Hitotsubashi University
Pursuing Our Designated National University Corporation Vision

一橋大学 HITOTSUBASHI UNIVERSITY

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National University Corporation Evaluation Committee
Designated National University Corporation Sub-committee Interview

一橋大学 HITOTSUBASHI UNIVERSITY

Hitotsubashi University

The only university specializing in the social sciences among Designated National University Corporations

"Our continuing mission is to create intellectual and cultural property which will contribute to the building of free and peaceful political and economic societies in Japan and the world and to train those who will assume positions of leadership." (Mission Statement)

The very first public university business schools which have received AACSB accreditation

AACSB

Accredited in July 2021

The ratio of new themes adopted for Grants-in-Aid for Scientific Research-KAKENHI-

57.9%

Ranking First
14th top position (2004-2020).
※the national average was 27.4%

Top cumulative pass rate among law schools across Japan

82.9%

Ranking First
Among Graduates (2005-2019)
※the national average was 54.6%

The Joint Usage and Research Center Programs at the Institute of Economic Research

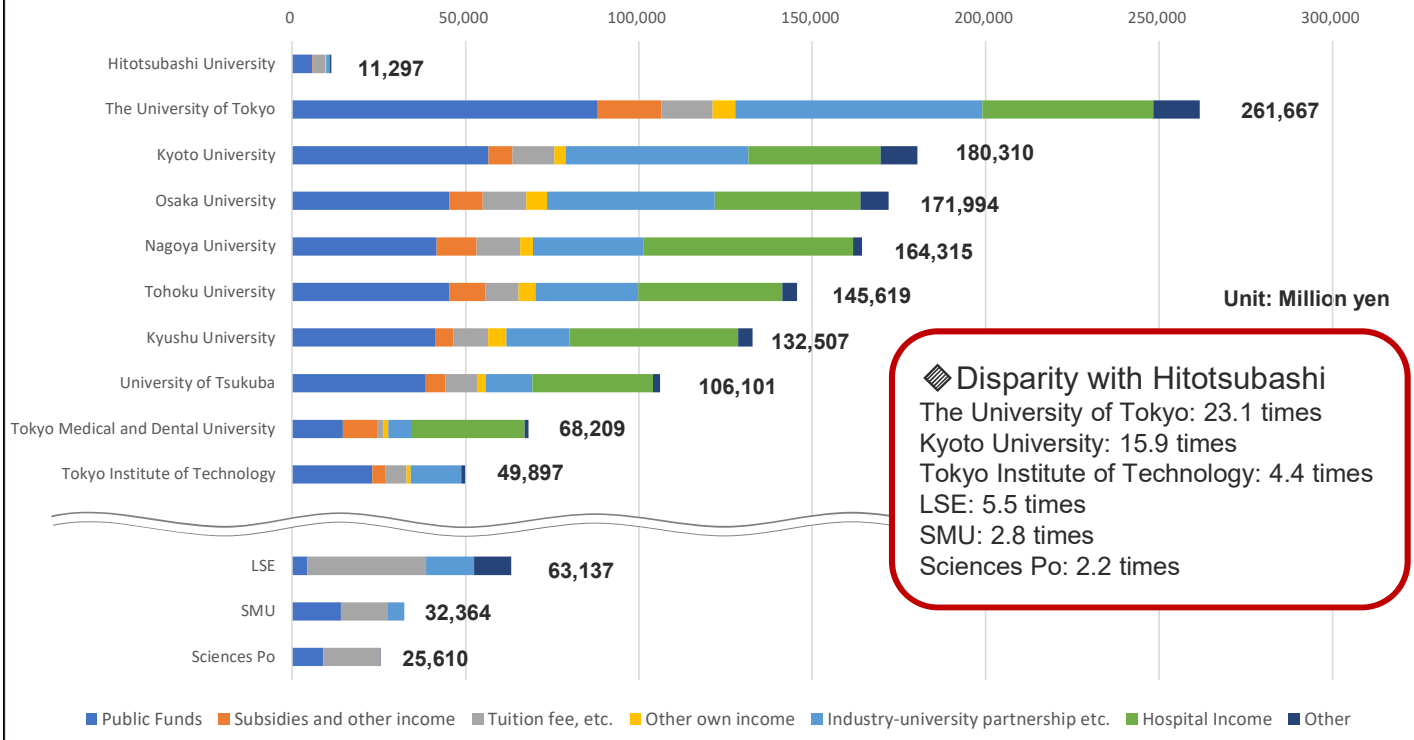
Highest (S) Rating

"High-level empirical analysis of the Japanese and global economies"

Ratio of women full professor among designated national universities

Highest

Comparison of fiscal scale of designated national universities in Japan and benchmark universities overseas with Hitotsubashi University



◈Disparity with Hitotsubashi
The University of Tokyo: 23.1 times
Kyoto University: 15.9 times
Tokyo Institute of Technology: 4.4 times
LSE: 5.5 times
SMU: 2.8 times
Sciences Po: 2.2 times

Source: University financial statements (2020) *Excludes subsidies for maintenance of university facilities and other university hospital income
Source: Created by Hitotsubashi University from universities' financial reports, financial statements, and websites (Hitotsubashi AY2020, Sciences Po 2014, and SMU and LSE 2019-2020)

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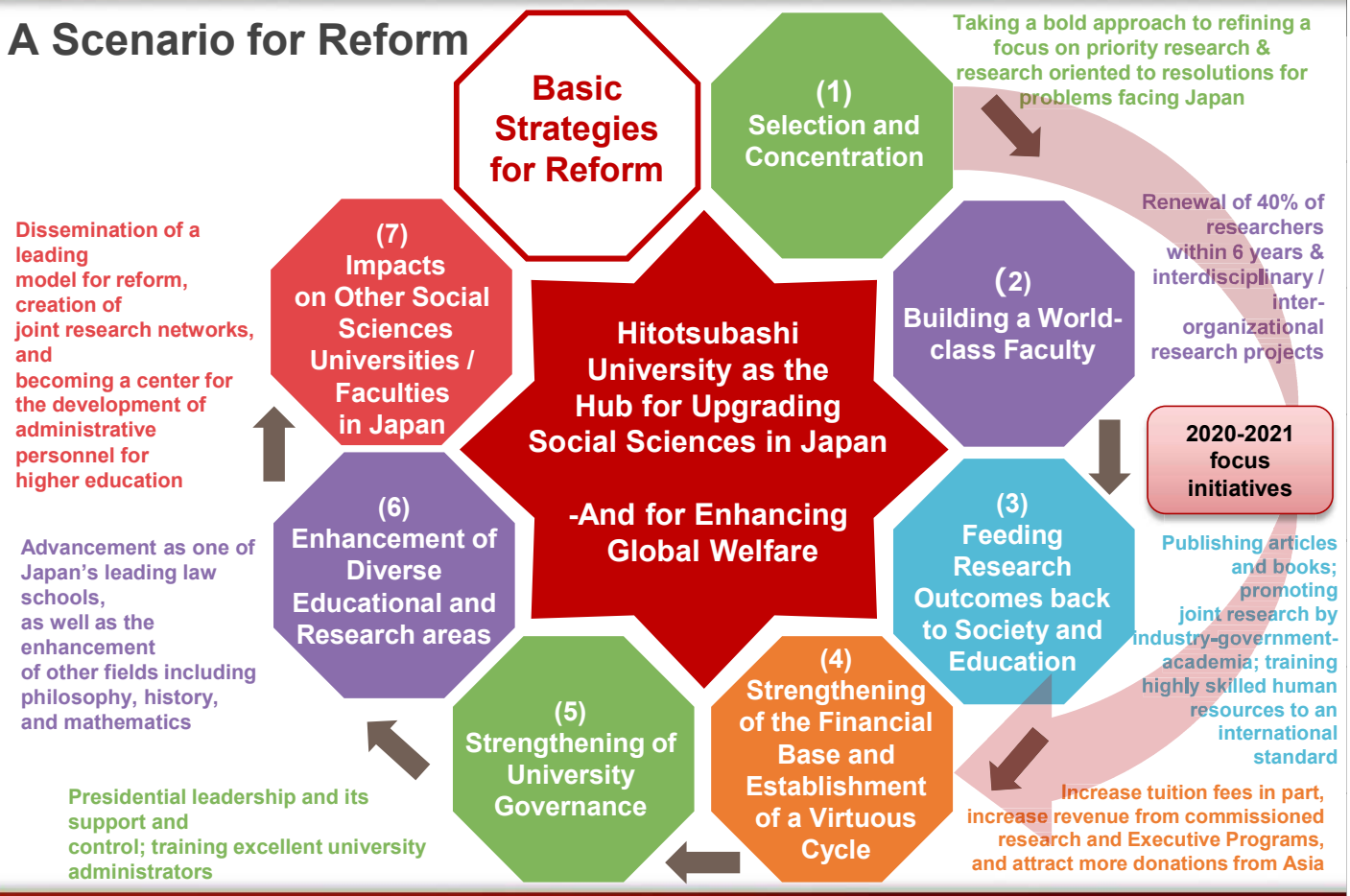
I. Progress status of HU's Vision for a DNU Vision

A Scenario for Reform



I. Progress status of HU' Vision for a DNU Vision

(1) Selection and Concentration

- ○ Under the President's leadership:
  - ➢ Establish strategic priority areas
  - ➢ Select these areas by the Committee for University-wide Personnel based on international standards
  - ➢ Create an annual salary system

(2) Building a World-class Faculty

- ○ Accelerated turnover of research teams
  - ➢ Hire researchers in strategic priority areas, etc.
  - ➢ Steadily increase the number of international achievements, etc.
- ○ Advance Hitotsubashi Institute for Advanced Study (HIAS) research activities

(3) Feeding Research Outcomes back to Society and Education

- ○ Reinvesting problem-oriented research into education and society
  - ➢ AACSB accreditation
  - ➢ Develop young researchers by means of on-the-job training
  - ➢ Deploy "Managing the SDGs: SIGMA Global Active Learning"

2020–2021 priority initiatives

- ➢ Build the foundations for boosting international competitive-ness in research and education
- ➢ Initiate a virtuous cycle

Strategy 1

Selection and Concentration

Establish strategic priority areas

Committee for Strategic Priority Areas (Char: President)

Presidential leadership in determining areas of concentration

◆Existing areas
Areas of international advantage

- Economics
- Management
- Accounting & finance
- Politics & international Studies

◆New areas
Importance in view of social challenges and the university's mission

- Psychology
- Data science Areas
- Global Law

- Concentrating administrative resources
- Selection based on international standards by the Committee for University-wide Personnel(Chair: President)
- Establishment of an international evaluation system
- Creating an annual salary system

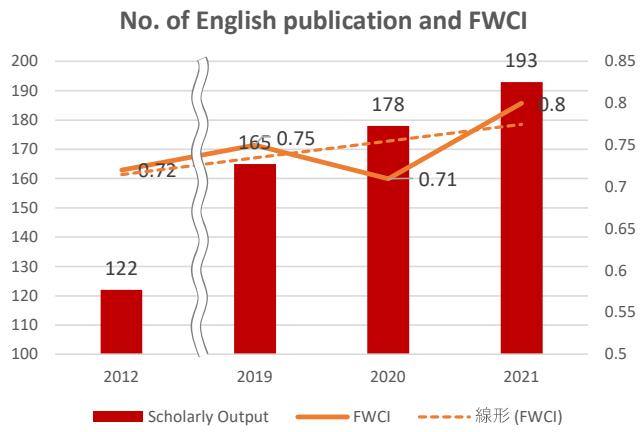
A comprehensive step to strengthen faculty for generating an international output

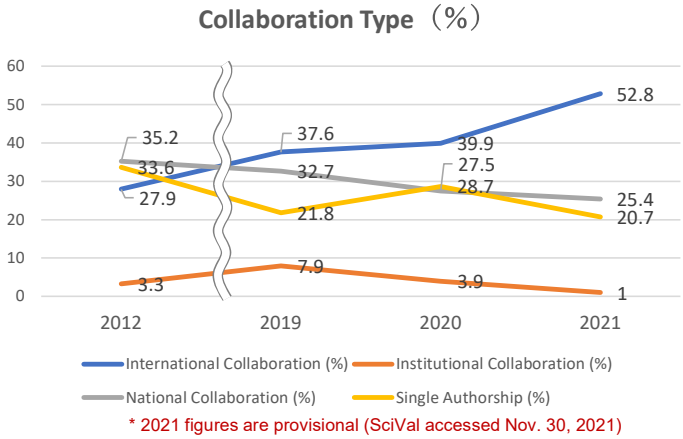
Strategy 2

Building a World class Faculty

Accelerated turnover of Research Teams

- Raise quality to international standards by hiring122 (approx. 40%) new faculty members in the first six years and 212 (approx. 70%) new researchers in the first 11 years
- Two approaches (star researchers and young researchers), special annual salary scheme, international recruitment, dispatch of recruiting teams to international conferences
- Make further use of the tenure track system to revitalize our workforce





* 2021 figures are provisional (SciVal accessed Nov. 30, 2021)

The number of English publications, FWCI and international co-authorship ratio have lifted. As our research activities become increasingly international, the quality of our output is also rising.

Strategy 2

Building a World class Faculty

Building a World class Faculty: International performance indices for newly hired faculty members (including planned hires)

1. No. of English publications* (2016–2020)

No. of English publications*	Average per faculty	Notes
Newly hired Faculty members (including planned hires)	1.83	LSE (2019): 1.34

2. FWCI* (2016–2020)

FWCI*	Average per faculty	Notes
Newly hired Faculty members (including planned hires)	1.16	World average: 1

3. International co-authorship ratio (%)* (2016–2020)

International co-authorship ratio*	Average per faculty	Notes
Newly hired Faculty members (including planned hires)	41.1	Hitotsubashi average (2016–2020): 35.9

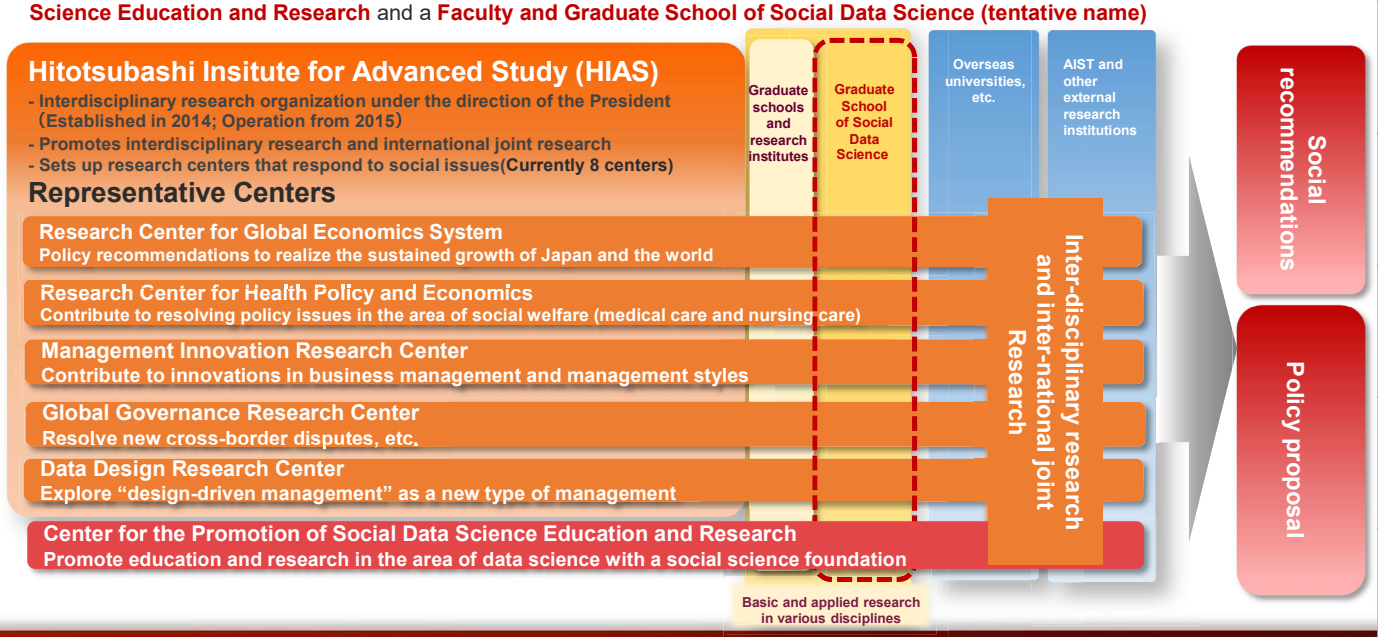
Our newly hired faculty members are scoring highly in terms of the number of English publications, FWCI, and international co-authorship ratios, with steady progress being made toward hiring a world class research workforce and our research capacity improving in both quality and quantity.

* The number of English publications etc. of newly hired faculty members in 2020 and those to be newly hired (25 in total) for which information is available in the Scopus database was calculated. (Nov. 30, 2021)

Strategy 2 Building a World class Faculty

HIAS Hitotsubashi Institute for Advanced Study

- Create synergistic effects through international joint research at the Hitotsubashi Institute for Advanced Study (HIAS) under the direction of the President
- Accelerate cross-disciplinary and international joint research through the establishment of a **Center for the Promotion of Social Data Science Education and Research** and a **Faculty and Graduate School of Social Data Science (tentative name)**



Strategy 3 Feeding Research Outcomes back to Society and Education

Reinvesting issue-oriented research into education and society

Undergraduate program	• **Increase the number of specialized courses given in English** • Introduce and institutionalize a dual seminar system so that students can take specialist seminars in English
Doctoral program	• **Develop young researchers who can operate on the world stage by means of on-the-job training**
Professional education	• Acquire **AACSB accreditation as the first national university corporation in Japan to do so** • **Become Japan's top law school in terms of cumulative pass rates**
Executive education	• **Hold a short intensive course on medical care and** • Upgrade education and research on hospitality management, primarily through the **Center for Hospitality Management**
Reinvestment to Society	• **Hold a "Managing the SDGs: SIGMA Global Active Learning" course** • Accept 76 requests from private companies, etc., for commissioned research (new and existing research included; approx. 200 million yen)

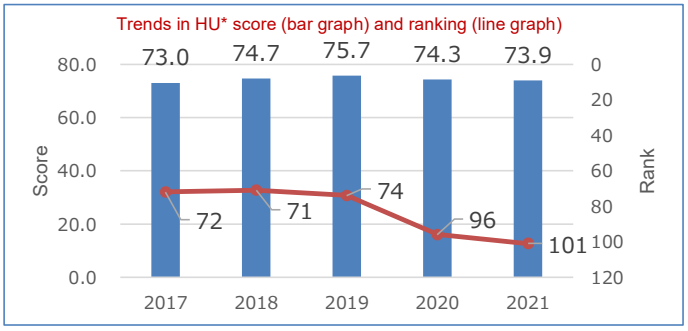
Progress measured against international benchmarks

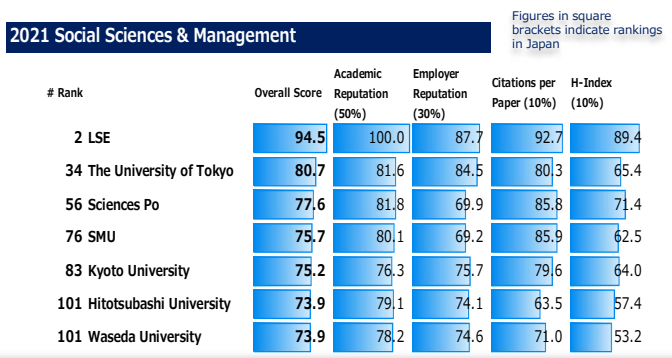
QS Subject Rankings 2021 Social Sciences & Management (Social Sciences)

DNU Vision targets and current status

Area	2018	QS World University Ranking Targets: In 10 years	In 20 years
Social Sciences and Management	71	Top 30	Top 10
Economics & Econometrics	51-100	Top 30	–
Accounting & Finance	51-100	Top 30	–
Business & Management Studies	51-100	Top 30	–
Politics & International Studies	51-100	Top 30	–

Subject	Ranking 2017	Ranking 2018	Ranking 2019	Ranking 2020	Ranking 2021
Social Sciences and Management	72 [4]	71 [4]	74 [4]	96 [4]	101 [3]
Economics & Econometrics	51-100 [3]	51-100 [3]	51-100 [2]	51-100 [3]	72 [3]
Accounting & Finance	101-150 [2]	51-100 [2]	51-100 [2]	51-100 [2]	101-150 [2]
Business & Management Studies	101-150 [3]	51-100 [1]	51-100 [3]	101-150 [4]	111 [2]
Politics & International Studies	101-150 [5]	51-100 [4]	101-150 [5]	101-150 [5]	151-200 [6]





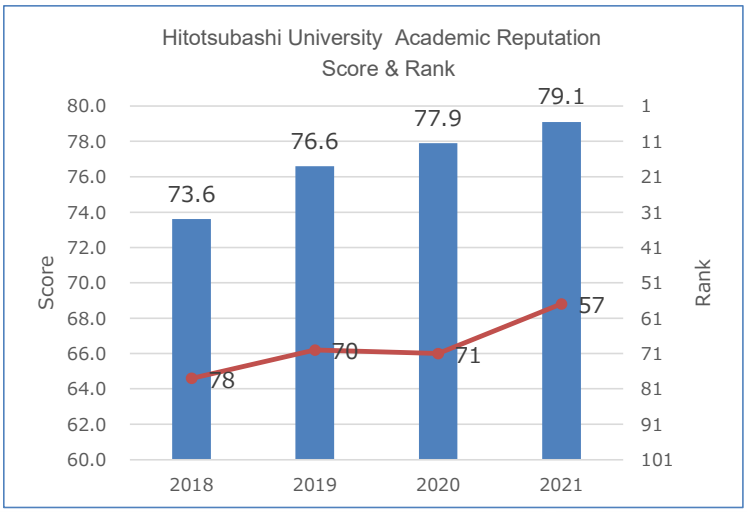
Progress measured against international benchmarks

Issues

Hitotsubashi's Reputation scores are comparatively high, but our Citations per Paper and h-index scores are low, indicating that we need to build our research capacity

Steps to boost our ranking:

(1) Boost research capacity by upgrading our researcher workforce to international standards
(2) Use our research and education networks to strengthen partnerships with businesspeople and researchers outside the University



(Ref.) QS Subject Rankings
Social Sciences & Management METHODOLOGY

Indicators	WEIGHTINGS
Academic Reputation	50%
Employer Reputation	30%
Citations per Paper	10%
h-index	10%

II. Evidence of a greater international presence of HU

1. HU Received an International Accreditation of AACSB

AACSB International —The Association to Advance Collegiate Schools of Business is a leading international accreditation organization for management education based in the United States, and less than 6% of business schools in the world are accredited by AACSB.

Hitotsubashi Business School are the sixth school in Japan and the first public university to receive this accreditation in 2021.

Our AACSB accreditation covers a wide range of business-related educational programs, including (1) undergraduate programs, (2) MBA, and DBA programs, and (3) MSc and Ph.D. programs for researcher training.

Promote further advancement and internationalization of business education and research

2. HIAS : Global Contribution to Universal Health Coverage (UHC)

HiAS Hitotsubashi Institute for Advanced Study

- **Establish an international collaborative research platform to further the implementation of health technology assessment (HTA) towards universal health coverage in low and middle income countries.**
- **Build an international research exchange center to provide policy support for using HTA to improve the efficiency of medical budget allocation, as well as a center for training junior researchers and policy-makers through joint primary research, workshops, and training programs**

***Collaboration with Overseas Institutions**
- Thai National Health Foundation (NHF)
- Health Intervention and Technology Assessment Program (HITAP)
- Saw Swee Hock School of Public Health (National University of Singapore)
- Mahidol Oxford Tropical Medicine Research Unit (MORU)

Kingdom of Bhutan
- Workshop at Bhutan's Ministry of Health
- Joint research on HTA and noncommunicable diseases

Thailand / Singapore / Japan
- Research on evaluation of health technology

Republic of Senegal
- Workshop on HTA
- Joint collaboration on UHC monitoring project and the introduction of HTA

Thailand
- Hold Annual Conference and academic seminars
- Joint research on cost-effectiveness of an intervention to reduce noncommunicable diseases

ASSOCIATION OF SOUTHEAST ASIAN NATIONS

ASEAN
- Developing a communicable disease surveillance system within the ASEAN nations

Funded by JSPS KAKENHI Grant Number 21H04396 and JSPS Core to Core Program Grant Number JPJSCCB20200002

Core-to-Core Program

3. Networking with the world's top universities

(1) SIGMA

SIGMA Societal Impact & Global Management Alliance

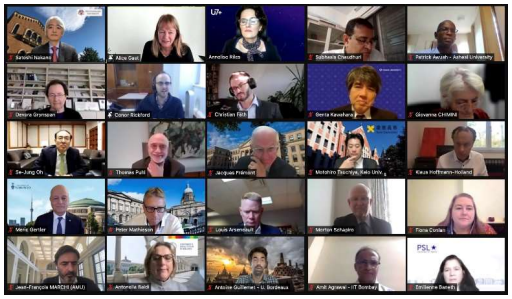
Global Virtual Course "Managing the SDGs"
- 120 students registered in AY2020-21 from partner institutions across the globe
- Offers a series of joint online lectures, plus an active-learning experience through groupwork (producing a short video)
- Teaching innovation for "internationalization at home"

SIGMA partners are:

Copenhagen Business School (Denmark)
Esade Business School (Spain)
FGV/EBAPE (Brazil)
Hitotsubashi University (Japan)
Renmin University of China (China)
Singapore Management University (Singapore)
Université Paris Dauphine-PSL (France)
Universität St. Gallen (HSG) (Switzerland)
WU Wien (Austria)

(2) Enhance global partnership

Enhance our global education and research network by concluding double degree agreements with Yale in the US and Katholieke Universiteit Leuven in Belgium, etc., and by participating with the world's leading universities in the U7+ Alliance



The third U7+ Summit held online (2021)

III. HU's Plans and prospects for the 4th mid-term goal period

Next stage of our Reform and Growth

(4) Strengthening of the Financial Base and Establishment of a Virtuous Cycle
- Revise tuition fees
- Incomes through Executive Programs
- Revenue from Commissioned Research and Patent Fees
- boost donations

(5) Strengthening of University Governance
- Structural reform of personnel through the Committee for University-Wide Personnel, the Committee for Strategic Priority Areas
- Refinement of business administration and HR training for realizing the President's vision
- Undergraduate-level Certificate Program
- Future prospect for developing as a master's program and rolling out to other universities

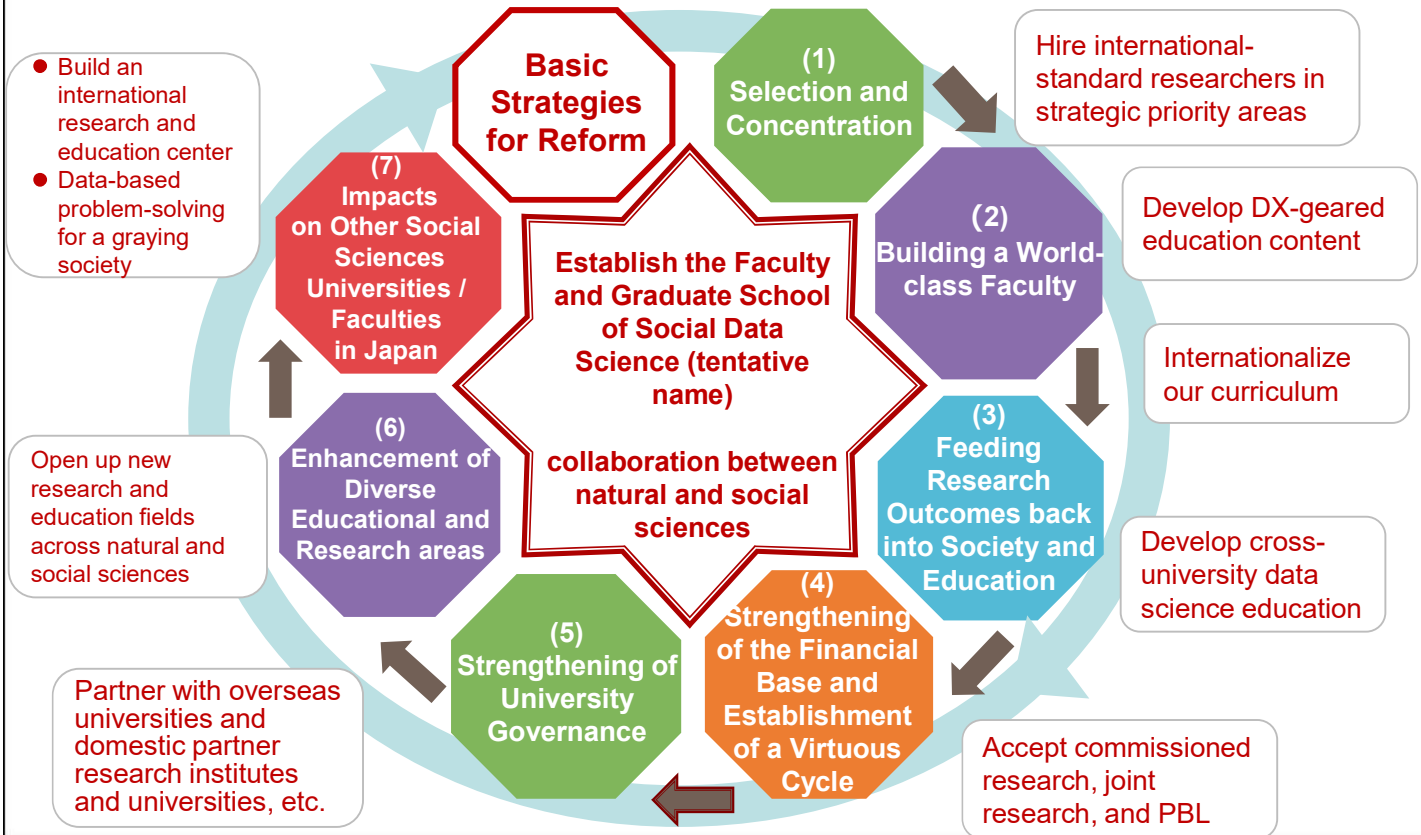
(6) Enhancement of Diverse Educational and Research areas
- Enhancement of Law School education
- Improvement of education and research in the liberal arts
- Enriching education at the doctoral level
- Developing new fields of inquiry at the interdisciplinary frontier
- Training Global Captains of Industry for a new era

(7) Impacts on Other Social Sciences Universities / Faculties in Japan
- Collaborative research networks
- University Administrator Development Program offered to other universities
- Dissemination of Hitotsubashi University initiatives

- Improve research and education system, invest in infrastructure
- Strengthen the President's leadership
- Strengthen university business administration
- Explore research and education across natural and social sciences from the side of social sciences

Develop and share with other social sciences universities and faculties in Japan a model for revitalization of the social sciences

Establishment of the Faculty and Graduate School of Social Data Science (tentative name) as a driving force for our Reform and Growth



Establishment of the Faculty and Graduate School of Social Data Science (tentative name) as a driving force for our Reform and Growth

Education and research foundation in mathematics and data science at Hitotsubashi University

- Traditionally strong in mathematics and statistics education and research
- Stockpile of statistics and POC research using social data
- Huge number of research assets, including the various databases, etc., built up by the Institute of Economic Research
- Research through industry-government-university partnership using Big Data and AI

Establishment of the new Faculty and Graduate School of Social Data Science (tentative name)

- **First time in Japan** that social data science will be **established as a new social science education and research area**
- Reform education organizations to **train personnel with a cross-cutting and integrated knowledge of the humanities and sciences**
- Existing faculties, etc., to work with new faculties and graduate schools to **create new humanities and social science areas**
- **Internationalize the curriculum** based on trends in data science-related education at key universities overseas

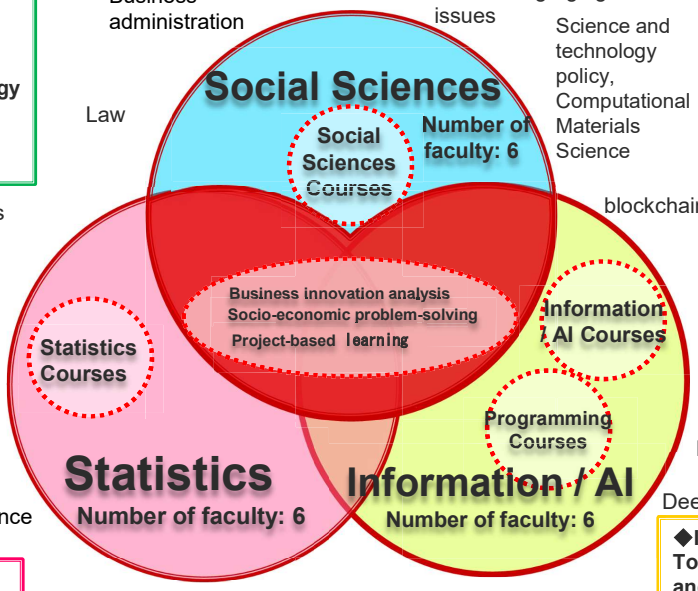
Specific steps and effects

- **Hire top-class faculty members** to open up new research areas in social data science
- Create a center for training advanced personnel and creating knowledge beyond the bounds of existing disciplines through **co-creation between natural and social sciences**
- Use **cross-appointments** with partner research institutes and universities, etc.
- **Greatly strengthen Hitotsubashi's social partnerships** through commissioned research, joint research, and PBL, etc.

Composition of faculty members in the Faculty and Graduate School of Social Data Science

We has a diverse faculty composition including females and young people for research and educational practice aimed at solving actual social issues, and have set up three fields: statistics, information / AI, and social sciences, and considered the balance between fields and the diversity within the fields.

◆Cross-Appointment Agreement (tentative)
- **Tokyo Institute of Technology**
- **National Institute of Advanced Industrial Science and Technology (AIST)**
- **The Institute of Statistical Mathematics**



Business administration

Law

Polimetrics

Index Theory, Quantitative land value analysis

Bayesian statistics, Quantitative Finance

High dimensional data

Causal Inference

Mathematical Marketing, Bayesian statistics

Cognitive science

Decision science

Deep learning

Database

Image analysis

Natural Language Processing, Machine learning

blockchain

Science and technology policy, Computational Materials Science

VR, Solving aging social issues

◆Social Sciences Field
The Division of Social Sciences will create value for society by utilizing the knowledge of statistics, information, and AI based on specific social needs, such as responding to an aging society, digitization of the humanities and social sciences, DX in policy making, and post-DX human resources.
Number of faculty: 6

◆ Statistics Field
To develop the frontiers of advanced statistics as a basis for data science, targeting specific social issues.
Number of faculty: 6

◆Information and AI Field
To expand the basic research of AI and improve the maturity of the technology through the development of AI technology that is highly necessary for social implementation.
Number of faculty: 6

※Description and details are tentative and subject to change.

IV. Conclusion

○ Current progress status

- Progress with hiring international-standard faculty members in strategic priority areas
- Improvement of international research performance indices
- Development of international research collaboration and contribution to global issues (particularly in HIAS)
- Networking with the world's top universities
- AACSB accreditation

○ Further Steps needed to be taken

To address our relative weakness of international competitiveness, we will continue our effort to reform existing education and research organizations and build a world-class faculty, aiming at a greater international presence.

○ Flagship Initiatives for our Reform and Growth

(1) Establish the Faculty and Graduate School of Social Data Science (tentative name)

(2) HIAS Hitotsubashi Institute for Advanced Study
Further enhance HIAS

(3) Enhance our business school

(4) Strengthen financial base
Revise tuition fees and boost donations, etc., to

(5) Strengthen international partnerships
- SIGMA
- U7 Alliance
- Double degree programs
- Overseas partner universities

(6) Strengthen industry-government-university partnerships
- Union of Four Universities in Tokyo
- AIST
- Teikoku Data bank
- Private enterprises, etc.

Partnership

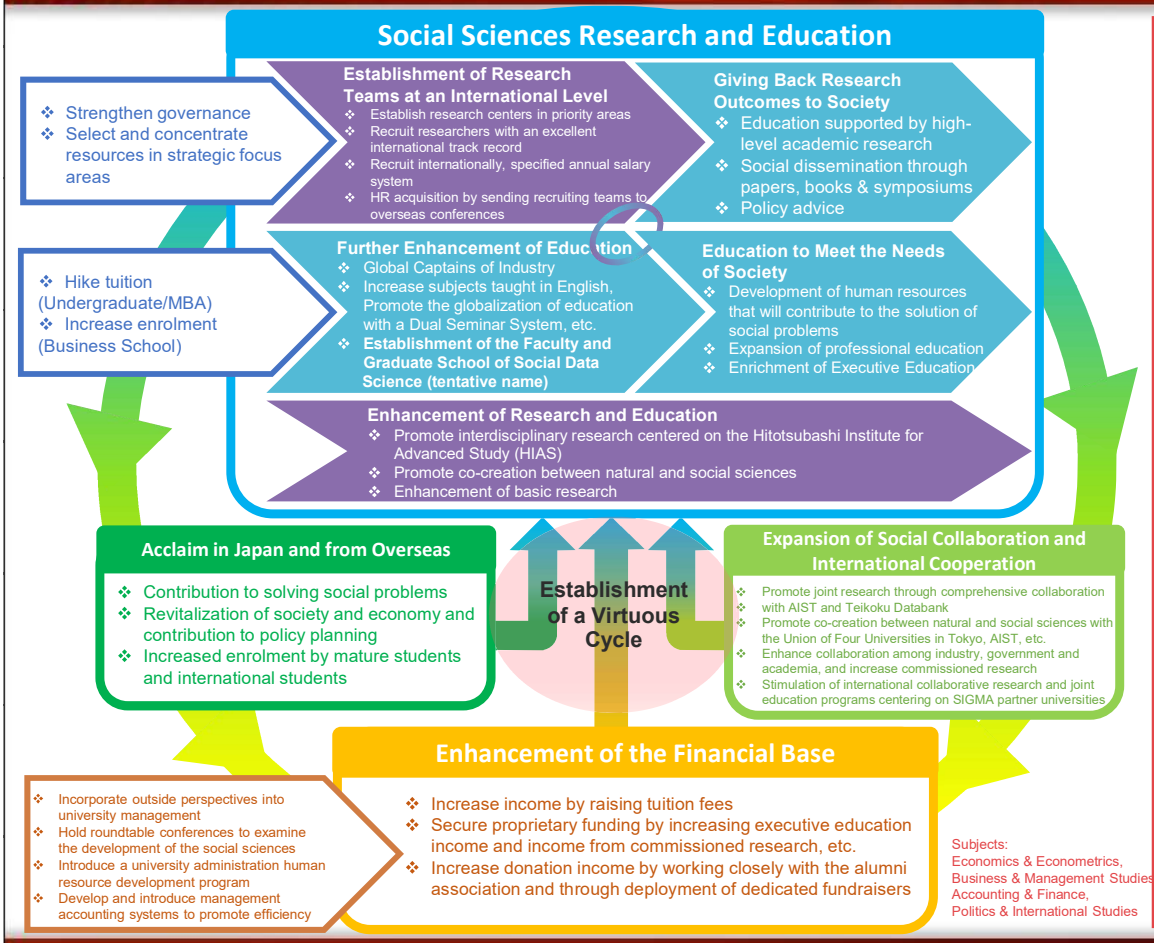
Partnership

Hitotsubashi University

- School of Business Administration
- Graduate School of Economics
- Graduate School of Law
- Graduate School of Social Sciences
- Graduate School of Social Data Science (tentative name)
- Graduate School of Language and Society
- Institute of Economic Research

A world-class education and research hub in the social sciences

A world-class education and research hub in the social sciences



Hitotsubashi University as the Hub for Upgrading Social Sciences in Japan –And for Enhancing Global Welfare–

QS World University Rankings:
- **To within the Top 10 in social sciences fields**
- **To within the Top 30 in 4 subjects***

Aiming impacts on other universities

Dissemination of information of roundtable discussions examining the development of social sciences