

**Mid-term goals of the National Graduate Institute  
for Policy Studies**

## **(Preamble) Fundamental purpose of the Institute**

The fundamental purpose of the Institute is to contribute to spreading, enriching, and strengthening democratic governance in Japan and throughout the world through research and education in public policy.

To this end, the Institute has elaborated the following activities.

- Working to ensure the reforms, environment, and requirements for a research and education system that meets international standards, in order to achieve global excellence in research and education.
- Leading the academic field in policy studies, as well as establishing the foundation for the Institute to make well-timed policy proposals to respond to even current policy issues.
- Training policy leaders and truly top-class members of country-specific and international organizations, in each field and at every level.
- Creating a space for an open exchange of policy visions (a policy community) made up of politicians, government officials, members of industry, and researchers.

## **◆Term**

From 1 April, 2000 to 31 March 2016

## **I. Goal to improve the quality of research and education at the Institute**

### **1. Educational goals**

#### **(1) Goals in educational content and effectiveness**

1 The Institute aims to enrich education that is directed at enabling students to identify actual policy issues, deepen their analytical skills, and cultivate practical problem-solving skills, based on academic knowledge and methodology, with a focus on students who are aiming to become government officials, researchers, or other professionals actually engaged in public policy.

2 The Institute aims to comprehensively and systematically organize the academic subjects that are fundamental to public policy education and research and the specialized subjects in each policy field, and to organize the curriculum for each educational program in a way that gives the students flexibility and variety in the classes they take.

3 Through detailed coursework instruction based on small class sizes, individual learning and professional experience, and by making its education more effective as well as promoting independent learning, the Institute aims to cultivate a mindset toward continuous and ever-expanding research and thought. Combined with this, the Institute aims to have its students

gain an international perspective and good communication skills.

4 The Institute aims to select students for admission based on the basic policy of accepting a wide variety of students from both in the country and overseas who have the appropriate motivation, ability, and aptitude to study at the Institute.

5 The Institute aims to improve the objectiveness, fairness, and transparency of student assessments.

**(2) Goals for the system used to provide education, etc.**

6 The Institute aims to create educational programs that deal with high-level academic and practical policy studies, through cooperation and coordination with affiliated organizations in the field of public policy. To do so, it aims to build a faculty with strong leadership abilities that is composed of a diversity of human resources, such as researchers, government officials, and public policy professionals.

7 In order to make it possible to provide practical education based on actual policy issues, the Institute aims to enhance both the soft and hard aspects of the educational environment, by such means as further improvements to its own education support system.

8 In order to achieve qualitative improvements in education, the Institute aims to carry out evaluations by means of a multifaceted evaluation system, and to utilize the results of this in educational improvements.

**(3) Goals relating to support for students**

9 The Institute aims to develop an environment that will arouse in students the desire to learn, as well as developing a system of research consultations.

10 The Institute aims to enhance its systems relating to support for student life, with the Student Office as the main body involved in this.

11 The Institute aims to proactively support the further expansion and revitalization of the Alumni Association, which has been created with a global reach.

**2 Research-related goals**

**(1) Goals relating to the level of research and research output**

12 The Institute aims to build as its core a diverse, flexible collaborative network with universities and related organizations, such as government institutions and research institutions

both within Japan and overseas, and to create an outstanding research hub for carrying out policy studies focused on real-world issues based on academic foundations.

13 The Institute will support the formation of a knowledge community relating to policy studies between leading experts in the academic, bureaucratic, political and industrial sectors.

## **(2) Goals relating to the research implementation system**

14 In order to facilitate an interdisciplinary approach, as well as securing a critical mass of policy studies researchers from a wide range of sources, both within Japan and overseas, and conducting individual research projects, the Institute aims to intensify systematic joint research with hubs at research centers within Japan, such as the Policy Studies Project Center, and to carry out advanced research on an international basis as well.

15 The Institute will aim to create an environment in which it is easy for researchers to conduct more practical, higher-level research.

16 The Institute aims to create a hub for advanced policy studies education through collaboration between the Institute and the policy research institutes etc., of government ministries and agencies with an excellent record of achievement in various fields of public policy. In conjunction with this, the Institute creates the a GRIPS Alliance with the objective of developing a training system that meets the growing need for advanced training relating to public policy, both within Japan and overseas.

17 In order to ensure that excellent research is carried out effectively by researchers, the Institute aims to develop the abilities of staff implementing a wide range of research support, including the formulation of research plans, coordination with relevant institutions and researchers, and the organization of application documents, and aims to enhance and strengthen its comprehensive research functions.

18 In order to achieve qualitative improvements in research, the Institute aims to carry out evaluations by means of multiple appraisal systems, and to utilize the results of these in improvements to the quality of research.

## **3 Other goals**

### **(1) Goals relating to collaboration with the community and making a social contribution**

19 By giving back education and research output to society, the Institute aims to actively promote collaboration with the community and make a social contribution.

## **(2) Goals relating to internationalization**

20 The Institute aims to actively and systematically develop research collaboration with overseas organizations involved in policy studies, including universities, government organizations and international institutions, and to construct and expand its network of contacts with these bodies. In addition, the Institute aims to promote diverse collaboration and exchange with overseas researchers on the part of individual researchers.

21 The Institute aims to enhance its acceptance of foreign students.

22 The Institute aims to give consideration to foreign students and researchers in its running through the appropriate expansion of services provided in English, such as the holding of conferences and processing of administrative tasks.

## **II Goals relating to improvements and increased efficiency in management operations**

### **1 Goals relating to improvements in organizational management**

23 In order to promote policy studies education that is interdisciplinary, practical, international and neutral, the President will bear in mind the consensus within the Institute as much as possible, while aiming to establish a management system that will enable management of the Institute to be carried out flexibly and strategically, from an Institute-wide perspective.

24 With regard to the employment and form of work of faculty members, the Institute aims to design and implement a more flexible, diverse personnel system, which meets actual needs for research and education.

25 The Institute aims to maintain as diverse a personnel structure as possible amongst its faculty members, including Japanese and foreign researchers, government officials and practitioners, with regard to research fields and employment history.

26 The Institute aims to further enhance the Administrative Bureau.

27 The Institute aims to enhance the mechanisms that make it possible to operate responsible strategic funding by gaining an understanding of the costs relating to each educational program and implementing budget allocation based on the division of funds into costs common to each program and costs specific to each program.

## **2 Goals relating to increased efficiency and rationalization in clerical duties**

28 From the perspective of the characteristics of the Institute's administrative structure (wherein it requires a diverse range of duties to be performed, even though it is small on a national scale, due to the fact that it engages in collaboration with a diverse range of external organizations, has a varied faculty member structure, engages in a variety of international exchange, and has foreign students of a wide range of nationalities), the Institute aims to achieve more efficient, rationalized clerical duties by seeking to improve the per capita operational efficiency of staff after securing the right personnel.

29 The Institute will aim to review and validate the state of the Administrative Bureau (with regard to its organization, staffing, employment of personnel, and human resource development), and seek to revitalize the organization.

## **III Goals relating to improvements in the composition of finances**

### **1 Goals relating to increasing external research funding, honorariums and other forms of self-generated income.**

30 The Institute aims to strive to secure diverse sources of external research funding, including competitive funds, such as scientific research grants (Kakenhi), as well as various forms of commissioned research funding, scholarships and donations.

31 The Institute aims to conduct accurate financial analysis, to contribute to improvements in the composition of its finances.

### **2 Goals relating to curbing costs**

#### **(1) Reducing personnel costs**

32 Based on the Act on Promotion of Administrative Reform for Realization of Small and Efficient Government (2006 Law No.47), the Institute aims to reduce personnel costs for staff classed as government officials over the five years from 2006. Furthermore, based on the "Basic Policies for Economic and Fiscal Management and Structural Reform 2006" (Cabinet decision dated July 7, 2006), in light of the reform of national civil servants, the Institute aims to continue its reforms of personnel costs until 2011.

33 Personnel costs should be curbed through the strategic, effective deployment and utilization of personnel.

## **(2) Reducing expenses other than personnel costs**

34 The Institute will aim to promote revisions of its administrative work and curb management costs, other than expenses relating to strategic initiatives.

## **3 Goals relating to improvements in asset management**

35 The Institute aims to consider measures relating to the effective utilization of its assets.

## **IV Goals relating to self-inspections and evaluations, and the provision of information concerning the status of these**

### **1 Goals relating to the enhancement of evaluations**

36 Internal appraisals and evaluations by external experts should be carried out regularly, and should be run as a system to ensure that the results of these contribute to improving education and research, as well as management.

37 The Institute aims to implement performance appraisals for the staff of the Administrative Bureau, in order to revitalize the management of the Institute.

### **2 Goals relating to promoting the publication and dissemination of information**

38 In order to fulfill its responsibility to provide explanations to society, the Institute will aim to actively disseminate information concerning its research and education.

## **V Other important goals relating to management operations**

### **1 Goals relating to the development and utilization of facilities and equipment**

39 The Institute aims to steadily implement PFI projects.

40 Taking into consideration the extremely fortunate siting environment of its campus, the Institute aims to consider utilizing the dynamism of a private sector to achieve the efficient, rational development and utilization of the campus site and buildings.

### **2 Goals relating to safety management**

41 As well as improving the security of the campus network environment, the Institute aims to realize a safe education and research environment, protected from disaster, crime and infectious disease.

### **3 Goals relating to compliance**

42 The Institute aims to carry out appropriate management of the university corporation, based on the law.