

The fiscal year 2015 Plan

I. Measures for achieving the goal to improve the quality of research and education at the Institute

1. Measures for achieving the Institute's educational goals

(1) Measures for achieving the Institute's goals in educational content and effectiveness

- 1-1-1 Carry out inspections and assessments of academic programs in order to improve and develop mutual cooperation and partnerships between different academic programs. In addition, from the perspective of strengthening domestic programs, engage in the promotion of partnership between related programs. As during the last financial year, ensure the budgets required to operate academic programs.
- 1-2-1 The Institute should offer diverse and high-level doctoral education utilizing "Program for Leading Graduate Schools" and "Science of Science, Technology and Innovation policy," etc.
- 1-2-2 Proceed with the fundamental work of preparation for the College of Asia initiative in cooperation with GRIPS Alliance.
- 1-2-3 The Institute should employ doctoral course students as RA and let those students participate in a research project, etc. or it offers exceedingly substantial research and educational environment which would lead to the output of a high quality papers, etc.
- 1-3-1 Continued implementation of promotion activities to recruit good students for "State Building and Economic Development Program".
- 1-4-1 Implement continuously a new program (GRIPS Global Governance Program) to train leaders for the era of global transformation, and plan developments to reorganize and strengthen academic programs.
- 2-1-1 In order to provide the effective education in public policy, consider continuously organizing the systematic curricula.
- 2-2-1 Implement continuously the Health Care Policy Course and the Agricultural Policy Course, and accept students. In addition, establish "Maritime Safety and Security Policy Program" in cooperation with Japan Coast Guard, and begin to accept students in October 2015.
- 2-2-2 Based on the framework of Campus Asia (policy research consortium in the Northeast Asia area), student exchange activities should be conducted.

- 2-2-3 The measures for flexible collaborative education based on MOU with the overseas universities should be strengthened.
- 3-1-1 Implement small group tutorial-style lessons as a required course in the GRIPS Global Governance Program. In addition, implement the education by policy practitioners such as government officials from central government ministries in GRIPS Global Governance Program and Young Leaders Program.
- 3-1-2 The Institute should devise a variety of teaching methods for the students in the doctoral course. Also, the participation in the research activities which utilizes RA system, etc. should be recommended exceedingly.
- 3-2-1 In order to moderate and smooth the process of students' study, continuously try improving entrance guidance and orientation as well as implement the assessment for individual courses in line with the Assessment Policy.
- 3-3-1 As well as trying to implement practical language education, the Institute should particularly encourage its Japanese students to take classes that are taught in English.
- 4-1-1 The Institute should work in cooperation with each Program Committee and with the Admissions Office in particular, and continue to make use of flexible entrance examination systems with high selection standards that take into consideration the circumstances of foreign exchange students, partner countries, and international organizations. A strict inspection regarding applicants will be carried out by means of interviews (web-based conference system/telephone), etc. in order to check the ability and future potential of the applicant. Improve the methodology of preliminary screening by the Admissions and Alumni Office which was introduced in FY 2014.
- 4-2-1 As for the academic programs to which scholarships from the international organizations, etc. are provided, the Institute should continue to work on securing the scholarships, etc. Also, encourage the acceptance of superior foreign exchange students from various countries and regions by providing G-cube fellowship in the GRIPS Global Governance Program.
- 4-2-2 【Reprint of 2-2-3】 The measures for flexible collaborative education based on MOU with the overseas universities should be strengthened.
- 4-2-3 In order to proactively recruit young domestic and foreign government officials as students,

① Strengthen collaboration and cooperation with related organizations

- ② Utilize GRIPS Alumni networks
- ③ Compile, analyze and utilize information relating to higher education institutes and public sector departments that has been collected to date
- ④ Analyze results and details of previous promotional activities, and use in local direct advertising
- ⑤ Accept online applications
- ⑥ Implement interviews using web-based conferencing system

etc.

4-2-4 Make the information regarding entrance examinations more clear and more simple by enhancing the website design in order to strengthen publicity regarding the entrance exams. Enhance the information on each website in the GRIPS Global Governance Program in order to improve recruitment activities that focus on superior young people, core executive officers and business people who will take the lead in the future of various countries.

5-1-1 Implement assessments for individual courses according to the Assessment Policy to ensure fair and accurate assessments.

(2) Measures for achieving the Institute's goals for the system used to provide education

6-1-1 The Institute should continuously secure a balanced faculty by recruiting various people such as researchers, government officials, and professionals in the field who have remarkable accomplishments, from universities and the relevant ministries and agencies. Also, make further enhancements to the training program in the GRIPS Global Governance Program and implement courses using guest lecturers that include politicians, researchers, executive officers, and businesspeople.

6-2-1 In principle, ensure that all faculty members are attached to a Program Committee and maintain organizational, stable operating systems for programs.

6-3-1 In order to ensure that the Institute has faculty members who are able to give lectures and instruct students in English, it should recruit faculty members from overseas as necessary.

6-3-2 Establish the Center for Professional Communication (tentative) in order to enhance the English- and Japanese Language education to foster government officials, etc.

6-4-1 The Institute should set in place measures to improve the quality of education such as reciprocal class observation, etc.

7-1-1 Implement measures that improve the educational environment, such as the

enhancement of proactive measures to promote high-level work by administrative staff (Program Coordinators).

- 7-2-1 Calculate the costs which can be used in common with academic programs, in order to make planned and flexible management possible. Calculate and provide budgets for the necessary operating costs of each academic program.
- 7-3-1 In each academic program, the workshop for writing a paper in English should be continued. Implement small group tutorial-style lessons as a required course in the GRIPS Global Governance Program.
- 7-3-2 Strengthen measures in order to facilitate the role of the Center for Professional Communication in improving the production of papers in English.
- 7-4-1 The Institute should stably operate the educational support IT system continuously and keep the system which makes it possible to lend PCs to all students.
- 8-1-1 Continue to verify self-assessment of Program Committees, as well as implementing assessments by external assessors if necessary, and undertaking program assessments based on the requirements of partner organizations and scholarship organizations.
- 8-2-1 Confirm, analyze and implement program improvements in the Academic Council, Doctoral and Master's Program Committee and Program Committees based on assessment results. Continuously implement various students' questionnaires and make endeavors to use the results of such questionnaires.

(3) Measures for achieving the Institute's goals relating to support for students

- 9-1-1 Ensure a teaching structure that provides education from multiple faculty members, both internal and external, over a diverse range of specialisms, in both masters and doctoral programs, and offer a detailed program of advice and support activities in addition to formal learning. Also, establish a finely-detailed leadership system in the GRIPS Global Governance Program by means of small group tutorial-style lessons.
- 9-2-1 Continue to implement the provision of awards for outstanding achievement.
- 9-2-2 Continue the implementation of the institution's unique scholarship system linked with the TA/RA system. Also, establish an environment that arouses academic motivation in the students on the GRIPS Global Governance Program by providing G-cube fellowship that corresponds to academic results.
- 10-1-1 Implement detailed guidance regarding health, mental health, day-to-day lifestyles, etc., as part of entrance guidance and orientation. At the same time, partner

constantly with the Health Management Center, to provide detailed support.

- 10-2-1 Provide a wide range of learning support activities for international students based on the Student Office, including the provision of accommodation, lifestyle support, interaction projects, homestay and out-of-school activities support, etc.
- 11-1-1 Maintain and strengthen networks between the Institute and graduates, as well as alumni, through holding alumni reunions once a year at the Institute and consider the way of alumni reunions more effectively in a regional location. In addition, hold alumni reunions in countries overseas through using opportunities when faculty members and staffs from the Institute are dispatched overseas.
- 11-1-2 Use SNS (Social Networking Services), etc. to promote the exchange of information between graduates and GRIPS faculty members and staffs.
- 11-2-1 Update data regarding graduates, and provide them of related information by email, etc.
- 11-2-2 In order to promote interaction between graduates, request Japanese government offices abroad to distribute information to former students in those countries/regions.

2 Measures for achieving the Institute's research-related goals

(1) Measures for achieving the Institute's goals relating to the level of research and research output

- 12-1-1 Implement surveys and research to allow an early understanding of policy needs, etc. and create a center of excellence, through pressing ahead with public appeal-type research projects at the Policy Research Center.
- 12-2-1 In "State Building and Economic Development Program" which was newly established in response to the achievements of Global COE, the research on a development policy should be continued.
- 12-3-2 Continue collecting and providing information relating to external funding, and continue implementing structures that proactively support the matching of external funding to research plans when recruiting research plans within the Institute. Moreover, proactively offer reports on research outputs by enriching GRIPS website.
- 13-1-1 Periodically host international conferences, symposiums and GRIPS forums, and through the participation of international specialists in different areas as lecturers/participants, improve the standing of the Institute as a base for the intellectual community.

- 13-2-1 Continue to operate and publish research results for public consumption on the website built to publish research results, and improve the content of this site. Furthermore, continue to publish research results authored by faculty members featured in academic conferences, journals and the mass media on this website, and improve its content.
 - 13-2-2 Provide continuous support for the production of English papers and English books, in order to promote further international communication of research results. Moreover, in order to enhance disclosures of research outputs to public, maintain the publication assistance system continuously to support faculty members' publications of books.
- (2) Measures for achieving the Institute's goals relating to the development of research implementation system
- 14-1-1 **【Reposting of 6-1-1, 6-3-1】** The Institute should continuously secure a balanced faculty by recruiting various people such as researchers, government officials, and professionals in the field who have remarkable accomplishments, from universities and the relevant ministries and agencies. In order to ensure that the Institute has faculty members who are able to give lectures and instruct students in English, it should recruit faculty members from overseas as necessary.
 - 14-2-1 Continue the operation of public appeal-type research projects research projects, in order to proactively support the generation of exploratory research continuously.
 - 14-2-2 Prioritize support for seminars and symposiums related to policy issues continuously, in order to promote joint research between Japanese and international researchers, and publish the results.
 - 15-1-1 Proactively collect materials for and related to policy research and analysis, and enhance to put the collected materials in order.
 - 15-1-2 In order to collect, preserve, and provide open access to intellectual products created through education and research activities carried out at the Institute, continuously operate the Institutional Repository at the National Graduate Institute for Policy Studies and enhance its contents.
 - 15-2-1 In order to promote students on doctoral courses getting degrees, continue to implement the support system for presentation of academic results, which subsidizes travel and participation costs for academic conferences, with the aim of providing them with opportunities for presenting research results, and allowing them to gain experience.
 - 15-2-2 Promote the appropriate usage of post-doctoral fellowships and doctoral student

research assistants in order to train young researchers.

- 15-3-1 In order to facilitate women researchers while they are raising children, continue to work at coordinating their working environment such as holding meetings and classes at appropriate times, etc.
- 15-4-1 Employ excellent faculty members who have exceeded retirement age and support them to continue their research by using various personnel systems.
- 16-1-1 We regard the mission of the GRIPS Alliance as being to "work in partnership with the government in undertaking strategic policy research and programs to cultivate human resources, serving as a kind of workshop for challenging traditional assumptions and taboos from within government and introducing pluralistic ways of thinking, in order to guide government activities in the direction of innovative change from within." Accordingly, we will put in place unique managerial and operational systems and mechanisms that are suited to this purpose.

In order to achieve this goal, we will submit budgetary requests via a new mechanism, working with relevant ministries and agencies. In addition, we will move forward with policy research projects focused on such crucial areas as dealing with a society in population decline and nurturing international personnel, based on partnerships between GRIPS and relevant ministries and agencies.

Moreover, working with GRIPS, we will implement a project to lay the foundations for policy coordination between Japan and other countries by targeting high-ranking officials from the countries of ASEAN in promoting research aimed at resolving policy issues in each country, as well as encouraging relevant Japanese ministries and agencies to provide support.

As a separate initiative relating to the vision for a future "College of Asia," we will endeavor to examine the thinking and philosophy of the relevant European countries concerning the founding and development of the College of Europe, focusing on its founding goals and long record of achievement and experience, particularly in light of the fact that its philosophy and thinking has been indelibly intertwined with the founding and development of the EU ever since its establishment. In conjunction with this, we will explore the distinctive features of the education and training at postgraduate institutes, which fall into a different category from ordinary universities.

Furthermore, with the aim of creating not only generalists, but also professional policymakers, we will welcome personnel from various ministries and agencies to create a pool of talent and a base for interaction, functioning as a kind of "perch" to which birds of a feather can flock together. Ultimately, this will help to ensure that

our nation's government and other organizations can secure and nurture personnel with the ability to negotiate effectively on the international stage.

In addition, to provide practical policymaking experience and cultivate the leading policy researchers of the future, we will create a system for dispatching young researchers to ministries, agencies, and the Diet as interns.

- 17-1-1 Proactively provide opportunities for administrative staff to improve their technical abilities through research support training implemented by external agencies, etc.
- 18-1-1 Implement evaluation by external assessors of the research achievements and management of the Policy Research Center. Implement evaluation by external assessors of research projects. Moreover, make a system for publishing research outputs of research projects through GRIPS website.
- 18-2-1 Faculty Performance Evaluation, including evaluation by external assessors should be carried out continuously.

3 Measures for achieving the Institute's other goals

(1) Measures for achieving the Institute's goals relating to collaboration with the community and making a social contribution

- 19-1-1 Continue to implement the public GRIPS forum and the web-based distribution of this forum.
- 19-2-1 Implement executive training programs into persons responsible for policy both in Japan and overseas, and award certificates, etc of attendance to those programs.
- 19-3-1 Continue to implement international workshops involving politicians from Japan and other Asian countries, to support the development of statesmen (politicians) with an international perspective.
- 19-4-1 Continue to position social contribution activities by faculty members as one index in faculty performance evaluation.

(2) Measures for achieving the Institute's goals relating to internationalization

- 20-1-1 Enhancing a collaboration with government organizations, high-level universities and institutions in other countries, promote academic exchange through the use of exchange agreements while holding international symposiums, etc.
- 20-2-1 Organize the executive training programs at Executive Development Center for Global Leadership, and in response to requests from governments and related organizations, implement training programs for public sector employees in line with their needs.

- 20 【Reprint of 12-2-1】 In "State Building and Economic Development Program" which was newly established in response to the achievements of Global COE, the research on a development policy should be continued.
- 21-1-1 Cooperate and collaborate with IMF, WB, ADB, WCO and other international agencies, etc. in regard to academic programs implemented in English.
- 21 【Reprint of 4-2-1】 As for the academic programs to which scholarships from the international organizations, etc. are provided, the Institute should continue to work on securing the scholarships, etc.
- 21 【Reprint of 4-2-3】 In order to proactively recruit young domestic and foreign government officials as students,
- ① Strengthen collaboration and cooperation with related organizations
 - ② Utilize GRIPS Alumni networks
 - ③ Compile, analyze and utilize information relating to higher education institutes and public sector departments that has been collected to date
 - ④ Analyze results and details of previous promotional activities, and use in local direct advertising
 - ⑤ Accept online applications
 - ⑥ Implement interviews using web-based conferencing system
- etc.
- 21-2-1 Continue to implement the smooth management and operation of GRIPS International Houses (IH).
- 22-1-1 Continue to translating rules and regulations of the Institute into English, create and distribute meeting materials in English, introduce simultaneous translation, and improve the creation of English notifications.
- 22-2-1 Continue to implement the Doctoral Dissertation Main Advisors' Meeting in English, as well as revise the submission documents and instructions currently available only in the Japanese language into the Japanese-English style and standardize multiple versions of English descriptions contained in different documents, and offering appropriate support for research and education activities of international faculty members and students.
- 22-3-1 Continue to provide simultaneous interpreting at the GRIPS Forum. Invite lecturer of note from both Japan and overseas, and provide lectures of significant interest to the general public to encourage higher levels of participation, and promote

intellectual exchange between participants continuously.

II Measures for achieving the Institute's goals relating to improvements and increased efficiency in management operations

1 Measures for achieving the Institute's goals relating to improvements in organizational management

- 23-1-1 Plan and propose management strategy for the Institute as a whole; verify and make appropriate improvements to the style and function of the organization that manages and coordinates various meetings.
- 23-2-1 Work to share the President's specific management policies within the Institute through defining "Important Matters of University Operating Policy", hosting meetings for faculty members, and distributing minutes from various meetings, etc.
- 23-3-1 Consider the matters deliberated at management and operation organizations such as the Program Committee, the Master's and Doctoral Programs Committees, the Academic Council, the Management Council, etc., and make necessary changes.
- 23-4-1 Utilize the opinions of persons from outside the Institute at meetings attended by such people, and ensure measures that allow the effective utilization of such people in Institute management.
- 23-5-1 【Reprint of 1-4-1】 Implement continuously a new program (GRIPS Global Governance Program) to train leaders for the era of global transformation, and plan developments to reorganize and strengthen the curriculum.
- 24-1-1 Utilizing the system for fixed-term employment, continue to work towards guaranteeing a diverse range of human resources. In addition, applying the standards for the employment of part-time faculty members, endeavor to enhance an appropriate employment continuously.
- 24-2-1 A sabbatical system should be continuously run appropriately.
- 24-3-1 Implement measures to visualize the volume of work allocated to faculty members, and utilize it to improve organizational management.
- 25-1-1 Utilize various personnel systems and researcher systems, and continue to take on human resources with a diverse range of backgrounds.
- 25-1-2 【Reprint of 6-1-1】 The Institute should continuously secure a balanced faculty by recruiting various people such as researchers, government officials, and professionals in the field who have remarkable accomplishments, from universities and the relevant ministries and agencies.

- 25-2-1 Continue to consider the effectiveness of and areas in which recruitment of faculty members is carried out (both in Japan and overseas), and implement recruitment appropriately, while also maintaining the organization's ability to employ international researchers by utilizing an annual salary system as well as the joint appoint system.
- 25-3-1 Outstanding researchers should be accepted through the use of the Institute's own researcher employment system.
- 25-4-1 Develop a proper framework of performance and competence evaluation for Annual Salary System which introduced in AY 2014 and use the system appropriately.
- 26-1-1 Implement trainings for staffs which improve the specialist abilities, reform consciousness and develop capacities of staffs.
- 26-2-1 Continue to utilize specialists with labor knowledge, and lawyers.
- 26-2-2 Plan and implement internal audits.
- 27-1-1 Program Coordinators (administrative employees) should understand the situation in regard to execution of budgets relating academic programs, and support the strategic management of academic programs.
- 27-1-2 **【Reprint of 7-2-1】** Calculate the costs which can be used in common with education programs, in order to make planned and flexible management possible. Calculate and provide budgets for the necessary operating costs of each education program.

2 Measures for achieving the Institute's goals relating to increased efficiency and rationalization in clerical duties

- 28-1-1 **【Reprint of 26-1-1】** Implement trainings for staffs which improve the specialist abilities, reform consciousness and develop capacities of staffs.
- 28-2-1 Update and distribute "Basic Knowledge of GRIPS Staff" periodically and implement measures to encourage individual staff members to aim to improve their operational efficiency consciously.
- 29-1-1 Continue to implement integrated inspections of the administrative office organization and administration as necessary, to promote further activity within the organization.
- 29-2-1 Encourage the proactive participation of staffs in Program Committees, etc. in order to accurately understand committees' decision-making and support it.

III Measures for achieving the Institute's goals relating to improvements in the composition of

finances

1 Measures for achieving the Institute's goals relating to increasing external research funding, honorariums and other forms of self-generated income.

30-1-1 Continue to distribute individual research funds in order to raise incentives in regard to acquiring external research funding.

30-2-1 Continue to utilize IT to collect and supply information relating to external funding, and to support smooth applications for funding, and publish collected and stored information regarding research subsidies on the Institute website.

30-2-2 【Reprint of 12-3-2】 Continue to proactively collect and provide information relating to external funding, and implement structures that proactively support the matching of external funding to research plans when recruiting research plans within the Institute. Moreover, proactively offer reports on research outputs by enriching GRIPS website.

31-1-1 Select, collect and manage the data required for financial analysis to resource improvements in Institute management.

31-2-1 Analyze the trend, etc. of the financial indicators in this mid-term plans period, and report the financial prospects for this period to the Management Council.

2 Measures for achieving the Institute's goals relating to curbing costs

(1) Reducing personnel costs

33-1-1 Maintain partnerships with scholarship organizations, and as well as implementing management of academic programs, utilize fixed-term faculty members recruited using external funding.

(2) Reducing expenses other than personnel costs

34-1-1 Continue to proceed with the improvement in the operations, in order to simplify administrative work processes, and subcontract work externally where necessary.

34-2-1 Work towards energy-saving measures by saving power in the campus.

34-3-1 Ensure the efficient maintenance and management of GRIPS IH through the ongoing subcontracting to external private-sector organizations, and manage occupancy appropriately.

3 Measures for achieving the Institute's goals relating to improvements in asset management

35-1-1 Surplus funds should be managed under advantageous conditions, while bearing

safety in mind.

- 35-2-1 The effective utilization of facilities should be sought through such endeavors as renting out meeting rooms and the Sokairou Hall.

IV Measures for achieving the Institute's goals relating to self-inspections and evaluations, and the provision of information concerning the status of these

1 Measures for achieving the Institute's goals relating to the enhancement of evaluations

- 36 【Reprint of 18-2-1】 Faculty Performance Evaluation, including evaluation by external assessors should be carried out continuously.

- 36 【Reprint of 8-1-1】 Continue to verify self-assessment by Program Committee of research department as a whole, as well as implementing assessments by external assessors if necessary, and undertaking program assessments based on the requirements of partner organizations and scholarship organizations.

- 36-1-1 Persons responsible should be constantly aware of the annual plan, and coordinate an environment suitable for their work, while at the same time confirming their progress in an appropriate manner.

- 36-2-1 Utilize the suggestions from the GRIPS International Advisory Committee.

- 37-1-1 【Reprint of 28-2-1】 Update and distribute "Basic Knowledge of GRIPS Staff" periodically and implement measures to encourage individual staff members to aim to improve their operational efficiency consciously.

(2) Measures for achieving the Institute's goals relating to promoting the publication and dissemination of information

- 38-1-1 Improve academic program details and education-related information disseminated overseas, and continue to disseminate such information using the website and pamphlets, etc. Also, in order to ensure the highest quality of international students, reform the website system so as to facilitate the reception of information regarding the Institute in various online environments.

- 38 【Reprint of 13-2-1】 Continue to operate and publish research results for public consumption on the website built to publish research results, and improve the content of this site. Furthermore, continue to publish research results authored by faculty members featured in academic conferences, journals and the mass media on this website, and improve its content.

- 38-2-1 Regarding the Institute's organization, management and finances, etc., continue

releasing the information widely on website in a more easy- to-understand way.

V Measures for achieving the Institute's other important goals relating to management operations

1 Measures for achieving the Institute's goals relating to the development of facilities and equipment

39-1-1 Implement appropriate maintenance and management of campus facilities and equipment according to PFI practice.

39-2-1 Continue to ensure the PFI practice has sufficient financial resources.

40-1-1 Consider and implement appropriate repairs and maintenance to facilities and equipment, based on the needs of students, faculty members and staffs, etc.

40 【Reprint of 21-2-1】 Continue to implement the smooth management and operation of GRIPS IH.

2 Measures for achieving the Institute's goals relating to safety management

41-1-1 Work on improvements to facilities where necessary, based on disaster prevention and other planning policies.

41-2-1 Continue to utilize IT to maintain an appropriate communications system for use in times of disaster and emergency.

41-3-1 Implement health and safety management education in regard to faculty members and staffs, utilizing the functions of the health management center. Work towards care of the health of students, including mental health.

41-4-1 Guidance concerning disaster prevention information (such as earthquakes and tsunami) in Japan should be continuously provided at the entrance guidance and orientation.

41-5-1 Enhance system security, thereby constructing a user-friendly campus network system.

3 Measures for achieving the Institute's goals relating to compliance

42-1-1 The Institute should collaborate with external specialists, such as lawyers, and carry out the systems appropriately which can deal with all types of harassment within the Institute.

42-1-2 Support the activities of auditors, and implement planned internal audits. Implement

operational improvements based on the results of these.

- 42-2-1 In order to prevent inappropriate use of research funds, hold compliance education to ensure the thorough adherence to the code of conduct for researchers, regulations on the prevention of unlawful acts pertaining to research activities, and manuals relating to the utilization of research funds. In addition, to prevent unlawful acts pertaining to research activities, provide research ethics education to faculty member, etc. who involved in research activities in GRIPS, and ensure awareness of these through meetings for faculty members.
- 42-3-1 Continue to work towards ensuring clear, competitive contracts, and ensure that contract documents are checked by a third party for accuracy.