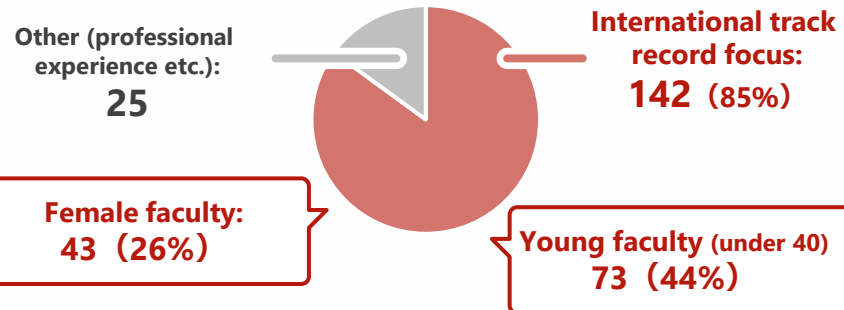
Trends and targets as to the number of the faculty



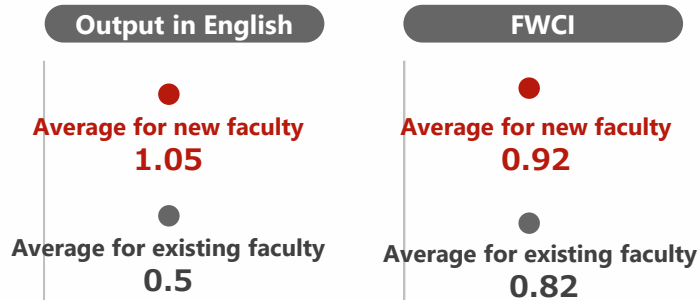
Steady progress on replacing the current faculty with new faculty with strong international track records. As a result, the number of scholarly outputs in English has exceeded the target.

Profile of new faculty

Breakdown of the 167 faculty appointed (full-time) between May 2019 and May 2024

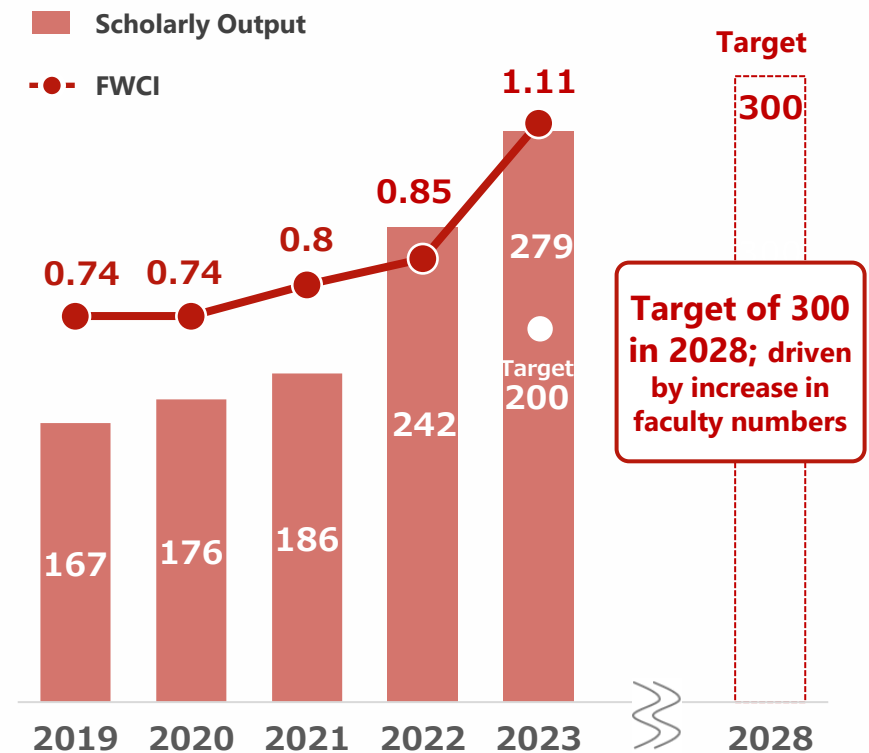


Performance indicators for new faculty



Source: 2019–2023 outputs in the Scopus database (SciVal)
(June 12, 2024)

English-Language Scholarly Output and FWCI

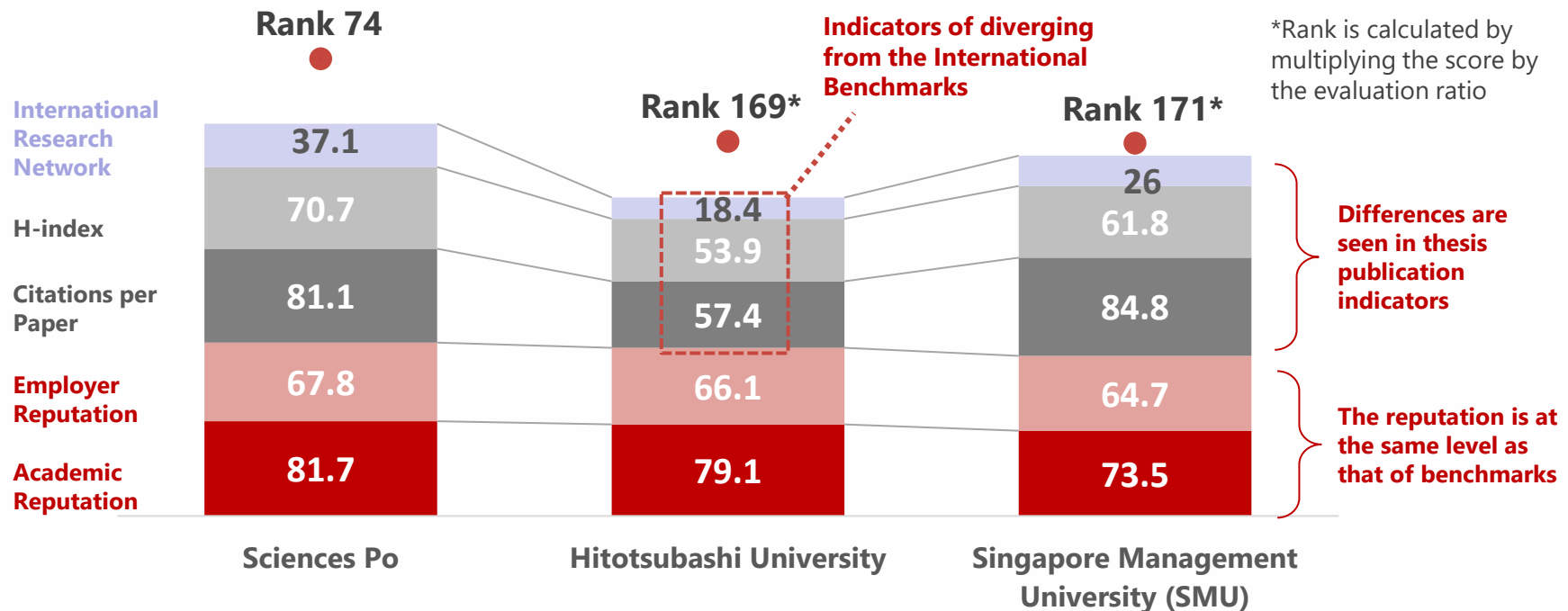


Overall outputs of Hitotsubashi University in the Scopus database (SciVal)
(June 10, 2024)

- Analyzing the reasons of the struggles with QS World University Rankings in comparison with international benchmarks
- "Reputation" is at the same level as that of the international benchmarks. We are taking measures to address the differences in thesis publication indicators, such as "Citations per Paper," "H-index," and "IRN (International Research Network)"

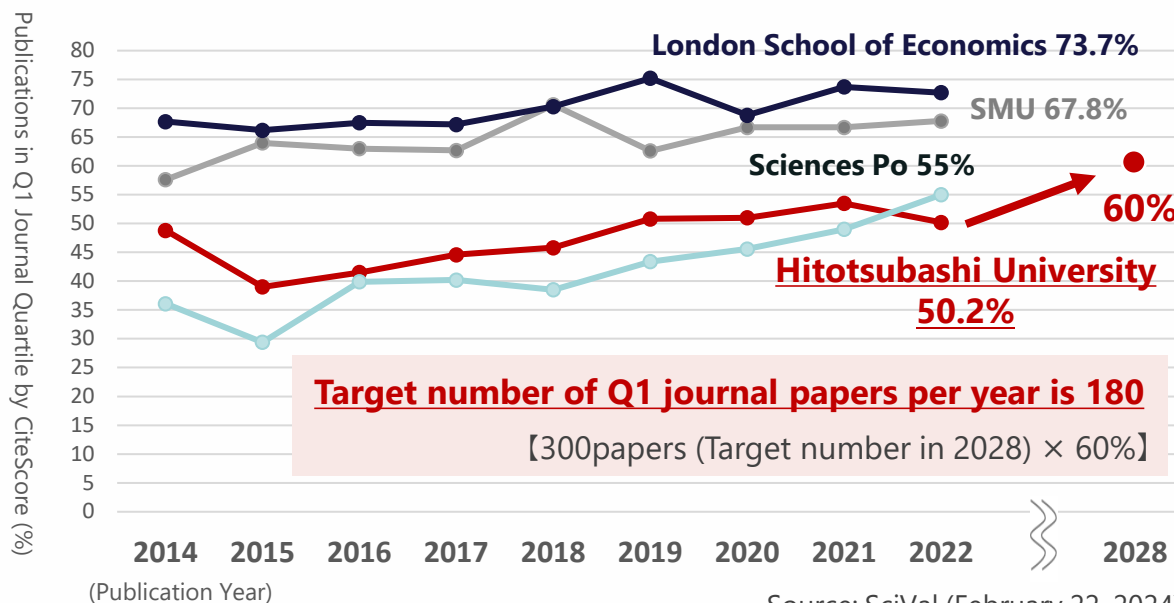
Comparison of our Scores with the International Benchmarks

Social Sciences & Management / QS World University Rankings by Subject 2023



Setting a target to raise Top25%(Q1) journal publication rate to 60%, on par with overseas benchmarks

Trends in Top25%(Q1) journal publication rate (CiteScore)



Source: SciVal (February 22, 2024)

Efforts to achieve target

- ① Actively hold faculty development seminars conducted by top journal editors and experienced contributors
- ② Adopted as an evaluation indicator for the internal budget allocation: Designated as a KPI common to all the departments presented by the President, and its results are reflected in the budget allocation
- ③ Strengthen HIAS: Joint research with prominent invited researchers, organizational support for the large research grant winners

- At the initiative of the President, reorganize the research centers at HIAS, based on the assessment of the centers
- Establish a system that would enable the faculty who won large research grants to focus exclusively on their research at HIAS

Research Capability,
international collaboration,
Society collaboration

HIAS: Hitotsubashi Institute for Advanced Study

Global Economic Systems

Health Policy and Economics

Management Innovation

Regional and SME Policy

EBPM

Anthropocen

Brain Research

Asia Policy Studies

Data-Driven Society

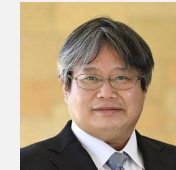
Global Governance

Research and Training of
Economic Measurements

Awardees of HIAS Research Sabbatical System

Integrate the humanities and sciences based on the social sciences methods

Development of the social sciences through brain function measurement



Haruaki Fukuda

Associate Professor,
Director of HIAS Brain
Research Center

- Applying fMRI-based brain function measurement experiments to social sciences
- Our facilities are open to other research institutions



Mihoko Sumida
Professor,
Graduate School
of Law

Joint Research Projects with University of Cambridge

Legal Systems and AI

Identify the social, economic and theoretical impacts and implications of the introduction of artificial intelligence into the Japanese and UK legal systems, particularly the judicial decision-making



Chihiro Shimizu
Professor,
Graduate School
of Social Data
Science

Grant-in-Aid for Scientific Research (S)

Dynamics Prices of Goods, Services and Real Estate Japan: Understanding and Reconstructing Statistics Using Big Data

- Constructing a new model capable of explaining prices of goods, services and properties
- Collaborate with real estate research centers at leading universities including MIT, Cambridge, NUS and Tsinghua University

Evolving into an international hub for social sciences research through HIAS Bridges Project, with the funding strategically secured by the President



HIAS Bridges Next

Young Researcher Development Project

Recruit approximately 40 young researchers in strategic priority areas and provide them with an environment dedicated to research

- **36 young researchers hired** as of September 2024
- The **competition rate** is **11.3 times**. Carefully selecting young researchers with high potential for international achievement. Approximately **40%** of the hired are **non-Japanese**, and **30%** are **women**
- Training through mentors and active seminars



HIAS Bridges Distinguished

World-Class Researcher Invitation Project

Invite internationally renowned researchers from abroad and promote international joint research

- 6 researchers invited in AY2023, including **Rene Belderbos**, who ranked in the top 2% of the world's scientists by Stanford University and Elsevier in the business and economics area, and **Erwin Diewert, Prasada Rao, and Robert Hill**, as leading experts in the economic measurement area. 3 researchers will be invited in AY2024

The first batch of students were enrolled in the School of Social Data Science in April 2023. Significant increase in external funding was observed due to the expansion of the industry university partnerships.

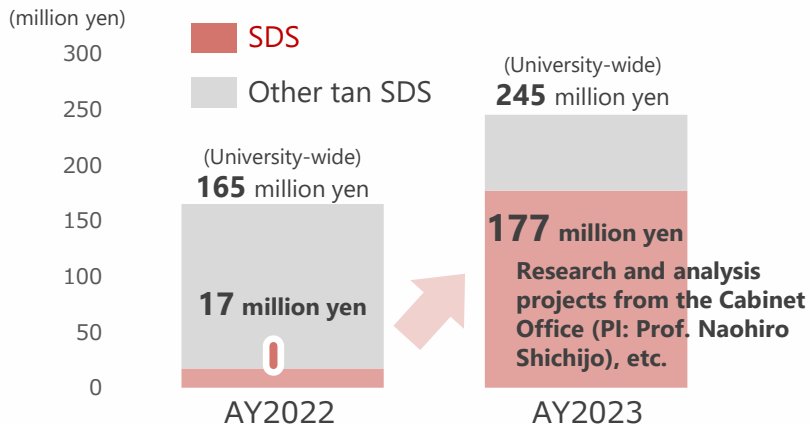
Education,
Society
collaboration

Characteristics of the new Faculty/Graduate School

- Cultivate individuals capable of tackling new and emerging challenges in the modern society by integrating Social Science and Data Science
- In the project based learning subjects required in the third year, the students are involved in data analysis conducted by companies, policy makers and other organizations
- Establish a Doctoral Program in April 2025 to foster R&D personnel in the Social Data Science fields

Increase in external funding

Major impact on the revenue from Commissioned Research



Expansion of the industry university partnerships

Joint research agreement with the Mitsubishi Estate

Signed a joint research agreement on space value creation in March 2023, and started the exchange of personnel through the cross appointment agreement from April 2024



President Nakano and Nakajima, Renovated Community Space (picture on right)

Corporate training program collaborated with Toyota

Launched a program called the "Data Science Practice Dojo" in collaboration with the Toyota Motor Corporation in April 2023. Fostering business people who would be able to apply the data science knowledge to the specific issues

Utilization of diverse data in possession by the private sector

Signed a basic agreement with the Eight Hundred, Inc., a consulting firm specializing in marketing, to promote collaboration in human resource development and joint research

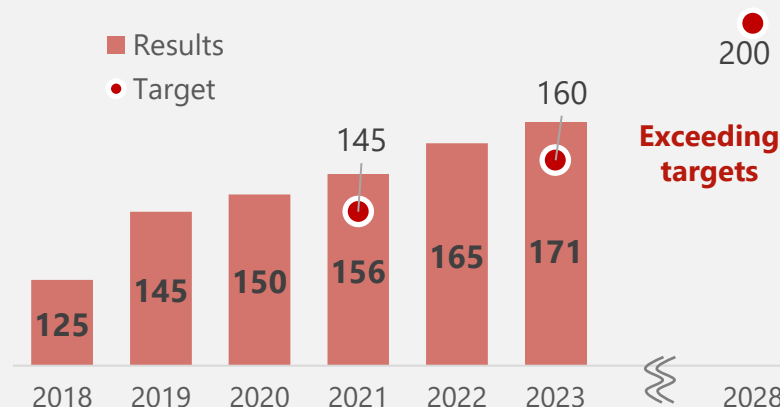
Progress of Global Education

- The number of the English medium specialized courses in the UG programs has increased by approximately 40% since 2018. The pace of growth exceeds the targets.
- Cumulative total of enrollees of the Global Active Learning Courses exceeds the target, with 805 students by AY2023.

【Examples of Global Active Learning Courses】

- Joint classes in collaboration with the SIGMA, an alliance of nine social science universities worldwide
- Collaborative Online International Learning with Monash University and Northwestern University

Number of English medium specialized courses in undergraduate programs

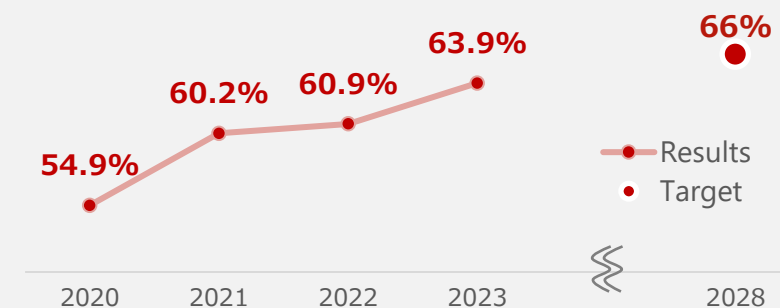


Education,
Society
collaboration

World-Class Business School

- The School of Business Administration and the School of International Corporate Strategy have been **accredited by the AACSB International** since 2021.
- Raise the yearly enrollment capacity of the MBA programs starting in AY2025 to meet society's demand
- Hitotsubashi Initiative of Collaboration for Knowledge Sharing (HICKS), which offers a variety of executive programs, launched a new program to develop sustainability leaders in AY2024.

Percentage of enrollees appointed to top management positions after taking the Executive Programs



Survey for participants in Hitotsubashi Senior Executive Program (HSEP) and Hitotsubashi Financial Leadership Program (HFLP-A and B) enrolled in AY2019

New Initiative to Accelerate Graduate School Reform in the Social Sciences Launched in 2024

“The Bridge to the Future” — Hitotsubashi University’s Innovative Doctoral Human Development Project

To foster doctoral students who would be capable of working in a variety of career paths



Career Development Program

To ensure that the doctoral students acquire the skills necessary to become social innovators, including such skills as teamwork, a go-getter attitude, and developed imagination, HU offers the following programs:

- ✓ **Internship programs**
- ✓ **Support for studying abroad and giving presentations at international conferences**
- ✓ **Lectures to acquire transferable skills**



Research Capability Enhancement Program

The doctoral students actively participate in the projects centered on cross-departmental research centers:

- ✓ **An exchange program with young researchers in different fields**
- ✓ **HIAS Seminars with cutting-edge researchers**
- ✓ **FD Seminar for Paper Submission**



Selection & Support by Mentor Faculty

- A selection committee has been established, which includes managers and directors of private companies
- The top 20% of the highly motivated doctoral students have been selected, taking gender balance and diversity into consideration

- HU has been selected for the JST’s Program “Support for Pioneering Research Initiated by the Next Generation (SPRING)” in 2024 , and started providing financial support to selected students
- Constant review of the program, actively incorporating outside opinions, such as those of “The Roundtable for the Advancement of the Social Sciences” and “Hitotsubashi Global Advisory Board”

Progress in international collaboration under the leadership of the President, and Reforms based on the insights of the benchmark universities

International
Collaboration

SIGMA Alliance

Active top diplomacy, including hosting the SIGMA President's Conference and Research Symposium in May 2023



Hitotsubashi Global Advisory Board

- Composed of former top executives of overseas benchmarks
- Providing recommendations to HU on strategies to strengthen the international competitiveness



Arnoud De Meyer
ex-president
Singapore Management
University



Edeltraud Hanappi-Egger
ex-president
Vienna University of
Economics and Business



Leslie Hannah
ex-pro-director
London School of
Economics

Joint Research Projects

- HU was playing a leading role of organizing the first SIGMA research symposium on "Aging and Well-being" in May 2023, and Renmin University of China took over it in 2024.
- Based on these exchanges, HIAS Health and China Institute of Health (Renmin University of China) signed a partnership agreement.

Examples of the Results

Improve research environment for young researchers

Advice for improving the research environment to attract young researchers, including ensuring more time for research and assigning mentors, is reflected in the managing HIAS Bridges Next project

Create new opportunities with internal grant

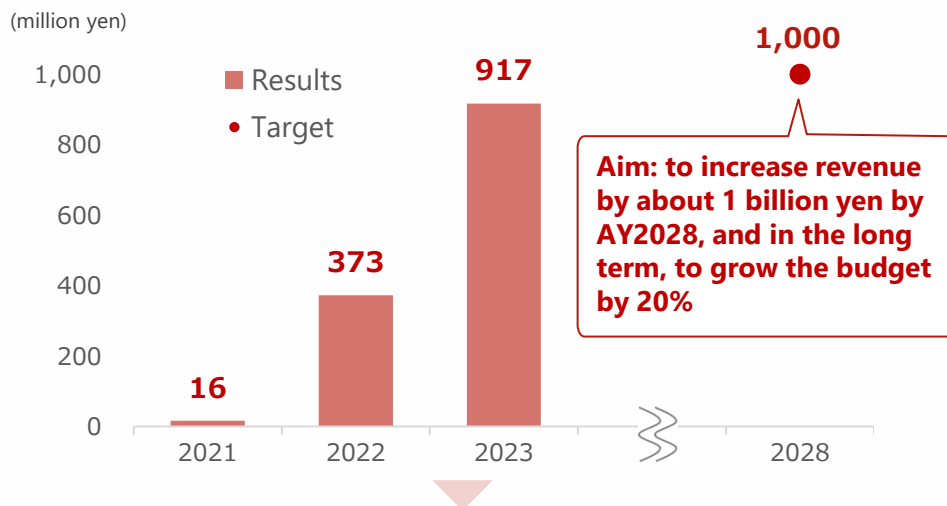
Establish an internal grant in 2023 to provide seed money to promote interdisciplinary research

Steady Progress towards the goal of increasing budget by 10% over 10 years

Financial
Basis

Total Amount of Revenue Increase*

*The total amount of revenue increase from tuition, external funding, investment income, and miscellaneous income compared to AY2019



Ongoing Developments

- Contract with external advisors for further utilization of the land and facilities based on the Campus Master Plan formulated and published in March 2024
- Creating a new revenue stream through a stock company that is going to be established in AY2025
- Strengthen fundraising for the 150th anniversary in 2025

Breakdown (Comparison of AY2019 and AY2023)

Tuition Revenue

Increase of approximately 430 million yen due to a 20% increase in the UG programs in AY2020 and some graduate programs in AY2021

Revenue from commissioned research

Influx of researchers in the social data science field contributed to the increases of approximately 150 million in the revenues from commissioned research and others

Donations

- Increased revenues by approximately 240 million yen due to appointing two specialists for fundraising, etc.
- The percentage of the donations to the HU's revenue has been 6.6%, which makes us rank first among national universities (average for AY2018-2022)

Asset Management

The investment income tripled through efficient fund management by the Investment Committee, including appointing external experts

Revenue from Executive Education Programs

Despite a temporary drop in revenue due to the Pandemic, the segment increased by 36 million yen and is on track to meet its target

Creating an outstanding community with rich diversity and inclusion

Initiatives for Promoting Diversity

Diversification of Executives

- **Appointed a female board member** on the new executive board starting from September 2024
- Proportion of women as Board Members, Vice President, Auditor, and the Management Council

AY2019 25% → AY2024 45%

University Personnel Roadmap for ideal Age/Gender Profile

- **The ratio of female faculty** is now approximately 29%, in the long term, **aiming for 35%**; one of the highest among national universities
- Rigorous management of the roadmap progress by the university personnel committee

Promoting Diversity, Equity and Inclusion (DEI)

- Launched a project in AY2023 to support the student projects address the issues related to DEI promotion
- **The ratio of female students** in the undergraduate enrollment for AY2024 is **31%**, and we launched a special website to support female students

Active Outreach by the President | Developing Professionals for University Administrator

- **As a leading university in the social sciences, actively sharing the results of our reforms outside the university by the president** [ex. Maruzen Yushodo University Management Top Seminar (October 2023), The Business-University Forum of Japan (February 2024)]
- **Developing administrative staff through on-the-job training at overseas universities and other programs**

Progress on KPIs

● No. of staff dispatched to overseas universities, among others

【Target(cumulative No.): AY2028 10staff】

| AY2019 | AY2022 | AY2023 |
|---------|---------|---------|
| 1 staff | 2 staff | 4 staff |

● No. of staff who completed the original SD program

【Target(cumulative No.): AY2028 35staff】

| AY2022 | AY2023 |
|---------|----------|
| 9 staff | 26 staff |

● No. of graduate students from other universities hired as RA, among others

【Target(cumulative No.): AY2028 110 】

| AY2020 | AY2021 | AY2022 | AY2023 |
|--------|--------|--------|--------|
| 10 | 23 | 33 | 49 |

Implementing thorough structural reforms under the leadership of the President



Thorough acceleration of faculty internationalization

Strengthening the personnel governance and reallocation of the budget
Promoting reforms based on the insights of benchmark universities



Initiatives to integrate the humanities and sciences from the standpoint of the social sciences

Launch of the School of Social Data Science and its major impact
Development of HIAS as a hub for international research collaboration



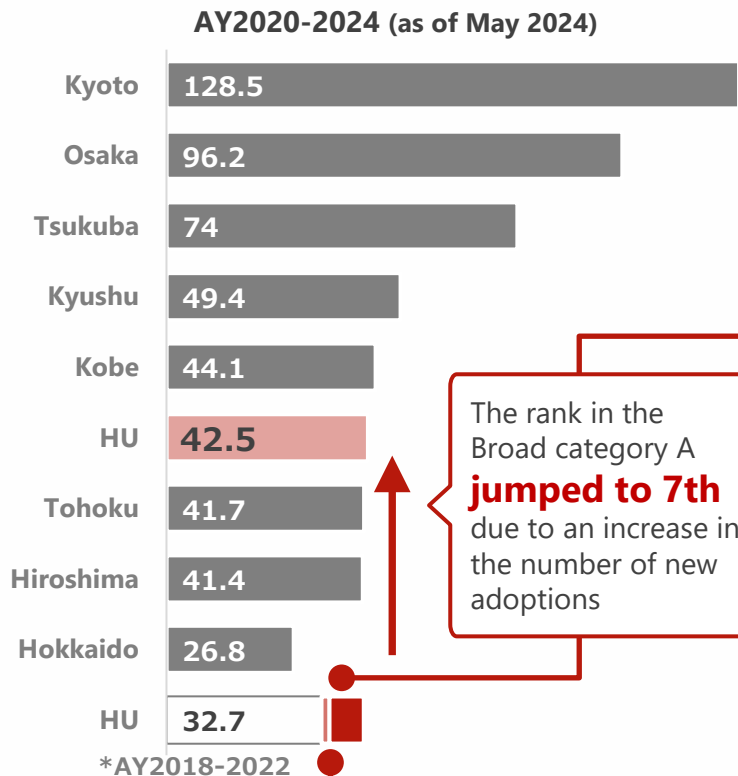
University-wide discussion of our vision and strategy

Setting the achievement goals of each faculty through one-on-one
meetings between the president and deans

Discussion between the president and administrative staff about their own
roles in the future vision of the university

Steady increase in the successful KAKENHI grant applications thanks to such measures as increasing the new faculty appointments and lifting the application rate

Average yearly number of successful KAKENHI grant applications (Broad Category A)



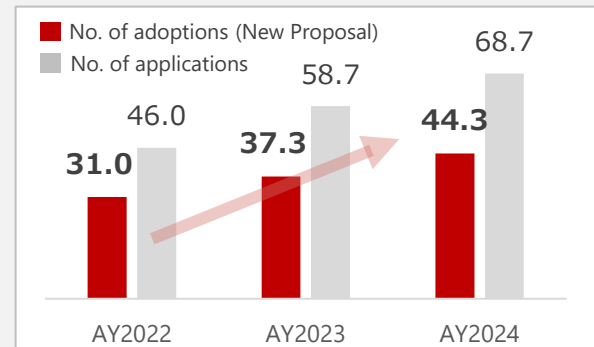
① Economics, Business Administration

Increase in the number of faculty due to HIAS Bridges Next, etc.



AY2020-2024 (as of May 2024)

Ranked 1st among all the universities in the number of new adoptions in this field



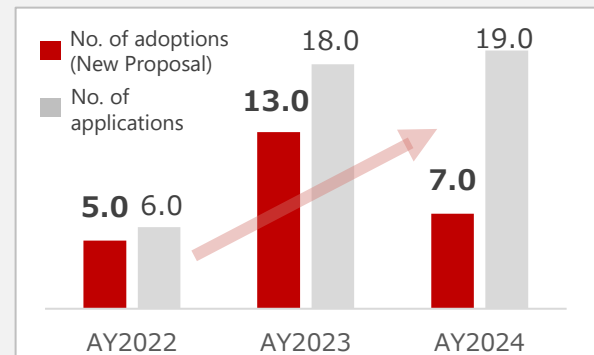
② Law

Significant increase in the number of applications thanks to the initiatives



AY2020-2024 (as of May 2024)

Ranked 10th in the number of new adoptions in this field



*The University of Tokyo, in first place (186.6), has been omitted here.

Source: Grants-in-Aid for Scientific Research-KAKENHI- (MEXT, May 2024)

Without easing up, continuing to lead the reforms of the social sciences in Japan

Leap forward as a distinctive research university

Research strategy for the next 10 years was published in July 2024

- Aiming to integrate the humanities and sciences and develop new indicators to measure the achievements and social impact of the co-creation
- Further developing international research hubs at HIAS
- Fostering human resources capable of implementing cutting-edge research results in the society and strengthening the industry academia network. The kick-off event has already started



Hitotsubashi Executive Roundtable (May 2024)

Accelerating the Graduate School Reform


Promoting initiatives to diversify the career paths for PhD students as a leading university in the social sciences

- Establishing a system to foster doctoral human resources in the social sciences through industry academia collaboration
- Internationalizing legal education through the Establishment of the Center for Global Legal Innovation

Looking toward the next 150 years

Developing various initiatives in commemoration of the 150th anniversary in 2025

- Supporting for student and alumni startups through the collaboration with external organizations and our own initiatives
- Renovating the campus to allow interaction and co-creation with various stakeholders
- Promoting activities through three fundraisers to discover seeds for industry academia collaboration



**Toward realizing the vision,
I am committed
to providing strong leadership,
taking on the challenge of creating a hub
to lead the reforms of the social sciences in Japan
and contributing to the further development of
Hitotsubashi University.**

Website: Vision and Strategy for Designated National University
JPN <https://www.hit-u.ac.jp/guide/dnu/index.html>
ENG <https://www.hit-u.ac.jp/eng/about/dnu.html>