



# The History of the National Graduate Institute for Policy Studies (GRIPS): Commemorating the 25th Anniversary







Exterior view of the Wakamatsu-cho campus



Exterior view of the Roppongi campus



Interior view of the Roppongi campus



Graduation ceremony



Classroom scenery



A student room

**The History of the National Graduate Institute for  
Policy Studies (GRIPS) : Commemorating the 25<sup>th</sup> Anniversary**

The National Graduate Institute for Policy Studies (GRIPS)  
The Editorial Committee of the 25th Anniversary Book  
Translated from Japanese to English by Shiho Harada



## Introduction

The National Graduate Institute for Policy Studies (GRIPS) was established in October 1997. Since its inception, GRIPS has garnered considerable attention for its pioneering contributions in the realm of policy studies, striving to make substantial impacts on Japan and the global community through its research and education initiatives. Despite being established without a physical campus, by the time an innovative campus was constructed in a convenient location in Roppongi, Tokyo, it transformed into a prominent policy studies university. This development was accompanied by the establishment of diverse educational programs and robust education and research systems.

Consequently, GRIPS earned worldwide recognition as a graduate university that transcends conventional norms, boasting a diverse faculty, a wide array of exceptional educational programs, and the attraction of students from across the globe. Undoubtedly, this achievement was the culmination of the unwavering dedication and triumphs of affiliates, including the faculty and staff, who boldly embraced challenges. Nevertheless, a significant contributing factor was the organizational commitment to continuous and proactive progress. GRIPS stands as an innovative university that has always operated with an entrepreneurial spirit.

However, as the systems have stabilized following the initial period of self-focused advancement, there is a potential for the university's mission to lose clarity over time. In light of the rapid pace of change in today's world, encompassing shifts in the international order and societal transformations driven by technological innovation, the number of policy challenges requiring attention continues to grow. As we celebrate the 25th anniversary of GRIPS, reflecting on the developmental journey of the National Graduate Institute for Policy Studies offers a valuable opportunity to examine future challenges and potentials.

We take great pride in the 25th Anniversary Book, which offers a retrospective view of the past while setting the stage for contemplating the future. We express our heartfelt gratitude to all those involved, including the members of the Editorial Committee, for their diligent efforts in its production. We hope that this book will be utilized not only within the confines of our campus but also beyond, serving as a catalyst for advancing policy studies in the years to come.

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## **Chapter 1**

### **Prehistory**

## **1-1. Graduate School of Policy Science (GSPS), Saitama University**

The National Graduate Institute for Policy Studies (GRIPS) is a national university established in October 1997, exclusively as a graduate school. Although it was established as a new university, GRIPS' predecessor was the Graduate School of Policy Science (GSPS) of Saitama University, and it has inherited several defining features from its predecessor. Even to this day, GRIPS maintains its connection with Saitama University through joint alumni graduate reunions.

For instance, GRIPS is an independent graduate school university, but the GSPS was also a stand-alone graduate school, not affiliated with any department, which was rare for a university organization at the time. Since its inception, GSPS adopted a system in which government officials serve as university faculty members - a system that has now become common in many universities. It also provided lectures in English for international students, which is an educational system that continues to this day. Additionally, the joint operation of educational programs with partner organizations (such as international organizations sponsoring scholarships, aiding in student recruitment, etc.) is also a tradition from the GSPS era. Therefore, to talk about the National Graduate Institute for Policy Studies (GRIPS), it is necessary to first examine its prehistory as the Graduate School of Policy Science (GSPS) of Saitama University.

### **Center for Behavioral Science and Data Analysis, Saitama University**

The Graduate School of Policy Science (GSPS) of Saitama University started accepting students in 1977. Preparations for the establishment of the university had been underway for some time, and the starting point for this idea is said to have been a visit to the U.S. in 1968 by Associate Professor Toru Yoshimura of the Faculty of Liberal Arts of Saitama University, who later became the first president of GRIPS. Through an invitation program of the U.S. Department of State, Associate Professor Yoshimura was given the opportunity to examine the circumstances surrounding social science departments at various universities across the U.S., as well as visit the think tanks. At the time, the U.S. was improving its system of research and university education in the form of the scientification of academia. Among these, what greatly impacted the thinking of Associate Professor Yoshimura was the emergence of policy graduate schools in the U.S., which led to the idea of establishing a policy graduate school in Japan, to advance the scientification of policy studies and provide university education.

Amidst such a conceptual framework, the first initiative that materialized was an educational program in the burgeoning field of computer science, which was closely intertwined with the scientification of policy research. In 1973, Saitama University established the Center for Behavioral Science and Data Analysis as the university's shared-use organization. As the name of behavioral science suggests, it was an attempt to make social science more scientific and to provide university-wide computer education by introducing large computers.

A decision was made to establish the Center for Behavioral Science and Data Analysis that would be accessible to the entire university, with the initial transfer of the core courses from the Faculty of Liberal Arts to be followed by future collaboration with the same faculty in a cooperative course of action. This was an attempt

to increase the campus awareness of the significance, meaning, and necessity of education and research, and to explore the possibility of opening a graduate school.

### **Overview of the Graduate School of Policy Science (GSPS)**

With the Center for Behavioral Science and Data Analysis and its initiatives at its core, Professor Yoshimura, who was then serving as the center director, was moving forward with plans for the creation of a new graduate school. The University of Tsukuba was newly established in 1973, and the Tokyo University of Education closed in 1978. Professor Yoshimura was appointed as a member of the founding preparatory committee of the University of Tsukuba. When the University of Tsukuba was established, various ideas were considered, including the separation of education from research, and the idea of an independent graduate school was among them. Thereafter in 1975, independent graduate schools such as master's programs and Interdisciplinary Graduate School of Science and Engineering were established at the University of Tsukuba and Tokyo Institute of Technology, respectively. At the same time as these precedents, Saitama University also aimed to establish a graduate school independent of the faculty. The graduate school planning committee of the Faculty of Liberal Arts summarized its first interim report gained approval from the faculty meeting in 1974, and applied to the Ministry of Education, Science, Sports and Culture (MEXT) for a university reform research fund in 1975. After gaining approval, the Faculty of Liberal Arts expanded and reorganized the graduate school planning committee and established the Founding Preparatory Committee of the graduate school.

However, the movements within the Faculty of Liberal Arts were not monolithic. It required effort to strike a balance within the university. As a countermeasure, they decided to organize another graduate school, the Graduate School of Cultural Science (GSCS), which consisted mainly of courses taught by faculty members of the Faculty of Liberal Arts who are not involved in policy-related disciplines. The committee also established expert subcommittees for GSPS and GSCS under the Founding Preparatory Committee of the graduate school and petitioned MEXT for the establishment of these two graduate schools. As a result of these efforts, Saitama University received dual approval from MEXT in 1977 to establish GSPS and GSCS, with the Faculty of Liberal Arts serving as the originating organization for both.

However, GSCS was to integrate with the Faculty of Liberal Arts, while GSPS was independent of the said faculty. While the Center for Behavioral Science and Data Analysis was at the core, the center was transferred to GSPS after GSPS was established. Furthermore, initially, the independent graduate schools were unable to establish their courses, and therefore, the lectures were conducted through an integrated curriculum such as a joint course with the Faculty of Liberal Arts.

At the time of its establishment, GRIPS set forth a vision and goal which still characterize current GRIPS. Specifically, it aimed to offer not only a master's program but also a doctoral program, to provide education to professionals, including government officials, to "scientificize" policy based on the methodology of academic research, not just practical training. This vision of educating professionals was particularly focused on mid-career professionals. Recognizing that advanced knowledge is essential for professionals including government officials



involved in policies in an increasingly complex society, GSPS aimed to incorporate scientific methods into its curriculum.

In the first year of the program, the number of students was limited to 20 master's degree students, but only one student was accepted, partly because the recruitment of students was not completed in time. GSPS was launched with a total of 12 faculty members as follows: Associate Professor Takashi Kobayashi from the core courses as the full-time faculty, along with cooperating faculty members from the Faculty of Liberal Arts (Professor Toru Yoshimura, Professor Mizuho Ogawa, Professor Tetsuya Kataoka, Associate Professor Fumio Kodama, Professor Kaoru Tone, Professor Yukio Noguchi, Associate Professor Makoto Nobukuni, Associate Professor Tatsuo Hatta, and Associate Professor Yoshinobu Yamamoto) and other departments (Professor Yoshinobu Segawa and Associate Professor Kazumori Tanaka).

### **Domestic programs (offered in Japanese)**

The domestic program started in 1977 but during the time at Saitama University, it was a two-year master's program with a degree of Master of Arts in Political Science. Its curriculum consisted of three core subjects: economics, political science, and operations research (OR). It also incorporated the fundamentals of policy science and modern science, case analysis studies, and practical training such as participation in projects inside and outside the university. Its faculty consisted of numerous members with expertise in both political science and economics, with a strong emphasis on quantitative methods. The early lectures were characterized by their focus on learning various methods of research and practice using computers. With such a foundation in place, over time, more diverse and wide-ranging research and educational activities will develop.

For example, two officials from the Ministry of Finance (Mr. Yukio Noguchi and Mr. Eisuke Sakakibara) were brought in as faculty members for fixed terms. Both had degrees from American universities, were accomplished bureaucrats in both research and practice and were active in a variety of fields, including establishing bases of activities in central Tokyo. Although it is now more common, before this, there were very few cases of government officials becoming university faculty members. Furthermore, with the significant advancement of various curricula and research projects, there were instances where tangible progress was made in accordance with what the new faculty members were able to teach and research.

The number of students gradually increased as they were dispatched by central ministries and local governments. This became more pronounced when the National Personnel Authority established a domestic research fellowship system that dispatched government officials to graduate schools and institutions in Japan. Although initially the dispatch of staff was primarily from prefectural-level municipalities, staff were also dispatched from government-designated cities, etc., and this became a regular occurrence, and the number of students began to increase. There were also administrative agencies such as the Tokyo Fire Department that steadily dispatched personnel in addition to the Tokyo Metropolitan Government itself. Such developments increased the number of students and provided stability. As the number of students increased, the number of lectures gradually increased and diversified, leading to an increase in the number of full-time faculty members

transferring from the Faculty of Liberal Arts to GSPS. The culture of adapting to such situations has also been inherited by GRIPS.

We mentioned earlier that mid-career education was a unique feature of GSPS as well as one of the major characteristics that led to GRIPS. But at that time, the options for graduates to enter a graduate school different from the one they graduated from were quite limited and even if a new graduate school was established at Saitama University, it would have most likely attracted Saitama University graduates seeking higher education. Therefore, they followed the examples of graduate schools in the U.S. and have been aiming to promote mid-career education by developing GSPS.

### **International programs (offered in English)**

In 1984, the school began accepting students for its international programs, in which lectures are given in English to foreign students. Initially, the program accepted about 10 students per academic year, mostly government officials from pre-development ASEAN (Association of Southeast Asian Nations) countries from the perspective of development assistance.

At the time, the Japanese government was aiming to increase the number of international students, and there was a plan to establish graduate schools that would make it easier for international students to come to Japan. Hence in 1982, GSPS also established a subcommittee to design special courses for international students and started to actively engage in education for foreigners. After obtaining a fund for preliminary investigation from MEXT, the decision was made after a deliberation to launch an international program in October 1984. From among the many applications, 6 students from Thailand, 3 students from Indonesia, and 2 each from the Philippines and Malaysia, for a total of 13, were accepted as government-sponsored international students, and the international program was launched. In addition, a quota for scholarships from MEXT was established for the international program.

Many of the international students at the time tended to be highly interested in Japan and wanted to visit Japan. However, in keeping with its characteristics, GSPS was considering calling on governments and inviting individuals from abroad to come to Japan at government expense to form their careers. Those who are interested in studying abroad for their careers may have some interest in Japan, but not necessarily all of them. This raised two issues. The first was to secure a dormitory. While American universities generally provide housing for their students, Japanese universities do not provide housing for international students. At that time, only a limited number of people with high interest in Japan were coming to Japan, so it was common practice for international students to secure their housing, just like Japanese students. Moreover, as GSPS was trying to primarily attract foreign professionals, including incumbent bureaucrats, it was anticipated that they would bring their families along with them, rather than arriving alone. GSPS solved the challenge of securing housing for international students by building The International House on the campus. At that time, student dormitories were designed for single people, and there were limits to the number of international students with families, including children, as well as partners, that could be accommodated. Accepting an entire family requires a certain amount of living

space. With this in mind, they negotiated with MEXT and established a dormitory in 1984, but the ministry pointed out problems with existing rules, such as dormitory fees. They resolved this issue by naming the dorm “International House” to allow for flexibility, based on the fact that it can be used by foreign researchers visiting Japan, and not just as a dormitory for international students.

As the capacity of GSPS increased, the size of the International House also expanded. Furthermore, there was a gradual increase in the enrollment of foreign students in other faculties and graduate schools of Saitama University, and various facilities for foreign students were built one after another, taking advantage of the large site of Saitama University located in the suburbs. GRIPS inherited not only its educational programs but also the excellent support it provides to foreign students, including support for their daily lives.

The other challenge was securing faculty. In the early stages, the faculty member from the Faculty of Liberal Arts at Saitama University helped with teaching, and faculty members specializing in various areas. Naturally, lectures had previously been given in Japanese, but with the start of GSPS, there were cases where it was difficult to meet sudden requests for lectures to be given in English. Moreover, some faculty members acknowledged the new field of study but found it difficult to cope with the gradual increase in the number of students and the rapid changes in the landscape surrounding them. Therefore, they asked for the help of the relevant bureaucrats in establishing the international program. Due to the overseas dispatch program of the National Personnel Authority, many government officials have studied abroad. GSPS called out to relevant ministries and agencies to dispatch these officials with relevant experiences to GSPS and to deliver lectures in English. In April 1984, they welcomed Mr. Takashi Wakiyama from the Ministry of International Trade and Industry as a professor, Mr. Etsuo Kitahara from the Ministry of Agriculture, Forestry and Fisheries, and Mr. Noriaki Sagara from MEXT as assistant professor. Professor Wakiyama also served as the director of the international programs. In July of the same year, Mr. Shinichiro Kawamata from the Ministry of Finance was appointed as an associate professor. In September of the same year, Mr. Masaharu Nakatsu from the Ministry of Construction and Mr. Noriyuki Katagiri from the Ministry of Posts and Telecommunications were appointed as visiting professors. Eventually, the Science and Technology Agency and Ministry of Labor also dispatched faculty members to GSPS. In this way, a system was gradually established in which government officials were dispatched as faculty members on a rotating basis for two-to-three-year terms. Furthermore, an education system was established, where scholars taught methodologies, and government officials were seconded as faculty members for a fixed term to deliver practical lectures in their respective fields. This facilitated foreign students to not only acquire academic methodologies but also gain insights into Japanese history and contemporary issues. Such an approach was particularly important for absorbing information in an era when the Internet was not widely available.

At that time, Japan was regarded as “number one” and the Japanese models were making an impression. Such factors were also highly regarded both internally and externally, and their international program, which began with an initial allocation of ten students, saw an increase in the number of both students and faculty members. As the number of students and faculty members steadily grew, so did the number of courses, thereby

eliminating the need to share courses with the Faculty of Liberal Arts and increasing the number of proprietary courses at GPS. This resulted in GPS gradually transforming into an autonomous research and educational institution in the truest sense.

In this way, GPS gradually gained attention and external recognition, including from MEXT. At the same time, other departments within the university began to have more understanding of policy science. While establishing its position both internally and externally, GPS began to take the next step forward in the late 1980s.

### **Development Studies Program**

As GPS gained increasing recognition for its international program, it launched a new Development Studies Program. Under the leadership of Professor Fumio Nishino, an operational foundation was established for the Development Studies Program. At the time, Professor Nishino was a professor in the Faculty of Engineering at The University of Tokyo but eventually transferred to GPS of Saitama University. With his expertise in bridges and active involvement in international cooperation, Professor Nishino, who previously served as the Vice President of the Asian Institute of Technology and was involved in overseas technical education, had extensive experience teaching students in Asia and highly commended the initiatives of GPS.

When devising the new program, Professor Nishino proposed to expand its content beyond civil engineering and to integrate it into a broader international development framework, which resulted in the launch of the Development Studies Program in 1991. Japanese students were able to take classes in both Japanese and English. Due to its emphasis on international development under Professor Nishino's leadership, its initial student body was primarily composed of technical officials from the Ministry of Construction and the Ministry of Agriculture, Forestry and Fisheries. The program also attracted students who upon completing the program would serve as attachés at foreign embassies or those with limited international experience but interested in pursuing careers in international affairs, as well as recent graduates with aspirations to work in development-related organizations such as at Japan International Cooperation Agency (JICA). Since the initial number of applicants was small, the Development Studies Program started with a format in which students would attend the lecture in English lectures in the international program while belonging to the domestic program on a day-to-day basis.

The curriculum was designed to nurture specialists in support of developing countries and included not only fundamental courses in political science, economics, and development theory, in addition, a course designed to experiment with the proprietary theories and policies of development through trial and error, by examining actual projects, among other things. This program was established in 1991 but started in earnest in 1992.

### **Transition Economy Program (IMF Program)**

The Transition Economy Program (IMF Program) was initiated at the suggestion of the International Development Division of the Ministry of Finance. At the time, the Japanese government was providing substantial official development assistance (ODA) to international organizations. However, despite Japan's financial contributions to education and training, no institution within Japan could provide such education. As a

result, most of the education ended up being provided by American universities. Japan was experiencing a surge in confidence due to its economic growth, and in 1993, the World Bank published a study report on the “East Asian miracle”. The report cited Japan as a model case of East Asian economic development. The Ministry of Finance sought to highlight Japan’s position and alter the perception of the country to that held by the World Bank and International Monetary Fund (IMF), while also promoting educational programs within Japan. The IMF was also in the process of designing a new educational initiative and was contemplating conducting the program in Japan. Consequently, the GSPS was offered an opportunity to develop a new educational program. Eventually, with some delay, Yokohama National University and Keio University also joined this effort and launched similar programs.

As the name of the official English program suggests, the IMF Transition Economy Program was designed to address issues related to economies in transition. Following the collapse of the Soviet Union in 1991, socialist countries began the process of transitioning from planned to market economies. However, government officials in these countries possessed knowledge of Marxian economics but lacked specific knowledge of how market economies operate. Consequently, the IMF sought to establish a program that would provide education on market economies to these officials. While major powers such as Russia and China were providing their re-education, the IMF aimed to explore the possibility of offering such education in Japan, particularly to peripheral Asian socialist countries. With the IMF funding, the program was launched in 1993, inviting government officials from various countries (Azerbaijan, Uzbekistan, Turkmenistan, Tajikistan, Kyrgyzstan, Kazakhstan, Mongolia, Vietnam, Cambodia, and Laos) to Japan as students.

All lectures in the program were delivered in English and primarily focused on modern economics. However, GSPS negotiated with the IMF to incorporate Japan’s developmental experience into the curriculum, thereby enhancing the significance of receiving education in Japan. Prior to this, GSPS had designed curricula that were primarily centered on political science, economics, and operations research (OR). However, after the launch of the IMF Program, the emphasis on economics grew substantially.

Professor Yasutami Shimomura from the Overseas Economic Cooperation Fund (OECF) was recruited to oversee the negotiation and planning with the IMF. After the launch of the new program, a director was appointed to assume a central role in managing the program by consulting with and making adjustments for stakeholders, affiliated parties, and faculty members. This system represents one of the distinctive features of GRIPS, and it was instituted with the inception of the IMF Program.

The IMF Program also prompted a major change in how the expenses were paid. The IMF essentially paid the educational expenses of foreign students. While the Japanese approach limits expenses to scholarships for students, the IMF Program funding extended beyond travel and living expenses to include lecturer fees and administrative costs as expenses necessary for establishing the program. This method allowed transcending the limits of MEXT’s academic chair system. However, challenges arose since they did not have the experience of receiving the funding in such a way. To address this, discussions with MEXT led to the adoption of a delegated



accounting system. Accordingly, the funds were temporarily deposited as a donation made to a national university in the national treasury, and the national government delegated the accounting to the university.

In 1993, the program commenced with seven foreign students, comprising a staff member from the Ministry of Finance or the central bank of seven countries (Kazakhstan, Cambodia, Kyrgyzstan, China, Turkmenistan, Vietnam, and Mongolia). Over the following years, the number of students increased to 15, 21, and 25 in 1994, 1995, and 1996, respectively. Originally established as a training program, the idea emerged that it would be beneficial for students to complete a master's degree rather than just training before they return home. The reason it started initially as a training program is that the IMF's scholarship period was 10 months in line with the American university system. In the U.S. students don't actually attend classes at universities for 12 months even though it is a one-year program, whereas Japanese regulations require a student to be enrolled for at least 12 months to be considered enrolled. Because of this background, GSPS instituted a one-year program beginning with the IMF Program, breaking from its two-year programs which were the norm for most master's courses. While a two-year program is standard overseas, some graduate schools, such as the Harvard Kennedy School, offer one-year programs to professionals seeking a practical degree. Therefore, many foreign students initially thought the IMF Program was a one-year graduate program but since funding only covered 10 months, students left after the scholarship period ended. To address this issue, GSPS developed a system whereby students would receive a certificate of completion and retain their academic status while being exempt from paying tuition fees. They could then submit a paper later, and after review, receive the degree. However, GSPS ultimately negotiated with the IMF to extend the scholarship period to 12 months. Finally, GSPS developed a one-year program by taking advantage of the rule that allows outstanding students to obtain a master's degree in one year.

### **Tax Program**

The Tax Program was launched in 1997. As part of an international cooperation project, the National Tax Agency undertook to train foreign tax officials at its tax training institute. However, these officials mainly came to Japan to receive practical training. Similar to the International Finance Bureau of the Ministry of Finance which outsourced a system like the IMF Program to GSPS, a proposal was made to create a program for foreign tax officials visiting Japan to obtain a degree certification. GSPS took advantage of a scholarship offered by the World Bank to promote tax education and established a tax program that aimed to cultivate tax professionals for mid-career foreign students. The program was operated in collaboration with National Tax College, with their lectures integrated into GSPS courses. GSPS faculty taught subjects such as economics, while National Tax Agency staff members taught practical tax affairs. The Tax Program pioneered the practice of incorporating materials taught by current civil servants into GSPS lectures, a practice still in use at GRIPS today. GSPS developed a range of educational programs, including those with lectures offered by practitioners through visiting professorship, as well as periodically receiving dispatched ministry personnel as fixed-term faculty members. This tax program has been inherited by GRIPS and is now known as the Public Finance Program.



## **Chapter 2**

### **Establishment of the National Graduate Institute for Policy Studies (GRIPS) and Campus, and Its Subsequent Development**

## **2-1. Background to the establishment of GRIPS**

The concept of an independent graduate school was already in existence even during the establishment of GSPS at Saitama University. By the late 1970s, discussions were underway regarding the establishment of an independent graduate university as a new organization. As the GSPS programs steadily developed and earned high regard, the idea of separating from Saitama University and establishing an independent institution gained traction both within and outside the GSPS community. There were various reasons for this development. GSPS's affiliation with Saitama University necessitated coordination with other faculties when introducing new initiatives, which often entailed considerable time and effort to persuade others. Driven by GSPS's inclination to expand flexibly in accordance with global trends, the school's desire to transcend the constraints of a large pre-existing organization grew stronger with time.

Moreover, in receiving students from abroad and promoting exchange as well as education, Saitama University was too far from the city center. To address this challenge, a satellite campus was established in the city center, and occasional lectures were conducted there. However, this arrangement was deemed inefficient. Consequently, there emerged a strong impetus to relocate to a more accessible location, which gave rise to the idea of independence.

### **The conceptualization of a Policy Study Institute**

In the latter part of the 1980s, the groundwork for the establishment of an independent institution began in earnest in the guise of a research inquiry. Initially identified as the policy study institute initiative, the exploration of a new archetype of research-based educational organization consolidated their direction to establish an institution that cooperates with the governmental offices located in Kasumigaseki, considering the Japanese circumstances at that time. Specifically, in 1988, a survey was conducted to examine strategies for advancing social science (policy science), supported by a grant from the Tokyo Club, a private fellowship organization. Building on this foundation, a research study on the state of doctoral programs in social sciences was conducted using the education method improvement fund from MEXT, resulting in a report on promoting policy science and graduate schools. A thorough investigation of this initiative was initiated through multiple rounds of hearings with a diverse group of intellectuals to gather innovative ideas.

In 1991, the Policy Study Institute initiative took a more definite form. Saitama University secured funds to investigate topics such as university reform for the following fiscal year's budget and launched a study group on the Policy Study Institute in 1992. Research organizations that bear the word "institute" in their name commonly trigger subsequent requests for their establishment, and this notion materialized swiftly. With the aforementioned budget, an Administrative Office was established within Saitama University, and representatives of MEXT were dispatched to the university.

The establishment of an independent graduate school based on GSPS was fostered by individuals within MEXT and other government circles who were favorable towards the project. Government officials from

ministries closely linked to GSPS, such as the Ministry of Finance and Ministry of International Trade and Industry, as well as MEXT (including those who were dispatched as faculty members of the international program), began to occupy key positions, creating a group of insiders who recognized the significance of GSPS. Mr. Teiichi Sato, who later became the Vice Minister of Education, Science, Sports and Culture, for instance, supported GSPS and played a pivotal role in the establishment of the new university.

The study group on the policy study institute was organized under the chairmanship of Professor Hiroshi Kato of Keio University. Professor Kato was also a central figure in the establishment of Keio University Shonan Fujisawa Campus in 1990, which was also conceptualized through university reform study groups such as the education problem study group during the time of Miki Cabinet. Other study group members consisted of Professor Toru Yoshimura, as well as Professor Seizaburo Sato and Professor Fumio Nishino of The University of Tokyo, who later transferred to GRIPS. There were also the following 11 other group members: Professor Zenichi Ito of Tokyo Woman's Christian University; Professor Kuniko Inoguchi of Sophia University; Professors Keimei Kaizuka and Masaru Nishio of The University of Tokyo; Professor Ikujiro Nonaka of Hitotsubashi University; Professor Michio Muramatsu of Kyoto University; Professor Keiichi Yamada of the University of Tsukuba; and Professor Toshio Watanabe of Tokyo Institute of Technology. Professor Yoshimura led a group of individuals including Professors Nishino and Sato, several GSPS faculty members, and representatives of MEXT in a series of meetings. These discussions, whose agendas were deliberated with the study group, were eventually solidified as policies through a process that took place over two years and comprised eleven meetings. Owing to the prevailing social trends at that time, the group repeatedly deliberated on the need to initiate new. These meetings were attended by the Director-General of the Higher Education Bureau and university administrative executives from MEXT, which facilitated a greater understanding of the matter among the Ministry officials.

A report on the advancement of policy studies and a new model of policy research institutes was assembled in March 1994. The study group compiled this report with the participation of representatives of MEXT, thus clarifying what form the new independent university will take as an institution. The report was formulated after verifying the views of the Ministry and engaging in negotiations with its representatives. The submission of this report marked a critical stage in the realization of the graduate university.

### **Founding Preparatory Committee**

The submission of the report resulted in the establishment of a preparation office for the National Institute of Policy Studies (tentative name) in June 1994. Professor Toru Yoshimura, the Dean of GSPS at the time, was appointed as its director, and the Founding Preparatory Committee for the National Institute of Policy Studies (tentative name) was also formed. The committee, chaired by Professor Hiroshi Kato of Keio University, comprised of members from the study group (Professor Yoshimura, Professors Seizaburo Sato and Fumio Nishino, who were planning on transferring to GRIPS, Professor Kuniko Inoguchi of Sophia University, Professor Masaru Nishio of The University of Tokyo, and Professor Michio Muramatsu of Kyoto University) and new members including Hiroshi Inose (Director-General of the National Center for Science Information System),

Hitoshi Osaki (President of the Japan Society for the Promotion of Science (JSPS)), Toshio Osu (President of The Center for Financial Industry Information Systems), Nobuo Tateishi (Chairman and Representative Director of Omron Corporation), Professor Yukio Noguchi and Professor Ryou Hirasawa of The University of Tokyo, President George R. Packard of the International University of Japan, and Katsuhisa Yamada (President of the Institute of Developing Economies).

The operational duties of the preparation office were entrusted to Professor Yoshimura, Professor Daiichi Ito (specializing in public administration), Professor Kaoru Tone (specializing in mathematical sciences), and Associate Professor Jun Iio (specializing in political science). To house the preparation office, a prefabricated structure was built on the rooftop of MEXT. Professor Yoshimura and Associate Professor Iio had to shuttle between Saitama University and the preparation office at MEXT, which was a time-consuming commitment in itself. Administrative staff were recruited to assist with the preparation office, starting with four or five employees and eventually increasing to about 10. At the preparation office, Professor Yoshimura, Associate Professor Iio, and the administrative staff engaged in repeated exchanges with the Higher Education Bureau of MEXT to flesh out the specifics of opening an independent graduate university. For instance, they composed all of their communication with the Higher Education Bureau and shared them with the Founding Preparatory Committee to evaluate the viability of the committee proposals. The team proceeded by addressing specific issues one by one. One of the major challenges was whether or not faculty members and students from Saitama University could be transferred, as universities generally do not want their capacity to be transferred out. Fortunately, Professor Yoshimura, with experience of having been involved in establishing the University of Tsukuba, had assisted in establishing Japan's first domestic cooperative graduate school and new doctoral courses by collaborating with Riken and the Faculties of Science and Engineering at Saitama University and was also involved in establishing almost all doctoral programs at Saitama University including the Graduate School of Economic Science. Due to his strong collaboration with Saitama University, the transfer of faculty members and students was permitted.

The Founding Preparatory Committee's discussions were consolidated in its deliberation status report of 1996, which closely resembled the study group report. A notable advancement occurred in the discussion following the creation of the Policy Research Project Center as a nationwide shared-use organization for conducting joint research. While the standard study period was two years, it was also conceivable to complete it in one year.

The particulars of the location are to be explained later, however, even though it was noted that the planned location was within Asaka City, the final decision had not been reached. Consequently, the National Graduate Institute for Policy Studies (GRIPS) commenced without a physical campus. Although the study group's 1994 report recommended the suburbs of the Tokyo metropolitan area as a suitable site and proposed establishing a satellite campus in the Kasumigaseki area, acquiring land proved to be a challenging task. Nevertheless, fearing they would not be able to open the university if they waited until a site was secured, an extraordinary course of action was pursued.



The operational intricacies of the new independent graduate school were deliberated by specialist subcommittees launched in October 1994 and a special collaborative council that convened in March 1995. Furthermore, as previously mentioned, the Founding Preparatory Committee issued a report in March 1996. However, there was not enough time to open the university in time for April 1997 because it had to be approved by MEXT's council for the establishment of universities. To open the university in April, the National School Establishment Act required a revision to be passed by the previous year. The primary obstacle was to have the amended bill submitted to the ordinary Diet session and have it enacted within the same fiscal year. As can be seen, the submission timeline directly impacted the school's opening schedule, but in the hopes of opening the school at the earliest feasible opportunity, they decided on an opening date of October 1997.

Upon its inception, there was a debate about the naming. Professor Yoshimura preferred a name that was unlikely for a university, such as "Policy Research Institute." However, since graduate schools must be legally established within universities, GRIPS also required its name to include the phrase "daigakuin daigaku (meaning "graduate university" in Japanese)." In addition, there was a discussion regarding the inclusion of the university's location in its name, similar to two advanced institutes of science and technology that were established as graduate universities in Nara and the Hokuriku region. Ultimately, they decided to use the name "seisaku kenkyu daigakuin daigaku" (meaning "graduate university in the field of policy studies" in Japanese)" without incorporating the location, as it was the only one of its kind in Japan. Although its predecessor, GSPS at Saitama University, used the word "kagaku (meaning "science" in Japanese)", they chose "seisaku kenkyu" (meaning "policy studies" in Japanese) to indicate the integration of various research activities. Since there was a certain degree of freedom in forming its English name, they chose to name it the National Graduate Institute for Policy Studies after engaging in several discussions. Since an acronym was needed due to the long name, Professor Seizaburo Sato suggested extracting the first two letters from "Graduate" and the first letter of each subsequent word. Furthermore, they also considered creating a university logo and arrived at the current design after extensive consultation with a professional designer. According to the designer, the open-ended design reflects the institutions' expansive orientation, while the three shapes, which can be interpreted in multiple ways, were derived from the curves of Japanese swords, symbolizing the intention to create something new by fusing various elements that came together in Japan. Additionally, the color "pensee" was chosen as the logo's color.

## **2-2. The opening of GRIPS**

The revision of the National School Establishment Act was enacted and promulgated in March 1997, and the National Graduate Institute for Policy Studies (GRIPS) was able to finally open its doors on October 1, 1997. It was the fourth independent national graduate university to offer postgraduate education and the first of its kind in the field of social sciences. Professor Toru Yoshimura, the Director of the preparatory office and Dean of GSPS at Saitama University, was appointed as the president of GRIPS. Professor Seizaburo Sato was appointed as the Vice President. As of October 1997, GRIPS had 17 full-time professors including Takashi Aoki, Daiichi Ito, Takashi Ito, Kenichi Ohno, Tatsuo Oyama, Seizaburo Sato, Yasutami Shimomura, Seiichiro Takagi, Kaoru Tone, Fumio Nishino, Fujio Niwa, Akikazu Hashimoto, Hisayoshi Hashimoto, Iwao Fujimasa, Akihiko Matsutani, Akeo Misaki, and James R. Rhodes. It also had 12 associate professors including Jun Iio, Shunichi Uemura, Akitoshi Edagawa, Hiroko Ota, Ikuo Shimomura, Takaaki Takahashi, Takuya Tsuji, Reiko Nakamura, Kosei Fukuda, Masayuki Morikawa, Kiyotaka Yokomichi, and Roderick Kaim.

Due to challenges in acquiring land suitable for its campus, GRIPS decided to accept students for its master's and doctoral programs in April 2000 and April 2002, respectively. Given the ongoing enrollment of students at GSPS of Saitama University, GRIPS faculty members were designated as concurrent faculty of Saitama University. Lectures at GSPS continued until the remaining Japanese and foreign students graduated in March and September of 2001, respectively.

### **Securing more faculty members**

As a nascent university, securing more faculty members posed a significant challenge. If the faculty remained unchanged from their time at Saitama University, GRIPS would be restricted to doing similar things as they did at GSPS. Therefore, for GRIPS to evolve, the challenge was to recruit additional faculty, in addition to the existing members who transitioned from Saitama University. At the time, MEXT and the Ministry of Finance had an agreement to increase the university capacity for the junior baby boomers as the population grew and to decrease the capacity when the population decreased. GRIPS had sought a portion of the decreased capacity to be allocated to its nascent school. While direct requests to increase university capacity were challenging to be approved at the time, MEXT devised this rationale and supported GRIPS's effort.

GRIPS also conceived a strategy to expand its faculty capacities by actively recruiting fixed-term faculty members. Although the fixed-term faculty system has since become widespread in various universities, it was rare at the time. Even though MEXT had authorized this system, it was mostly absent as many universities and/or faculty members avoided such form of employment. GRIPS aimed to set a concrete example of this system by implementing it on time-limited research projects and providing employment for the duration of the project to ensure educational stability. Consequently, the Policy Research Project Center, which was outlined in the founding preparatory report, was designed as an attractive research base with substantial funding to attract exceptional talent, notwithstanding the fixed-term system. GRIPS also placed a lot of effort into the acquisition of

visiting faculty members. Before the incorporation of national universities, a ceiling was imposed on visiting faculty members, as budgetary provisions were also in place. For institutions such as GRIPS that emphasize research and education in a broad range of areas but lack sufficient size, cooperation with other universities and governmental organizations is critical. To achieve such collaboration, GRIPS took a proactive approach to secure as many visiting faculty posts for the Policy Research Project Center as possible. At the time, it was customary for government officials to forgo honoraria for teaching at national universities. This made it easier to expand the visiting faculty member quota specifically for government officials, thereby enabling GRIPS to secure a significant number of quotas in total. As the allocation of visiting faculty member quotas was also taken into account during the planning of facilities and buildings, this facilitated the acquisition of adequate floor space for GRIPS when constructing its campus. As a result, at its outset, GRIPS was primarily composed of the Graduate School of Policy Studies and the Policy Research Project Center.

When the school first opened, the faculty of the school comprised individuals who had transitioned from Saitama University, those who were newly appointed, and those dispatched from certain ministries and agencies that had consistently been sending their employees since the Saitama University era. In addition, GRIPS appointed individuals from ministries and agencies such as the Ministry of Finance and Economic Planning Agency who did not dispatch their employees on a continuous basis at that time. An establishment of a university requires an establishment review, yet given GRIPS was a new interdisciplinary graduate institution, it underwent a special system council for establishing universities, which varied from that of undergraduate institutions. The council reviewed the prospective faculty members as representatives of the graduate school, but those with a government background had limited research experience and their success in passing the review was uncertain based on past evaluations. Preparation for the review was a challenge but GRIPS asserted that these individuals were essential for bridging the gap between policy studies and practical application. The council acknowledged this perspective, and GRIPS was able to commence the school with all the intended Faculty members.

### **Opening without a campus**

At the time of its establishment in 1997, the National School Establishment Act, which is a law governing school establishment, listed Hayama Town of Kanagawa Prefecture as its location. Thus, Hayama was identified as the designated location for constructing the university. At the time, Mitsui Fudosan and other entities were endeavoring to develop *Shonan Kokusai Mura* (Shonan International Village) in Hayama, and they were also seeking to attract research institutions to the area. Consequently, The Graduate University for Advanced Studies and various corporate training facilities such as the training facility of Japan Productivity Center are currently situated there. Kanagawa Prefecture also expressed interest in having GRIPS as a key component of this development. GRIPS accepted the invitation and chose the area as the intended location for its campus. However, with the collapse of the bubble economy, the development of the Shonan International Village was severely impeded, particularly regarding the establishment of infrastructure such as the waterworks. The location of a university campus is a critical factor in its successful operation, and the lengthy commute from the city center to

Hayama Town, situated on the Miura Peninsula, was posing a logistical challenge. MEXT considered initially establishing the administrative office in Hayama Town while utilizing sites with a proven track record such as the Toranomon Project Center and a satellite campus in Tokyo. Their thinking was to plan to secure a more suitable campus location for the university while it was in operation.

Due in large part to the legal restrictions in place at the time of the school's opening in 1997, it was not possible to establish a new university in Tokyo. Specifically, the two laws- the Industry Restriction Act (the Act Concerning the Industry Restriction in the Built-up Area of the National Capital Region) and the Multi-Polar Patterns National Land Formation Promotion Act prohibited the establishment of a new national university within the city center. The Industry Restriction Act, which also targeted universities, did not generally approve the establishment or expansion of such facilities within the 23 wards of Tokyo. The Multi-Polar Patterns National Land Formation Promotion Act, meanwhile, aimed to reduce the concentration of government offices in Tokyo, by moving government-related facilities outside of the 23 wards, and this law applied to national universities as well, given their status as national facilities.

Given the difficulty in establishing a university in Tokyo, GRIPS explored potential campus locations closest to the 23 wards, including Kawaguchi City and Higashi Totsuka in Totsuka Ward, Yokohama City. Despite this, no site satisfied the requirements, including price, leading GRIPS to consider government-owned lands. The most promising of these sites was a former U.S. military installation in Asaka City, Saitama Prefecture. Boasting a spacious 5-hectare area, the Asaka site was suitable not only for the campus but also for dormitories and had better accessibility to the city center than Saitama University. However, Saitama Prefecture was hesitant to relocate these government-related facilities closer to Tokyo and proposed alternative locations, such as Minuma Tambo in Omiya City (now Saitama City) and Honjo City. Additionally, approval from three local cities was necessary to utilize the Asaka site, but local residents strongly opposed the idea of establishing a university there and instead demanded that the site, which by that time, was already covered by greenery, be turned into a park. Despite being a national site, establishing a university at Asaka proved to be a formidable task. Consequently, GRIPS ultimately selected the Shonan International Village as its official location when it opened its doors.

### **Concurrent launch with Saitama University**

The lack of a physical campus following its establishment posed a significant challenge for GRIPS. Transferring faculty from Saitama University had to use their existing office space there, and newly appointed faculty had no other choice but to commute to Saitama University. Even after its establishment in 1997, we can say that GRIPS did not function as a full-fledged university until it relocated to the Wakamatsu-cho campus (which will be elaborated on later) in 1999 and became ready to accept its first cohort of students in the spring of 2000. Until September 2001, when the final GSPS cohort graduated from Saitama University, faculty members continued splitting their teaching duties between Saitama University and the Wakamatsu-cho campus.

The co-tenure arrangement at Saitama University was affecting both the faculty and students of GRIPS. The Founding Preparatory Committee was coming up with various new educational ideas. In terms of academic

programs, for instance, rather than offering a vast array of courses and allowing students to select their preferred subjects, the committee considered introducing a new curriculum system where a core curriculum is formed, around which lectures would be organized. Furthermore, they were exploring new teaching methods that differed from the conventional graduate school format, including interactive classes using case methods or classes incorporating interactions with the real world that had not been integrated into Japanese universities before. Nonetheless, because the lectures continued to be held at Saitama University, the old teaching methods of the previous Saitama University era were utilized. Despite the co-tenure arrangement between GSPS of Saitama University and GRIPS bolstering the continuity between the two, resulting in the successful establishment of the new university, it also weakened the experimental aspect of GRIPS.

### **Toranomon Project Center**

Due to the unavailability of a campus at the time of the school's opening, research activities took precedence over education. Even after the opening, MEXT's office, which was used as the preparation office, was where the administrative staff stayed. However, GRIPS required a headquarters. Therefore, the university established an activity base for the Policy Research Center at Toranomon, placed the President's office, and utilized it as the headquarters at the time of inception. Although it was referred to as the Toranomon Project Center, GRIPS rented a floor of the 19<sup>th</sup> Mori Building at Toranomon, which was partitioned into the President's office, several project offices, and a conference room.

Utilizing this base, GRIPS established research units for each study topic and implemented its policy studies projects. In 1998, it launched the Policy Information Project and Aging Society Project, followed by the International Relations Project in 1999. GRIPS vigorously promoted these time-bound research projects (joint research is classified as a research project, and educational units are classified as educational programs) by allocating funds for a specific period and appointing relevant researchers to conduct intensive research activities to yield results. Nowadays, it is a widespread practice in Japanese university to appoint researchers using competitive funding and promotes time-bound research projects. However, in most cases back then, joint research projects were conducted separately by faculty members who resided under an academic chair system of a university. Apart from the field of science and technology, it was hardly a common practice to appoint researchers for time-bound projects, partially due to the Grants-in-Aid for Scientific Research system, which prohibited the use of funds for researcher salaries. To change such a funding system, MEXT launched the Center of Excellence (COE) Program, and GRIPS applied, resulting in the acceptance of the Policy Information Project. The ministry provided priority funding with COE to establish world-class research centers. The fact that GRIPS was enrolled in this program significantly bolstered its reputation as a research institution during its inception.

MEXT's recognition of GRIPS's focus on research through policy projects as evidenced by its development, allowing the hiring of young researchers and actual practitioners on a project-by-project basis to further their research, culminating in the establishment of the Toranomon Project Center as a hub for



disseminating research outcomes. Additionally, GRIPS held events such as the inaugural opening symposium to raise its public profile and promote its activities.

### **Acceptance of students at the Wakamatsu-cho campus**

Research progress was facilitated with the Toranomom Project Center serving as the foundation. Nonetheless, it became evident that the educational aspect could not be stabilized and the continued development of GRIPS as a university was precarious without the establishment of a campus to accommodate students.

Amidst such circumstances, Professor Akihiko Matsutani embarked on a quest to identify underutilized lands under the jurisdiction of the Ministry of Finance and eventually identified two potential sites. The first site was the former training center of the Ministry of Foreign Affairs in Myogadani, which boasted a prime location in the city center and a sturdy structure. Despite these advantages, the building's age posed a challenge in terms of structural renovation, and it lacked sufficient space for expansion or large classrooms. Consequently, it was excluded from the pool of potential sites and is presently being used as the International Education Hall of Takushoku University

The alternative option was the site of the National Tax College, previously situated in Wakamatsu-cho, Shinjuku City, before its relocation to Wako City in 1998. Although the Ministry of Finance had planned to sell the property, until a sale destination was determined, it became apparent that the vacant building could be put to good use as a university after renovation. The Administrative Office of the university moved from the 7<sup>th</sup> floor of MEXT's building to the Wakamatsu-cho campus in August 1998. By March 1999, the instructors and university library had also relocated to the Wakamatsu-cho campus. As the former site of the National Tax College, it was well-equipped with classrooms and faculty offices, but the size of the classrooms was insufficient, and the number of faculty offices was also limited. To address these issues, GRIPS partitioned the rooms to increase the number of faculty offices and modify classroom size.

However, the recruitment of students is a time-consuming process that typically requires a lead time of two years. Thus, the acquisition of a campus did not automatically translate into the immediate recruitment of students by GRIPS. Nevertheless, during the interim period before the student recruitment commenced, GRIPS embarked on significant facility renovations, which were completed by March 1999. Subsequently, GRIPS revised its system to allow students from Saitama University to attend lectures at the Wakamatsu-cho campus from April 1999, while the second-year master's students continued to take courses at Saitama University. By accepting master's students at GRIPS after the revision of the educational program, the one-year master's program became the standard, and the enrollment of students began in earnest in 2000. Japanese students were enrolled from April 2000, while English programs commenced in October 2000. Lectures were conducted at the Wakamatsu-cho campus until the opening of the Roppongi campus in April 2005. Meanwhile, the Policy Research Project Center at Toranomom continued to operate even after students began enrolling at the Wakamatsu-cho campus. Despite its somewhat inconvenient locations, GRIPS persisted in providing education and conducting research at both sites.

### 2-3. Development of the Roppongi campus

Although student enrollment began at the Wakamatsu-cho campus, the challenge of securing a permanent location persisted for GRIPS. It was imperative for GRIPS to secure a site before the final determination of the return date of the Wakamatsu-cho campus. To prepare for the possibility of failing to secure a site, MEXT arranged for a space at the Hitotsubashi Center Building in Chiyoda City, Tokyo, the previous location of Hitotsubashi University, and presently the home of the National Institute of Informatics (National Center of Sciences). As a related building, events such as entrance ceremonies were once held there. Although the Wakamatsu-cho campus had an auditorium, it was not available for use due to its advanced age and seismic concerns. Therefore, several wooden frames were installed in the auditorium and used as archival storage. The lack of a functional auditorium rendered the campus inadequate for hosting events with large groups, such as entrance and degree conferment ceremonies. Consequently, the Hitotsubashi Center Building was utilized to address this issue. Nonetheless, GRIPS could not continuously rely on external support, underscoring the pressing need to secure a site.

Eventually, the former site of the Institute of Industrial Science and Institute for Solid State Physics of The University of Tokyo surfaced as a possible location for the university. The Roppongi site in Minato City, where GRIPS now resides, was previously occupied by the barracks of the 3<sup>rd</sup> Infantry Regiment before World War II. Following the war, the land was seized by the U.S. military and later became the site of the predecessor of the Self-Defense Forces. Subsequently, half of the land was returned to Japan and was utilized by The University of Tokyo, while the other half, adjacent to Aoyama Park, remains occupied by the U.S. military for their facilities and helipad. However, in the 1990s, the University of Tokyo decided to relinquish the Roppongi location and acquire land in Kashiwa City to establish a new campus. As a result, the Institute of Industrial Science relocated to the Komaba campus (the previous site of the Institute of Space and Aeronautical Science), while the Institute for Solid State Physics moved to Kashiwa City. The University of Tokyo created new graduate schools, such as the Graduate School of Frontier Sciences in Kashiwa City, and returned the Roppongi land to the national government.

Fortuitously, at the beginning of the 21<sup>st</sup> century, unlike the time when the university was first established, land prices in Tokyo experienced a decline due to deflation and the Asian economic crisis. This prompted the Junichiro Koizumi Cabinet to mitigate the situation by temporarily relaxing the restrictions imposed by the Industry Restriction Act and the Multi-Polar Patterns National Land Formation Promotion Act. As a result of this regulatory alleviation, universities that had relocated from the city center to the Tama region in the 2000s returned to the city center. Considering that, in recent years, the Industry Restriction Act has been reinstated, it was during this interim period that the government acquired the Roppongi site.

The land was returned to the national government with the intention of selling it to the private sector to generate funds. However, the government was contemplating how to utilize the land optimally and eventually reached a decision to utilize it for the construction of the new National Art Center that was in the planning stage.

The establishment of an all-party parliamentary group led by former Prime Minister Noboru Takeshita and former Minister of Education, Science, Sports and Culture Kosuke Hori who received a petition from an art group helped to crystallize the idea of this art center. They underscored the need for a national facility, in addition to the Tokyo Metropolitan Art Museum, as a venue for publicly solicited works. Following the discussion between MEXT and the Ministry of Finance, it was agreed that it would be beneficial to have some of the land used by a different entity, rather than allocate all of the land for the art center. Thus, the decision was made to construct the art center on the level portion of the hill on which the main body of the barracks stood while providing the sloping section of the land to GRIPS.

However, this development posed certain challenges to the achievement of the initial plan set forth since the establishment of GRIPS. While it was feasible to accommodate dormitories within the campus during the Saitama University era, the limited size of the Roppongi relocation site precluded this possibility. This impediment was resolved through negotiations that secured precedence for GRIPS in accessing dormitories located in the Tokyo Academic Park situated in Odaiba.

The decision to establish the GRIPS campus necessitated a series of procedures. To this end, the Campus Review Committee was established, with Vice President Seizaburo Sato serving as chairman, and included members from GRIPS, such as Professor Takashi Ito, as well as external members like Kiyonori Kikutake, who was the Chairman of the Japan Federation of Architects & Building Engineers Associations. During the preliminary conceptualization phase, the committee held various discussions, including issues such as securing adequate floor space for future expansion, designing libraries that can accommodate the varied educational fields and research, and other considerations. The committee was able to develop the ideal library size in proportion to the university size. They also discussed basic structural issues including the facility to be included and its size and enlisted the help of external consultants to examine pertinent laws and regulations, such as the Building Standards Act. After determining the basic orientation, a competition was held, and the joint venture between Yamashita Sekkei and Richard Rogers Partnership Japan's proposal was selected, which was adopted in 2001. Progress was made in basic designs and surveying buried cultural properties in the proposed construction site. The preparation for the campus construction was thus well underway, in anticipation of the relocation to the Roppongi campus in April 2005.

By 1999, the Private Finance Initiative (PFI) law mandated that public facilities be erected, maintained, managed, and operated utilizing private funds, technology, management, and other related resources. Therefore, in 2001, MEXT established the Five-Year Program for Emergent Renovation and Building of Facilities of National Universities, among others to devise a new development plan for university facilities. As part of the plan, GRIPS also investigated and assessed the feasibility of implementing the PFI, eventually opting for this approach. As a result, the campus of GRIPS became the first instance of a national university in Japan developed via the PFI.

Construction work began in June 2003 and proceeded smoothly, concluding in February 2005. The campus was comprised of six blocks, including a 14-story high-rise structure that accommodated faculty offices,

and a 5-story low-rise building that housed classrooms, and other educational facilities. The Soukairo Hall, named after the garden facilities of the upper mansion of the Date family of the Uwajima Domain, which was located on the premises during the Edo period, is a multi-purpose hall with a seating capacity of 300 people. GRIPS finally acquired a campus characterized by contemporary and functional design.

In commemoration of the completion of the campus, a commemorative ceremony was held at the Soukairo Hall on July 1, 2005, with approximately 400 people attendees including dignitaries from various countries' embassies, relevant international organizations, political figures, ministries, university affiliates, and others. With its own campus now established, GRIPS was ready to develop into a research and education institution.

## 2-4. Post-launch development

### Outline of development

As previously mentioned, the National Graduate Institute for Policy Studies (GRIPS) opened its doors in October 1997 but was unable to commence educational activities immediately due to limited campus facilities. As a result, research activities first started at the Policy Research Project Center. After a transitional period, during which faculty members held concurrent positions at GSPS of Saitama University, the Wakamatsu-cho campus in Shinjuku was established in 1999. The opening of the campus included the inauguration of the Policy Information Center as the library. The first intake of master's students took place in April 2000, and GRIPS began its operation in earnest. In the same year, Japanese programs such as the Public Policy Program, Development Policy Program, Regional Policy Program, and Cultural Policy Program were launched. English programs, including the Public Policy Program, International Development Studies Program, Transition Economy Program, and Public Finance Program, were launched in October 2000. The [Master's] Graduate Program in Japanese Language and Culture and Young Leaders Program (School of Government, in English) were established in 2001. The [Master's] Graduate Program in Japanese Language and Culture was a collaborative program, and its students were instructed at a facility of the Japan Foundation. The doctoral course began enrolling students in 2002, and in 2003, the [Doctorate] Graduate Program in Japanese Language and Culture was established with the newly established Center for Study of International Development Studies (CSIDS) as the research base. GRIPS became a national university corporation in April 2004, following the incorporation of national universities. In the same year, the [Master's] Intellectual Property Program (in Japanese) and the [Doctorate] Science and Technology Policy Program (in Japanese) were launched, leading to a gradual increase in the number of new master's and doctoral programs.

The construction of the Roppongi campus was completed in 2005 and GRIPS' activities began on a stable footing in April, with its existing educational programs being relocated to this new campus. Subsequently, the Earthquake Disaster Mitigation Program (in English) was initiated as a collaborative program, which was eventually expanded into the Disaster Management Policy Program in 2007, as the scope of research broadened. In 2006, the [Doctorate] Security and International Studies Program (in English) was established as a new doctoral program, and the Institute for Comparative Studies in Local Governance (COSLOG) was established as a research base. The [Doctorate] Policy Professionals Program (in Japanese), as well as the Economics, Planning, and Public Policy Program (a double degree master's program in English conducted through overseas collaboration) were established in 2007. Until 2008, some doctoral courses were supervised on an ad hoc basis under a nominal program, but the instructional structure and degrees for each field were clarified under the Public Policy Program. Furthermore, the Policy Analysis Program (in English) was established as an integrated master's and doctoral program, which facilitated the establishment of a proper education system for the doctoral courses. In the same year, the [Master's] Urban Policy Program (in Japanese) was also established. In 2009, the [Master's] Education Policy Program (in Japanese) was established, and the School of Local Governance was added to the

Young Leaders Program (in English). GRIPS International House was also established in Nakano City as its proprietary student dormitory.

In 2010, the [Master's] Public Policy Program (in English) underwent a structural change, dividing into one-year and two-year programs. The [Doctorate] Disaster Management Program (in English) was concurrently established while the Transition Economy Program underwent reorganization, transforming into the Asian Economic Policy Program (in English). In 2011, the latter was further developed to become the Macroeconomic Policy Program (in English). In 2012, the [Master's] Disaster Risk Management Program (in Japanese) was established, and a reorganization led to the establishment of the [Doctorate] Science, Technology and Innovation Policy Program (which can be taken either in English or in Japanese).

In 2013, the GRIPS ALLIANCE was established as a research institute to promote collaborative research with government agencies. In addition, the Executive Development Center for Global Leadership was established to provide more organized training programs that were handled on an individual basis until then. This significantly strengthened its capacity to cater to various requests from government agencies across different countries. Following its selection as MEXT's Global COE Program, aimed at integrating research and education, the doctoral courses were expanded to include the State Building and Economic Development Program (in English), while the master's courses were augmented with the Science, Technology and Innovation Policy Program (in Japanese). In 2014, the Science, Technology and Innovation Policy Research Center was established with funding from MEXT, and the competitive funding dedicated to developing new educational programs was obtained from MEXT led to the establishment of the GRIPS Global Governance Program (G-cube, in English). In 2015, the Center for Professional Communication (CPC) was established to provide integrated language and writing education, offering guidance not only on English and Japanese but also on full-fledged dissertation writing. The Maritime Safety and Security Policy Program (in English) was also established as a collaborative program with the Japan Coast Guard and added to the master's courses.

In 2016, the Japanese master's programs were amalgamated into a unified curriculum and integrated into the Public Policy Program, which resulted in the establishment of specialized concentrations. The Regional Policy Concentration, Education Policy Concentration, Infrastructure Policy Concentration, and Disaster Risk Management Concentration were formed through the restructuring of certain existing programs, while the Health Care Policy Concentration, Agricultural Policy Concentration, and Regional Development and Finance Concentration were established as entirely new concentrations. The [Master's] Strategic Studies Program (in Japanese) was also established as a collaborative effort with the National Defense College, and the GRIPS Fund was instituted to augment GRIPS' financial resources for providing its scholarships. In 2017, the Cultural Policy Program was restructured into the Cultural Policy Concentration within the Public Policy Program, and the Global Studies Course, a scheme to provide a certificate, was launched to enhance the English-language coursework in the Japanese programs. The Public Policy Program concentrations were expanded in 2018, as certain aspects of the Science, Technology and Innovation Policy Program were absorbed into them. Finally, in 2019, the old Public

Policy Program (in Japanese) that did not have any concentrations was transformed into an Open Concentration of the new Public Policy Program.

In 2020, a two-year Japanese master's program comprising evening/weekend classes was instituted to complement the existing full-time educational programs. The Science, Technology, and Innovation Policy Program was renewed and the [Master's] Global Leadership Development Program (GLD) was newly established as part of this initiative. Additionally, the [Master's] International Cooperation Concentration was established as a new concentration within the Public Policy Program. Moreover, the outbreak of the novel coronavirus necessitated the adoption of measures such as online classes, resulting in a comprehensive revision of classes, internal meetings, and working arrangements.

### **Overview of past presidents and development**

The administration of GRIPS is chiefly overseen by its president, thereby it is uniquely influenced by the individuality of each president.

Toru Yoshimura was appointed as the first president when the university opened in October 1997, and served until March 2007. A significant driving force in the establishment of GRIPS, President Yoshimura was committed to promoting innovative and unrestricted ideas, which strongly influenced GRIPS's development. During his tenure, Vice Presidents: Seizaburo Sato (1998-1999), Tatsuo Oyama, Koji Nishimoto (2000-2003); Oyama, Masahiro Konno, Nishimoto (2004), Oyama, Konno, Takashi Shiraishi, Tatsuo Hatta (2005-2006) worked alongside him. President Yoshimura's leadership style facilitated close relationships with faculty members and external parties, with the president serving as the central hub for creating various initiatives. Consequently, not only was GRIPS established under his guidance, but the Wakamatsu-cho campus was secured, the Roppongi campus was planned, and a new research and education system was devised. This innovative and unique system aligned perfectly with the incorporation of national universities in 2004, and GRIPS was minimally impacted compared to other universities. For instance, all GRIPS had to do was rename the existing Steering Committee to the Management Council and the Standing Committee (which serves as the faculty meeting) to the Academic Council. Nonetheless, certain discords arose, particularly during the university evaluation process, which was instituted as the result of the incorporation. The novel and successive initiatives that GRIPS promulgated as opportunities arose were, on occasion, misunderstood as an indicator that GRIPS lacked sufficient planning capacity. At the time of its incorporation, GRIPS laid out its First Medium-Term Plan (April 2004 to March 2010) which underscored a proactive drive to strengthen its educational programs and establish new centers such as COSLOG, in addition to enhancing research activities at the Policy Research Project Center. During GRIPS' formative years, it was devoted to its new initiatives and had minimum internal regulations, including the term limit for the president. As President Yoshimura's tenure neared the decade mark, GRIPS seized the opportunity to establish guidelines, including regulations for president selection. As a result, President Yoshimura retired from his position.

Tatsuo Hatta became the second president of GRIPS. President Hatta served from April 2007 to March 2011 (Vice Presidents: Oyama, Konno, Shiraishi, Takashi Fukushima (2007-2008); Jun Iio, Hiroko Ota, Oyama, Fukushima (2009-2010)). President Hatta is an economist who joined during the early days of GSPS at Saitama University and has held positions at Ohio State University, Johns Hopkins University, Osaka University, The University of Tokyo, and International Christian University. President Hatta's major accomplishment during his tenure was the retention of economists, as demand for economics classes increased due to the proliferation of educational programs sponsored by international institutions. This accomplishment was significant given the high turnover among economics faculty during GRIPS' early years. To address this, President Hatta adopted a common strategy used by economists around the world, which involved recruiting economists by soliciting applications from the American Economic Association. The economics faculty, including foreign faculty members, had significantly expanded from the Saitama University days. The option to teach in English played a crucial role in attracting foreigners and expanding the economics faculty. Furthermore, the belated formulation of the university's internal policies and regulations has been advancing gradually. Subsequently, as part of the university evaluation, the necessity of strengthening the doctoral courses was highlighted. Thus, the refinement of the doctoral program structure has led to a surge in the enrollment of doctoral students. The Second Medium-Term Plan (April 2010 to March 2016) of GRIPS emphasized the systematic implementation of its educational programs, including the refinement of its doctoral courses, the optimization of grading criteria and course completion requirements, and the adjustment of syllabi. In addition, the reliable operation of ongoing research projects was prioritized during this period.

Takashi Shiraishi became the third president of GRIPS. He served from April 2011 to March 2017, and GRIPS entered its stable period around this time (Vice Presidents: Oyama, Keiichi Tsunekawa, Masahiro Horie, James R. Rhodes (2011-2012); Oyama, Yoshitsugu Kanemoto, Tsunekawa, Kiyotaka Yokomichi (2013); Kanemoto, Tetsushi Sonobe, Mikitaka Masuyama, Yokomichi (2014); Takahiro Ueyama, Sonobe, Masuyama, Yokomichi (2015); Atsushi Sunami, Sonobe, Masuyama, Yokomichi (2016)). President Shiraishi is a distinguished scholar in area studies and international politics and held positions at The University of Tokyo, Cornell University, and Kyoto University. He has been a professor at GRIPS since 2005 and has been recognized for his extensive network of international connections, particularly in Indonesia, and has launched a collaborative program for GRIPS with the country. President Shiraishi has played a pivotal role in increasing GRIPS' global visibility, having vigorously promoted international exchanges through various means such as convening international advisory committee meetings, which primarily comprised prominent leaders from Southeast Asia serving as advisors. In many instances, GRIPS had established its educational programs in collaboration with ministries and municipalities. However, one of President Shiraishi's notable achievements was to launch integrated educational programs with new projects funded by applying for and securing substantial research and educational program grants from MEXT, while still following these traditions. This was a significant departure for GRIPS, which had previously participated in MEXT projects only infrequently. By the time of its Third Medium-Term Plan (April 2016 to March 2022), numerous programs had been established. The plan emphasized



the need to enhance the quality of education by increasing the number of agendas related to the integration of Japanese and English programs, expansion of training programs, and other qualitative enhancements. It also stressed the importance of elevating the international profile of GRIPS.

Akihiko Tanaka became the fourth president of GRIPS and served from April 2017 to March 2022 (Vice Presidents: Masuyama [Trustee], Yokomichi [Trustee], Sunami, Sonobe (2017-2018); Masuyama [Trustee], Yokomichi [Trustee], Sonobe, Narushige Michishita (2019); Masuyama [Trustee], Yokomichi [Trustee], Yoko Kijima, Masako Kurosawa, Michishita (2020); Kurosawa [Trustee], Michishita [Trustee], Kijima, Hirofumi Takada, Nobuhiro Hosoe (2021)). President Tanaka is an international political scientist who was a professor at The University of Tokyo. Although he did not have prior affiliation with GRIPS, he served as the President of the Japan International Cooperation Agency (JICA) and fostered a deep connection with GRIPS through its work in overseas development assistance and promoting international exchanges. Drawing from his extensive background in organizational management, he created a post of executive vice president who concurrently serves as Vice President and Trustee of GRIPS, revamping meetings and institutionalizing the management system, as well as reinforcing external communications to heighten public awareness of GRIPS' significance. Moreover, he created a conducive environment for research by offering competitive seed money from the President's discretionary expense. One of the major pillars of these projects is the attainment of sustainable development goals (SDGs). GRIPS endeavors to promote SDGs by linking it with educational and research projects and charting its progress and efforts on its website. GRIPS enthusiastically promoted SDGs in various areas, including the long-term vision of GRIPS and energy-efficient facilities in its buildings. And to address the lack of new programs for Japanese students in recent years, the educational program has launched new evening and weekend degree programs in 2020, something the university has not done in the past. Furthermore, in response to the spread of COVID-19 (a novel coronavirus infection), GRIPS transitioned to online classes and meetings and made necessary modifications to its systems. GRIPS employed its flexibility and collaborated closely with affiliated institutions to provide aid to foreign graduates returning home and international students coming to the university, while also making adjustments with affiliated institutions. These efforts enabled many students to overcome obstacles and come to Japan or return home in line with the situation. GRIPS made significant progress in advancing its online capabilities through various initiatives, such as providing support to faculty members and students in transitioning to online classes and expanding the number of administrative staff who work remotely from home. This has led to widespread adoption of online platforms across the university. As a result, meetings, training programs, recruiting and alumni activities, and research activities such as the GRIPS Forum and other meetings have been moved online. GRIPS has also been undertaking timely initiatives, including the establishment of the Center for Data Science in 2022 to meet the growing social demand. Its Fourth Medium-term Plan (April 2022 to March 2028) focuses on steadily advancing the initiatives that have been implemented to date, with SDGs as its guiding principle.

Upon the resignation of President Tanaka in March 2022, Trustee Kurosawa was appointed as the interim president, and subsequently, in September of the same year, Hiroko Ota assumed the presidency, becoming the fifth president of GRIPS, which coincided with the university's 25th anniversary.



## **Chapter 3**

### **Operation and Organization of GRIPS**

### 3-1. Overview

The National Graduate Institute for Policy Studies (GRIPS) is known for its remarkable flexibility as a research and education institution, allowing it to promptly adjust to the needs of the times. Most of the preexisting universities in Japan had been structured around a rigid departmental structure, under which courses existed. However, GRIPS has adopted a single-department system, with one graduate school (Graduate School of Policy Studies) and one major (Department of Policy Studies), and has aimed to adopt a different management method from these conventional systems and has succeeded. Consequently, GRIPS has been able to operate with remarkable flexibility, allowing it to be adaptable to the evolving needs of the times.

In GRIPS, the Graduate School of Policy Studies corresponds to the faculties and departments of other graduate schools and has promoted education and research in various specialty areas under its umbrella. The aim was to establish a broad single-department structure that would enable a fluid research and education organization without rigid partitions such as majors, and a solid educational system. The incorporation of various educational programs and courses into a singular graduate school has resulted in an organization that does not have a fixed assignment to each field and attracts a diverse range of personnel according to need. GRIPS can also establish separate research projects and hire faculty members accordingly.

Managing such a complex situation requires a strong centripetal force. Accordingly, GRIPS has always operated under a president-centered management structure, a system that has been underscored by MEXT in recent times. Group deliberation may be feasible in a highly homogeneous faculty setting; however, when faculty members have distinct specializations and teaching subjects, and when turnover rates are high, a president-centered approach becomes necessary to maintain stable operation.

Hence, the daily operations of GRIPS, which encompass both educational programs and research projects, are effectively managed through the guidance of the president and executives. This is partly due to the university's experience accumulated since the time of Saitama University, as well as the fact that new programs and research projects were launched one after another as the university developed. As a result, uniform rules were established only later in the process, and the university has operated flexibly according to the situation at hand. While some faculty members are exclusively dedicated to research projects, some education and research programs are operated in an integrated manner. As such, the lack of uniform regulation allows for various operational formats. Each educational program is to some degree independent from the others, similar to traditional university departments, but with more fluidity regarding member allocation. Additionally, many research projects are externally funded, reflecting the university's commitment to promoting independent research by securing external funding and hiring specialized faculty members for each project since its inception. At the time of GRIPS' inception, the majority of universities positioned research as an undertaking to be pursued by individual faculty members, with the educational institution serving as the foundation. However, presently, due to MEXT recommending the acquisition of external funding, universities across the board are promoting research

projects. GRIPS, on the other hand, has been particularly focused on implementing research projects through external funding since its establishment.

Based on this policy of operating within a broad framework of research projects and educational programs, various management methods different from those of conventional Japanese universities have become possible, leading to many other initiatives.

For example, GRIPS has an exceptionally high degree of faculty mobility. This is mainly due to faculty members and talents that come and go with each research project. Upon the completion of a project and its eventual dissolution, faculty members who were recruited for the project will vacate their positions. Additionally, there are government officials who are seconded to GRIPS as faculty members. Though the duration of their stay may vary slightly, their terms generally last for two to three years, contingent on the HR situations of the dispatching government agencies. Moreover, given GRIPS was a newly established university, it experienced a substantial influx of faculty members who transferred from other universities, further augmenting its fluidity.

Another unique feature of GRIPS is its extensive engagement with diverse external organizations, including collaborative programs. Since the substantive part of GRIPS' education programs is contracted out to numerous external institutions, its faculty members include not only those who conduct research or lectures at the Roppongi campus but also those who work at other locations. Consequently, some faculty members do not need to be physically present on the same campus. While not serving as core members at GRIPS, there are collaborative faculty members who conduct research and/or teach at external organizations or environments but are involved in GRIPS' operation by being assigned significant educational and/or research-related responsibilities. This flexible management distinguishes GRIPS from others, leading to an organization with blurred boundaries between inside and outside.

Major decisions are made by the Board of Officers and Management Council, while routine academic matters such as teaching and learning are determined by the Academic Council (previously by the Standing Committee). Although the Academic Council is not composed of all faculty members and may not necessarily represent the entire faculty, it is attended by responsible parties who hold discussions about the university's operation. Additionally, several committees have been established for various purposes, but the essential educational and research-related matters of the university are determined by the Academic Council. Before deliberation at the council stage, educational agendas are discussed by the Master's Programs Committee and Doctoral Programs Committee, both of which consist of program directors. Academic matters are first considered on either of these committees. Once the agendas are approved, they are then moved up to the Academic Council for final deliberation. Furthermore, GRIPS has established the Fellowship Committee for fellowship-related affairs.

If a uniform educational method or curriculum were employed, it would be less problematic for each faculty member to conduct their teaching accordingly. However, when methods differ from program to program, the appropriate judgments must be made. While it is impossible to impose uniform regulations upon programs with differing content, without a designated individual in charge, confusion can arise. In other words, while

instructors at traditional universities can cope with it since they often follow the same approach, in this university, various policies are determined under the responsibility of program directors, as each program follows a distinct approach. Ultimately, the Master's Programs Committee and/or the Doctoral Programs Committee review the agenda, which then proceed to the Academic Council, creating internal cohesion.

The education at GRIPS is further characterized by a dual structure, in which courses taught in Japanese start in the spring, while courses taught in English commence in the fall. This system was inherited from Saitama University, but there was consideration given to changing it to an all-September enrollment after its inception. However, there were strong voices from local governments that dispatched a high number of Japanese students to GRIPS, expressing that an April enrollment was preferable for personnel reasons. Additionally, in terms of tuition collection and budget allocation, the academic semester should have been changed every six months, hence the autumn enrollment starts in October. GRIPS underwent further modification to its semester system following its establishment. The objective was to facilitate intensive lectures as the majority of its master's programs are one-year programs. To complete these programs in one year, it is beneficial to consecutively attend classes at an early stage. Forgoing summer/winter breaks for programs commencing in April and October enhances the likelihood of a successful completion. As such, the year is divided into six eight-week periods: April to July for Spring Session I and II, August to September for Summer Session, October to January for Fall Session I and II, and February to March for Winter Session, which allows for the usual 15 classes in spring and fall. Alternatively, students can take classes more intensively twice a week in either the first or second sessions, depending on the sequence of the courses. While this approach entails offering classes continuously, it also provides an opportunity for faculty members to choose their periods of non-teaching. Due to such a semester structure, it is noteworthy that GRIPS holds an entrance guidance session and degree conferment ceremony twice each year.

Another distinctive feature of GRIPS is that students attend classes and conduct research not only at the university campus but also at partner institutions, despite being officially enrolled at GRIPS. For instance, certain students routinely attend lectures at the Building Research Institute in Tsukuba City, Ibaraki Prefecture, and only visit the Roppongi campus on an infrequent basis. Moreover, through its collaborative programs, GRIPS challenges the conventional notion of a campus and its boundaries, expanding and blurring the distinction between the inside and outside. While this may be true for research projects in other universities since there are many joint research projects, a significant characteristic of GRIPS lies in the blurred distinction between inside and outside of educational programs.

While it may be possible to conduct research in many areas without collaboration, it often requires a certain degree of adjustment. For instance, GRIPS initially attempted to standardize research projects through the Policy Research Project Center but found it to be ineffective after several projects were launched. Consequently, it shifted to operational policies that could be tailored as much as possible to the actual circumstances of projects. While funds are managed organizationally by the Administrative Bureau, since regulations vary from fund to fund, efforts are made to ensure that each fund is managed appropriately.

In this way, GRIPS implements a variety of measures to reform its educational programs and research initiatives in response to societal demands and external requirements. While adhering to a standardized framework encompassing organizational structures, academic semesters, curricula, degrees, and fundamental regulations, each program or project exercises autonomy in determining the extent to which it can capitalize on its unique attributes and adapt to such circumstances. Unlike conventional universities that establish curricula before student recruitment, GRIPS invites students based on external demands and subsequently tailors or modifies its curricula accordingly. Furthermore, the appointment of faculty members or the inclusion of external experts capable of delivering lectures aligns with these objectives. When launching research projects to address social needs, GRIPS occasionally employs distinct criteria for recruiting faculty members, separate from those used for its educational programs, to establish the necessary framework. In many cases, GRIPS has collaborated with external institutions to accomplish these projects, rather than relying solely on internal resources. The university's distinctive management style, which differs from that of many closed universities, maintains loose distinction between internal and external entities. These characteristics are the result of the university's original concept of adaptable management, which has evolved into a concrete form over time.

### 3-2. Organization of GRIPS

#### **Executive structure (President, Board of Trustees, Board of Officers, etc.)**

We will closely examine the aforementioned executive structure and operational methodologies employed by GRIPS, which diverge significantly from the faculty meeting-centric systems commonly found in traditional Japanese universities. Initially, First President Yoshimura envisioned a university system akin to that of the United States, where a board of trustees assumes primary authority and a president, appointed by the board, oversees the university affairs. However, the national university system at the time did not readily accommodate such operational styles. Notably, a board of trustees did not exist in national universities. Consequently, while the foundational idea of establishing a board-like entity to assume a central role existed during GRIPS's inception, its immediate implementation proved feasible. Hence, an alternative approach that does not center around the faculty meeting was explored. Nevertheless, with the incorporation of national universities in 2004, a shift towards an operational system centered around a board of officers emerged. While distinct from the board of trustees-centric systems, GRIPS embraced an organizational framework aligned with this approach. This led to the rise of an organizational style characterized by a university governed by a board of officers comprising the president and trustees (directors), inclusive of external members.

While adapting to the systematic transformations stemming from the incorporation of national universities, GRIPS management gravitates around the president and vice presidents, collectively referred to as the executives. Given the modest scale of GRIPS in its nascent stages, the executives consisted solely of the president and one or two vice presidents, however, over time, the number of vice presidents and executive advisors increased. Unlike universities governed by a faculty meeting-centric framework, wherein each faculty member rotates through various positions and engages in academic affairs, GRIPS operates differently. Due to the impracticability of rotation, the vice presidents assume the responsibility of managing academic affairs based on their designated roles, potentially leading to their prolonged tenure. Consequently, even with the reassignment of duties upon the installment of a new president, the number of deputy positions, such as vice presidents, tends to expand at GRIPS as the institution progresses. Such a trajectory mirrors the historical development of GRIPS, whereby the executives, including the president, played a central role in orchestrating spontaneous decisions necessitated by the university's ongoing growth and advancement. This approach has enabled GRIPS to promptly initiate educational and research programs in response to emerging needs and viable prospects. Matters that resist easy consensus building may find potential avenues for resolution through a preliminary trial.

National universities commonly appoint the head of the secretariat, typically seconded from MEXT, as one of the trustees indicated in the provisions of the National University Corporation Act. However, at GRIPS, it is infrequent for the Director-General of the Administrative Bureau (equivalent to the head of the secretariat) to assume the role of trustee. Nonetheless, as it will be explained later, one of the distinct characteristics of GRIPS is the substantial involvement of the Administrative Bureau compared to other national universities, even though the Director-General does not usually serve as a trustee. Since its inception, GRIPS has had external trustees on a



part-time basis. For an extended period, the vice presidents of GRIPS did not concurrently hold the position of trustee; however, during President Tanaka's tenure, some faculty members began serving as vice presidents and trustees at the same time. This exemplifies GRIPS' gradual adaptation to changing contemporary demands and changing operational practices.

GRIPS has maintained the special advisory council (currently known as the Management Council) since its establishment. The purpose of this council was to serve as an alternative to a conventional board of directors. However, following the enactment of the National University Corporation Act, national university corporations were required to establish a Management Council responsible for crucial deliberations on university management. Consequently, the Special Advisory Council underwent restructuring and transformed into the Management Council. GRIPS' Management Council comprises an equal number of internal and external council members, including former bureaucrats and private sector executives, who offer advice.

There is also an entity known as the Council, which currently consists of influential alumni from relevant ministries and agencies. Initially, it operated by periodically assembling experienced administrative vice-ministers from various ministries and agencies, under the leadership of Minoru Nagaoka, former Administrative Vice-Minister of Finance, who played a significant role in establishing the Council. Originally, it was an organization comprising former government officials providing input to the university. However, since the establishment of GRIPS ALLIANCE in 2013, aiming to facilitate practical and advanced policy research and foster collaboration with the legislative, executive, and private sectors, its operation has become the Council's major role.

### **Graduate School of Policy Studies and the integration of the Policy Research Project Center with the Policy Information Center**

Since GRIPS is a single-department graduate university, the only internal organization is the Graduate School of Policy Studies. However, as mentioned earlier, during the establishment of GRIPS, the Policy Research Project Center was concurrently formed as a faculty organization. Subsequently, the Center was discontinued and replaced by the Policy Research Center. While no faculty members are appointed directly through the Policy Research Center, its functioning is managed by faculty members affiliated with the Graduate School of Policy Studies. Initially, the Policy Information Center also had faculty positions but has since been assimilated into the Graduate School of Policy Studies.

Having discussed the Policy Research Project Center, let us now explain the Policy Information Center. The primary objective of the Policy Information Center was to consolidate the research and educational support system by integrating the library and IT-related departments. However, due to the challenge of incorporating library and IT professionals under a single organizational structure, the envisioned seamless integration of these functions could not be realized, leading to the dissolution of the Policy Information Center. Until 2010, the director of the Policy Information Center also served as the library director. However, with the simultaneous termination of the Policy Research Project Center and the Policy Information Center, the library became an independent entity. Consequently, the various functions were distributed across different units: the Policy

Research Center, established in 2010, took care of managing discussion papers, while the library retained its original form, and IT-related matters were consolidated into the IT Support Center. The IT Support Center, in turn, is outsourced to provide centralized IT-related support, while the General Affairs Division assumes responsibility for the website's content, with technical support provided by the IT Support Center.

**Faculty structure (faculty meetings, committees, program committees, faculty composition, etc.)**

During the era of Saitama University, the university's operations were primarily governed by the faculty meeting. However, in the inaugural faculty meeting following the establishment of GRIPS, a unanimous decision was reached to essentially delegate the authority of the faculty meeting, as mandated by the School Education Act, to the Standing Committee. With the incorporation of national universities in 2004, the Standing Committee underwent reorganization and transformed into the Academic Council, a legal education research council responsible for making decisions on the academic affairs within the university. While sporadic faculty meetings continued to take place, their scope was limited to major issues such as campus relocation. Instead of the inactive faculty meeting, the Meeting for GRIPS Faculty Members, conducted approximately four times per semester, served as a platform for constructive dialogue between the executives and the faculty members.

Universities typically have a faculty meeting, and its representatives constitute the Academic Council. However, at GRIPS, the Academic Council serves as the faculty meeting and delivers on agendas that are typically discussed by a faculty meeting. The fact that GRIPS is a single-department university allows for such a simple organizational operation. However, as aforementioned, the Master's Programs Committee and Doctoral Programs Committee are placed under the Academic Council and deliberate on specific academic matters. The program representatives attend the meetings of the Master's Programs Committee and/or Doctoral Programs Committee to discuss and resolve agendas. Since many faculty members attend both committee meetings, efforts to streamline the process and discuss common agendas by holding a Joint Committee meeting started in 2014.

Various additional committees have been established as advisory entities to the president, each serving a distinct purpose. These committees address matters such as academic harassment, conflicts of interest, and other specific concerns. However, the proliferation of committees for each purpose has resulted in an excessive number of such entities. In response, efforts have been undertaken since 2021 to organize and consolidate these diverse committees.

The faculty composition of GRIPS primarily consists of professors, associate professors, and assistant professors (previously limited to professors and assistant professors). As GRIPS does not employ an academic chair system, professors and assistant professors coexist without a direct hierarchical relationship. However, following the amendment of the School Education Act, a structure comprising professors and associate professors was established, resulting in the promotion of many assistant professors to associate professors, while maintaining the classification of assistant professors. Since its establishment, GRIPS has adhered to the policy of limited use of assistant positions, except in rare cases.

In Japanese universities, the relationship between tenure and professors/associate professors has been somewhat ambiguous. This ambiguity stems, in part, from the fact that faculty members traditionally enjoyed permanent employment status once appointed. However, hiring tenure-seeking faculty members for a fixed term is also an effective way to secure talents as in the U.S. and other countries. While GRIPS has occasionally employed this approach, following its incorporation, GRIPS maintained the classification of professors but renamed the existing assistant professors as associate professors and adopted a tenure track system similar to that of the U.S. Hence, young faculty members who have not yet attained professorship are categorized as either associate professors (tenured faculty members) or assistant professors (non-tenured faculty members seeking tenure). For instance, non-tenured faculty members may sign a six-year fixed-term contract consisting of two three-year periods, during which they strive to secure tenure and achieve the status of associate professors through demonstrated research excellence or seek alternative employment opportunities independently.

As a result, the faculty at GRIPS primarily consists of professors, associate professors, and assistant professors, with additional positions also available. Notably, there are project professors who have fixed terms and are responsible for overseeing educational and research projects. These positions are held by faculty members seconded from government agencies or those assigned to specific research projects. GRIPS permits these faculty members to use the title of professors and associate professors externally. Moreover, the establishment of positions at various times necessitated special considerations. Another position worth mentioning is that of the specially appointed professor. While these professors may not be directly involved in research or education, they undertake essential collaborative work for the university. There is also a position of senior professors which resembles post-retirement rehiring. It is offered to faculty members with remarkable track records who desire to extend their contracts even after reaching the retirement age of 65. Initially, a three-year contract is provided, followed by subsequent one-year extensions until the age of 70. Additionally, faculty offices are allocated to those engaged in educational activities. In addition to senior professors, there is also a position of an academic fellow. Even after the tenure of a professor or senior professor has expired, faculty members who secure a certain level of external funding and contribute overhead expenses to the university are granted privileges, including the use of a faculty office. These positions have evolved in response to specific needs, resulting in their complex nature. Although efforts are made to periodically organize and streamline these positions, they tend to become complicated once again. GRIPS actively embraces new challenges and implements ad hoc measures, which have undoubtedly contributed to the development of a somewhat intricate system.

This situation stems from the implementation of unique provisions instituted at the inception of the university. This distinctive exception system, which temporarily suspends the mandatory retirement age for faculty, serves as a measure to mitigate the disruptive effects during the university's formative years. The suspension of retirement age for a period of five years, corresponding to the duration of a student's completion of a doctoral degree, provided an advantageous position when attracting faculty members from other universities. Moreover, the establishment of various post-retirement systems was deemed essential to retain

esteemed faculty members. During this transitional phase marked by the exceptional system, GRIPS experienced a substantial presence of senior faculty members, while the recruitment of young talents was relatively limited. Given GRIPS' emphasis on mid-career education, the student body tends to consist of individuals with relatively advanced ages, which in turn contributes to the relatively higher average age of the faculty. Although young faculty members initially concentrate on their specialized research, over time, their interest may gradually expand to encompass the practical application of their research in policymaking. However, in recent years, MEXT has started emphasizing evaluating institutions that prioritize the recruitment of younger faculty members, posing a challenge for GRIPS in this regard.

Recently, MEXT has also been advocating for the adoption of an annual salary system. However, GRIPS has already implemented the practice of hiring faculty members on an annual salary basis for quite some time. MEXT's endorsement of the annual salary system is motivated by its potential to eliminate the requirement for lump sum retirement payments. Conversely, the annual salary arrangement necessitates higher net payment since lump sum retirement pay benefits receive preferential tax treatment. To ensure parity in net pay, an additional amount must be added to the annual salary. While certain universities attempt to suppress the annual salary of their fixed-term faculty members, GRIPS has wholeheartedly embraced this system. This can be attributed to the fact that GRIPS faculty have members who exhibit high mobility and boast diverse career backgrounds. Notably, a considerable number of faculty members at GRIPS are foreign nationals, and even among the Japanese faculty, some have previously held positions as government officials, while others have occupied various roles and moved across multiple overseas universities or private educational institutions. Consequently, it is natural that certain faculty members may face disadvantages under a comprehensive pension system. Thus, GRIPS took proactive measures to implement the annual salary system at an early stage.

The presence of programs that are offered entirely in English since the early stages is another distinctive feature of GRIPS, and in recent times, there has been a greater number of lectures conducted in English compared to Japanese. Consequently, GRIPS has gained recognition for its substantial representation of foreign faculty members. Since 2018, the proportion of foreign faculty members at GRIPS has consistently exceeded 20%. Additionally, GRIPS attracts numerous Japanese faculty members who possess the proficiency to deliver education in English. Hence, a significant portion of the Japanese faculty members at GRIPS have pursued their degrees abroad, and more than 50% of them have been doing so in recent years. It is worth noting that the ratio of female faculty members at GRIPS stands at approximately 20%, while the proportion is slightly below 80% among the staff. Moreover, GRIPS has appointed a considerable number of women to managerial positions, including the vice presidency. In recent years, it has also proactively embraced the integration of sustainable development goals (SDGs) not only in its research and educational endeavors but also in its overall campus environment.

Faculty members are essentially affiliated with the program committee of their respective educational programs. Program committees have been established for both master's and doctoral programs. The program directors are responsible for overseeing those who help manage the program and those who take care of students.

While the directors often invite other faculty members to participate in the committees, newly appointed faculty members are consulted regarding their preferences and subsequently assigned to specific program committees. Certain programs are particularly active and hold regular program committee meetings, while others convene as the need arises. The program committees serve as a primary channel of day-to-day communication for many faculty members. Also, with regard to a research project, it is often the director who facilitates the relationship-building and communication among the faculty members. As a result, faculty members who are solely affiliated with a specific research project tend to primarily interact with their colleagues within that project creating little interactions with the others, which presents a challenge that requires attention and resolution.

For faculty members who are accustomed to the conventional university system in Japan, comprehending the management structure of GRIPS can prove challenging. Unlike many Japanese universities, where faculty members similarly share tasks, each GRIPS faculty member carries unique responsibilities and assignments. While academic faculty members are engaged in teaching a diverse range of subjects while concurrently striving to enhance their research performance, expecting the same from practitioner faculty members who originate from government agencies and relevant institutions can be challenging. Conversely, practitioner faculty members shoulder various responsibilities such as recruiting and training overseas students, as well as providing ongoing support and guidance to students. Consequently, each faculty member assumes distinct responsibilities based on their specialized fields, which have evolved from their respective unique circumstances. This arrangement does not imply a rigid and clear demarcation between different types of faculty members.

### 3-3. Administrative Office, financial management, and university evaluation

#### Administrative Bureau

< Former Director-Generals of the Administrative Bureau >

Director-General of the Administrative Office: Kiyoharu Kinoshita (October 1997 to June 1999), Kenji Kawano (July 1999 to December 2001), Kazuo Hayashi (January 2002 to October 2003), Hiroshi Otaka (Acting Director of Administrative Office, November 2003 to January 2004), and Makoto Takahashi (February to March 2004). Director-Generals of Administrative Bureau: Makoto Takahashi (April 2004 to March 2007), Noriyuki Takeshita (April 2007 to March 2009; concurrent post as trustee: April to July 2009), Masahide Kuriyama (July to October 2009; concurrent post as trustee: November 2009 to March 2011), Keisuke Isogai (April 2011 to July 2012), Junpei Watanabe (August 2012 to August 2013), Seishi Shiobara (September 2013 to July 2015), Rimi Nakano (July 2015 to July 2017), Koki Sato (July 2017 to July 2018), Noriko Watanabe (August 2018 to July 2020), and Takahiro Okamoto (August 2020 to present).

The Administrative Bureau assumes responsibility for the administrative affairs of GRIPS. While many national universities refer to such departments as the secretariat, GRIPS employs its unique name, and its functions and division names deviate from the conventional norms. A prominent feature of GRIPS is the substantial role played by the Administrative Bureau. In many universities, where an autonomous system governed by the faculty meeting is adopted, faculty members undertake managerial tasks related to university operations, while administrative staff members provide complementary clerical support. However, as previously mentioned, GRIPS operates differently, as it does not adhere to a faculty meeting-centric system. Despite its small scale, GRIPS boasts a diverse faculty with specialized expertise and high fluidity. Consequently, the university does not follow the conventional practice of faculty members taking turns to handle administrative duties based on faculty meeting decisions. Instead, executive faculty members at GRIPS increasingly involve themselves in university operations while entrusting specific tasks to the administrative staff members. Thus, the administrative staff members assume larger roles compared to their counterparts in many other universities. Furthermore, education at GRIPS is offered in both Japanese and English, and some faculty members may not be proficient in Japanese. As a result, administrative work necessitates the use of both languages. Additionally, due to the multitude of programs offered at GRIPS, numerous matters cannot be uniformly processed, leading to a natural increase in the administrative workload. Consequently, the Administrative Bureau shoulders a heavier burden compared to other universities.

The Administrative Bureau traces its origins back to the establishment of the preparation office at Saitama University. Subsequently, in 1992, a committee was formed to investigate matters related to a Policy Study Institute, leading to the establishment of the Administrative Office as a secretariat. This initial formation comprised three members, with two staff members dispatched from MEXT and one newly recruited member. This marked the inception of the administrative structure at the university. In 1994, with the establishment of the preparation office, the existing active members, namely General Affairs Chief Okamoto and General Affairs

Section Chief Mako, assumed greater responsibility within the strengthened system. They relocated to a specially designated space on the 7th floor of MEXT, previously the rooftop area, which served as the secretariat for the preparation office. Several treasury clerks were stationed there as well. Prior to the establishment of GRIPS in October 1997, Kiyoharu Kinoshita assumed the position of General Affairs Chief. The administrative staff members of the preparation office were subsequently transferred to the Administrative Office, leading to the development of a two-division secretariat under the leadership of Kinoshita as the Director-General of the Administrative Office, along with Okamoto as the Director of the General Affairs Division, and Tada as the Director of Accounting Division. Notably, the secretariat continued to operate from its location on the 7th floor of MEXT, with meetings and other events taking place at the Toranomon Project Center.

Upon the decision to relocate to the Wakamatsu-cho campus, a necessary renovation became imperative. Following the completion of a temporary renovation, the Administrative Office was promptly transferred to the Wakamatsu-cho campus. By October 1998, the office consisted of three divisions, namely the General Affairs Division, Academic Affairs Division, and Accounting Division, with a significant expansion in staff members at GRIPS. Faculty offices were established at the Wakamatsu-cho campus to accommodate the admission of students from Saitama University in 1999, thereby enabling the campus to operate on a full scale. A Common Room was established in July 1999, providing faculty members with a dedicated space to receive visitors and attend to phone calls. Subsequently, in October of the same year, the Admissions Office (AO) was established to handle centralized admissions-related responsibilities. This was followed by the establishment of several other offices, including the Student Office (SO) in January 2000, which aimed to provide daily assistance to students. In April 2000, the International Student Affairs Section, responsible for managing foreign student programs and scholarship affairs, and the Information Network Support Center (renamed the IT Support Center in 2006) were set up. Furthermore, additional offices were established, such as a separate library office in September 2000 and the Health Counseling Office (renamed the Health Services Center in 2002) in November 2000. Lastly, project support members were incorporated within the Administrative Office system.

Following the reorganization of GRIPS upon its transition to a national university corporation in 2004, the operation of the university came to encompass five divisions: the Planning Division, General Affairs Division, Budget and Accounting Division, Research Support and Development Division, and Academic and Student Affairs Division. In April 2005, the Administrative Office was relocated to the Roppongi campus, specifically situated on the 3rd floor, which serves as the main entrance floor alongside other offices such as the Executive Office. A period of trial and error ensued to determine the placement of each division, ultimately leading to the concentration of the Administrative Bureau's primary functions on the 3rd floor of the campus's high-rise building. In 2008, the Public Relations Office was established, followed by the creation of a preparatory office for the Policy Research Institute within the Planning Division in 2009.

In April 2009, the Office of Public and External Affairs, responsible for international exchanges, external affairs, and information services was established, transforming the Administrative Bureau into a six-division system, with its first director coming from the Japan Foundation. Moreover, the Public Relations Office

underwent reorganization and became part of the Office of Public and External Affairs, which also included the newly established External Strategy Council.

In 2013, a merger took place between the Research Support and Development Division and the Office of Public and External Affairs, resulting in the formation of the Research Support and International Affairs Division, within the division, the International Liaison Office was established. Additionally, the Academic Programs Office was created within the Academic and Student Affairs Division, and the Admissions Office joined forces with the Alumni Office to form the Admissions and Alumni Office. The Public Relations Team of the Office of Public and External Affairs was likewise restructured by being transferred to the Planning Division.

In April 2014, another merger occurred between the Planning Division and the General Affairs Division, leading to the establishment of the Planning Office within the General Affairs Division. Simultaneously, the Facility Management Office was established within the Budget and Accounting Division. Additionally, a separate Administrative Office for GRIPS ALLIANCE was established, distinct from the Administrative Bureau. In April 2016, the Admissions and Alumni Office underwent a name change and became the Admissions Office, with the responsibility of alumni support services being transferred to the Student Office. Then, in April 2019, personnel dedicated to political-public-private-academic collaboration were placed within the Planning Office.

These developments led to the establishment of a four-division system that has been maintained to this day. The respective roles and responsibilities within each division are as follows. The General Affairs Division is comprised of the following personnel: a team responsible for various general affairs, including meeting arrangements; and a team that oversees the IT network from the administrative side. It also includes the HR salary team, which handles matters related to employment and salary; the Common Room team, which attends to visitors and phone inquiries; the planning team, entrusted with formulating university policies such as medium-term plans and reporting faculty activities; the public relations team, tasked with managing the university's website and creating publicity materials; and finally, the political-public-private-academic collaboration team. Additionally, it accommodates the Executive Office, which provides support to the president, vice presidents, and other key figures.

The Budget and Accounting Division is composed of the following personnel: a team overseeing general affairs and budget allocation; treasurers responsible for disbursing salaries, honorariums, and travel expenses; an accounting/contract team in charge of contracts administration and goods and services management; and a facility management team tasked with maintenance of the university facilities.

The Research Support and International Affairs Division comprises the following personnel: academic support staff assisting with the acquisition of research grants, such as the Grants-in-Aid for Scientific Research, promoting funded research projects and joint research initiatives, and coordinating the acceptance of visiting scholars; the international exchange and training team with the International Liaison Office, which manages training programs offered by international partners, overseas exchange agreements, and facilitates international collaborations; and the information service team, which operates the library and provides essential information services.



The Academic and Student Affairs Division consists of the following personnel: the general affairs team responsible for educational matters; the Academic Support Team responsible for the general affairs of academic committees, student affairs, and/or classes; and the Program Management Team administratively responsible for operating international student programs and domestic programs and handling scholarships. The division also houses the Admissions Office responsible for student recruitment and admissions, and the Student Office responsible for supporting student life, Student Councils, and Alumni Associations.

Personnel for the Administrative Bureau are recruited through the assistance of national university corporations in the Kanto-Koshinetsu area. However, GRIPS also actively conducts its recruitment efforts. Personnel exchanges take place through the assignment of staff members to organizations such as The University of Tokyo, the Tokyo Institute of Technology, the Japan Society for the Promotion of Science (JSPS), and the Agency for Cultural Affairs. Additionally, executive members are dispatched from MEXT and other relevant organizations. Notably, GRIPS stands out by engaging in personnel exchanges with a diverse range of institutions beyond MEXT, a practice uncommon for a small-scale university. For instance, former career bureaucrats from MEXT often assume the position of Director-General of the Administrative Bureau, individuals affiliated with the Japan Foundation are occasionally recruited as the Director of the Research Support and International Affairs Division, and personnel seconded from the Ministry of Finance frequently occupy the role of Director of the Budget and Accounting Division.

However, the financial constraints faced by GRIPS as a national university do not allow reliance solely on full-time, permanent staff. Consequently, the Administrative Bureau has garnered support from a diverse array of fixed-term and temporary personnel. Among national universities, GRIPS has emerged as an early adopter of temporary staff. Furthermore, GRIPS has spearheaded the path towards conferring permanent status upon non-permanent staff by introducing a mid-career employment examination in 2017. This examination targets contract staff, individuals under an annual salary system, part-time staff, and temporary staff who have amassed a cumulative service period exceeding one year within the Administrative Bureau. Through this initiative, GRIPS has successfully recruited 15 permanent staff members as of fiscal year 2022. These individuals, originally hired independently during the university's inception, now serve as pivotal members who contribute to the distinctive character of the Administrative Bureau. However, the financial landscape of national university corporations continues to pose challenges, making staff recruitment a formidable task. Given that foreign students comprise 60% of the student body at GRIPS, the administrative staff must possess advanced language proficiency and international experience, making it a challenge to secure suitable talents. Consequently, GRIPS has made continuous efforts to create an inclusive work environment, accommodating individuals from diverse backgrounds by fostering flexible workstyles and employment structures. The Administrative Bureau remains committed to steering the university forward through such progressive efforts and enhancements.

## **Financial management**

Following the relocation to the Roppongi campus, the financial position of GRIPS has exhibited relative stability. The budgetary allocation has experienced a gradual ascent, progressing from approximately 2.5 billion to 3 billion yen. The principal source of income stems from management expense grants, constituting approximately 70% of the overall budget, with an annual disbursement exceeding 2 billion yen from MEXT. Additionally, tuition fees and miscellaneous revenue contribute to the income, maintaining a steady figure of approximately 200 million yen. Miscellaneous income includes revenue derived from facility rental and indirect overhead income garnered through research funding endeavors, such as the Grants-in-Aid for Scientific Research (KAKENHI). To effectively manage any surplus or deficit, GRIPS taps into or withdraws from its education research reserve fund. Variations in budgetary size primarily arise from faculty severance payments and fluctuations in indirect expenses and income. Furthermore, GRIPS receives funding from external entities, including the national government and foundations, through research consignment agreements. These funds serve as a distinct revenue stream, separate from government subsidies intended to cover management costs. Moreover, GRIPS acquires revenues through the operation of diverse programs commissioned by international organizations. Such proceeds are utilized to cover administrative expenses and provide scholarships from program sponsors to students participating in various initiatives. The revenue derived from these consignment agreements and international organizational programs exclusively serves to cover program-related direct expenditures. Consequently, disbursements are directly made from the designated program funds to address these specified expenses.

Half of GRIPS's expenditures are allocated to personnel costs, the other half encompassing various categories such as general administrative expenses, education expenses, research expenses, education research support expenses, and funded research expenses.

The longstanding issue is that the core expenditure component of the management expense grant has been subject to an annual reduction of 1% across national universities. GRIPS has endured an approximate reduction of approximately 20 million yen each year. While the management expense grant has experienced continuous reductions, these have been counterbalanced by funding allocated to various new initiatives and systems through campus reform, resulting in a relatively stable overall budget for GRIPS. However, unforeseen policy changes have occasionally hindered the university's ability to secure funding for these new initiatives. Since its incorporation, GRIPS has implemented cost-cutting measures to accumulate financial reserves and maintain a certain degree of flexibility. In times of budgetary deficit, these reserves are utilized to bridge the gap. There was a time when GRIPS was able to acquire a student dormitory by leveraging the substantial reserve funds accrued through diligent management efforts. However, in recent years, the growth of these reserves has slowed down, thereby amplifying the challenges of its general financial situation.

Also, GRIPS was able to achieve operational stability by managing its facilities through a Private Finance Initiative (PFI), which involved private management and technical expertise on one hand, and financial coverage for campus maintenance and operation expenses by MEXT on the other. Given this context, an important issue

facing GRIPS is to implement diverse strategies to uphold its management standards and to ensure the availability of funds for upgrading facilities and equipment as they become obsolete.

### **University evaluation (certified evaluation and accreditation, medium-term plan, etc.)**

Upon its establishment, GRIPS underwent the accreditation process to be recognized as a university. Following an evaluation conducted by the Founding Preparatory Committee, the council responsible for establishing universities assessed the faculty members and curricula. As GRIPS initially comprised a significant number of practitioner faculty members, the evaluation of a research performance index posed a minor concern. However, once the council comprehended the crucial role of practitioner faculty members in advancing research and education within a single graduate school (Graduate School of Policy Studies) with a singular department (Department of Policy Studies), GRIPS received a commendable evaluation and obtained the necessary approval for its establishment.

Because of the National University Corporation Act, universities were subjected to certified evaluation and accreditation. Therefore, GRIPS has initiated the process of evaluation and accreditation by the National Institution for Academic Degrees and Quality Enhancement of Higher Education in 2010 and 2017. However, the written review stage presented certain difficulties and challenges. This can be attributed to the intricate nature of GRIPS' proprietary operational methods, which distinguish it from other universities. Often, a comprehensive understanding is only achieved through detailed debriefings during on-site assessments. It was not uncommon for these innovative endeavors undertaken by GRIPS in its research, educational, and operational systems to elicit surprise during these debriefing sessions. For instance, GRIPS' operational framework significantly diverges from the faculty meeting-centered approach commonly observed in traditional universities, which may appear perplexing when viewed from a conventional university perspective. Consequently, the operations of GRIPS may seem unorthodox to external observers. For instance, GRIPS conducts its degree conferment ceremony biannually to accommodate the considerable proportion of foreign students, who occasionally constitute more than half of the total student body. Additionally, GRIPS offers numerous educational programs, necessitating the establishment of distinct curricula for each program. The fluctuating number of programs each year requires corresponding revisions on an annual basis. Thus, GRIPS deviates from conventional university systems due to these unique circumstances, and it is crucial to emphasize that these distinctive implementations are essential for the advancement of its research and education.

The incorporation of a national university in 2004 introduced the requirement for university operations to adhere to a medium-term plan. This occasionally posed challenges for GRIPS in terms of receiving adequate evaluations, as it is a small institution with a single graduate school (Graduate School of Policy Studies) and department (Department of Policy Studies), subject to the same evaluation criteria as large universities like The University of Tokyo. Although there have been recent developments in the application of differentiated criteria for different types of universities, further progress is still needed. The dynamic nature of the evaluation criteria, which changes annually, further complicates matters. Initially, certain performance indicators, such as not

meeting the admission capacity, hurt the evaluation. At GRIPS, the admission capacity percentage is relatively low due to its one-year master's program. GRIPS places particular emphasis on mid-career education and welcomes both foreign students and current administrative staff who prefer a one-year program instead of a two-year program. When national universities are uniformly evaluated using such criteria, universities with unique characteristics like GRIPS often struggle to receive favorable evaluations. GRIPS has actively sought to be evaluated based on its distinctive attributes, but this has proven challenging given the prevalence of general universities. Consequently, in recent years, GRIPS has made consistent efforts to prevent a decline in its ratings.

### 3-4. Educational research supporting organizations

#### University Library

Having a library is one of the university establishment criteria, and GRIPS has indicated that it established one during its inception in 1997. However, since it did not have a campus, it also lacked its official library. Then it requested MEXT for staffing and budget to establish the Policy Information Center to serve as both a library and information disseminating body, which was approved. The subsequent relocation to the Wakamatsu-cho campus made the establishment of a physical library more of a reality.

A comprehensive library was established upon the completion of the Roppongi campus, housing an extensive collection of books focusing on political science, economics, and other policy-related subjects. Additionally, it has amassed pertinent materials for oral history projects and continues to gather resources for policy research. During its establishment, GRIPS made a concerted effort to develop a sizable library despite its relatively small size, to accommodate 500,000 volumes (currently standing at 190,000 volumes). The library collection is noteworthy for an institution of its scale, encompassing over 12,000 journal titles, including electronic journals. To support the research and learning endeavors of its diverse user base, which consists of faculty members and students from various nationalities and cultures, the library offers specialized reference services in both Japanese and English. It also regularly conducts training sessions on survey research methodologies utilizing literature, databases, and other resources, thereby serving as a vital resource for the research and education of both domestic and international individuals.

The library's collection is accessible to the general public for investigative and scholarly purposes, and the materials unique to GRIPS have garnered considerable interest and usage not only from researchers but also from the media. One of the prominent aspects of the library is its substantial collection of donated materials about politics and policies, which includes resources related to the oral history project. Notably, it houses the donated documents of Teiji Yabe, a professor of political science at Tokyo Imperial University before World War II and has collaborated on the digitalization of these materials. In recent years, other digitized documents made publicly available by the library have gained significant attention, such as the records of Saburo Okita, a renowned economic bureaucrat who played a prominent role in the postwar era. The library preserves highly detailed notes and other related documents generously donated by Saburo Okita's family and Professor Yoichi Okita, Saburo Okita's son. These notes meticulously capture the remarks made by participants in international conferences and other events, organized thematically. In addition to amassing a substantial volume of policy-related materials, the library also receives donations of various government-related resources. However, the organization and maintenance of such source materials entail considerable expense, and the shortage of personnel has presented challenges. Nonetheless, the library remains steadfast in its ongoing efforts to leverage its distinct character as a library for policy research.

### **IT Support Center**

Upon its establishment, the responsibility for IT tasks at GRIPS was intended to be undertaken by the Policy Information Center. However, the actual handling of these tasks fell upon the administrative staff. From approximately 2000 onwards, network support tasks were outsourced to a private company, and external experts were stationed on campus. In line with this objective, GRIPS initially established the Information Network Support Center, which was subsequently renamed the IT Support Center. Over time, the center has expanded its personnel, and it currently oversees the management of the campus' IT systems and technical operations.

At Japanese universities, individual faculty members traditionally assumed the responsibility for IT tasks. However, GRIPS adopted a distinctive approach by implementing a campus-wide support system at an early stage. This shift was prompted by the significant presence of international students within the student body. Since its inception, GRIPS has provided personal computers (PCs) on loan to all students. This initiative was implemented to address the potential academic hindrances caused by a lack of personal computers and to support students who may face financial difficulties in acquiring their own devices, particularly those from economically challenged home countries. Moreover, as many faculty members were not fluent in Japanese, providing IT consultations in English was essential. Thus, GRIPS established an English-language IT support system from the outset, which contributed to the early establishment of the IT Support Center. Currently, as part of the enrollment process, students receive guidance on accessing the campus systems, including support from the IT Support Center. It is worth noting that GRIPS has discontinued the practice of lending out PCs, as most students now possess their own personal computers.

The growing adoption of telecommuting, online meetings, and virtual lectures in recent years has significantly intensified network usage, thereby heightening the significance of the IT Support Center. The center employs a comprehensive system to address diverse IT-related matters within the university, including warnings to the entire community regarding the escalating issue of fraudulent access and providing initial responses to various network challenges.

### **Center for Professional Communication (CPC)**

The establishment of the Center for Professional Communication (CPC) in 2015, under the leadership of Professor Katerina PETCHKO, has emerged as a pivotal entity within GRIPS, providing indispensable support to students and faculty members in cultivating their proficiency in professional communication skills and linguistic competence.

Despite the existence of precursor organizations that offered English and Japanese language training to students, CPC distinguishes itself by integrating these programs and substantially expanding its scope. GRIPS hosts a substantial number of programs taught in English; however, its international students hail from diverse linguistic backgrounds, necessitating language support to facilitate the composition of dissertations and policy papers. To address this need, the Academic Writing Center was established. Initially staffed by a lone English instructor, the center gradually expanded its faculty, fostering a network that ensures comprehensive guidance.

Additionally, certain foreign students arriving in Japan require Japanese language proficiency to navigate daily life, as it is not a prerequisite for admission. In response, GRIPS provides extracurricular Japanese language courses. A faculty network that used to offer [Master's] Graduate Program in Japanese Language and Culture and [Doctorate] Graduate Program in Japanese Language and Culture at GRIPS also contributes to the aforementioned Japanese language instruction.

The establishment of the CPC entailed the organization and consolidation of these English and Japanese educational endeavors, while simultaneously expanding its scope to encompass support for Japanese students, faculty members, and staff seeking skill enhancement. With growing emphasis on English paper writing and enrollment in English courses within the Public Policy Program, CPC assumed the responsibility of facilitating these advancements. At present, the center offers a diverse array of guidance, service, and support, including but not limited:

- Provision of courses and workshops aimed at cultivating professional communication skills, encompassing academic writing for dissertations and publications, presentation skills, and assistance with grant application forms.
- Hosting symposiums and special seminars in pertinent fields.
- Editing, proofreading, and language support services catering to faculty and doctoral students.
- Facilitating cultural and academic exchanges through a communication lounge that fosters self-directed learning.
- Supplying materials such as guides, introductory books, and software to support individual study and offer advice-driven, autonomous language exploration and research.

An additional noteworthy endeavor is the provision of English language training for the university staff. Recognizing the necessity for proficient English skills among the administrative personnel at GRIPS, the university offers specialized English language courses tailored to the requirements of university administration. Since 2016, GRIPS has implemented comprehensive, time-limited courses conducted during regular working hours, focusing on topics that emerged as key areas of interest in staff surveys. In 2021, a total of 45 individuals participated in these courses, spread across 13 different sessions. Furthermore, GRIPS has set a target of attaining an English language proficiency level of 800 or higher on the TOEIC exam for over 50% of its staff members. This proportion stood at 42% in 2016 but has progressively increased to 52% in 2021, exemplifying the consistent improvement in the English language skills of the staff through these training initiatives.

### **Center for Data Science**

Considering the escalating significance of data science in response to the growing demand for evidence-based policymaking and the rapid advancements in internet technology, big data, and artificial intelligence (AI), GRIPS has taken a significant step by establishing the Center for Data Science in 2022. This center serves as a pivotal hub for fostering data science in both education and research endeavors, with Professor Takashi Tsuchiya assuming the role of its inaugural director. The center engages in collaborative partnerships with universities

affiliated with the Japan Inter-University Consortium for Mathematics, Data Science, and AI Education, aiming to bolster data science education extensively. Notably, it facilitates programs like the Certificate in Data Science for Policy Studies, while fostering the utilization of data science within the faculty and student research community at GRIPS.

### **Student Office (SO)**

Universities bear the crucial responsibility of not only imparting education but also nurturing the well-being of their students. At GRIPS, this responsibility is particularly amplified due to the enrollment of a diverse range of foreign students. Since its days at Saitama University, GRIPS has diligently acknowledged and addressed these unique challenges. With the commencement of the master's program in 2000, the university established the Student Office, spearheaded by Professor Hisayoshi Hashimoto as the director, alongside Professor Hiroshi Nishizawa and a team of dedicated staff members. The Student Office meticulously devised a multitude of measures to cater to the needs of students. An exemplary initiative undertaken by the Student Office is its provision of a welcome to foreign students upon their arrival at Narita International Airport, followed by transportation to their designated dormitories. The Student Office assumes responsibility for dormitory assignments and provides consultation services. Moreover, it has also proactively fostered and nurtured an extensive network of alumni over the past decade. This includes managing alumni associations, maintaining regular communication with former students, and disseminating pertinent updates through newsletters. Notably, the services of the Student Office primarily target foreign students, as most Japanese students do not reside in university-arranged dormitories and encounter relatively fewer day-to-day challenges compared to their international counterparts. Consequently, while faculty members extend academic support, the Student Office is dedicated to providing comprehensive assistance in matters related to student lifestyle and well-being. Initially, the Student Office comprised a few faculty members aided by staff, but over time, it has evolved into a well-structured organization, led by a faculty director, and supported by a team of dedicated staff members. In 2013, Professor Takashi Tsuchiya assumed the directorship, and presently, Associate Professor Kaori Hatanaka serves as the director, alongside a team of approximately three staff members.

### **Health Service Center**

The Health Service Center was established in 2002 to address student health concerns. While other universities also have health service departments, what sets apart the Health Services Center at GRIPS is the presence of a dedicated, full-time physician who serves as a professor. This distinctive approach enables the management of student health with the utmost consideration for individual circumstances and is a substantial system considering the university's size. In 2002, Professor Mari Suzuki, a physician, assumed the role of director, and in 2008, Yuri Tanaka joined as a full-time Public Health Nurse. In 2020, Professor Miyuki Katai succeeded Professor Suzuki as the director. The presence of a full-time physician proficient in English is particularly advantageous for the numerous foreign students at GRIPS, as it ensures accessibility for consultations



encompassing both mental and physical health matters. Similarly, for many Japanese students who hail from rural areas and study away from their families, daily support for their mental and physical well-being is indispensable. Consequently, the Student Office addresses lifestyle challenges, while the Health Services Center caters to mental and physical health issues. The Health Services Center provides medical examinations conducted by a physician and, when necessary, refers students to other physicians and hospitals for specialized care. Notably, GRIPS was among the early adopters in responding to the COVID-19 pandemic, thanks to the proactive measures proposed and implemented by the faculty members and staff of the Health Services Center and Student Office. Given the diverse origins of foreign students, the Health Services Center played a central role in implementing infection prevention measures even before the onset of the COVID-19 crisis, such as tuberculosis screening. This exemplifies key characteristics of GRIPS -- the establishment and proactive utilization of such a center, despite its relatively modest scale.



## **Chapter 4**

### **Educational Program**

#### **4-1. Development of the educational program**

At the Wakamatsu-cho campus, GRIPS inaugurated its master's programs in Japanese in April 2000, followed by English programs in October 2000. These new programs were established after the inception of GRIPS alongside the inherited programs from its earlier days at Saitama University. Particularly during its nascent stage, GRIPS actively developed English programs primarily tailored for international students.

As a general principle, Japanese programs commence in April, while English programs start in October, respectively. Initially, these programs were delineated, but over time, a gradual integration occurred, with some Japanese students opting for English programs and selecting classes in the Japanese programs being conducted in English. This progressive integration reflects an evolving trend.

From the outset, students expressed their aspiration to pursue doctoral studies upon completing their master's program. However, due to the regulation set forth by MEXT at that time, students were required to complete two years in a master's program before being eligible for doctoral enrollment. Given that GRIPS offered one-year master's programs, a solution was devised wherein students aspiring to pursue a doctoral program would complete an additional year of the master's program, thereby significantly shortening the duration of the doctoral program. Nevertheless, during the early stages, only a small number of students expressed a desire to progress to the doctoral level, prompting GRIPS to concentrate on the continual enhancement of its master's programs. As new programs were introduced annually, existing programs underwent reorganization through integration with the new programs or downsizing efforts.

GRIPS officially commenced the admission of doctoral students in April 2002, but the comprehensive development of its doctoral programs began to take shape around 2006. Before this, doctoral education was primarily tailored to individual students based on the structure of the master's programs. However, in 2006, GRIPS introduced a dedicated doctoral program known as the [Doctorate] Security and International Studies Program, prompting the establishment of a more unified management approach. Subsequently, GRIPS expanded its array of doctoral programs by introducing various specialized programs, including an integrated doctoral program that builds upon the foundation of the master's program.

In 2016, the integration of Japanese master's programs was consolidated under the Public Policy Program, which in turn was subdivided into different concentrations. This strategic decision was made to address the growing complexity of program management and operations resulting from the increasing number of programs. For instance, each program had the autonomy to establish its courses, leading to challenges in coordinating the overall timetable. To address this, the Public Policy Program underwent a process of consolidation by introducing common courses. Under this framework, both mandatory and recommended courses were implemented, while each concentration had the flexibility to offer up to five specialized courses. Successful completion of these courses signified the attainment of a master's degree in conjunction with a specific concentration.

GRIPS is renowned for its extensive array of collaborative programs, which are implemented through partnerships with external research and educational institutions. These programs are designed by harnessing the unique strengths of each entity involved. Notably, many of these partners consist of government ministry-affiliated educational and training institutions, which collaborate with GRIPS to confer degrees as they lack the authority to grant their own. Leveraging the expertise of their proficient researchers, these institutions contribute to the development of educational programs, thereby expanding their research endeavors and enhancing their international networks. To secure scholarships from international institutions, GRIPS actively promotes the establishment of additional collaborative programs within various aid frameworks. Operating as a single graduate school, GRIPS demonstrates its adaptability to external factors, such as social demands and evolving imperatives of the time, by establishing a diverse range of educational programs. A defining characteristic of GRIPS is the continuous creation and discontinuation of various programs in response to the demands of the era, which underscores its enduring significance and relevance.

#### **4-2. Entrance examination system (Admissions Office)**

Given that each program at GRIPS has its distinct educational curriculum, a uniform enrollment process is not feasible, necessitating the provision of entrance exams by each individual program. During its early days at Saitama University, only two entrance exams were administered, one for the domestic program and another for the international program. However, with the introduction of the IMF Program, entrance exams became a requirement for each specific program. It is worth mentioning that educational programs sponsored by entities such as the IMF Program necessitate adjustments to the exam schedule based on sponsor requests and student recruitment needs. To address these challenges, the Admission Office (AO) was established. The AO assumes responsibility for entrance exam-related administrative tasks, including arranging meetings and coordinating exam schedules. Notably, this early establishment of a system to streamline the entrance exam-related administrative work demonstrates GRIPS' commitment to consolidating administrative processes and accumulating expertise in this domain.

In the past, the coordination of domestic entrance exams at GRIPS was primarily undertaken in collaboration with government offices and local governments, which constituted the primary source of domestic students' enrollment. However, GRIPS has since implemented a system wherein the AO assumes responsibility for determining the specific details, such as exam schedules, while the Program Director coordinates with the candidates' respective home organizations for student recruitment. In contrast, overseas applications necessitate intricate coordination with program sponsors (i.e., international institutions) and partners, often involving time-consuming verification processes to address any incomplete documentation. Notably, while GRIPS retains the authority to make basic admission decision, there are instances where candidates are recommended by the international institution, particularly in cases involving scholarships. In such cases, GRIPS may admit additional candidates to facilitate a review of their scholarship eligibility by the relevant organization, ultimately enrolling only those who have been awarded a scholarship. Furthermore, there are instances where candidate evaluation is conducted in collaboration, in a broad sense. Regardless of the scenario, GRIPS requires its own set of criteria to assess the candidate's abilities. During GRIPS' establishment, Professor Fumio Nishino played a vital role in devising such criteria, drawing upon his expertise and leveraging various information gathered through his experience as the Vice President of the Asian Institute of Technology. This involved evaluating overseas universities and establishing ranking based on their quality. Subsequently, GRIPS has continued to refine its evaluation criteria by accumulating assessments of foreign students and incorporating additional factors, such as post-enrollment grades. These evaluation criteria have now become a valuable asset of the Admissions Office.

Furthermore, recommendations from international administrative and government entities occasionally lack the rigor of comprehensive assessments. Despite variations in entrance exams among different programs, the collection of diverse patterns of entrance exams has become a shared resource. The AO has amassed this information, and several members of staff have developed expertise in evaluation methodologies and the application of evaluation criteria.

During the initial phase following its establishment, GRIPS implemented a recruitment process that involved conducting separate entrance examinations for each program. As a consequence, a considerable amount of time was devoted to administering numerous entrance exams. Recognizing the need to streamline and enhance this situation, an endeavor to address the issue was initiated approximately a decade after its inception. This endeavor entailed the establishment of predetermined entrance exam schedules and a gradual integration in the schedule calendar through negotiations. While the circumstances for individual examinees may vary, a system was adopted whereby major schedules are prearranged and candidates are selected accordingly. Furthermore, efforts have been made to standardize the format of admission documents across programs to the greatest extent possible. Given the frequent interactions with international stakeholders, an online admissions system was introduced on a trial basis at an early stage. Consequently, even in the face of significant restrictions on travel and mobility resulting from the global spread of COVID-19, GRIPS was able to respond flexibly due to the preexistence of an established online admissions system.

GRIPS diligently engages in proactive efforts to recruit foreign students from their home countries, recognizing that solely relying on passive application submissions may not guarantee the influx of talented individuals. Therefore, the establishment of a robust network with esteemed international institutions and graduate students assumes paramount importance. However, it is essential to exercise caution in maintaining connections with foreign entities to avoid the potential development of biases towards specific government offices. To this end, GRIPS has undertaken endeavors to expand its recruitment channels and leverage the support of its alumni in attracting exceptionally gifted students. Furthermore, the university has cultivated relationships with local embassies and collaborates with pertinent organizations such as JICA (Japan International Cooperation Agency), IMF (International Monetary Fund), World Bank, and WCO (World Customs Organization). In addition to these affiliations, faculty members actively create opportunities to directly engage with prospective students in their local settings, albeit suspension of such face-to-face recruitment activities due to the impact of COVID-19. Nonetheless, owing to the preexisting network, GRIPS has witnessed a consistent influx of applications, not only from domestic candidates but also from overseas, attesting to the unwavering motivation of aspiring scholars to pursue their studies at GRIPS.

### 4-3. Degree and Graduation Ceremony

Initially, GRIPS conferred two degrees: the Master of Policy Studies and the Doctor of Policy Studies. However, as the scope and depth of each educational program grew, the necessity arose to align specific degrees with the distinctive content of each program. Consequently, numerous degrees tailored to the respective programs were instituted.

The following degrees were established, encompassing both Japanese and English programs, in accordance with program requirements, thereby attaining a heightened level of specialization within their respective fields: Master of Policy Studies, Master of Cultural Policy, Master of Infrastructure Policy, Master of Japanese Language and Culture, Master of Japanese Language Education, Master of Disaster Management, Master of Public Policy, Master of Public Economics, Master of Law and Policy, Master of Public Administration, Master of Arts in Public Policy, Master of Arts in Public Economics, Master of Public Finance, Master of Arts in Development Economics, and Master of Arts in International Economics.

The same was true for doctoral degrees. The number of degrees in various concentrations has increased over the years, such as the following (note that all doctoral degrees except for the Doctor of Policy Studies are given as Ph.D.): Doctor of Policy Studies, Ph.D. in Public Policy, Ph.D. in Public Economics, Ph.D. in Development Economics, Ph.D. in International Economics, Ph.D. in Advances Policy Studies, Ph.D. in Development Studies, Ph.D. in International Relations, Ph.D. in Disaster Management, Ph.D. in Government, and Ph.D. in Social System Analysis. While this outcome can be attributed to the educational advancement of the programs, the sheer abundance of degrees has become overwhelming. Consequently, GRIPS has undertaken a process of restructuring its degrees in recent years.

The graduation ceremonies are conducted in both the spring and fall seasons. The autumn ceremony, in particular, boasts a larger scale owing to the substantial presence of international students and affiliated parties. Distinguished guests, including ambassadors, grace the occasion, adding to its grandeur. The speeches delivered by notable figures such as Yasuo Fukuda, former Prime Minister of Japan; Takehiko Nakao, former President of the Asian Development Bank; Haruhiko Kuroda, Governor of the Bank of Japan; Amando Tetangco, former Governor of the Central Bank of the Republic of the Philippines, have garnered immense admiration from the attendees.

Since 2009, graduates have been adorned with academic gowns during the ceremony. This decision was prompted by numerous students who expressed their concern that the absence of gowns would undermine the photogenicity of the event, particularly in comparison to American graduation ceremonies. Instead of requiring students to individually purchase gowns, GRIPS has procured its collection of academic gowns, which are made available for rental on the day of the ceremony, ensuring that all graduates can wear one. Faculty members also wear academic gowns and proceed to confer degrees upon their respective students. During the spring and fall graduation ceremonies, the Roppongi campus is filled with an air of glamor, distinctly different from an ordinary day.

#### **4-4. Graduate School of Policy Studies (Master's Programs)**

**[J] means the programs mainly conducted in Japanese and [E] means the programs mainly conducted in English.**

Deans of the Graduate School of Policy Studies: Professor Tatsuo Oyama (2000 to 2013); Professor Mikitaka Masuyama (2014 to 2020); and Professor Nobuhiro Hosoe (2021 to present).

##### **[J] [Master's] Public Policy Program→ Open Concentration of the Public Policy Program**

Program (concentration) directors: Professor Takashi Mikuriya (2000); Professor Tatsuo Oyama (2001-2002); Professor Takashi Fukushima (2003-2006); Professor Jun Iio (2007-2008); and Professor Mikitaka Masuyama (2009 to present).

This is a master's program that commenced in April 2000, primarily targeting bureaucrats from central ministries and agencies as its initial student cohort. During the program's initiation, Vice President Seizaburo Sato engaged with various ministries, resulting in the enrollment of approximately 10 students from each ministry, including the Ministry of Finance, Ministry of International Trade and Industry, and Ministry of Construction. Among them, four students were admitted, representing the Ground, Maritime, and Air Self-Defense Forces, as well as the Defense Agency's internal bureaus. At that time, other national universities largely refrained from accepting students from the Self-Defense Forces and Defense Agency. However, given the inherent commitment of the Self-Defense Forces to training and their officer's propensity for self-improvement, many of them had already pursued studies in the United States and other foreign countries. Consequently, GRIPS made the proactive decision to welcome them as students. The number of applicants and enrolled students steadily increased from the second year onwards. However, subsequent leadership changes occasionally resulted in diminished emphasis on candidates from ministries and reduced efforts to actively engage with ministries in recruiting students, leading to a decline in the number of applicants. Subsequently, the primary applicants became individuals applying through the National Personnel Authority's Domestic Fellowship Program, while government ministries discontinued their proactive dispatch of members as students. Nevertheless, new institutions such as the secretariat of both chambers of the Diet began sending their staff consistently. Additionally, there were instances of enrollment from the private sector, along with the resumption of continuous enrollment from the Maritime Self-Defense Force.

The program initially ventured into an experimental curriculum featuring core subject lectures delivered by multiple faculty members and seminars that necessitated weekly reading assignments on diverse topics, accompanied by report writing and subsequent discussions. However, since the implementation of such an experimental curriculum posed challenges, including delays in preparing case-method-based classes, a shift towards a more conventional curriculum took place.

There were also instances when the course objectives became less defined due to the enrollment of students with diverse backgrounds. Nevertheless, the program maintains its flexibility as the nature of its courses remains open-ended, which is valued by numerous students who deliberately choose this program. Subsequently,



when the Public Policy Program underwent reorganization in 2016, it initially continued without the establishment of specific course completion requirements. However, the program underwent a transition and gave way to the [Master's] Public Policy Program: Open Concentration (Public Policy Program), which now mandates students to develop their policy agenda.

The following number of students have enrolled in this program: 9 (2000), 17 (2001), 7 (2002), 12 (2003), 8 (2004), 4 (2005), 1 (2006), 2 (2007), 1 (2008), 1 (2009), 4 (2010), 5 (2011), 5 (2012), 2 (2013), 4 (2014), 4 (2015), 2 (2016), 4 (2017), 1 (2018), 2 (2019), 4 (2020), 4 (2021), and 3 (2022). (The number of enrollees for 2019 and onward illustrates the enrollees of the [Master's] Open Concentration (Public Policy Program))

### **[J][Master's] Development Policy Program→ Infrastructure Policy Concentration of the Public Policy Program**

Program (concentration) directors: Professor Fumio Nishino (2000-2003); Professor Shigeru Morichi (2004-2008, 2009-2013); Professor Hitoshi Ieda (2014-2020); and Professor Naohiko Hibino (2021 to present).

The program commenced in April 2000 as a continuation of the Development Policy Program, previously housed at Saitama University. Professor Fumio Nishino transitioned from his role as director at Saitama University to oversee the program's operations. Subsequently, Professor Shigeru Morichi, invited from The University of Tokyo, assumed the directorship and expanded the scale of the program by appointing its faculty members.

It is a robust program attended by a core set of students from various organizations, including government ministries such as the Ministry of Land, Infrastructure, Transport, and Tourism, as well as former public corporations (e.g., Japan Highway Public Corporation, Urban Development Corporation) and private companies (e.g., railroad companies, construction companies, consulting companies). These students encompass a wide range of ages and backgrounds, spanning from technical and clerical roles to vendors to suppliers. Guided by its educational philosophy, the program emphasizes the acquisition of novel concepts, logical thinking based on those concepts, and comprehensive understanding from a holistic perspective.

In 2008, the program's duration was extended to one year and three months, with some students completing their studies in June. This extension aimed to allow for in-depth research and foster greater interaction between students in different stages of the program. This change significantly impacted the program's educational and research performance, leading to a notable increase in conference presentations and peer-reviewed papers resulting in positive feedback from students.

In 2014, Professor Hitoshi Ieda was appointed as its director and further developed the program by establishing a curriculum that emphasized a full range of subjects including infrastructure policy (especially national land policy, urban policy, and transportation policy), as well as national land planning, urban planning, transportation planning, economics, policy evaluation, PFI, asset management, and landscape design. The program also actively organizes events, including collaborative seminars with international students and field

visits. In 2021, Professor Naohiko Hibino, a longstanding member of the program, succeeded Professor Ieda as the program's director.

A well-known event of the program is the research results debriefing sessions, which are attended by high-ranking officials from students' respective organizations, including government agencies, road companies, railroad companies, construction companies, and consulting companies. This reflects the program's adaptable operational approach, which incorporates feedback obtained through discussions with students, their affiliated institutions, and relevant stakeholders. Following the introduction of a course system in 2016, the program underwent reorganization and emerged as the Infrastructure Policy Concentration of the Public Policy Program, which continues to this day.

The following number of students have enrolled in this program: 1 (2000), 3 (2001), 5 (2002), 2 (2003), 9 (2004), 12 (2005), 9 (2006), 11 (2007), 9 (2008), 10 (2009), 10 (2010), 12 (2011), 11 (2012), 11 (2013), 16 (2014), 12 (2015), 16 (2016), 14 (2017), 17 (2018), 11 (2019), 11 (2020), 13 (2021), and 12 (2022). (The number of enrollees for 2016 and onward illustrates the enrollees of the Infrastructure Policy Concentration (Public Policy Program))

#### **[J][Master's] Regional Policy Program→ Regional Policy Concentration of the Public Policy Program**

Program (concentration) directors: Professor Kiyotaka Yokomichi (2000-2017); and Professor Hirofumi Takada (2018 to present).

This program was established concurrently with the commencement of master's degree programs at GRIPS in April 2000, succeeding the domestic program previously offered at Saitama University.

The landscape surrounding local governments is undergoing significant changes as decentralization and regional revitalization initiatives gain momentum. The program's objective is to educate key individuals who will assume pivotal roles in the future of local governments, equipped as advanced generalists with rich policy conceptualization and excellent administrative management skills capable of addressing multifaceted challenges. The program emphasizes the acquisition of comprehensive knowledge encompassing local administrative and finance systems and their management. Moreover, students are exposed to the latest policy developments and case studies through engagement with administrative officials from the Ministry of Internal Affairs and Communications, as well as senior officials from local governments.

The majority of its student body comprises young administrative officials dispatched from prominent municipalities, including prefectures, ordinance-designated cities, and core cities. However, there are also individuals sent from comparably smaller municipalities or central ministries. In recent years, there has been other universities that accept municipal government personnel as students. Nevertheless, GRIPS sustains a steady influx of students from various municipalities into this program due to its extensive curriculum, derived from its longstanding history, and a prospect of forging connections among students hailing from municipalities spanning the entire nation.

Capitalizing on the university's international environment, it is also committed to broadening the global outlook of its students by facilitating interactions with peers enrolled in the Young Leaders Program (School of Local Governance, offered in English), who similarly study local governance.

To provide more specialized learning about regional communities, the Health Care Policy Concentration and the Agricultural Policy Concentration were established within the purview of the Regional Policy Program in 2013 and 2014, respectively. With the implementation of a concentration framework for the Public Policy Program in 2016, the Regional Policy Program underwent reorganization, giving rise to the Regional Policy Concentration, Health Care Policy Concentration, and Agricultural Policy Concentration. However, owing to their previous history, these three tracks have functioned holistically as concentrations of local governance.

The following number of students have enrolled in this program: 22 (2000), 27 (2001), 33 (2002), 32 (2003), 30 (2004), 25 (2005), 27 (2006), 23 (2007), 26 (2008), 29 (2009), 22 (2010), 20 (2011), 20 (2012), 16 (2013), 23 (2014), 19 (2015), 15 (2016), 11 (2017), 14 (2018), 13 (2019), 14 (2020), 12 (2021), and 12 (2022). (The number of enrollees for 2016 and onward illustrates the enrollees of the [Master's] Regional Policy Concentration (Public Policy Program))

#### **[J][Master's] Cultural Policy Program→ Cultural Policy Concentration of the Public Policy Program**

Program (concentration) directors: Professor Tamotsu Aoki (2000-2003); and Professor Emiko Kakiuchi (2004 to present).

The Cultural Policy Program was launched in April 2000. Led by Professor Tamotsu Aoki, who would later serve as the Commissioner for Cultural Affairs, GRIPS was quick to incorporate cultural policy ahead of other universities and developed its curriculum. Professor Emiko Kakiuchi was appointed as its director in 2004 and the program expanded its purview to encompass a broader spectrum of cultural policies grounded in the theoretical framework of public policy studies and public economics. The program incorporates research findings from other disciplines such as management theory, marketing, and operations research (OR), while concurrently emphasizing the application of quantitative valuation methodologies such as the contingent valuation method (CVM).

Although GRIPS enrolls a considerable number of government bureaucrats in its student body, the program appeals not only to government officials to deepen their understanding of cultural policies but also to students from diverse backgrounds, including those involved in music or theater management who aspire to actively engage in the realm of culture. As a result, the student population is characterized by its diversity, encompassing individuals from different generation, origins, and areas of expertise, ranging from recent graduates to seasoned professionals with rich life experiences. The program also boasts a practical element, exemplified by students' involvement in research projects led by Professor Kakiuchi. While GRIPS generally maintains a separation between educational programs and research projects, the Cultural Policy Program (Concentration) occasionally integrates the two, providing students with opportunities to contribute to commissioned research and

engage in internships. With the introduction of the concentration system, the program underwent reorganization in 2017, evolving into the [Master's] Cultural Policy Concentration (Public Policy Program), which continues to this day.

The following number of students have enrolled in this program: 2 (2000), 4 (2001), 2 (2002), 1 (2003), 1 (2004), 3 (2005), 2 (2006), 2 (2007), 1 (2008), 4 (2009), 2 (2010), 4 (2011), 2 (2012), 2 (2013), 2 (2014), 2 (2015), 2 (2016), 4 (2017), 0 (2018), 2 (2019), 4 (2020), 2 (2021), and 3 (2022). (The number of enrollees for 2017 and onward illustrates the enrollees of the [Master's] Cultural Policy Concentration of the Public Policy Program)

### **[E][Master's] Public Policy Program**

Program directors: Professor Yoichi Okita (2000-2004); Professor Takashi Fukushima (2005-2006); and Associate Professor Yuichiro Yoshida (2007-2010).

The Public Policy Program started in October 2000. It is an English-based curriculum based on an international program that started in 1984 during the time of Saitama University. The program initially consisted of mid-career students from ASEAN countries, but the number of foreign students gradually increased as their origin expanded all over the world. Initially, the program had a quota of government-sponsored international students, which was inherited from Saitama University. In addition to these government-sponsored students; the program gradually became a receptacle of students with other various scholarships including scholarships from MEXT based on embassy-recommendation. Among the English master's programs, it offered the most basic and wide range of education. In the beginning, the curriculum focused on political science, economics, and operations research (OR), but the economics courses have gradually become more extensive. Since economics courses can be taught systematically, the fundamental economic courses were placed as common courses across all programs which has led to an increase in the number of faculty members. As a result, the Public Policy Program has adopted a structure of offering the fundamental contents, while the other programs offer their respective area of specialization. As the overall scale of the university expanded, English-based courses for the entire master's program were systematized. As such, students can take advantage of common courses while choosing specialized courses based on their preferences.

This program has long been operated as a one-year program due to the MEXT scholarship quota. But as the types of scholarships increased, so did requests to stay beyond a year and longer. To meet such various demands, the program was reorganized in 2010 into the One-year Master's Program of Public Policy (MP1) and Two-year Master's Program of Public Policy (MP2).

The following number of students have enrolled in this program: 25 (2000), 35 (2001), 33 (2002), 31 (2003), 34 (2004), 38 (2005), 40 (2006), 38 (2007), 43 (2008), and 43 (2009).

### **[E][Master's] Transition Economy Program**

Program director: Professor Hideo Tanaka (2000-2009).

As the successor to the IMF Program (Transition Economy Program) initiated in 1991 at Saitama University, the Transition Economy Program was established in October 2000 and continued until 2009. With the International Monetary Fund (IMF) actively recruiting students from specific target countries, the program primarily attracted bureaucrats from central banks and finance ministries across various nations. Its core objective was to impart world-class economics education, centered around modern economic theories and policies necessary for the effective functioning of market economies.

During its inception at Saitama University, the program had a more pronounced focus on mid-career professionals from socialist countries transitioning towards a market-based economy. However, economic conditions in each country underwent significant transformations over time, resulting in challenges for students from certain countries that were previously targeted by the IMF's recruitment efforts. To address this decline, the program started recruiting students through alumni networks. Acknowledging these developments, the program underwent further refinement and transformation. In 2010, after extensive deliberations with the IMF, it evolved into the Asian Economic Policy Program, aiming to ensure a consistent influx of students while adapting to changing circumstances.

The following number of students have enrolled in this program: 25 (2000), 20 (2001), 21 (2002), 20 (2003), 20 (2004), 20 (2005), 20 (2006), 18 (2007), 20 (2008), and 19 (2009).

#### **[E][Master's] Public Finance Program: Tax Course & Customs Course**

Program directors: Professor Akihiko Matsutani (2000-2002); Professor Fumio Nishino (2003); Professor Masako Kurosawa (2004-2015, 2017-2019), Professor Toshihiro Ihori (2016); and Associate Professor Dainn Wie (2020 to present).

The Public Finance Program was launched in October 2000, following the incorporation of the Customs Course into the Tax Course. The Tax Course, which succeeded the Tax Program initiated at Saitama University, forms part of the Joint Japan/World Bank Graduate Scholarship Program, a collaborative effort involving 34 universities, including Harvard University. This program, in cooperation with the National Tax College of the National Tax Agency, receives support from the World Bank. Similarly, the Customs Course is bolstered by the Japan-WCO Human Resource Development Scholarship Program, which operates under the aegis of the World Customs Organization and in collaboration with the Customs Training Institute of the Ministry of Finance.

With the overarching objective of providing intellectual support for the advancement of tax and tariff policies in developing countries, the Public Finance Program primarily targets young administrative officials who are expected to assume responsibility in their respective domains. This program encompasses the aforementioned two courses, teaching subjects such as economics with a focus on public finance. Furthermore, the program offers practical modules on taxation and customs in collaboration with the National Tax College of the National Tax Agency and the Customs Training Institute of the Ministry of Finance, respectively. It strives to equip young administrative officials from developing countries with highly specialized administrative skills, drawing upon the rich policy experience of our nation. The curricula and programs of the Tax Course are developed through close

consultation with affiliate universities and the practical training council of the National Tax Agency. Similarly, the Customs Course's curriculum is meticulously designed and enhanced through active engagement with the World Customs Organization. As a result, this program stands out for its clear target audience and extensive practical training opportunities, thereby ensuring its sustainable operation and garnering high esteem from the students' home institutions.

The following number of students have enrolled in the Tax Course: 4 (2000), 5 (2001), 5 (2002), 5 (2003), 5 (2004), 5 (2005), 6 (2006), 5 (2007), 4 (2008), 5 (2009), 5 (2010), 5 (2011), 5 (2012), 5 (2013), 5 (2014), 5 (2015), 5 (2016), 6 (2017), 5 (2018), 4 (2019), 5 (2020), and 2 (2021). The following number of students have enrolled in the Customs Course: 2 (2000), 6 (2001), 7 (2002), 8 (2003), 9 (2004), 13 (2005), 10 (2006), 14 (2007), 15 (2008), 17 (2009), 12 (2010), 10 (2011), 9 (2012), 10 (2013), 10 (2014), 10 (2015), 11 (2016), 11 (2017), 11 (2018), 10 (2019), 11 (2020), and 11 (2021).

### **[E][Master's] International Development Studies Program**

Program directors: Professor Takashi Aoki (2000-2006); Professor Yujiro Hayami (2000-2002); Professor Takashi Fukushima (2007-2009); and Professor Keijiro Otsuka (2007-2010).

The International Development Studies Program commenced in October 2000. It was not a program that continued from the time of Saitama University but rather came into being after GRIPS was established. The genesis of this can be attributed to the Foundation for Advanced Studies on International Development (FASID), an educational institution initiated by the Ministry of Foreign Affairs to facilitate development assistance. FASID encountered challenges in establishing an independent university and thus opted to forge a partnership with GRIPS. A cohort of distinguished development economists, including Professor Yujiro Hayami and Professor Keijiro Otsuka, formed part of FASID, assuming the full-time responsibility of instructing the program in alignment with the objectives of FASID through their joint appointment with GRIPS.

While the program had initially operated as an English-based program, it attracted students from various ministries, such as the Ministry of Foreign Affairs, who sought to deepen their understanding of development assistance policies. Additionally, undergraduates and those with practical experience in development assistance with a keen interest in advancing their knowledge also enrolled. A significant proportion of international students comprised young administrative personnel hailing from countries that were recipients of development assistance. Initially, the student composition was evenly divided between international and Japanese students, but the percentage of international students steadily increased over time. The curriculum was meticulously developed in anticipation of FASID's establishment, and the faculty shared a unified vision concerning the program's objectives. Consequently, the program garnered immense recognition, both domestically and internationally, as an esteemed offering that attracted exceptional students. It held a position of prominence as one of the core programs at GRIPS.

However, due to the Democratic Party of Japan's budget screening, FASID, as a special corporation of the Ministry of Foreign Affairs, was compelled to dissolve. Consequently, the International Development Studies

Program also had to be terminated. Recruitment efforts for new students ceased in 2011, and several faculty members who had previously contributed lectures under the FASID partnership embraced the opportunity to transition to GRIPS and assumed key roles in other programs.

The following number of students have enrolled in this program: 29 (2000), 31 (2001), 30 (2002), 32 (2003), 25 (2004), 28 (2005), 28 (2006), 30 (2007), 27 (2008), 30 (2009), and 30 (2010).

#### **[E][Master's] Young Leaders Program: School of Government**

Program directors: Professor Koji Nishimoto (2001-2003); Professor Ikuo Shimomura (2004-2007); Professor Takashi Shiraishi (2008); Professor Masahiro Horie (2009-2017); and Senior Professor Kiyotaka Yokomichi (2018 to present). Deputy directors of the School of Government: Professor Ikuo Shimomura (April to August 2010); and Professor Mikitaka Masuyama (September 2010 to present).

The Young Leaders Program: School of Government aims to foster future national leaders in Asian countries, facilitate the establishment of social networks among leadership figures across nations, cultivate friendships between Japan and other countries, and enhance the policy-making capabilities of diverse nations.

Prior to the establishment of GRIPS, there had been discussions among educators about a contemporary scholarship program that draws inspiration from the pre-war system of hosting special foreign students from the southern region. Supported by Prime Minister Keizo Obuchi, who was previously the Foreign Minister of Japan, this idea materialized into a national educational initiative known as the Young Leaders Program (YLP) in 2001.

With its historical background, the YLP distinguishes itself by offering higher scholarship grants compared to general government-sponsored foreign students. The program operates under the direct supervision of MEXT. Since its inception in 2001, it has provided the School of Government Course at GRIPS, the Business Administration Course at Hitotsubashi University, and the Law Course at Kyushu University. In 2003, two additional courses, namely the School of Local Governance Course at Kobe University and the Healthcare Administration Course at Nagoya University, were introduced. Subsequently, the School of Local Governance Course was transferred from Kobe University to GRIPS in 2009, becoming part of the offerings alongside the School of Government Course.

The program's curriculum offers distinctive courses that encompass colloquiums, field trips, independent studies, and a wide range of academic disciplines such as economics, political sciences, and administrative sciences.

With targeting countries in Asia and Eastern Europe, the program now encompasses 29 countries, an increase from the initial 22 countries at its inception. Through its program quality and effective promotional efforts, the program has consistently attracted a diverse cohort of students from various of countries.

Although the program does not qualify for scholarships from MEXT, it began accepting Japanese students in 2015, and in recent years, one to two Japanese students have participated annually.

The following number of students have enrolled in this program: 17 (2001), 15 (2002), 15 (2003), 17 (2004), 18 (2005), 20 (2006), 19 (2007), 20 (2008), 20 (2009), 22 (2010), 20 (2011), 22 (2012), 23 (2013), 23 (2014), 21 (2015), 18 (2016), 20 (2017), 18 (2018), 20 (2019), 21 (2020), and 22 (2021).

### **[J][Master's] Graduate Program in Japanese Language and Culture**

Program directors: Professor Masahiro Konno (2001-2010); Associate Professor Aya Kondoh (2011-2013); Associate Professor Natsuho Iwata (2014-2017); and Professor Mikitaka Masuyama (2018).

The Graduate Program in Japanese Language and Culture was inaugurated in 2001. The National Institute for Japanese Language and Linguistics and The Japan Foundation Japanese-Language Institute, Urawa had established remarkable expertise in research and educational training in the Japanese language and had been dedicated to providing Japanese language education to foreign learners. However, due to their inability to confer degrees, a collaboration was forged with GRIPS to establish this program. A program committee comprising these three institutions was established to formulate policies and allocate specific responsibilities for program administration. Given that GRIPS did not possess Japanese language education specialists at the time, a faculty member was appointed as the director to oversee overall coordination, while the Administrative Bureau assumed responsibility for entrance examinations, student evaluations, and degree conferral. Over time, The Japan Foundation Japanese-Language Institute, Urawa began to assume pivotal roles within this department.

The program aimed to not only teach pedagogical techniques of teaching the Japanese language but also foster individuals who would become pivotal figures in Japanese language education within their respective countries. To achieve this objective, student recruitment took into account the optimal balance for each country, considering recommendations from influential figures within social networks associated with Japanese language education in each country. While many other programs at GRIPS primarily attracted administrative officials, this program stood out by enrolling students who did not necessarily hold administrative positions. Eventually, the National Institute for Japanese Language and Linguistics withdrew from the program, leading the continued joint operation of the program by GRIPS and The Japan Foundation Japanese-Language Institute, Urawa. However, its originality gradually diminished as other universities began offering similar Japanese language education programs. Recognizing that the program had fulfilled its responsibilities, student recruitment was suspended in 2018. Nonetheless, since its inception, the program undeniably played a significant role in consistently nurturing key talents for Japanese language education in diverse countries.

The following number of students have enrolled in this program: 8 (2001), 9 (2002), 9 (2003), 6 (2004), 11 (2005), 10 (2006), 8 (2007), 6 (2008), 8 (2009), 6 (2010), 4 (2011), 4 (2012), 4 (2013), 4 (2014), 4 (2015), 5 (2016), 2 (2017), and 4 (2018).

### **[J][Master's] Intellectual Property Program**

Program directors: Professor Hideo Fukui (2004-2007, 2010-2014); and Professor Kaoru Okamoto (2008-2009).



This program was initiated in 2004 under the guidance of Professor Hideo Fukui. It provided education on intellectual properties with a primary focus on the methodologies of law and economics. The program entrusted the core subjects, such as economics, to GRIPS, while collaborating with the Research Center for Advanced Science and Technology of The University of Tokyo and the Seikei Law School to address the legal aspects. Through the cooperation of Professor Katsuya Tamai from the aforementioned center and Professor Junji Annen from the Seikei Law School, students were able to earn credits for the respective subjects offered by each university.

During its inception, the program aligned itself with the national agenda for intellectual property, integrating its objectives with the wider framework of national talent development policies. As a result, the program garnered support not only from the Ministry of Economy, Trade and Industry but also attracted students from various ministries, and agencies such as the Japan Patent Office, local governments, and corporations. However, as the program experienced a gradual decline in student enrollment, it merged with the Urban Policy Program in 2008, which shared many common subjects from the outset. While designated as a specific concentration known as the Intellectual Property Concentration within the Urban Policy Program in 2015, it eventually underwent complete integration with the Urban Policy Program in 2017, leading to the suspension of separate student recruitment.

The following number of students have enrolled in this program: 11 (2004), 13 (2005), 15 (2006), 10 (2007), 6 (2008), 6 (2009), 4 (2010), 4 (2011), 6 (2012), 2 (2013), and 2 (2014).

#### **[E][Master's] Disaster Management Policy Program (Earthquake Disaster Mitigation Program)**

Program directors: Professor Shigeru Morichi (2005-2010); Professor Kenji Okazaki (2011-2012); Professor Shoichi Ando (2013-2015); Professor Hiroki Sunohara (2016-2018); and Professor Masaru Sugahara (2019 to present).

The program was launched in 2005 through a tripartite partnership involving GRIPS, the Building Research Institute, and JICA (Japan International Cooperation Agency). By collaborating with JICA, the Building Research Institute, which operates under the Ministry of Land, Infrastructure, Transport, and Tourism offered intellectual training in the domains of science and engineering about earthquakes in Japan. This training extended not only to Japanese seismologists but also encompassed researchers and administrative officials from diverse countries. However, due to the lack of degree-granting authority, they joined forces with GRIPS to provide a more comprehensive educational experience through a degree program. Employing GRIPS as the overarching institution, the program was initiated under the stewardship of a committee of specialists led by Kazuo Oike, former President of Kyoto University, who was tasked with developing the curriculum. These concerted efforts culminated in the launch of the Earthquake Disaster Mitigation Program: Seismology, Earthquake Engineering Course, which delivers professional education at the Building Research Institute. Students enrolled in the program arrive in Japan as JICA trainees, while GRIPS assumes responsibility for various procedures, including the admission of foreign students and the managing of the curriculum.

In 2006, the Earthquake Disaster Mitigation Program expanded its scope with the launch of the Tsunami Disaster Mitigation Course, aimed at providing training on various aspects of tsunamis. Concurrently, the International Centre for Water Hazard and Risk Management (ICHARM) was established at the Public Works Research Institute. Subsequently, in 2007, the program underwent a transformative phase by incorporating the Public Works Research Institute as a partner and assuming the new designation of the Disaster Management Policy Program. This shift was prompted by the increasing recognition of the need for education and training in the realm of water-related disasters, including tsunamis resulting from earthquakes. The program operates as a collaborative endeavor with a dedicated steering committee comprising representatives from relevant institutions, ensuring close cooperation and synergy. Through recruitment efforts targeting specialists from around the globe, the program solidified its position as a global hub in this field, resulting in the stable operation of the program. It now encompasses two distinct concentrations: one focusing on seismology, earthquake engineering, and tsunami disaster mitigation, and the other dedicated to water-related disaster management.

GRIPS accommodates researchers from the Building Research Institute and the Public Works Research Institute in the capacity of joint-appointment professors and associate professors. To further enhance their educational offerings, both institutions have also fostered collaborations with affiliated entities, including The University of Tokyo. GRIPS, in turn, has implemented measures to incorporate these individuals as joint-appointment faculty members and part-time lecturers, augmenting its academic ecosystem.

Within the concentration of seismology, earthquake engineering, and tsunami disaster mitigation concentration established in partnership with the Building Research Institute, students acquire profound knowledge and proficiency in these specialized fields. They also delve into the intricacies of disaster prevention policy, drawing from Japan's rich experiences.

In the water-related disaster management concentration, developed in collaboration with the Public Works Research Institute, students delve into the realms of fundamental engineering disciplines, such as hydrology, river engineering, dams, and erosion control facilities. Furthermore, they gain insights into comprehensive flood risk management and the creation of flood hazard maps, indispensable for formulating effective soft measures. Practical training and problem-solving exercises are integral to both concentrations, equipping students with the capacity to apply their acquired knowledge and techniques to address specific challenges in their respective countries and excel as esteemed experts in their chosen fields.

The students of the Disaster Management Policy Program primarily receive education in Tsukuba City, situated in Ibaraki Prefecture, where the Building Research Institute and the Public Works Research Institute are located. However, akin to their fellow students, they also travel to the Roppongi campus to participate in intensive courses and events, including the graduation ceremony.

The following number of students have enrolled in this program: 20 (2005), 25 (2006), 37 (2007), 31 (2008), 36 (2009), 33 (2010), 43 (2011), 33 (2012), 33 (2013), 36 (2014), 34 (2015), 30 (2016), 35 (2017), 18 (2018), 22 (2019), 22 (2020), 33 (2021).

### **[E][Master's] Economics, Planning and Public Policy Program (Indonesia Linkage Program)**

Program directors: Professor Yonosuke Hara (2007-2020), and Professor Toshihiro Kudo (2021 to present).

After an extensive discussion aimed at promoting collaborative initiatives with Indonesia to facilitate international cooperation, the program was launched in 2007 under the leadership of Professor Takashi Shiraishi, who later assumed the presidency of GRIPS. This endeavor required meticulous coordination with relevant institutions. At the time of its inception, Professor Yonosuke Hara of The University of Tokyo, recognizing the significance of this endeavor, transferred to GRIPS and assumed a pivotal role in its operation.

The program sets out to cultivate individuals capable of contributing to the effective governance and economic development of Indonesia, primarily through its local government and central government bodies, such as the National Development Planning Agency (BAPPENAS) and the Ministry of Finance. To accomplish this objective, an agreement was forged between the Indonesian and Japanese governments, whereby the Japanese government provides the funding within the framework of developmental assistance, and the Indonesian government offers scholarships. The Indonesian government selects students from prestigious Indonesian universities, including Universitas Indonesia (two graduate schools), Universitas Padjadjaran, Universitas Gadjah Mada (three graduate schools), and Universitas Brawijaya (two graduate schools).

The program spans two years, encompassing the attendance of lectures at any of the Indonesian universities during the first year, followed by studies at GRIPS during the second year. This dual-degree program enables students to obtain two master's degrees within the span of two years, with both GRIPS and the Indonesian universities mutually recognizing and accrediting the credits earned.

The curriculum allows students to tailor their studies to their specific interests, encompassing a wide range of fields while emphasizing core competencies in economics, development relations, politics, public administration, and related areas. Initially, challenges arose in coordinating credit-bearing courses with Indonesian universities. However, through cooperation, these systems gradually integrated, resulting in the stabilization of educational content. Originally intended to span six years, the program has been extended and continues to this day. The significant presence of Indonesian students among the international student body at GRIPS can be attributed to this program.

The following number of students have enrolled in this program: 22 (2007), 24 (2008), 27 (2009), 25 (2010), 29 (2011), 22 (2012), 17 (2013), 4 (2014), 12 (2015), 24 (2016), 26 (2017), 26 (2018), 15 (2019), 19 (2020), and 2 (2021).

### **[J][Master's] Urban Policy Program**

Program directors: Professor Hideo Fukui (2008-2021); and Visiting Professor Yoshitsugu Kanemoto (2022 to present).

In 2008, Professor Hideo Fukui initiated the program in collaboration with entities such as the Ministry of Land, Infrastructure, Transport and Tourism. The program targets individuals, including policymakers from both

the public and private sectors engaged in community development at a broader scale. It imparts a diverse and interdisciplinary set of analytical methods based on the foundations of law and economics, drawing insights from disciplines such as sociology, regional policy studies, theories of regional communities, urban planning, and urban structure theories.

This program has evolved into an intensive training program that effectively harnesses the methods of law and economics. It places particular emphasis on imparting practical legal techniques, including the art of elucidating the necessity and rationale behind policies, as well as preventive legal practices. In 2015, the program introduced an Intellectual Property Course, inheriting the Intellectual Property Program. This course offers instruction in various aspects, such as the legal foundations of intellectual property laws, the applications of IP laws in the public and private sectors, and the latest trends in advanced science and technology.

Consequently, the program offers a curriculum that evolves around the domains of law and economics and is taught by a diverse range of faculty members, including full-time and visiting professors, hailing from various fields. These include faculty members seconded from the Ministry of Land, Infrastructure, Transport and Tourism, legal scholars, and economists. Initially, the program primarily catered to municipal officials (primarily from cities, towns, and villages) seeking to enhance their understanding of urban policies. However, it soon expanded its reach to include participants from other institutions, such as prefectures, national bodies like the Secretariats and Legislative Bureaus of both Houses and the Ministry of Land, Infrastructure, Transport, and Tourism, as well as independent administrative agencies like the Urban Renaissance Agency and the Japan Housing Finance Agency.

Given its curriculum that thrives through diverse collaborations, while maintaining a core focus on law and economics, the program awards degrees such as Master of Public Policy, Master of Law and Policy, and Master of Public Economics. It operates as a strategic alliance program, fostering partnerships with other universities and leveraging the Community Renovation Grants provided by the Cabinet Office. Within this framework, the affiliated faculty members engage in various activities, including supporting municipality projects and conducting research for special corporations.

The following number of students have enrolled in this program: 14 (2008), 17 (2009), 20 (2010), 26 (2011), 24 (2012), 22 (2013), 19 (2014), 19 (2015), 18 (2016), 15 (2017), 14 (2018), 13 (2019), 8 (2020), 11 (2021), and 6 (2022).

### **[J][Master's] Education Policy Program**

Program director: Professor Masahiro Konno (2009-2016).

Following a request from MEXT to establish an educational policy program and receive a management expense grant to enhance its capabilities, GRIPS commenced preparations for the program. However, due to the challenge of promptly assembling a team of education policy experts, extensive deliberations ensued, leading to the appointment of Professor Masahiro Konno, a former MEXT employee, as the program director. Subsequently, in 2009, the Education Policy Program was officially launched. Recognizing the difficulty in securing full-time

faculty members in the field of pedagogy, GRIPS adopted an alternative approach by inviting a diverse array of visiting professors and part-time lecturers, resulting in a program that diverges significantly from a conventional faculty of education. Consequently, it was determined that lectures on political science and economics would be shared with the Public Policy Program, while intensive focus would be placed on educational policy lectures. From 2009 to 2016, around 10 students were enrolled each year, including individuals from prefectural boards of education, ordinance-designated cities, and major cities. Many of these students, dispatched by the boards of education, were former teachers who transitioned to work within the educational administration of these boards. They highly valued the policy-oriented courses for the opportunity to explore subjects beyond their domains. In 2016, the program underwent reorganization as the Education Policy Concentration, following the restructuring of the Public Policy Program. However, the concentration was discontinued in the same year due to certain changes in MEXT's systems.

The following number of students have enrolled in this program: 9 (2009), 8 (2010), 7 (2011), 7 (2012), 7 (2013), 6 (2014), 3 (2015), and 7 (2016).

#### **[E][Master's] Young Leaders Program: School of Local Governance**

Program directors: Professor Masahiro Horie (2009-2017); and Senior Professor Kiyotaka Yokomichi (2018 to present). Deputy directors of the School of Local Governance: Professor Kiyotaka Yokomichi (2009-2017); and Professor Hirofumi Takada (2018 to present).

The Young Leaders Program: School of Local Governance represents one of the concentrations within the broader Young Leaders Program (YLP), which was established in 2001. Its primary objective is to foster future national leaders in Asian countries who specialize in the field of local governance. Additionally, the program aims to facilitate the establishment of social networks among leaders from different nations, forge international friendships, and enhance the policymaking capabilities of participating countries.

Originally launched at Kobe University in 2003, the program encountered temporary hiatus due to operational challenges. However, it was reintroduced at GRIPS in 2009, alongside the YLP School of Government.

Operating under the YLP framework, both concentrations are integrated due to the overlapping nature of their curricula, which include shared lectures, colloquiums, and independent studies. Nonetheless, the School of Local Governance offers specialized courses, such as “Local Government System and Finance” and “Local Government in the Changing World,” in addition to hosting workshops.

Between 2005 and 2010, GRIPS initiated the Comparative Studies in Local Governance Project, dedicated to creating English materials about local governments in Japan. The outcome of this project has significantly contributed to the course materials used in the School of Local Governance.

Like the School of Government, the program primarily targets countries in Asia and Eastern Europe. Initially encompassing 18 countries upon its transfer to GRIPS in 2009, the program has expanded to include 21

countries, including Japan. Through its commitment to program quality and effective promotional efforts, the program has attracted a diverse pool of students from various countries.

The following number of students have enrolled in this program: 12 (2009), 12 (2010), 10 (2011), 11 (2012), 13 (2013), 12 (2014), 10 (2015), 10 (2016), 10 (2017), 9 (2018), 9 (2019), 10 (2020), and 9 (2021).

### **[E][Master's] Asian Economic Policy Program**

Program director: Professor Yuqing Xing (2010).

Over the course of two decades following the conclusion of the Cold War, even Asian countries adhering to socialist ideologies embarked on a gradual process of promoting market economies. This transformative shift prompted the International Monetary Fund (IMF), the funding entity for the Transition Economy Program, to consider further program development, which led to the inception of the Asian Economic Policy Program in 2010. The recruitment of students for this program continued to be collaborative with the IMF, targeting key economic policymakers employed in institutions such as treasury departments and central banks within their respective nations. Eligible countries encompassed a broad range including India, Indonesia, Uzbekistan, Cambodia, Kyrgyzstan, Sri Lanka, Thailand, Tajikistan, China, Bangladesh, Vietnam, Laos, and Mongolia, expanding beyond the scope of the Transition Economy Program. During this period, the IMF underwent institutional reforms and deliberated the implementation of a bidding system for its programs, resulting in modifications to its scholarship framework. To align with the evolving scholarship system of the IMF and cater to the specific needs and realities of the participating countries, the program underwent reorganization in 2011 and was rebranded as the Macroeconomic Policy Program, offering both a one-year and two-year track.

The program enrolled 19 students in 2010.

### **[E][Master's] One-year Master's Program of Public Policy (MP1) / Two-year Master's Program of Public Policy (MP2)**

Program directors (for both MP1 and MP2): Associate Professor Yuichiro Yoshida (2010); Senior Professor James R. Rhodes (2011-2013); Associate Professor Nobuhiro Hosoe (2014-2016); and Professor Makoto Tanaka (2017 to present).

As previously mentioned, these two programs were established through the reorganization of the Public Policy Program, and as such, they are operated collectively due to their numerous shared features. The One-year Master's Program of Public Policy (MP1) and the Two-year Master's Program of Public Policy (MP2) were inaugurated in 2010 in response to the growing demand for a two-year program among students and countries from which they originate.

In MP1, mid-career administrative officials from government and international institutions engage in learning the art of analyzing and designing public policies, while refining the skills necessary for the management and implementation of such policies. This program distinguishes itself by offering a wide array of course options in comparison to other programs. It is structured to allow students to gain expertise by selecting one of the four

policy specializations: economic policy, international development studies, international relations, and public policy, while also allowing them to take a broad range of elective courses. The program places significant emphasis on providing practical education delivered by policy practitioners and professionals.

Furthermore, the MP2 program aims to cultivate individuals capable of addressing diverse policy challenges faced by both developing and developed countries. It seeks to equip students with advanced analytical skills to formulate policy proposals and position them as intermediaries between cutting-edge policy research and the practical realm of policymakers. First-year MP2 students undertake highly similar courses to their MP1 counterparts. However, in their second year, they apply the specialized skills and practical insights they have acquired to develop their master's thesis under the guidance of a faculty member specializing in their chosen policy area. The program welcomes foreign students through various scholarships, primarily those offered by MEXT and the Asian Development Bank.

The following number of students have enrolled in the MP1 program: 39 (2010), 33 (2011), 36 (2012), 32 (2013), 27 (2014), 32 (2015), 14 (2016), 20 (2017), 17 (2018), 16 (2019), 30 (2020), and 32 (2021). The following number of students have enrolled in the MP2 program: 5 (2010), 11 (2011), 13 (2012), 13 (2013), 12 (2014), 9 (2015), 7 (2016), 8 (2017), 2 (2018), 5 (2019), 8 (2020), and 9 (2021).

#### **[E][Master's] Macroeconomic Policy Program: One-year Program / Two-year Program**

Program directors: Professor Yuqing Xing (2011); Associate Professor Wade Donald Pfau (2012); Professor Roberto Leon-Gonzalez (2013-2015); and Associate Professor Junichi Fujimoto (2016 to present).

These two programs, the one-year and two-year programs, were established in 2011 as an extension of the Asian Economic Policy Program, which originated from the Transition Economy Program. The introduction of these new programs was prompted by the increasing number of students who not only possessed the ability to write policy papers under the one-year program but also demonstrated the capacity to undertake a thesis in the two-year program. This trend was a testament to the growing recognition of GRIPS from various countries. The program was named the Macroeconomic Policy Program, signifying their aim to nurture specialists in macroeconomic policy. This nomenclature emerged from discussions that acknowledged the program's target region need not be confined to Asia, considering the expanding relevance of macroeconomic policy beyond this geographical scope. Scholarships for these programs primarily comprise the Japan-IMF Scholarship Program for Asia (JISPA), reflecting the longstanding relationships forged since the inception of the Transition Economy Program.

The overarching objective of the Macroeconomic Policy Program is to cultivate specialists capable of comprehending macroeconomic fluctuations, as well as the impacts and roles of domestic and international fiscal and monetary policies, and to propose appropriate measures. Within these programs, students delve into macroeconomic principles and theories, acquiring practical analytical technical skills for conducting macroeconomic designs and evaluations. This is achieved through mandatory courses encompassing macroeconomics, microeconomics, and econometrics. Additionally, students have the opportunity to specialize in

areas such as monetary policy, fiscal policy, international trade, and financial markets through a diverse range of recommended and elective courses.

The following number of students have enrolled in the One-year Program: 12 (2011), 17 (2012), 17 (2013), 11 (2014), 12 (2015), 10 (2016), 10 (2017), 9 (2018), 9 (2019), 9 (2020), and 7 (2021). The following number of students have enrolled in the Two-year Program: 7 (2011), 7 (2012), 8 (2013), 8 (2014), 6 (2015), 6 (2016), 6 (2017), 8 (2018), 7 (2019), 6 (2020), and 7 (2021).

### **[J][Master's] Disaster Risk Management Program→ Disaster Risk Management Concentration of the Public Policy Program**

Program (concentration) directors: Professor Kenji Okazaki (2012); and Professor Fumio Takeda (2013 to present).

This program aims to cultivate individuals with comprehensive expertise and abilities for formulating and implementing policies about disaster and crisis management. The program was established in 2012 with the educational budget from MEXT in response to the escalating importance of policies concerning disaster prevention, crisis management, and post-disaster reconstruction following the Great East Japan Earthquake. The program's core faculty comprises of professionals with administrative backgrounds in disaster prevention, such as those from the Ministry of Internal Affairs and Communications (Fire and Disaster Management Agency) and the Ministry of Land, Infrastructure, Transport and Tourism (construction/erosion control). In addition, the program features lectures by internal and external experts. In 2016, it was integrated into the Public Policy Program and rebranded as [Master's] Disaster Risk Management Concentration.

The program offers highly specialized courses focused on various aspects of disaster management, including prevention, recovery, reconstruction, risk management, detailed discussions on countermeasures, crisis management policies, fire prevention, disaster mitigation, and in-depth studies of disaster-stricken areas. Furthermore, it incorporates common courses from the Public Policy Program to enhance academic analytical skills. The research scope has expanded in response to the proliferation of disasters and the growing importance of crisis management. As a result, the program serves as a platform for cultivating individuals with comprehensive expertise and advanced specialized skills, enabling them to plan and implement policies related to disaster prevention and crisis management. The students enrolled in the program are individuals who bear responsibility for or possess a strong interest in disaster prevention and crisis management. While many students work for local governments, some also hold positions in central ministries and private companies.

The program actively engages in disaster area studies through field visits to affected regions and collaborates with relevant institutions such as the Japan Meteorological Agency, Disaster Management of the Cabinet Office, Fire and Disaster Management Agency of the Ministry of Internal Affairs and Communications, Ministry of Land, Infrastructure, Transport and Tourism, and the Ministry of Defense, and hosts conferences and symposiums. These activities foster the establishment of networks focused on disaster prevention and crisis management policies, encourage community interaction, and deepen connections within the network.



The following number of students have enrolled in this program: 6 (2012), 17 (2013), 13 (2014), 16 (2015), 10 (2016), 12 (2017), 10 (2018), 7 (2019), 13 (2020), 9 (2021), and 8 (2022). (The number of enrollees for 2016 and onward illustrates the enrollees of the [Master's] Disaster Risk Management Concentration (Public Policy Program))

**[J/E][Master's] Science, Technology and Innovation Policy Program: Science, Technology and Innovation Policy Program and Science, Technology and Innovation Policy Concentration of the Public Policy Program**

Program (concentration) directors: Professor Tateo Arimoto (2013-2016); Professor Atsushi Sunami (2017-2019); and Professor Takayuki Hayashi (2020 to present).

The programs aim to cultivate individuals capable of devising, proposing, implementing, evaluating, and adjusting policies related to scientific and technological innovation, utilizing rigorous scientific approaches. The [Doctorate] Science and Technology Policy Program, which has been available to students since 2004, underwent reorganization and emerged as the Science, Technology and Innovation Policy Program. Consequently, the [Master's] Science, Technology, and Innovation Policy Program was introduced in 2013. These programs aspire to nurture a diverse range of specialized professionals, including government officials, researchers, and practitioners, who are engaged in the analysis, planning, proposal, implementation, and investigation of policies and strategies about scientific and technological innovation within the realms of government, universities, and corporations. The faculty comprises esteemed national and international experts in the field of science and technology policy research, complemented by experienced practitioners who provide practical education.

The programs have been designated as fundamental research and human resource development bases for the Science for RE-designing Science, Technology, and Innovation Policy (SciREX) project initiated by MEXT. They collaborate with other bases, such as the University of Tokyo, Hitotsubashi University, Kyoto University, Osaka University, and Kyushu University, to organize summer camps and develop core curricula. Additionally, distinguished researchers and practitioners from Japan and abroad are invited to conduct study groups and seminars, facilitating discussions on the latest research findings and policy matters.

In 2021, its traditional full-time program transitioned into the [Master's] Science, Technology, and Innovation Policy Concentration of the Public Policy Program, offered as a one-year program. The [Master's] Science, Technology, and Innovation Policy Program underwent reorganization in 2020 and now spans two years, with courses conducted primarily in the evenings and Saturdays (in 2020, both one-year and two-year versions of this program were available). Across all these programs, students engage in coursework to acquire the requisite knowledge and methodology for policy and strategy formulation issues analysis. Subsequently, they are required to produce either a master's thesis or a policy paper addressing specific issues.

The following number of students have enrolled in this program: 1 (2014), 1 (2015), 1 (2016), 1 (2017), 1 (2018), 1 (2019), 2 (one-year), and 6 (two-year) (2020), 1 (concentration) and 9 (program) (2021), and 1 (concentration) and 7 (program) (2022).

### **[E][Master's] Maritime Safety and Security Policy Program**

Program directors: Senior Professor Keiichi Tsunekawa (2015); Professor Narushige Michishita (2016-2020); and Professor Yoko Iwama (2021 to present).

This program aims to nurture individuals equipped with advanced practical and applied knowledge, analytical and proposal skills, and adeptness in international communication skills capable of effectively and promptly addressing a myriad of maritime issues. Launched in 2015 through a collaboration between the Ministry of Land, Infrastructure, Transport and Tourism and the Japan Coast Guard Academy, this program emerged as a means to augment the educational offerings of the academy, which has been traditionally engaged in exchange training with overseas institutions but lacked degree-granting authority. By partnering with GRIPS, the academy aimed to further enhance its educational endeavors.

Distinguished by an unprecedented curriculum, this program focuses on the cultivation of maritime security specialists. Students partake in courses at GRIPS during the fall and winter sessions, spanning from October through March. The curriculum encompasses mandatory courses in international relations, international security, international law, East Asian international relations, international maritime laws, and more. Additionally, students have the opportunity to select elective courses based on their interests, such as political economics and policy proposals. Subsequently, students relocate to the Japan Coast Guard Academy in Kure City, Hiroshima Prefecture, until July to undertake various courses aimed at preparing them for their future roles as practitioners. These unique courses include topics related to rescue and protection policies and maritime police policies. The program employs exercises that deepen students' understanding of the international maritime order through lectures delivered by experts and Japanese Coast Guard practitioners. Furthermore, students engage in collaborative brainstorming sessions, whereby they analyze and evaluate the responses of maritime law enforcement agencies through case studies. Students are expected to commence early planning for their research paper and generate high-quality research outcomes with guidance from among the faculty members of both GRIPS and Japan Coast Guard Academy. In certain cases, students may seek assistance from the Japan Coast Guard to conduct their research.

Another crucial objective of this program is to contribute to the maintenance of maritime order based on international law by fostering an international social network among students who have studied together. The student body comprises individuals from various countries, including India, Indonesia, Sri Lanka, Thailand, the Philippines, Vietnam, and Malaysia, and students from the Japan Coast Guard Academy. As part of an international cooperation effort, this program is offered through collaboration between the Japan Coast Guard Academy and the Japan International Cooperation Agency (JICA). The scholarships associated with this program are funded by JICA.

The following number of students have enrolled in this program: 10 (2015), 6 (2016), 7 (2017), 9 (2018), 8 (2019), 7 (2020), and 5 (2021).

**[J][Master's] Infrastructure Policy Concentration of the Public Policy Program**

Refer to the Development Policy Program on p.66 .

**[J][Master's] Regional Policy Concentration of the Public Policy Program**

Refer to the Regional Policy Program on p.67 .

**[J][Master's] Education Policy Concentration of the Public Policy Program**

Refer to the Education Policy Program on p.77 .

**[J][Master's] Disaster Risk Management Concentration of the Public Policy Program**

Refer to the Disaster Risk Management Program on p.81 .

**[J][Master's] Health Care Policy Concentration of the Public Policy Program**

Concentration directors: Professor Kenji Shimazaki (2013-2019); and Professor Taichi Ono (2020 to present).

The Health Care Policy Concentration of the Public Policy Program (formerly known as the Health Care Policy Concentration of the Regional Policy Program from 2013 through 2015) aims to foster individuals who possess a comprehensive understanding of policy trends and issues in the realm of healthcare and related fields. These individuals are equipped to implement practical and comprehensive policies through the acquisition of theoretical knowledge, analytical methods, and insights into health care policy. The program's establishment as an independent concentration occurred in 2016, building upon the foundation of healthcare policy lectures previously offered by the Regional Policy Program. A summer training program for municipality staff members further contributed to the formation of this standalone concentration, which continues to thrive to this day. While primarily targeting municipal staff members engaged in the comprehensive planning and proposals of health care policies, the concentration also welcomes participants from related organizations, medical corporations, and think tanks. Furthermore, some students from the Regional Policy Concentration also enroll in this concentration to earn academic credits.

The concentration is carefully structured to provide students with a diverse range of courses that center around health care policy theories, general theories of social security, health care management theories, and advanced health care policies. Students also have the opportunity to delve into subjects such as economics and data analysis methods. The program aims to cultivate skills necessary for policy implementation through the composition of a policy paper, accompanied by guidance from faculty members. The core courses are taught by faculty with a strong theoretical background and practical experience, many of whom have previously served in positions at the Ministry of Health, Labor and Welfare. Additionally, the program organizes various activities, including guest lectures by experts from the forefront of the field and field trips to municipalities and hospitals to explore progressive initiatives.

The following number of students have enrolled in this program: (2 (2013), 6 (2014), 1 (2015)), 2 (2016), 4 (2017), 8 (2018), 3 (2019), 3 (2020), 3 (2021), and 3 (2022).

#### **[J][Master's] Agricultural Policy Concentration of the Public Policy Program**

Concentration directors: Specially Appointed Professor Hiroyuki Kamii (2014 to September 2015); Professor Fumihiro Kabuta (October 2015 to 2018); Associate Professor Atsushi Oguchi (2019-2021); and Associate Professor Yasuyuki Hanawa (2022 to present).

The [Master's] Agricultural Policy Concentration of the Public Policy Program (established as the [Master's] Agricultural Policy Concentration of the Regional Policy Program from 2014 to 2015) aims to nurture individuals equipped with expertise in policy formulation and administration management, specifically focused on fostering regional revitalization through agriculture. With the introduction of the course system, it underwent reorganization in 2016, emerging as the [Master's] Agricultural Policy Concentration (Public Policy Program). The concentration gained official recognition through a series of relevant lectures and summer training sessions conducted within the framework of the Regional Policy Program. Many of its students are municipal employees who demonstrate a keen interest in agricultural policies.

The concentration encompasses a core curriculum that delves into introductory and advanced theories about food, agriculture, and rural policies as well as contemporary theories on the nexus of food and agriculture and regional development through food. It also offers practical lectures on policy research and proposal development led by faculty members seconded by the Ministry of Agriculture, Forestry and Fisheries. Moreover, it emphasizes engagement with industry leaders in the relevant market and personnel from central ministries such as the Ministry of Agriculture, Forestry and Fisheries. The concentration fosters networking opportunities among its students, including those from other programs and concentrations. The course design is grounded in the belief that having a civil servant serve as a communication coordinator, possessing a deep understanding of business dynamics and the capacity to identify issues, and subsequently leveraging their extensive network to connect with individuals possessing specialized skills, can effectively address the challenges faced by farmers and food businesses. Under the guidance of faculty members, students also conceive region-specific policies by composing policy papers that outline strategies for revitalizing agricultural-focused regions, encompassing aspects such as branding and expanding sales channels for local products, tailored to the unique circumstances of the region.

The following number of students have enrolled in this concentration: (5 (2014), 6 (2015)), 6 (2016), 2 (2017), 1 (2018), 2 (2019), 3 (2020), 3 (2021), and 3 (2022).

#### **[J][Master's] Regional Development and Finance Concentration of the Public Policy Program**

Concentration director: Professor Kiyotaka Yokomichi (2016-2017).

The [Master's] Regional Development and Finance Concentration of the Public Policy Program was established in cooperation with the Development Bank of Japan (DBJ) for the 2016 and 2017 academic years.

This concentration was founded upon the recognition that collaborative endeavors between municipal entities and regional financial institutions are crucial in achieving regional growth strategies. Its students were young employees of municipal entities and regional financial institutions who sought to comprehensively learn the theories, knowledge, and specific methodologies for planning, proposing, and advancing effective community development projects that also incorporate business and financial perspectives.

It had 8 and 6 students in 2016 and 2017, respectively.

### **[J/E][Master's] Strategic Studies Program**

Program directors: Professor Narushige Michishita (2016-2020); and Professor Yoko Iwama (2021 to present).

The Strategic Studies Program is a program for senior practitioners from Japan and other countries who are involved in security and defense policies to impart the necessary education for acquiring the ability to formulate and implement policy, to collect, analyze, and disseminate information, and to communicate with relevant countries. It also aims to provide a platform for policy research. The program was launched in 2016 in partnership with The National Institute for Defense Studies, a research institute of the Ministry of Defense. The National Institute for Defense Studies had a plan to establish its own educational programs that are independent from the National Defense Academy, an institution of the Ministry of Defense. Following deliberation based on this plan, they decided to launch the program in partnership with GRIPS. As this is a one-year program featuring a range of specialized content exclusive to The National Institute for Defense Studies, it is administered through a collaborative effort between the full-time faculty of GRIPS and the joint appointment faculty of the National Institute for Defense Studies. The majority of participants in the program are employees of the Ministry of Defense and Japan Self-Defense Forces.

Students take courses both at GRIPS and The National Institute for Defense Studies. The requisite courses encompass core courses aimed at attaining the fundamental knowledge and practical skills necessary for ensuring security (e.g., international security theories, strategy theories, law and security, economics, and security), as well as a broad range of courses that are essential for considering security and defense policies from a long-term perspective (e.g., historical principles of war, the history of modern Japanese military). It also offers elective courses such as regional security course, as well as courses categorized by subject areas such as introduction to international politics, introduction to political-military relations, space and security, and introduction to defense industry and technological development. Furthermore, the program includes policy simulations, as well as research and discussion on security and defense policies under various scenarios. It also includes exercises involving the implementation of measures by government institutions, collaboration with relevant organizations, and the application of various laws. In preparing policy papers, each student is guided by two faculty members, one from the University and one from the National Institute for Defense Studies. The following number of students have enrolled in this program: 10 (2016), 1 (2017), 9 (2018), 8 (2019), 10 (2020), and 9 (2021).

### **[J][Master's] Cultural Policy Concentration of the Public Policy Program**

Refer to the Cultural Policy Program on p.68 .

### **[Master's] Science, Technology and Innovation Policy Concentration of the Public Policy Program**

Refer to the Science, Technology and Innovation Policy Program on p.82 .

### **[Master's] Open Concentration of the Public Policy Program**

Refer to the Public Policy Program on p.65 .

### **[J][Master's] International Cooperation Concentration of the Public Policy Program**

Concentration directors: Professor Yoko Nakagaki (2020); and Professor Izumi Ohno (2021 to present).

The [Master's] International Cooperation Concentration of the Public Policy Program aims to foster individuals capable of assuming leadership positions in the realm of global development and cooperation, with a comprehensive understanding of both domestic and international perspectives, all in service of advancing the Sustainable Development Goals (SDGs). It underwent a renewal process in April 2020, emerging as a distinct concentration within the frame of the Public Policy Program.

This course is unique in that, in addition to the required and elective courses in the Public Policy Program as a whole, students are required to take five specialized international development-related courses taught in English as designated courses. By integrating Japanese and English programs, Japanese students are actively encouraged to participate in English, providing an environment in which they can study alongside mid-career international students working in government departments in developing countries and other countries. A key emphasis lies in equipping students of this concentration with a comprehensive knowledge base that underpins public policy as a whole, while also providing them with specialized expertise demanded of seasoned development professionals. Additionally, they are encouraged to engage in policy discussions and networking with international students who represent the future leaders of their respective countries.

It had 1, 2, and 4 students in 2020, 2021, and 2022, respectively.

### **[J/E][Master's] Global Leadership Development Program (GLD)**

Program directors: President Akihiko Tanaka (2020-2021); and Professor Narushige Michishita (2022 to present).

The Global Leadership Development Program (GLD) was inaugurated in April 2020 to foster individuals proficient in international affairs, equipped with strategic acumen, excellent communication prowess, and a proven track record in policy formulation and international negotiations. This program is designed to enable students to acquire a master's degree within a span of two years while concurrently engaged in professional work

commitments. This is made possible through a schedule accommodating evening and Saturday lectures, coupled with the requirement to compose a master's thesis in English.

The curriculum encompasses a wide range of courses, spanning subjects such as theories and research methodologies in international relations, analysis of economic policy, theories of international economic negotiation, diplomatic strategies, theories of diplomatic negotiation, security theories, applied theories in international finance, research methods, and exercises about international relations, and simulations of international relations and diplomacy. Supplementary courses, including "Principles of Effective Communication and Effective Communication" and "Effective Communication for Global Leaders," are included to bolster English communication skills. Moreover, the program incorporates the Diplomatic Academy, a leadership development course sponsored by GRIPS ALLIANCE.

The process of composing a master's thesis in English is undertaken over the course of two years. In the initial year, students acquire the skills necessary to effectively communicate and construct a thesis blueprint. During the subsequent year, students finalize their thesis, honing their English language proficiency and receiving personalized guidance from a foreign faculty member.

Its alumni and current students to date have come from The Asahi Shimbun Company; Japan Aerospace Exploration Agency (JAXA); Japan Coast Guard; Ministry of Foreign Affairs; Ministry of Economy, Trade and Industry; Public Security Intelligence Agency; Japan International Cooperation Agency (JICA); Fisheries Agency; Daiwa Food & Agriculture Co., Ltd.; Deloitte Tohmatsu Consulting LLC; Nikkei Inc.; KEIDANREN (Japan Business Federation); Japan External Trade Organization (JETRO); Ministry of Agriculture, Forestry and Fisheries; Ministry of Defense and Self-Defense Forces; The Mainichi Newspapers Co., Ltd.; and MEXT.

It had 11, 10, and 11 students in 2020, 2021, and 2022, respectively.

#### **4-5. Graduate School of Policy Studies (Doctoral Programs)**

**[J] means the programs mainly conducted in Japanese and [E] means the programs mainly conducted in English.**

When the Public Policy Program was launched in 2000, the first major challenge was to enhance its master's programs. While doctoral students were admitted from 2002 onwards, it was not until approximately 2006 that a dedicated doctoral program, known as the Security and International Studies Program, was established, thereby establishing a comprehensive doctoral framework. GRIPS enforces a fundamental framework for all doctoral programs. Most of GRIPS's doctoral programs span a duration of three years so individuals who have completed a master's degree at GRIPS cannot automatically progress to the doctoral program. An exception to this is the Policy Analysis Program. Though even in this case, some students may be advised to suspend their studies and withdraw from the program based on their level of mastery, even if they have already started their doctoral program.

Depending on the student and the program, the Qualifying Examination (QE) is administered at the end of approximately one year of coursework. This examination serves as a prerequisite for embarking on the doctoral dissertation. As a general rule, students are required to undertake three written examinations and one oral examination. Failing the QE renders students unable to continue their studies within the doctoral program. Although students have the opportunity to retake the examination six months later if they fail, they will be unable to proceed any further in their studies upon a second failure. The QE is known for its rigorous nature, and it is not uncommon for students to encounter difficulties in surpassing this hurdle.

For the final assessment of doctoral dissertations at GRIPS, the review board provides input to refine the final dissertations. This approach ensures stringent evaluation since assessments of final drafts often tend to be lenient. A minimum of four faculty members review the dissertations. For instance, if there is one supervisor and one co-supervisor, two additional faculty members are included, making a total of four reviewers. If there are four supervising faculty members, then the total increases to six. The rule dictates the inclusion of two additional faculty members at all times. One of these members is a faculty who is appointed as the Acting Chair of the Doctor's Programs Committee, a position that rotates among the faculty members. This individual is responsible for assessing the quality of dissertations, regardless of their area of expertise, to ensure procedural fairness. The other member is an outside expert. This review system incorporates both an internal faculty member and an external expert who was not directly involved in supervising the respective student during the dissertation writing process. The student must receive a median score of 5 (the maximum score) from the review board's votes to pass. If the review board yields a median score of 3 or 4 after the defense, the dissertation will be revised and re-evaluated until the median score of 5 is reached by all reviewers.

The enrollment figures for the entire doctoral program from 2002 to 2007, before the program system was established, are as follows (the numbers in parentheses are for international students): 18 (7) (2002), 16 (10) (2003), 14 (4) (2004), 12 (3) (2005), 14 (5) (2006), and 15 (5) (2007).



### **[J/E][Doctorate] Public Policy Program**

Program directors: Professor Jun Iio (2007); Professor Tatsuo Oyama (2008-2016); and Professor Mikitaka Masuyama (2017-2019).

GRIPS started accepting doctoral students in 2002; however, it did not result in an immediate upsurge in the number of students aspiring to pursue a doctorate. Despite the presence of a comprehensive Public Policy Program framework, it lacked a systematic guidance structure. Consequently, in 2007, the program was restructured to establish clear accountability within each field, ensuring that students were allocated to their respective faculty members. As the Public Policy Program (Doctorate) evolved, its expansive framework endowed it with flexibility, rendering it an attractive option for students seeking degrees that did not align with other programs. Students highly specialized in economics opted for the Policy Analysis Program, while those with a focus on political science pursued a [Doctorate] Security and International Studies Program. Consequently, students within the Public Policy Program were mostly specialized in operations research (OR), and student recruitment in this domain was subsequently suspended.

The following number of students have enrolled in this program: 4 (2008), 6 (2009), 5 (2010), 2 (2011), 8 (2012), 5 (2013), 3 (2014), 2 (2015), 2 (2016), and 1 (2017).

### **[J][Doctorate] Graduate Program in Japanese Language and Culture**

Program directors: Professor Masahiro Konno (2003-2010); Associate Professor Aya Kondoh (2011-2013); and Associate Professor Natsuho Iwata (2014-2017).

The Graduate Program in Japanese Language and Culture was launched in 2003. This doctoral program was established as an extension of the [Master's] Graduate Program in Japanese Language and Culture, which was launched in 2001. In addition to training master's students, GRIPS sought to expand its education offerings to the doctoral level, primarily targeting graduates of the aforementioned graduate program. The aim was to provide advanced instructions to exceptionally talented individuals who were already actively engaged in Japanese language education in their respective countries, particularly those who had already completed master's degree programs. Although the program consistently attracted a small cohort of students, the decline in the number of master's students and a reduction in faculty necessitated the suspension of student recruitment for this doctoral program in 2017. Eventually, the program was terminated upon the graduation of all existing students.

The program was enrolled by a single student each year (2008, 2009, 2010, and 2012).

### **[J/E][Doctorate] Science and Technology Policy Program**

Program directors: Professor Kunio Nakajima (2004-2006); and Associate Professor Atsushi Sunami (2007-2011).

The [Doctorate] Science and Technology Policy Program was launched in 2004. With an advancing landscape of scientific and technological progress giving rise to a multitude of challenges, this doctoral program was established to delve into research concerning science and technology policy, encompassing historical,

quantitative, international, and interdisciplinary perspectives. Its primary objective is to provide a platform for master's graduates to expand their knowledge and insights in the realm of science and technology, cultivating individuals capable of effectively executing administrative activities in this domain, as well as proficient researchers well-versed in the theory and practice of policy formation. The student body represented diverse backgrounds, including government ministries, universities, affiliated organizations such as the Japan Science and Technology Agency, and private companies. Comprising faculty members who are experts in science and technology policy, alongside former employees of science and technology-related ministries such as MEXT and the Ministry of Economy, Trade and Industry, the program offered a rich academic environment. Given the vast spectrum of scientific and technological disciplines, many students engaged in research projects and pursued advanced studies through extensive networks. In 2012, with active support from MEXT, it was reorganized as the Science, Technology and Innovation Policy Program.

The following number of students have enrolled in this program: 6 (2004), 5 (2005), 3 (2006), 2 (2007), and 1 (2008).

#### **[J/E][Doctorate] Security and International Studies Program**

Program directors: Professor Takashi Shiraishi (2006-2008); Professor Yoko Iwama (2009-2010, October 2020 – 2021); Professor Narushige Michishita (2011-2014, 2016 – September 2020); and Associate Professor Hyoungh-kyu CHEY (2015).

The [Doctorate] Security and International Studies Program was launched in 2006 in collaboration with the Ministry of Defense, the Ministry of Foreign Affairs, and GRIPS. Initially, students were dispatched from both ministries; however, over time, there was a decline in enrollment from the Ministry of Foreign Affairs, resulting in a majority of students being staff members from the Ministry of Defense. As the program progressed, there was a gradual decrease in the proportion of Japanese students, accompanied by a rise in the number of international students joining the program. In response, the program integrated courses with the master's programs expanded the offering of courses taught in English, and reduced the number of courses delivered in Japanese. While the program continued to attract students from the Ministry of Defense, a significant portion of its student body consisted of foreign students. Consequently, the program transitioned to a model where students from both Japan and abroad pursued research papers aligned with their interests. The dissertation topics were diverse, covering various security issues, including not only those related to the military but also non-traditional security domains such as drug trafficking. Considering these circumstances, the [Doctorate] Security and International Studies Program was merged into the GRIPS Global Governance Program (G-cube) in 2021.

The following number of students have enrolled in this program: 1 (2008), 4 (2009), 5 (2010), 3 (2011), 4 (2012), 5 (2013), 4 (2014), 2 (2015), 2 (2016), 2 (2017), 1 (2018), 1 (2019), and 1 (2020).

#### **[J][Doctorate] Policy Professionals Program**

Program director: Professor Jun Iio (2007 to present).

The [Doctorate] Policy Professionals Program was launched in 2007. During the initial establishment of the doctoral program, the enrollment rate was relatively low, and many students were not successful in completing the program. In response to this challenge, the program requested government ministries to establish a personnel dispatch system. Initially, dispatched students were expected to dedicate their first year at GRIPS to intensive studies, followed by the completion of their dissertations in the second year after returning to their respective ministries. However, due to the demanding nature of their work commitments, the majority of students struggled to complete their dissertation within the designated two-year timeframe, unless they had made significant progress during the initial year.

As a result, the program decided to admit only those applicants who already had well-defined ideas for case studies that they could promptly begin working on. This approach allowed students to focus on case studies directly related to their work, ultimately enabling them to complete a thesis and obtain their degree. Consequently, the program's instructional focus is on teaching foundational academic principles, with particular emphasis on dissertation writing techniques.

The program also reduced the hurdle of QE by requiring only one exam and mainly offers a non-Ph.D. degree called the Doctor of Policy Studies.

The following number of students have enrolled in this program: 6 (2008), 6 (2009), 1 (2010), 1 (2011), 6 (2012), 2 (2013), 0 (2014), 1 (2015), 0 (2016), 1 (2017), 1 (2018), 1 (2019), 3 (2020), 1 (2021), and 1 (2022).

### **[E][5-year Master's and Doctorate] Policy Analysis Program**

Program directors: Professor Takashi Fukushima (2008-2010); Professor Yoshitsugu Kanemoto (2011-2012); and Professor Alistair Munro (2013 to present).

The Policy Analysis Program began in 2008 as an integrated program spanning five years. The program's primary objective is to cultivate individuals capable of conducting theoretical and empirical research, as well as policy analysis, from an economic perspective. Prior to the establishment of this program, economics students were enrolled in the [Doctorate] Public Policy Program. However, given the structured and well-established nature of economics as a discipline, it was widely acknowledged that individuals with a master's degree in a different field would face considerable challenge in obtaining a doctoral degree solely through the completion of a dissertation, without undergoing fundamental training through structured coursework.

While some students may have pursued economics as their undergraduate major, the one-year GRIPS program, tailored for practitioners, presents difficulties in attaining a comprehensive mastery of economics before transitioning to a doctoral program. Additionally, students from other universities exhibit varying levels of proficiency in economics, which highlights the need for a system that allows students to enhance their economics background through specialized coursework before embarking on the doctoral program. As a response to these considerations, the curriculum was developed with a foundation in standard economics, encompassing concepts that address practical policy issues across a range of coursework, commencing at the master's level and extending

into the doctoral segment. Depending on individual skill sets, some students complete their master's studies under a different program, such as the Public Policy Program, before transferring to the Policy Analysis Program.

Given these circumstances, the program curriculum is systematically structured around key areas including microeconomics, macroeconomics, econometrics, development economics, and international economics. There are many individuals in other countries who hold Ph.D. degrees and serve in high-level government positions, the program aims to cultivate such individuals. In recent years, GRIPS has also begun accepting students with aspirations of becoming researchers. In either case, the program emphasizes the importance of undertaking policy research following the acquisition of proper training in traditional economics. Therefore, admission to the program assumes a continuous 5-year progression from the master's to doctoral level. However, the conventional economics curriculum limits flexibility in terms of course selection, and students are required to follow a structured course sequence.

Contemporary practices within the field of economics have seen doctoral dissertations taking the form of a compilation of papers accepted for publication in academic journals. As a result, the program encourages students to initiate the development of their dissertations at an early stage.

Furthermore, given the substantial number of students enrolled in the program, seminars, and other events are actively organized to foster mutual influence and facilitate engaging discussions among students over multiple presentations. The program follows a style similar to doctoral programs in many universities and is closely aligned with the faculty of economics. However, its distinguishing characteristic lies in the selection of dynamic policy-related topics as its central point, making it one of the central programs of the doctoral program.

The following number of students have enrolled in the master's segment of this program: 14 (2008), 17 (2009), 10 (2010), 8 (2011), 3 (2012), 6 (2013), 5 (2014), 5 (2015), 4 (2016), 3 (2017), 1 (2018), 1 (2019), 2 (2020), and 4 (2021). The following number of students have enrolled in the doctoral segment of this program: 15 (2009), 15 (2010), 17 (2011), 13 (2012), 9 (2013), 6 (2014), 7 (2015), 7 (2016), 6 (2017), 5 (2018), 9 (2019), 5 (2020), and 7 (2021).

### **[E][Doctorate] Disaster Management Program**

Program directors: Senior Professor Shigeru Morichi (2010, 2013); Professor Kenji Okazaki (2011-2012); Professor Shoichi Ando (2014); Professor Hitoshi Ieda (2015-2020); and Professor Naohiko Hibino (2021 to present).

The Disaster Management Program started in 2010, forged through a partnership with the International Centre for Water Hazard and Risk Management (ICHARM) of the Public Works Research Institute. This program aims to cultivate specialists, educators, strategists, and policymakers in the realm of water disaster risk management, with the overarching objective of fortifying resilience against mounting water-related disasters and propelling sustainable development. Many of the program's participants are ardent students who have completed a master's program at GRIPS, returned to their home countries, and subsequently returned to pursue a doctoral degree within this program. While placing considerable emphasis on such students, the program also welcomes

individuals exhibiting potential to assume leadership roles within their respective fields in their countries. Moreover, students enrolled in the program have access to the ICHARM Research Assistant (RA) system and JICA scholarships. The program has garnered international acclaim as a doctoral program of exceptional quality within pertinent disciplines, renowned for its advanced analysis of practical issues. The program's courses are predominantly offered in Tsukuba City, Ibaraki Prefecture, which serves as the home of the Public Works Research Institute.

The following number of students have enrolled in this program: 1 (2010), 3 (2011), 2 (2012), 3 (2013), 2 (2014), 2 (2015), 2 (2016), 1 (2017), 3 (2018), 0 (2019), 2 (2020), and 3 (2021).

### **[J/E][Doctorate] Science, Technology and Innovation Policy Program**

Program directors: Professor Akira Goto (2012); Professor Tateo Arimoto (2013-2016); Professor Atsushi Sunami (2017-2019); and Professor Takayuki Hayashi (2020 to present).

In 2012, the [Doctorate] Science and Technology Policy Program underwent significant enhancements and reorganization, emerging as the [Doctorate] Science, Technology and Innovation Policy Program. The program aims to cultivate highly proficient professionals, adept at devising, formulating, implementing, and evaluating strategies and impactful science and technology innovation policies using scientific approaches. These policies encompass a wide spectrum, including science policy, industrial technology policy, innovation policy, environmental policy, energy policy, and more. Furthermore, it aims to nurture researchers capable of investigating and instructing on policies related to science and technology innovation, within universities, public research institutes, and similar institutions.

Its faculty consists of a diverse range of domestic and international experts specializing in science and technology policies, alongside seasoned practitioners at the forefront of the field. The program's scale expanded with numerous students being dispatched from relevant ministries, local governments, and organizations, as well as a significant cohort hailing from private companies, both domestic and international universities, and other pertinent entities. In 2020, the number of evening and Saturday courses increased, thereby enabling students who are employed to obtain the necessary units for completion without taking a leave of absence from work.

The program has garnered distinction as one of the key research and human resource development for the Science for RE-designing Science, Technology and Innovation Policy (SciREX) project initiated by MEXT. Collaborating with other centers such as The University of Tokyo, Hitotsubashi University, Kyoto University, Osaka University, and Kyushu University, the program offers summer camps and collaborates on the development of core curricula. Moreover, the program actively organizes symposiums and seminars, affording students invaluable opportunities to present their research findings.

The following number of students have enrolled in this program: 2 (2013), 7 (2014), 4 (2015), 1 (2016), 1 (2017), 3 (2018), 2 (2019), 2 (2020), 9 (2021), and 4 (2022).

### **[E][Doctorate] State Building and Economic Development Program**

Program directors: Professor Tetsushi Sonobe (2013); Senior Professor Kaoru Sugihara (2014-2015); and Professor Boo Teik Khoo (2016-2018).

The State Building and Economic Development Program is an educational program that started in 2013 after receiving competitive funding from MEXT to realize a project that seamlessly integrates research and education. Notably, this educational program functions as an educational component of a state-building research project jointly undertaken by the faculties of economics and political science at GRIPS. The research group was divided into various teams and participated by a substantial cohort of researchers, including faculty members from other universities. The issues surrounding state-building and economy have a significant impact on the economy and politics of numerous developing countries. To promote such research and education and establish a new academic discipline, the program was launched by inviting experts including Professor Kaoru Sugihara. Until its inception, GRIPS primarily focused on research pertaining to contemporary issues. However, this program advocates for comprehensive research and education, encompassing historical background.

In addition to the external researchers who were invited at the launch of the program, development economists who transitioned to GRIPS from the Foundation for Advanced Studies on International Development (FASID), as well as political scientists specializing in international relations and regional studies, collaborated to execute the research project. An innovative addition to the educational program was the inclusion of seminars and tutorials within the curriculum. As the research project and the educational program were integrated, the doctoral program was attended by international students, mainly from developing countries but also from developed countries, where they learned from the research findings alongside Japanese students. The integration has led to a marked enhancement in research performance and a cumulative number of students have successfully earned doctorates through this program. The program started with a unique system, with generous scholarships, and attracted students. Unfortunately, due to a change in MEXT's system, it lost financial support for the remainder of the program period and had to decrease the program size. It suspended student recruitment in 2018 and merged with G-cube in 2021.

The following number of students have enrolled in this program: 5 (2013), 4 (2014), 5 (2015), 1 (2016), 2 (2017), and 2 (2018).

### **[E][Doctorate] GRIPS Global Governance Program (G-cube)**

Program directors: Professor Tetsushi Sonobe (2014-2019); and Professor Kazushi Takahashi (2020 to present).

The GRIPS Global Governance Program (G-cube) was established in 2014 when GRIPS applied for a new funding from MEXT to create a doctoral program to train top leaders, predominantly from developing and emerging countries. Under a unique and unprecedented doctoral educational policy, this program places a strong emphasis on leadership development and is committed to cultivating exceptional individuals equipped with a comprehensive perspective rooted in history and education, as well as the ability to make decisions from

multifaceted perspectives and contribute to the establishment of global and regional order. Moreover, the program seeks to foster specialized knowledge and enhance research skills, based on the belief that policy leaders should continuously integrate new findings through the utilization of expert research outcomes and that leaders' own research experiences are vital in this regard. The program is designed to prepare leaders and welcomes a diverse range of students, including national-level leaders and mid-career administrative officials from international organizations, industry, NPOs, and various other fields. While there is some overlap in the curriculum with the Young Leaders Program, it is a distinct program that combines advanced research skill development and leadership training, ultimately culminating in the composition of a doctoral dissertation.

As part of the leadership training, in addition to regular classes, it conducts numerous tutorials, facilitating intensive discussions in small groups to foster a holistic perspective. Furthermore, students are evaluated based on six criteria: foresight, critical thinking, communication, leadership, decision-making, and visualization. Social skills are factored into the evaluation, serving as supplementary measures to academic report grades. Alongside lectures, the program includes training in debate, English composition, and presentation to further develop social skills. Distinguished guests, including international leaders such as former speakers of the Senate of Indonesia, as well as executives from the Japanese private sector, are invited to participate in training camps and seminars, affording students the opportunities to engage in discussions. The program envisions that students will use these discussions as the foundation of their doctoral dissertations. Many students choose to write their doctoral dissertation after returning to their home countries. In addition to the conventional review of the doctoral dissertation, the program conducts a unique assessment of students' leadership capabilities. The president of GRIPS and members of the Management Council actively participate in the final review, a distinctive aspect that stems from President Shiraishi's direct involvement during the program's inception.

Owing to successful promotional efforts, the program launched with a substantial enrollment. Although the budget from MEXT was initially sufficient, scholarships decreased following the completion of the initial planned period. Consequently, the program continued to operate through a collaborative effort with the Japan International Cooperation Agency (JICA), in conjunction with the expansion of GRIPS' proprietary initiatives. In 2021, the program underwent reorganization, incorporating the [Doctorate] State Building and Economic Development Program and the [Doctorate] Security and International Studies Program, and establishing the following concentrations:

[Growth and Governance Studies Concentration (GGS)] This concentration addresses the necessity for inclusive and problem-solving governance in achieving sustainable development. It delves into research on international politics, comparative politics, and political economy, drawing insights from area studies.

[International Development Studies Concentration (IDS)] This concentration explores a wide range of issues and challenges facing the nation and examines them primarily through the methods of economics.

[Security and International Studies Concentration (SIS)] In addition to conventional diplomacy and military security, this concentration proactively tackles emerging fields and endeavors to establish new academic

foundations, primarily employing approaches from international relations theories and international political economy theory.

Its master's program had 12, 11, and 8 students in 2014, 2015, and 2016, respectively. Its doctoral program had the following number of students: 7 (2015), 13 (2016), 8 (2017), 12 (2018), 3 (2019), 13 (2020), and 13 (2021).



## 4-6. Student life

### **Student Councils (International Student Council, Japanese Student Council)**

The Student Councils serve as autonomous entities that play an indispensable role in student life. These councils effectively embody the unique characteristics of GRIPS. There are two Student Councils (the Japanese Student Council comprised of Japanese students entering in the spring, and the International Student Council comprised of foreign students entering in the fall) that convene joint sessions and are each headed by a president. The primary objective of these Student Councils is to plan and organize events that foster interaction among students, while also collaborating closely with the university to ensure that students lead fulfilling lives at GRIPS. Intercultural parties and workshops on Japanese culture are organized to facilitate deeper connections among students beyond their academic pursuits. The two Councils cooperate to organize these events. For instance, Japanese students entering in the spring organize events such as the summer festival in August, the farewell party for graduates (consisting mainly of foreign students), and the welcoming party for new entrants in the fall. International students entering in the fall organize events such as the year-end party in December, the farewell party for graduates (consisting mainly of Japanese students) in March, and the welcoming party for new entrants in April. Due to the differing admission and completion timelines for domestic and international students, the responsibility of planning and executing events is alternated. However, both Student Councils collaborate closely in organizing the GRIPS Culture Day, a cultural festival held in September. Since the majority of international students attend GRIPS for a year and return to their home countries in the summer, many of them complete their academic requirements by July. Following the submission of their policy papers, they have ample time, and it is during this period that the International Student Council takes the initiative in arranging summer programs, offering a diverse array of lectures and discussion opportunities. In addition, events such as Japanese speech contests for international students and guided excursions to predetermined locations, where participants gain insight and exchange opinions, are organized. While these events have not been possible due to the COVID-19 pandemic, online exchange parties have been held on several occasions.

### **Field trips**

Field trips, in which faculty and students travel to rural areas to broaden their knowledge, represent distinctive events in the student life of GRIPS, rarely found in larger universities. The scale of GRIPS enables the realization of such field trips. During the days of GRIPS' inception, many Japanese students participated. However, due to financial constraints, only those programs that were able to secure funding were able to sustain the practice of organizing field trips, a trend that started around 2001. Typically, faculty members utilize their professional networks to select institutions to be visited. Examples of these field trips include tours of the Toyota factory, as well as visits to the Hiroshima Peace Memorial Museum and Atomic Bomb Dome in Hiroshima. As many educational programs began to combine their field trips, programs catering to international students followed suit. Faculty members take on the responsibility of designing and facilitating these field trips, aiming to

enhance the experience of international students studying in Japan. Although these trips were once frequently arranged, they have experienced a decline in recent years. Nonetheless, these opportunities provide students with a memorable experience and an opportunity to interact with faculty and peers in a manner that cannot be replicated through daily lectures alone.

### **Cultural exchange events**

Among the exchange events, the summer program is made possible through the enthusiastic collaboration of the previously mentioned Center for Professional Communication (CPC), as well as the Japanese Student Council and International Student Council. For instance, there is a summer event where international students have the opportunity to be dressed in *yukata* (summer kimono) and stroll around the campus. In the evenings when a fireworks display was held at the Meijijingu Gaien, a party was hosted on the rooftop of the Roppongi campus. Since the majority of GRIPS students complete their studies within one year, lectures are long, and rigorous studying is required, resulting in students primarily shuttling between their accommodations and the campus. Hence, GRIPS actively fosters cooperation and engagement with students beyond their academic pursuits to ensure a fulfilling student experience. At GRIPS, we firmly believe that our diverse student body, encompassing both international students who have traveled to Japan and local students hailing from varying backgrounds, should enhance not only their academic endeavors but also their student life through new experiences and distinct interactions exclusive to GRIPS. This commitment to holistic development is a defining characteristic of our institution, and we are continuously exploring innovative means to facilitate these opportunities.

### **Alumni Associations**

Although GRIPS has produced many graduates, the establishment of an alumni association is a relatively recent development. For instance, since the inception of the university, faculty members have been traveling abroad to recruit prospective students for the entrance exams. The initial phase of student recruitment involved visiting relevant institutions in each country. Over time, the recruitment efforts expanded to include graduates from various nations, leading to the formation of alumni gatherings. Commencing around 2013, a concerted initiative to invigorate alumni associations resulted in the establishment of local chapters in regions such as Thailand, Indonesia, the Philippines, Bangladesh, and Nepal. Today, these chapters amount to approximately 60, with one chapter for each country.

In 2017, alumni associations were established in various prefectures, cities, and other locations within Japan, primarily led by alumni dispatched from these regions. In November of the same year, the Domestic Alumni Association of GRIPS was founded, and a president, vice president, and secretary were elected to oversee its operation. The Domestic Alumni Association convenes an annual general meeting, which was conducted online in 2020 and 2021 due to the coronavirus pandemic. Additionally, starting in 2020, international alumni reunions have been conducted virtually, offering the advantage of greater participation compared to in-person

events. Strengthening the management of the alumni associations is an agenda that will be addressed after the end of the coronavirus pandemic.

### **SDGs awards**

During Akihiko Tanaka's presidency, the SDGs became a pillar of the GRIP's research and education activities. In line with this commitment, GRIPS introduced the SDGs Award in 2019 to acknowledge exemplary contributions made by individual alumni towards the advancement of the SDGs. Recipients of this award receive a commemorative plaque and are invited to deliver special lectures at the GRIPS Forum and other events. The selection process for the award has been conducted annually since its inception, attracting a substantial number of applications.

### **Provision of student housing**

Since GRIPS' inception, accommodating international students has been the top priority of GRIPS, and it has consistently strived to provide housing for as many international students as possible. In the initial days, when GRIPS did not have its campus, let alone a dormitory, it relied on the dormitory facilities at Saitama University. This all changed in 2001. The vision that Prime Minister Keizo Obuchi had championed during his tenure as Minister of Foreign Affairs became a reality with the establishment of the Tokyo Academic Park in Odaiba, Koto City, where the Tokyo International Exchange Center (TIEC) was built. TIEC had a dormitory for international students as well as accommodation for researchers.

Due to this background, international students at GRIPS were initially given priority for housing at TIEC. However, as TIEC also accommodates students from other universities in the Tokyo metropolitan area, it became increasingly challenging for GRIPS to secure a significant number of slots exclusively for its international students, given the growing demand from other institutions. Consequently, GRIPS formulated plans to construct its dormitory.

Following its establishment, GRIPS had a period of financial prosperity and accumulated funds for some time. Those funds were used to acquire a condominium building in Nakano City in 2009, which was transformed into the GRIPS International House. Subsequently, GRIPS purchased another condominium and turned it into their second International House. At that time, several private universities were planning to develop facilities in the former site of the National Police Academy near Nakano Station, including Waseda University's International Community Plaza Nakano. The decision to establish the international houses in Nakano City was based on the notion that such an environment would be conducive to the establishment of related facilities and provide a suitable residential environment for international students, as well as ensuring convenient commuting to and from the campus.

Additionally, GRIPS has established a student dormitory in Misato City, Saitama Prefecture which was made available by the Urban Renaissance Agency (UR). As UR aimed to create a housing complex that would foster international exchange, it sought collaboration with an institution like GRIPS that consistently enrolls a

stable number of international students. Since it is not a proprietary dormitory, GRIPS negotiates with UR to utilize it as a residence for its international students. Presently, international students at GRIPS are accommodated in one of the four aforementioned dormitories, unless there are special circumstances.

## 4-7. Training

GRIPS operates several training programs, including those related to its educational programs and those requested by various national governments. Since GRIPS has many faculty members with administrative backgrounds, from the beginning, practical training through training programs has been emphasized in addition to the master's and doctoral programs. These training programs are one of GRIPS' ongoing efforts to develop practical policy leaders and policy professionals.

### **Training at the Executive Development Center for Global Leadership**

In 2013, the Executive Development Center for Global Leadership, led by Professor Masahiro Horie, was established to provide short-term training programs for foreign government officials. Alongside its formal academic offerings, GRIPS has been actively engaging in the implementation of various non-degree training initiatives. Recognizing the long-standing requests from foreign governments for the involvement of GRIPS faculty in government training programs, and acknowledging the growing demand for such programs, GRIPS proactively established the aforementioned center. The primary aim was to identify the specific needs and challenges of each country and subsequently design and execute the short-term training programs.

In response to requests from foreign governments and international institutions that align with the university's mission, GRIPS has developed and implemented specialized training programs tailored to their distinct requirements. Each training program encompasses lectures delivered by both internal and external faculty members, site visits, and exchanges of opinions. These programs emphasize practicality and pragmatism. Although the scale of these programs has diminished since 2020 due to the difficulties faced by international students visiting Japan as a result of the novel coronavirus infection, certain training initiatives have been adapted to virtual platforms. Lectures and discussions are conducted through on-demand lectures and online conferencing systems.

Examples of previous training are; Vietnam (training for deputy ministers, executives at the level of deputy director generals, and executive local government officials), Thailand (training for provincial governors, provincial vice-governors, civil servants at the level of deputy director generals, young executive candidates, and executives and staff members of the Office of the Council of State), Indonesia (training for staff members of the National Development Planning Agency (BAPPENAS) and the Financial and Development Supervisory Board (BPKP)), Laos (training for deputy ministers), Australia (training for key government officials), the Philippines (training for undersecretaries, parliamentary secretariat members), Bangladesh (training for key government officials), and Malaysia (training for government administrators and university executives). GRIPS also runs a program for strengthening policy collaboration called the Strategic Policy Research and Innovation (SPRI) Program in partnership with the Japan International Cooperation Agency (JICA). The program invites policy planners of various ASEAN countries and provides them with opportunities to explore and analyze policy issues that are shared by Japan and the ASEAN countries. GRIPS has also been implementing other programs such as

the Japan-IMF Macroeconomic Seminar for Asia (JIMS) targeting treasury and central bank officials of Asian countries, the Taiwan Young Leaders Program, and the Understanding the Japanese Development Experience Program, as well as research on leadership and management development in Asian countries, support for the formulation of a civil service education program, etc.

### **Other training**

In addition to overseas training offered by the Executive Development Center for Global Leadership, there are training programs that address domestic challenges such as short-term training programs on health care policy and agricultural policy. These programs have recently developed into the Health Care Policy Concentration and Agricultural Policy Concentration of the Public Policy Program, but short-term training is still offered. The short-term training program on health care policy provides highly advanced training on health care policies, offering a curriculum that combines lectures, field surveys, case studies, group discussions, and individual presentations, among other components. Distinguished healthcare policy researchers, front-line medical professionals, and senior officials of central government agencies lead the program. The Short-term Special Training Program for Agricultural Policy offers advanced training on agricultural policies, combining lectures, field surveys, group discussions, and policy proposals led by top executives in the food industry and senior central government officials. The goal of this program is to develop human resources capable of planning and formulating "aggressive agricultural policies" at the local level, as well as implementing them in collaboration with farmers and other private sector partners to revitalize local economies with agriculture at the forefront.

A training program related to the infrastructure sector, with partnership arrangements with private companies, has been consistently conducted since 2014 in the form of a short-term summer seminar on infrastructural systems. The seminar is primarily composed of lectures and field surveys related to the infrastructural systems in Japan and is open to international students studying at graduate schools of major universities in Japan, regardless of their majors. In addition, in 2019, the Education Program for Overseas Infrastructure Development was launched for industrial and government practitioners to provide education on international contracts, risk management, problem management, and global diversity, among other topics.



## **Chapter 5**

### **GRIPS**

#### **Research Activities and External Relations**

## **5-1. Policy Research Project Center**

### **Promotion of research projects**

The Policy Research Project Center was established in 1997 in Toranomon, Minato City, Tokyo. The research itself is essentially conducted by individual researchers, while the university serves the entity responsible for accepting funds, managing research projects, maintaining the research environment, and coordinating researchers. GRIPS does not possess a comprehensive overview of the diverse range of research conducted by each researcher, nor does it set overarching university policies. However, since its establishment, GRIPS has continuously provided support for organized research, serving as a research hub. As a result, many distinctive research initiatives have been undertaken. The Policy Research Project Center (a national joint-use facility) established at the inception of GRIPS, served as an organized research hub, aiming to bring together researchers essential for policy research and facilitate interdisciplinary collaboration. When GRIPS was established, the Graduate School of Policy Studies was initially designated as the educational entity, and the Policy Research Project Center was created to carry out research projects. In negotiations with MEXT, which also supported the establishment of GRIPS, the university advocated for the possibility of expanding its faculty quota by employing fixed-term faculty members through the innovative initiative of establishing the Policy Research Project Center. Approval was subsequently granted by the ministry, necessitating the establishment of a system to employ fixed-term faculty members for project research, which was then implemented.

### **Research units**

A research unit is a time-limited organization formed on a project-by-project basis to conduct specific research endeavors. Given that research is conducted at GRIPS, these units naturally gravitate toward policy-related subjects. Each research unit was intended to include a principal researcher, full-time researchers, researchers concurrently affiliated with educational organizations, visiting researchers, students, and other relevant individuals. For instance, GRIPS requested MEXT to allocate a budget to support one professor as a principal researcher and two assistant professors, later referred to as associate professors. However, not all the requested capacity and budget have been granted since the program's inception. During the era of national universities prior to GRIPS' incorporation in 2004, universities had to repeatedly seek permission to expand their faculty capacity. Initially, GRIPS aimed to establish a system of eight research units with a faculty capacity of approximately 24. However, due to the incorporation of national universities, GRIPS was compelled to alter its operational methodologies, resulting in unique personnel systems and employment formats.

While the Graduate School of Policy Studies, being an educational organization within a university, guarantees job security through tenured positions for its faculty members, the Policy Research Project Center, functioning as a research organization with time-limited research units, employs fixed-term personnel for its affiliated professors, assistant professors, and researchers. At its inception, this was an innovative system, as staffing was based on fixed-term contracts, and expenditures such as salaries were derived from external funds.



However, this system was not without challenges. While many universities ensure tenured employment for their faculty members, those who joined GRIPS for research purposes relinquish their tenured positions in exchange for fixed-term positions. Although this employment system has become more common now, it was unprecedented at the time for faculties of humanities and social sciences in national universities, except for certain scientific fields. This system aimed to enhance research endeavors and establish an organization that could facilitate flexible research. However, it posed challenges in attracting qualified personnel. Moreover, Project Center members were unable to enjoy the benefits granted to university faculty due to regulations, resulting in disparities in faculty salaries. It was unfortunate that this distinction made it difficult for the distinguished faculty members who joined GRIPS for research to contribute to education. Nonetheless, since there were only a few faculty members at the time of inception, those who moved to GRIPS to participate in projects had to handle the educational responsibilities as well. As a result, although adequate capacity was secured and each project was able to recruit assistant professors on a fixed-term basis, the hiring of fixed-term core researchers remained difficult.

Thus, although research units were initially established as separate research organizations, GRIPS ultimately had to resort to using its faculty members to fill key research positions. Despite launching various projects with significant external funding, such as the one from MEXT, managing the research units as an organized entity proved challenging for the Project Center. For instance, while the Project Center was expected to provide support to researchers and their endeavors, discrepancies existed in the specifications for applications and the required documents to secure funds. Initially, the Project Center handled these tasks to alleviate researchers' administrative responsibilities. However, due to variations in application specifications among projects, it became more efficient for each project to independently manage these tasks. Consequently, many projects began submitting their documents according to the specific requirements, securing external funding, and hiring personnel as needed. This included establishing their secretariats and employing fixed-term researchers and staff members to facilitate their research. Conversely, smaller projects proceeded as before, requiring fewer personnel. Although the research unit system was successful in augmenting faculty capacity, once launched, these units tended to operate autonomously, gradually diminishing the distinctiveness of the Policy Research Project Center.

GRIPS also began allocating campus grants to research units to stimulate the initiation of a wide range of projects, albeit with limited success. For instance, if a research project necessitated rooms other than faculty offices, the Project Center's research units were responsible for arranging suitable spaces. This led to the establishment of a system in which room expenses were subsidized by the university, external funding was secured, and as the projects expanded in scale, staffing and locations were adjusted accordingly. However, while some faculty members did apply for funding, their endeavors seldom resulted in projects of significant size. The Policy Research Project Center was initially established as a national inter-university joint-use facility for budgetary purposes. However, following the incorporation of national universities, the center lost its foundation and was subsequently reorganized into the Policy Research Center in 2010, having fulfilled its original purpose.

## 5-2. Policy Research Center

The Policy Research Center, which launched in 2010, differs significantly from the Policy Research Project Center in that it primarily focuses on various support programs to facilitate research, mainly through the distribution of funds, while its predecessor was comprised of research unit organizations. It solicits research projects to provide support and specializes in research support, such as providing seed money to faculty members initiating research or subsidizing publications. In the pre-incorporation era of national universities before 2004, specialized support functions would have led to a reduction in faculty capacity, but the incorporation of national universities liberalized the internal structural requirement, paving the way for new research-supporting formats. After extensive preparation, GRIPS established the Policy Research Center as its organizational operating style.

The research projects of the Policy Research Center involve soliciting campus research to provide support. For instance, when faculty members of GRIPS apply for external funds, they also require funds to prepare for the application process. Hence, annual funds ranging from several hundred thousand yen to roughly one million yen are approved based on application to support such preparation. Moreover, tools like the President's discretionary expense are also used to respond flexibly to individual circumstances. For example, the center provided grants to catastrophe-related policy research in the aftermath of the Great East Japan Earthquake. In recent years, it has also been soliciting two to three times a year to provide grants to general research, such as by ensuring allotments for research on Sustainable Development Goals (SDGs) and COVID-19 (novel coronavirus infection).

The center supports two types of academic conferences: (1) international academic conferences; and (2) regular events, such as seminars, held multiple times a year, with the majority of their participants from Japan.

In addition, the center provides incentives to faculty members to write books and publish articles by offering additional research funding. It also subsidizes publications, which were previously only available to faculty members but now extends to doctoral students at GRIPS for their dissertation publications as well.

Furthermore, the Policy Research Center took on the responsibility of the Policy Information Center in distributing discussion papers and actively aiding events such as seminars led by faculty members.

### **5-3. GRIPS Forums**

The GRIPS Forum was inaugurated in 2008 as a platform that hosts distinguished speakers to discuss policy topics. The forum is held six to seven times each session (spring/summer session, fall/winter session). It has since evolved into a credit-bearing course, where students attend lectures and submit reports. The lectures are delivered by a diverse group of speakers, and since they are conducted in Japanese with English interpretation and are open to the public, they attract a significant number of faculty members and students. With the opportunity to hear Japanese policy-related lectures in English, the forum has become a popular venue for many individuals, including ambassadors to Japan. Consequently, the forum occasionally invites ambassadors to speak, and depending on the topic, it attracts a significant number of diplomats. In certain instances, the forum's connections and deepening relationships with the speakers have led to joint projects and educational program support. The forum, which was established as a platform for disseminating information, has now grown into a platform where various individuals gather and interact, becoming a major asset to GRIPS.

#### **5-4. Lunchtime seminars**

The lunchtime talks, which began in 1999, played a significant role in fostering the academic environment and interactions on campus. As a nascent university, many faculty members and researchers were unfamiliar with one another and thus began to discuss various topics of conversation during lunch, which gradually led to the establishment of lunchtime seminars. Initially, the faculty members discussed interesting topics that were not restricted to their specialization. Subsequently, this evolved into a forum where new and departing faculty members were invited to speak about their experiences and other topics. As a result, the primary themes gradually shifted to self-introduction and research findings. In 2005, the lunchtime talks were maintained as a forum for informal conversations, while the lunchtime seminars were separately established to report on research findings. To facilitate attendance, the lunchtime seminars were held on Wednesdays to coincide with other campus meetings. A similar event in English, known as the Brown Bag Lunch (BBL), was also held. Over time, all of these distinct gatherings came to be referred to as lunchtime seminars, starting around 2011. While the frequency of seminars declined at one point, they are now being actively held again, with an emphasis on encouraging participation not only from faculty members but also from students and staff. To this end, the seminars have incorporated topics that can be understood by faculty members outside of their areas of specialization and by beginning students, while still retaining their specialized focus on research findings. The lunchtime seminars serve as a place not only for faculty interaction but also for enhanced campus engagement among staff members and students, affording them the chance to be familiar with the research fields and unique characteristics of the faculty members.

## 5-5. Main research projects

### **Policy Information Project: Project for Oral History and Policy Enrichment**

In 1998, MEXT provided ample funding for a project called the Center of Excellence (COE) Project, which had the objective of establishing focused research bases. An oral history research group, which was conducting the Policy Information Project at the Policy Research Project Center established in 1997, acquired this funding and relaunched itself as the COE Project for Oral History and Policy Enrichment in 1998. The project's initial project leader was Professor Takashi Mikuriya, and it aimed to establish oral history in Japan as a way of documenting history based on the oral narratives of prominent figures. Using the funding, the project established a secretariat and hired young researchers to conduct preliminary investigations on the target interviewees. The project repeatedly published research results to establish oral history and policy research in Japan, including the *Seisaku To Oraruhisutorī (Oral History and Policy Studies)* published through Chuokoron-Sha, Inc. in 1998, which chronicles a GRIPS inaugural international symposium related to oral history and policy research held in 1997. The project also published a best-selling book in 1998, *The Jō To Ri — Gotōda Masaharu Kaiko-roku* ("Emotion and Reason – A Memoir of Masaharu Goto"), published by Kodansha Ltd., featuring interviews with former Chief Cabinet Secretary Masaharu Goto. The book increased the awareness of oral history and significantly boosted GRIPS' name recognition. The oral history research continued even after Professor Mikuriya transferred to The University of Tokyo, led by Professor Takashi Ito, a joint researcher. This project continued until 2005, with interviews conducted with many people, including former Prime Minister Kiichi Miyazawa. The project published many records as books and compiled interviews that were not published as books into booklet reports, which are archived at the library along with other relevant materials.

### **Aging Society Project**

In 1998, a research project was launched to address the issues of Japan's aging population and corresponding policy challenges about population decline. At the helm of this project was Professor Iwao Fujimasa, who, after conducting research on artificial hearts at the Faculty of Medicine, The University of Tokyo, developed an interest in engineering and eventually became the first researcher to successfully implant an artificial heart in a goat at the Research Center for Advanced Science and Technology, The University of Tokyo. Recognizing the gravity of Japan's aging and population decline, Professor Fujimasa subsequently transferred to GRIPS and initiated this research project to tackle policy issues in earnest. Drawing on his extensive experience in overseeing large-scale research projects, he agreed with the mission of the research unit system, which was conceived during the establishment of GRIPS, and secured MEXT's priority special budget for graduate schools to launch a new project at GRIPS. Also involved in the project was Professor Akihiko Matsutani, an economist from the Ministry of Finance. Using various statistical data, an attempt was made to create a predictive model of population dynamics and precisely elucidate how society will change in the future. The notion of societies with a diminishing population has become a topic of discussion in recent years. Over two decades ago, when

policymakers had yet to fully acknowledge the problem, the Aging Society Project was already progressively tackling this issue. Within the project, researchers were employed for a fixed term, and certain analyses were outsourced with the help of the priority special budget for graduate schools. This has received attention as a new practice that introduces scientific methods used in natural sciences into the social sciences. The research findings are also actively disseminated to the public, and the book titled *Jinkō Genshō Shakai No Sekkei — Kōfukuna Mirai E No Keizai-gaku* (“Designing a Society with a Declining Population: Economics for a Happy Future”) co-authored by Professor Fujimasa and Professor Matsutani and published in 2002 by Chuko Shinsho has created a significant stir. In this way, research that intensively examines important policy issues to elucidate the big picture has become socially significant.

### **Development Forum Project**

The GRIPS Development Forum Project was established with funding from the 21st Century COE Program of MEXT. The project was launched in 2002 and became independent from the Project Center in 2003 as the Center for Study of International Development Studies (CSIDS). Under the leadership of Professor Kenichi Ohno and in collaboration with Professors Yujiro Hayami and Keijiro Otsuka, the project employed proprietorial personnel and researchers. From 2003 to 2008, the project was supported by subsidies such as those for the formation of research centers (21st Century COE Program of MEXT) and a remarkable research project on development economics was carried out. One focus of the research was Southeast Asia, which at the time was striving to catch up to Japan. In particular, the project established a base in Vietnam. Although Vietnam is now greatly developed, at the time, it was still in its nascent stages of development. The project conducted extensive research and discussion, and its efforts significantly influenced the Vietnamese government policies. The project also fostered strong relationships with various ASEAN countries and established platforms for various policy research and discussion.

The project also initiated an effort to establish relationships with African countries, which were perceived to be underdeveloped at the time but have since experienced rapid development. Additionally, the project created several small-scale research initiatives on the developments of African countries and conducted various exchange events, including symposiums and numerous publications to disseminate information. The project has received many awards for its practical advice and active research, writing articles, and publishing books. Another major accomplishment was the symposium, which provided an opportunity for researchers from various countries to exchange ideas. Unfortunately, the project’s funding was time-limited, leading to its termination in 2013. Since then, Professor Kenichi Ohno has maintained his connections with Vietnam and has served as a development advisor to Ethiopia.

### **Comparative Studies in Local Governance Project**

This research project, which ran from 2006 to 2012, was funded by the Council of Local Authorities for International Relations (CLAIR). One of the challenges faced in the internationalization of the Japanese local

government was the dearth of materials on the topic in English, causing difficulty in explaining the Japanese local government system. To overcome this issue, it was deemed necessary to develop and maintain such materials. Furthermore, as there was no library gathering relevant literature on the subject, it was necessary to collect basic literature written in both Japanese and English. This was done with the purpose of establishing GRIPS' library for local government research. The project was launched in 2005, and the Institute for Comparative Studies in Local Governance (COSLOG) was established in 2006 and continued until the project's conclusion in 2012. With the help of researchers from both within and outside the university, the center's main function was to create English-language materials on local government by field and the history of its development. Additionally, the center conducted comparative research on decentralization in Asian countries and disseminated information to the public through symposiums and seminars.

With the conclusion of the project, the literature was integrated into the library of GRIPS. However, the human network that was created through this project has been gratefully utilized in subsequent training programs, and the materials created have been used as teaching materials in education at GRIPS, particularly in the Young Leaders Program: School of Local Governance.

### **University Reform and Innovation Reconsideration Research Project**

This is a project on science and technology conducted from 2008 to 2010. Initially, it was led by Professor Akira Goto, who obtained external funding for it. Professor Goto later left the university to become a commissioner for the Japan Fair Trade Commission, and the research was continued by other members who obtained new funding from MEXT. These research activities laid the groundwork for the establishment of the SciREX Center in 2011, as described in a later section.

### **Research, proposals, etc. related to the Great East Japan Earthquake**

Following the Great East Japan Earthquake in 2011, the Policy Research Center prioritized funding for research projects that aimed to promote policy recommendations. This led to various studies and proposals within the university, the most significant of which was a proposal for an earthquake research project at the Science Council of Japan. Professor Keiichi Tsunekawa of GRIPS led investigative research on earthquake disasters as part of the international team of the Science Council of Japan. The research focused on the reactions of foreign visitors and foreign residents in Japan to the earthquake and resulted in various studies and proposals that were published in a book by the Science Council of Japan. Additionally, various GRIPS faculty members contributed to earthquake-related research in his or her area of expertise and offered recommendations, covering broad-spectrum topics ranging from disaster prevention to the economy. The Policy Research Center supported these initiatives.

## **Program for Promoting “Science for Policy” in Science, Technology and Innovation Policy, and the SciREX Center**

Research on science, technology, and innovation policy has been one of the foundational pillars of GRIPS since its inception and has been actively pursued in both research and education. In 2011, GRIPS obtained subsidies for the formation of hubs to serve as a fundamental research and human resource development base for the Science for RE-designing Science, Technology and Innovation Policy Project. This initiation has provided GRIPS with long-term financial support for 15 years, until 2026, and has solidified its position as a leading center for this field in Japan.

The Science, Technology and Innovation Policy Research Center (SciREX Center) was established in 2014 as the core organization responsible for the above-mentioned initiative. To tackle the various challenges related to science, technology, and innovation, it aims to provide a place for collaboration between policymakers and researchers, create an environment where diverse expertise, knowledge, and experience in policy and science inspire each other, promote the mutual evolution of policy formation and research, and develop, direct, and implement methodologies that contribute to solving these challenges.

Within this framework, there are three areas of focus: (1) the policy design area, which intensively examines urgent issues in science and technology innovation policy and designs policy scenarios and policy options. To that end, it will establish a platform where stakeholders can engage in flat discussions regarding urgent challenges that span across multiple ministries, and where there is a high policy need; (2) the policy analysis and impact assessment area, which will create policy options that include quantitative evaluations. In order to do so, it will develop methodologies for evaluating the social and economic impacts of scientific and technological advancement. Additionally, it will establish platforms composed of researchers, policymakers, and others to discuss research methodologies and issues related to policy connection; and (3) the policy formation process practice area, which clarifies the challenges in achieving evidence-based discussions and policy formation in the policy-making process involving scientific and technological innovation, develops methodologies for addressing these challenges, and understands the impact and structure of stakeholder values, interests, and resource allocation criteria on the policy formation process. As a research project hub, it is expected to provide support for science and technology policy initiatives conducted at six universities including GRIPS, The University of Tokyo, Hitotsubashi University, Kyoto University, Osaka University, and Kyushu University.

Along with research, the program also undertakes the role of developing human resources in science and technology policy and collaborates with the [Doctorate] Science, Technology and Innovation Policy Program to cultivate talents. The program has been ongoing for an extended period of ten years, fostering both aspects of education and talent development. In addition to education, the program has been commissioned by institutions such as the Council for Science and Technology (Council for Science, Technology and Innovation) of the Cabinet Office to conduct policy research on scientific and technological issues that are relevant at that time, thereby gaining research achievements as well.



### **Emerging State Project**

This research project was carried out from 2013 to 2018, after obtaining the Grant-in-Aid for Scientific Research on Innovative Areas, which is one of the largest grants offered among the Grants-in-Aid for Scientific Research (KAKENHI). The project was led primarily by Professor Tetsushi Sonobe and President Takashi Shiraishi. Faculty members, including Professor Sonobe, who specializes in development economics and has transitioned to GRIPS from the Foundation for Advanced Studies on International Development (FASID), sought a new research platform through this project. The project was carried out through the joint efforts of regional researchers and political scientists, including President Shiraishi who specializes in studying policies in developing countries, and development economists such as Professor Sonobe, seeking to create a new research field of “clarifying the patterns of interaction between politics and economic development in emerging countries.” A major characteristic of this Grants-in-Aid is that the organization that receives the funds solicits applications from the public and distributes the funds. It was a groundbreaking system that enabled the project to solicit applications to fill any research gaps. Furthermore, the State Building and Economic Development Program for educational programs was concurrently carried out, which allowed the research to have a significant impact on the educational field. Conversely, challenges in education were also integrated into the research, leading to a great achievement where the research project and education were unified. After the research project concluded, the educational program eventually merged with the GRIPS Global Governance Program (G-cube).

### **Comparative Legislative Information Project**

This project was launched in 2015 through the Grant-in-Aid for Scientific Research (S) (Comprehensive, International, and Universal Access to Public Policy Information), which was succeeded by the Grant-in-Aid for Scientific Research (S) (An Analytical and Practical Approach to Universal and International Access to Policy Information). It is primarily led by Professor Mikitaka Masuyama. The primary research of this project involves integrating parliamentary data, including minutes, visual media, and audio recordings, into a cohesive whole. The research encompasses the development of technology for image and audio recognition, as well as verifying discrepancies between minutes and parliamentary correspondences, among other things. This is helpful since in the Japanese diet, there are many instances where verification is necessary as the minutes are later amended for correction. In addition, it has become possible to compare the minutes with image and audio data, enabling verification of the facial expressions, intonations, and even the emotions of the speaking members during the proceedings. In addition, the use of panels and other methods for questioning in the Diet has been on the rise. To address this trend, the project has been developing software capable of verifying the actual deliberations by comparing retrieved panel images with corresponding visual data and minutes. The research has garnered strong interest from a diverse group of professionals including policy and politics-related researchers, linguists, as well as technical researchers in voice recognition and programming. The Diet minutes have been used as textual data for various studies in the past, but with the capability to acquire more informative policy research data by combining audio data and video, a growing number of researchers are now actively utilizing and engaging the

data. As the accumulation of parliamentary records is a challenging task not only in Japan but also in other countries, this groundbreaking research has garnered considerable interest and solicitation for cooperation from overseas. Furthermore, initiatives to promote the open source of information are being undertaken, such as making available on the internet analysis programs on the state of information disclosure in local assemblies.

### **Other research projects**

GRIPS has launched many other research programs that are not mentioned here. Some of them have obtained significant external funding, while others have achieved remarkable results and gained attention from the academic community. GRIPS actively applies for external funding such as the Grants-in-Aid for Scientific Research, and although the number of awards and funding amounts fluctuate from year to year, they significantly surpass the average levels of other universities. Moreover, the acceptance rate has been increasing in recent years, indicating our ongoing success in obtaining external funding.

## 5-6. GRIPS ALLIANCE

From the earliest days of its inception, GRIPS has been engaged in diverse educational and research endeavors, establishing close collaborations with central ministries. Over time, it has strived to expand these collaborative relationships, with a specific emphasis on the Council, which serves as a pivotal nexus for such engagements. As a result of these gradual efforts, the GRIPS ALLIANCE was established in 2013. By promoting strategic and issue-driven policy research and developing and implementing advanced policy training, the GRIPS ALLIANCE aims to cultivate a policy community that encompasses not only the legislative and executive branches but also the private sector and to promote policy innovation. While the GRIPS ALLIANCE is rooted in the community formed through GRIPS' education and research, it operates independently through its distinct activities, positioning itself as an adjunct to the university rather than a mere department. The central focus of ALLIANCE is to conduct research based on creative thinking by collaborating with politicians, administrative officials, and the private sector, particularly in the realm of policies and strategies that may not easily emerge from existing systems and ideas. Additionally, it aims to cultivate timely and suitable appropriate human resources as the political leadership reassesses the appointment of senior officials in the government. Moreover, it seeks to facilitate policy dialogue and collaborations between Japan and other countries in Asia, the Americas, and Europe, transcending governmental agencies and political positions, thus underscoring its significance. To this end, it provides a platform for deliberating on policy issues that are challenging to address for individual ministries, while also formulating policies, initiating policy discussions, fostering talent pools, and offering training programs. Study groups are convened to identify and realize themes in collaboration with multiple ministries. For instance, the Ministry of Agriculture, Forestry and Fisheries (MAFF) and the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) organized a series of study sessions to conduct impactful policy research. Various study groups have also been convened to explore academic matters, the World Trade Organization (WTO), trade, commerce, and global order. It also serves as a platform to promote diverse international policy dialogues and collaborations, especially between Japan and other Asian countries (especially ASEAN), as well as Europe and the United States.

The GRIPS ALLIANCE strives to form a loosely connected organization with a diverse and organic structure, involving the participation of various ministries and related organizations while maintaining its collaboration with GRIPS as its foundation. The alliance-like nature of this structure is highly emphasized. Basic operational policies are discussed at monthly Council meetings, attended by former bureaucrats representing various ministries, thereby functioning as an all-ministry organization. Research projects or subcommittees are established based on the Council's decisions, as deemed necessary to facilitate research projects. Moreover, Council meetings proceed as a forum for policy committee members, comprising senior officials from each ministry and agency, to deliberate on their respective administrative matters. With its cross-ministry function, the GRIPS ALLIANCE promotes a wide range of research projects that foster collaboration between practitioners and researchers, including the science and technology policy research project.

## **5-7. International exchanges**

### **Statesman Project**

The Statesman Project has been ongoing since 2000. As the name suggests, the project aims to nurture exceptional politicians and promote global cooperation through dialogues and workshops with Diet members. In many cases, the GRIPS ALLIANCE is involved in the management and coordination of these events. A representative example is The Asian Statesmen's Forum, an exchange program between parliamentarians and experts from Japan-ASEAN nations that ran from 2000 to 2018. At this forum, young politicians from Japan and ASEAN countries held an annual seminar, with each country taking a turn to host the event, to engage in an exchange of perspectives on a range of topics spanning politics, economy, energy, and environmental concerns. The forum was a great success due to the participation of a bipartisan group of legislators from Japan, as well as parliamentarians, former ministers, and other dignitaries from ASEAN countries. From 2006 to 2015, the Japan-Korea Future Initiative Seminar was held with the participation of a bipartisan group of legislators from Japan and parliament members from Korea. This seminar deepened the Japan-Korea exchange by conducting seminars twice a year (one in Korea every spring and another in Japan in the fall) to exchange opinions. Since then, exchange projects have been implemented based on specific topics such as e-government and economic security.

### **Campus Asia**

Campus Asia was a project promoted by MEXT and ran from 2011 to 2016. It was an exchange program that formed a consortium between universities in Japan, China, and Korea, enabling mutual recognition of credits, conferment of degrees, and other academic achievements. GRIPS formed the Northeast Asian Consortium for Policy Studies with the School of Public Policy and Management (SPPM) of Tsinghua University in China and the KDI School in Korea to promote exchange. GRIPS also accepted and dispatched exchange students, but because GRIPS students complete a one-year program, the curriculum is quite dense. Because of that, exchange students were mostly short-term and very few went for long-term. Nevertheless, GRIPS continued to deepen the exchanges by mutually sending master's and doctoral students to the aforementioned universities and delivering internationally recognized public policy education that emphasizes policy research for mid-career professionals, including those from the public sector.

### **MOU (Memorandum of Understanding)**

The basic principle of GRIPS' collaboration with overseas universities and research institutions is based on the memorandum of understanding (MOU) on academic exchange and cooperation. Currently, GRIPS has signed MOUs with about 30 universities and research institutions and is welcoming their students and researchers. By accepting students and researchers from diverse universities and vice versa, GRIPS is continuing and maintaining exchange programs, which involve dispatching teachers and students from GRIPS.

## Afterword

This publication commemorates the 25th anniversary of the establishment of the National Graduate Institute for Policy Studies (GRIPS) in October 2022 by providing a concise overview of its history and development. In September 2018, the Editorial Committee for the 25th Anniversary Book was formed upon the recommendation of then-President Akihiko Tanaka. Among the challenges confronted by the Committee was the preservation and organization of foundational materials for the book. Initially, the Committee's primary responsibility was the organization and archival of pertinent records, including the procurement of storage facilities, transfer of documents from the Administrative Bureau, and the arrangement of the necessary materials dispersed across various warehouses. The process of extracting the necessary materials from these documents commenced in the spring of 2020. However, the effort encountered significant obstacles, including the university's closure due to the outbreak of the novel coronavirus. The actual drafting of the book began in 2021, with the final version being completed in the spring of 2022. The draft was proofread and structured to produce this book. Nevertheless, we acknowledge the possibility of remaining discrepancies stemming from limitations in the source materials. We anticipate that future commemorative books will undergo even more rigorous scrutiny, building upon this 25th-anniversary edition. We would like to express our gratitude to all individuals involved in organizing the materials and editing the manuscript, including but not limited to the following personnel: Director Tatsuki Inoue of the Planning Office; previous editorial managers such as Ms. Chiaki Hirano, Ms. Kanako Kato, Ms. Yoshiko Marizaki, and Ms. Izumi Ishibashi; the administrative staffs including Ms. Natsuko Murakami, an HR payroll manager who prepared materials in response to our inquiries; and Mr. Akira Koyama, a writer who supported us in preparing the first draft.

July 10, 2022

The Editorial Committee of the 25th Anniversary Book of the National Graduate Institute for Policy Studies  
(GRIPS)

(Jun Iio (committee chair), Yoko Iwama, Hirofumi Takada, Makoto Tanaka, and Hozumi Morohosi)

**List of Enrolled Faculty Members (As of September 1, 2022)**

Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY1997	AOKI, Takashi	October 1, 1997	Professor	March 31, 2009	Professor	
	EDAGAWA, Akitoshi	October 1, 1997	Assistant Professor	March 31, 1998	Assistant Professor	
	FUJIMASA, Iwao	October 1, 1997	Professor	March 31, 2005	Professor	
	FUKUDA, Kosei	October 1, 1997	Assistant Professor	July 31, 1999	Assistant Professor	
	HASHIMOTO, Akikazu	October 1, 1997	Professor	March 31, 2007	Professor	
	HASHIMOTO, Hisayoshi	October 1, 1997	Professor	March 31, 2011	Professor	
	IIO, Jun	October 1, 1997	Assistant Professor		Professor	
	ITO, Daiichi	October 1, 1997	Professor	March 31, 2005	Professor	
	ITO, Takashi	October 1, 1997	Professor	March 31, 2005	Professor	
	KAIM, Roderick	October 1, 1997	Assistant Professor	March 31, 2000	Assistant Professor	
	MATSUTANI, Akihiko	October 1, 1997	Professor	March 31, 2011	Professor	
	MISAKI, Akeo	October 1, 1997	Professor	March 31, 2000	Professor	
	MORIKAWA, Masayuki	October 1, 1997	Assistant Professor	June 11, 1998	Assistant Professor	
	NAKAMURA, Reiko	October 1, 1997	Assistant Professor	December 3, 2009	Professor	
	NISHINO, Fumio	October 1, 1997	Professor	March 31, 2005	Professor	
	NIWA, Fujio	October 1, 1997	Professor	March 31, 2008	Professor	
	OHNO, Kenichi	October 1, 1997	Professor		Professor	
	OTA, Hiroko	October 1, 1997	Assistant Professor		President	Senior Professor from April 2019 to August 2022 President since September 2022
	OYAMA, Tatsuo	October 1, 1997	Professor	March 31, 2011	Professor	Trustee from April 2009 to March 2017 Senior Professor from April 2011 to March 2016

Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY1997	RHODES, James R.	October 1, 1997	Professor	March 31, 2011	Professor	Senior Professor from April 2011 to March 2016
	SATO, Seizaburo	October 1, 1997	Professor	November 28, 1999	Professor	
	SHIMOMURA, Ikuo	October 1, 1997	Assistant Professor	March 31, 2018	Professor	
	SHIMOMURA, Yasutami	October 1, 1997	Professor	September 30, 1999	Professor	
	TAKAGI, Seiichiro	October 1, 1997	Professor	March 31, 1999	Professor	
	TAKAHASHI, Takaaki	October 1, 1997	Assistant Professor	March 31, 1998	Assistant Professor	
	TONE, Kaoru	October 1, 1997	Professor	March 31, 2005	Professor	
	TSUJI, Takuya	October 1, 1997	Assistant Professor	March 31, 2005	Professor	
	UEMURA, Shunichi	October 1, 1997	Assistant Professor	June 30, 1998	Assistant Professor	
	YOKOMICHI, Kiyotaka	October 1, 1997	Assistant Professor	March 31, 2021	Trustee	Trustee from April 2017 to March 2021 Senior Professor since April 2021
	YOSHIMURA, Toru	October 1, 1997	President	March 31, 2009	Trustee	Trustee from April 2007 to March 2009
FY1998	HAHN, Sunku	August 1, 1998	Adjunct Assistant Professor	March 31, 2004	Adjunct Assistant Professor	
	KONNO, Masahiro	April 1, 1998	Professor	March 31, 2017	Professor	
	MAEDA, Mitsuhiro	June 11, 1998	Assistant Professor	July 7, 2002	Assistant Professor	
	MATSUURA, Hiroyuki	April 1, 1998	Assistant Professor	March 31, 2004	Assistant Professor	
	NISHIMOTO, Kouji	April 1, 1998	Professor	March 31, 2005	Professor	
	OKITA, Yoichi	July 1, 1998	Professor	March 31, 2009	Professor	
	SADO, Akihiro	April 1, 1998	Assistant Professor	March 31, 2003	Assistant Professor	
	SMOLNIKOV, Sergei	August 1, 1998	Adjunct Professor	December 31, 2001	Adjunct Professor	
	TAGUCHI, Akiko	July 1, 1998	Assistant Professor	May 31, 2001	Professor	

Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY1999	AOKI, Tamotsu	April 1, 1999	Professor	March 31, 2005	Professor	
	HASEGAWA, Shuji	August 1, 1999	Assistant Professor	July 31, 2001	Assistant Professor	
	HATANAKA, Kaori	September 1, 1999	Assistant Professor		Associate Professor	
	HOSOE, Nobuhiro	April 1, 1999	Assistant Professor		Professor	
	KIYOKAWA, Yutaka	July 1, 1999	Professor	June 19, 2000	Professor	
	MARUYAMA, Eiichi	April 1, 1999	Professor	March 31, 2000	Professor	
	MIKURIYA, Takashi	April 1, 1999	Professor	September 30, 2003	Professor	
	OKAMOTO, Masako	April 1, 1999	Assistant Professor	March 31, 2004	Assistant Professor	
	OKAMOTO, Ryosuke	January 15, 2000	Assistant Professor		Associate Professor	
	PARK, Cheol-Hee	June 1, 1999	Adjunct Assistant Professor	March 31, 2002	Adjunct Assistant Professor	
	TAKENAKA, Harukata	August 16, 1999	Assistant Professor		Professor	
	YAMANE, Hiroko	September 21, 1999	Professor	March 31, 2011	Professor	
FY2000	CURTIS, Gerald L.	September 10, 2000	Adjunct Professor	September 30, 2006	Adjunct Professor	
	HAYAMI, Yujiro	April 1, 2000	Professor (joint-appointment)	March 31, 2005	Professor (joint-appointment)	
	HIRASAWA, Ryo	April 1, 2000	Professor	March 31, 2003	Professor	
	IWAMA, Yoko	April 1, 2000	Assistant Professor		Professor	
	KAJISA, Kei	June 1, 2000	Assistant Professor (joint-appointment)	September 30, 2011	Associate Professor (joint-appointment)	
	KOIKE, Hiroharu	April 1, 2000	Professor	May 31, 2002	Professor	
	MOROHOSI, Hozumi	September 1, 2000	Assistant Professor		Professor	
	NISHIZAWA, Hiroshi	April 1, 2000	Professor	July 9, 2002	Professor	



Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY2000	ONO, Miki	April 1, 2000	Assistant Professor	March 31, 2003	Assistant Professor	
	SATO, Kunio	March 1, 2001	Professor	September 30, 2002	Professor	
	TANAKA, Hideo	April 1, 2000	Professor	March 31, 2010	Professor	
FY2001	AHN, Byungjoon	March 23, 2002	Adjunct Professor	March 31, 2005	Adjunct Professor	
	FUKUI, Hideo	December 1, 2001	Professor		Professor	
	HIROTA, Shigeru	September 7, 2001	Assistant Professor	July 15, 2004	Assistant Professor	
	KALIRAJAN, K. P.	April 1, 2001	Professor (joint-appointment)	September 30, 2011	Professor (joint-appointment)	
	KARPOVA, Svetlana	April 1, 2001	Full-time Assistant	March 31, 2003	Full-time Assistant	
	MA, Debin	January 1, 2002	Assistant Professor (joint-appointment)	September 30, 2006	Assistant Professor (joint-appointment)	
	OHNO, Izumi	January 1, 2002	Professor		Professor	
	OTSUKA, Keijiro	April 1, 2001	Professor (joint-appointment)	March 31, 2014	Professor	Senior Professor from April 2014 to March 2016
	SUMIKURA, Koichi	October 1, 2001	Assistant Professor		Professor	
	TSUKASAKI, Yuko	July 1, 2001	Assistant Professor	August 26, 2005	Assistant Professor	
FY2002	FUKUSHIMA, Takashi	October 1, 2002	Professor	March 31, 2015	Professor	
	KANEKO, Minoru	July 8, 2002	Assistant Professor	June 30, 2007	Associate Professor	
	KIM, Taejong	December 1, 2002	Assistant Professor	August 15, 2003	Assistant Professor	
	OTA, Kiyoshi	July 16, 2002	Professor	June 30, 2004	Professor	
	SUGANO, Yukio	December 1, 2002	Professor	March 31, 2006	Professor	
	SUZUKI, Mari	April 1, 2002	Professor	March 31, 2020	Professor	
	TSURUOKA, Koji	June 3, 2002	Professor	July 31, 2003	Professor	
	YAMANO, Takashi	September 1, 2002	Assistant Professor (joint-appointment)	September 30, 2011	Professor (joint-appointment)	

Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY2003	ANDO, Munetomo	October 1, 2003	Research Assistant	March 31, 2005	Assistant Professor	
	FUJITA, Masahiro	November 1, 2003	Assistant Professor	March 31, 2010	Associate Professor	
	FUNAMORI, Miho	January 1, 2004	Assistant Professor	August 31, 2005	Assistant Professor	
	HISHIYAMA, Yutaka	June 18, 2003	Professor	June 30, 2005	Professor	
	KAWAKAMI, Koichi	September 10, 2003	Professor	March 15, 2006	Professor	
	KOHNO, Takeshi	July 1, 2003	Assistant Professor	March 31, 2009	Assistant Professor	
	KUROSAWA, Masako	April 1, 2003	Assistant Professor		Professor	Trustee since April 2021
	OGOSE, Yumi	October 1, 2003	Assistant Professor	March 31, 2005	Assistant Professor	
	OSANAI, Masaru	May 15, 2003	Professor	April 30, 2005	Professor	
	SARKISOV, Denis	September 18, 2003	Full-time Assistant	September 17, 2005	Full-time Assistant	
	SONOBE, Tetsushi	April 1, 2003	Professor (joint-appointment)	March 31, 2020	Professor	
	SUNAMI, Atsushi	August 1, 2003	Assistant Professor	May 31, 2018	Professor	
	TAKEUCHI, Shinya	September 11, 2003	Professor	March 31, 2004	Professor	
	TANAKA, Makoto	October 1, 2003	Assistant Professor		Professor	
	TSURUTA, Daisuke	November 1, 2003	Research Assistant	March 31, 2010	Assistant Professor	
	YAGUCHI, Yue	May 1, 2003	Full-time Assistant(joint-appointment)	March 31, 2004	Full-time Assistant(joint-appointment)	
	YAMADA, Shoko	February 1, 2004	Assistant Professor	November 30, 2007	Assistant Professor	
	YAMAUCHI, Futoshi	September 1, 2003	Assistant Professor (joint-appointment)	September 30, 2007	Associate Professor (joint-appointment)	
FY2004	AMOROSO, Donna J.	April 1, 2004	Adjunct Assistant Professor	January 22, 2011	Associate Professor	
	HIRAO, Eiji	April 1, 2004	Full-time Assistant	March 31, 2006	Full-time Assistant	
	HONDA, Masatoshi	April 1, 2004	Assistant Professor	March 31, 2010	Associate Professor	

Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY2004	IKAWA, Hiroshi	July 1, 2004	Professor	March 31, 2017	Professor	
	IWAMOTO, Hiroyuki	April 1, 2004	Full-time Assistant	September 30, 2005	Full-time Assistant	
	KAKIUCHI, Emiko	April 1, 2004	Professor	March 31, 2022	Professor	
	KANEKO, Takafumi	July 16, 2004	Professor	July 31, 2006	Professor	
	KAWABE, Eiichiro	August 1, 2004	Assistant Professor	July 5, 2007	Associate Professor	
	KONDOH, Aya	April 1, 2004	Assistant Professor	March 31, 2014	Associate Professor	
	MORICHI, Shigeru	April 1, 2004	Professor	March 31, 2009	Professor	Senior Professor from April 2009 to March 2014
	NAKAJIMA, Kunio	April 1, 2004	Professor	March 31, 2007	Professor	
	NIIYA, Yumiko	April 1, 2004	Research Assistant	June 30, 2005	Research Assistant	
	PETCHKO, Katerina	February 1, 2005	Assistant Professor		Professor	
	SASAOKA, Yuichi	April 1, 2004	Professor	March 31, 2006	Professor	
	WATANABE, Kazuo	July 1, 2004	Professor	December 31, 2005	Professor	
FY2005	AZUMA, Misuzu	June 1, 2005	Assistant Professor	March 31, 2007	Assistant Professor	
	HAMAGUCHI, Keiichiro	July 1, 2005	Professor	June 30, 2008	Professor	
	HIRANO, Yukihiro	April 1, 2005	Professor	March 30, 2007	Professor	
	KATO, Hiroshi	April 1, 2005	Assistant Professor	June 30, 2007	Assistant Professor	
	KIDOKORO, Yukihiro	April 1, 2005	Assistant Professor		Professor	
	KIMURA, Yuichi	August 1, 2005	Research Assistant	June 30, 2007	Research Assistant	
	MATSUDA, Mayumi	November 1, 2005	Research Assistant	March 31, 2007	Research Assistant	
	MATSUMOTO, Tomoya	September 1, 2005	Research Assistant	March 31, 2017	Assistant Professor	
	OKAMOTO, Kaoru	January 1, 2006	Professor	January 5, 2017	Professor	
	OKAZAKI, Kenji	July 1, 2005	Professor	March 30, 2013	Professor	

Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY2005	OKUYAMA, Tadahiro	October 1, 2005	Full-time Assistant	March 31, 2009	Research Assistant	
	OYAMADA, Kazuhito	April 1, 2005	Full-time Assistant	July 31, 2006	Full-time Assistant	
	SAEKI, Koji	September 1, 2005	Professor	July 19, 2007	Professor	
	SHIMAMURA, Masumi	July 1, 2005	Assistant Professor	March 31, 2008	Assistant Professor	
	SHIRAISHI, Takashi	April 1, 2005	Professor	March 31, 2017	President	President from April 2011 to March 2017
	TOYOFUKU, Kenta	May 16, 2005	Assistant Professor	March 31, 2006	Assistant Professor	
	UJIIE, Kiyokazu	April 1, 2005	Full-time Assistant	June 30, 2006	Full-time Assistant	
	YOSHIDA, Yuichiro	April 1, 2005	Assistant Professor	March 31, 2013	Associate Professor	
FY2006	ABE, Daisuke	September 16, 2006	Full-time Assistant	January 15, 2009	Research Assistant	
	AIZAWA, Nobuhiro	April 1, 2006	Full-time Assistant	March 31, 2007	Full-time Assistant	
	HARA, Yonosuke	November 1, 2006	Professor	March 31, 2009	Professor	Senior Professor from April 2009 to March 2014
	HORIE, Masahiro	September 1, 2006	Professor	March 31, 2013	Professor	Senior Professor from April 2013 to March 2018
	IGARASHI, Teizo	April 1, 2006	Professor	March 31, 2008	Professor	
	KATO, Hisayoshi	August 15, 2006	Professor	July 3, 2008	Professor	
	KOJIMA, Masahiko	April 1, 2006	Professor	March 31, 2007	Professor	
	KUROKAWA, Kiyoshi	November 1, 2006	Professor	October 31, 2009	Professor	
	MIYAGI, Taizo	April 1, 2006	Assistant Professor	March 31, 2009	Assistant Professor	
	OKADA, Daishi	August 1, 2006	Full-time Assistant	March 31, 2007	Full-time Assistant	
	ONIMARU, Takeshi	April 1, 2006	Full-time Assistant	March 31, 2014	Assistant Professor	
	SAITO, Akiko	June 1, 2006	Assistant Professor	March 31, 2007	Assistant Professor	
	SAITO, Hiromi	September 1, 2006	Full-time Assistant	March 31, 2011	Assistant Professor	

Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY2006	SHINOHARA, Osamu	April 1, 2006	Professor	March 31, 2011	Professor	
	TAKADA, Hirofumi	September 15, 2006	Professor	July 3, 2008	Professor	
FY2007	ELUMBA, Jean Denis Nkongolo	February 1, 2008	Research Assistant	July 31, 2008	Research Assistant	
	ESTUDILLO, Jonna P.	April 1, 2007	Associate Professor (joint-appointment)	September 30, 2021	Professor	
	HATTA, Tatsuo	April 1, 2007	President	March 31, 2011	President	
	HIBINO, Naohiko	September 16, 2007	Assistant Professor		Professor	
	HIDAKA, Kenji	September 10, 2007	Professor	March 31, 2008	Professor	
	HISASUE, Ryoichi	October 1, 2007	Research Assistant	September 30, 2010	Research Assistant	
	HSU, Minchung	September 1, 2007	Assistant Professor		Associate Professor	
	KANDASAMY, Paul	October 1, 2007	Full-time Lecturer (joint-appointment)	September 30, 2011	Full-time Lecturer (joint-appointment)	
	KITAOKA, Hajime	August 1, 2007	Professor	July 30, 2009	Professor	
	KUME, Yoshiaki	September 1, 2007	Professor	March 31, 2017	Professor	
	KUWAHARA, Susumu	August 13, 2007	Associate Professor	August 12, 2010	Associate Professor	
	LEON-GONZALEZ, Roberto	July 1, 2007	Associate Professor		Professor	
	MICHISHITA, Narushige	April 1, 2007	Assistant Professor		Professor	Trustee since April 2021
	MORITA, Tamaki	April 1, 2007	Full-time Lecturer	March 31, 2010	Full-time Lecturer	
	MUNRO, Alistair	February 1, 2008	Professor		Professor	
	NAGANO, Hiroshi	August 1, 2007	Professor	March 31, 2013	Professor	
	PFAU, Wade Donald	April 1, 2007	Assistant Professor	March 31, 2013	Associate Professor	
	SHIMAZAKI, Kenji	April 1, 2007	Professor	March 31, 2020	Professor	
	SUZUKI, Jun	October 1, 2007	Professor		Professor	

Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY2007	WADA, Yoshio	July 1, 2007	Professor	March 31, 2010	Professor	
	YASUDA, Futoshi	July 1, 2007	Assistant Professor	March 31, 2009	Associate Professor	
	YASUDA, Yosuke	August 8, 2007	Assistant Professor	March 31, 2014	Assistant Professor	
FY2008	HOSONO, Akio	September 1, 2008	Professor	March 31, 2010	Professor	
	IWAKIRI, Satoshi	November 1, 2008	Professor	October 14, 2009	Professor	
	KIMURA, Shunsuke	October 1, 2008	Professor	July 22, 2010	Professor	
	KITANO, Taiju	January 16, 2009	Full-time Lecturer	March 31, 2013	Assistant Professor	
	KOMATSU, Masayuki	April 1, 2008	Professor	March 31, 2012	Professor	
	MANO, Yukichi	October 1, 2008	Assistant Professor	March 31, 2012	Assistant Professor	Assistant Professor (joint-appointment) from April 2009 to September 2011
	MARUYAMA, Akiko	February 1, 2009	Assistant Professor	March 31, 2012	Assistant Professor	
	SATO, Yasushi	April 1, 2008	Assistant Professor	March 31, 2010	Assistant Professor	
	SAWAKI, Toshiaki	November 1, 2008	Professor	March 31, 2011	Professor	
	SHIMADA, Akio	July 15, 2008	Professor	July 15, 2010	Professor	
	SHIMAMURA, Yasuharu	October 6, 2008	Full-time Lecturer (joint-appointment)	September 30, 2009	Full-time Lecturer (joint-appointment)	
	SUZUKI, Aya	October 1, 2008	Assistant Professor	March 31, 2012	Assistant Professor	Assistant Professor (joint-appointment) from April 2009 to September 2011
	TSUNEKAWA, Keiichi	April 1, 2008	Professor	March 31, 2013	Professor	Senior Professor from April 2013 to March 2018
	UESU, Sayoko	November 1, 2008	Full-time Assistant	March 31, 2011	Full-time Assistant	
	XING, Yuqing	October 1, 2008	Professor		Professor	

Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY2009	ESTEBAN-PRETEL, Julen	August 1, 2009	Assistant Professor	August 31, 2014	Associate Professor	
	KAJIWARA, Fumio	April 1, 2009	Professor	March 31, 2011	Professor	
	KANEKO, Takeshi	July 14, 2009	Professor	July 15, 2010	Professor	
	KOBAYASHI, Kazuhisa	November 24, 2009	Professor (special assignment)	June 7, 2011	Professor (special assignment)	
	MASUYAMA, Mikitaka	April 1, 2009	Professor		Professor	Trustee from April 2017 to March 2021
	MOROOKA, Kenichi	April 1, 2009	Associate Professor	March 31, 2011	Professor	
	NAGAI, Tatsuo	August 17, 2009	Full-time Lecturer	May 13, 2010	Full-time Lecturer	
	NOBORI, Amiko	April 1, 2009	Research Assistant	March 31, 2012	Research Assistant	
	NUNAMI, Tadashi	February 1, 2010	Professor	June 13, 2011	Professor	
	OZAKI, Kuniko	April 1, 2009	Professor	February 28, 2010	Professor	
	RUNDLE, Colin F.	October 1, 2009	Full-time Lecturer (joint-appointment)	September 30, 2011	Full-time Lecturer (joint-appointment)	
	SUMI, Miyako	August 16, 2009	Research Assistant	April 14, 2013	Research Assistant	
	TAO, Ryosuke	January 13, 2010	Full-time Lecturer	September 30, 2011	Full-time Lecturer	
	TOMIMOTO, Ikufumi	March 15, 2010	Professor (special assignment)	July 31, 2011	Professor (special assignment)	
FY2010	ABE, Hideaki	July 16, 2010	Professor	June 30, 2011	Professor	
	ANDO, Naoki	January 1, 2011	Professor (special assignment)	March 31, 2012	Professor (special assignment)	
	ARAI, Yoichi	August 1, 2010	Assistant Professor	March 31, 2018	Associate Professor	
	DEGUCHI, Kyoko	August 13, 2010	Associate Professor	August 8, 2013	Associate Professor	
	DERMENDZHIEVA, Zvezda	September 1, 2010	Visiting Assistant Professor	August 31, 2011	Visiting Assistant Professor	
	HATAKEYAMA, Eisuke	July 27, 2010	Associate Professor	July 26, 2013	Associate Professor	

Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY2010	IKEDA, Shinsuke	August 16, 2010	Assistant Professor	July 31, 2017	Assistant Professor	
	JEONG, Hyeok	May 28, 2010	Associate Professor (joint-appointment)	September 30, 2011	Associate Professor (joint-appointment)	
	KOGA, Ryutaro	April 1, 2010	Professor (special assignment)	September 30, 2012	Professor (special assignment)	
	KUROKAWA, Tsuyoshi	July 16, 2010	Professor	June 30, 2012	Professor	
	MURAKAMI, Hiromi	October 1, 2010	Assistant Professor	March 31, 2014	Assistant Professor	
	NISHIWAKI, Masato	June 14, 2010	Assistant Professor	March 31, 2014	Assistant Professor	
	TAKASU, Yukio	November 15, 2010	Professor (special assignment)	March 31, 2012	Professor (special assignment)	
	TSUCHIYA, Takashi	April 1, 2010	Professor		Professor	
	WIE, Dainn	September 1, 2010	Assistant Professor		Associate Professor	
	YAMAUCHI, Chikako	October 1, 2010	Assistant Professor		Associate Professor	
FY2011	CHEY, Hyoungh-kyu	April 1, 2011	Assistant Professor		Professor	
	GOTO, Akira	February 18, 2012	Professor	March 31, 2016	Professor	
	ISHIMARU, Shohei	April 1, 2011	Associate Professor	March 31, 2013	Associate Professor	
	KANEMOTO, Yoshitsugu	April 1, 2011	Professor	March 31, 2015	Professor	Senior Professor from April 2015 to March 2020
	MURANAGA, Yuji	July 15, 2011	Professor (special assignment)	July 2, 2014	Professor (special assignment)	
	TANAKA, Ryuichi	April 1, 2011	Associate Professor	March 31, 2015	Associate Professor	
FY2012	ARIMOTO, Tateo	April 1, 2012	Professor	March 31, 2018	Professor	
	HASHIMOTO, Kazuhiko	June 1, 2012	Assistant Professor	March 31, 2014	Assistant Professor	
	IKEYA, Hiroshi	April 1, 2012	Professor (special assignment)	March 31, 2015	Professor (special assignment)	



Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY2012	INTARAKUMNERD, Patarapong	May 1, 2012	Professor		Professor	
	KAMII, Hiroyuki	August 1, 2012	Professor (special assignment)	September 30, 2015	Professor (special assignment)	
	KAWANO, Motoko	April 1, 2012	Research Assistant	March 31, 2021	Assistant Professor	
	KINOSHITA, Tomohiro	September 1, 2012	Professor	March 31, 2016	Professor	
	KITAOKA, Shinichi	April 1, 2012	Professor	March 31, 2014	Professor	Senior Professor from April 2014 to March 2016
	MASUI, Hideki	September 3, 2012	Associate Professor (special assignment)	July 31, 2014	Associate Professor (special assignment)	
	MATSUNAGA, Masaei	June 1, 2012	Professor (special assignment)	March 31, 2015	Professor (special assignment)	
	TAKEDA, Fumio	April 1, 2012	Professor	March 31, 2019	Professor	
	YOSHIDA, Yasushi	July 12, 2012	Professor	July 7, 2014	Professor	
FY2013	ANDO, Shoichi	April 1, 2013	Professor	March 31, 2016	Professor	
	FUJIOKA, Mariko	June 1, 2013	Research Assistant	March 31, 2015	Research Assistant	
	HASEGAWA, Makoto	August 1, 2013	Assistant Professor	July 31, 2017	Assistant Professor	
	KANCHOOCHAT, Veerayooth	April 1, 2013	Assistant Professor		Associate Professor	
	KIM, Sohee Minsun	July 1, 2013	Research Assistant	August 31, 2014	Research Assistant	
	KUWAHARA, Terutaka	November 1, 2013	Professor	March 31, 2018	Professor	
	NIIDOME, Yutaka	April 1, 2013	Associate Professor	March 31, 2015	Associate Professor	
	O'NEILL, Gavin	June 1, 2013	Full-time Lecturer	March 31, 2015	Full-time Lecturer	
	SUGIHARA, Kaoru	April 1, 2013	Professor	March 31, 2014	Professor	Senior Professor from April 2014 to September 2016
	TAKADA, Hirofumi	August 1, 2013	Professor		Professor	

Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY2013	TESHIROGI, Manabu	December 16, 2013	Professor	March 31, 2016	Professor	
	TSUKADA, Naotoshi	April 1, 2013	Associate Professor	March 31, 2016	Associate Professor	
	YAZAKI, Yukihiro	April 1, 2013	Assistant Professor	March 31, 2015	Assistant Professor	
FY2014	FUJIMOTO, Junichi	September 1, 2014	Associate Professor		Associate Professor	
	HARADA, Masataka	April 1, 2014	Assistant Professor	March 31, 2016	Assistant Professor	
	HOSHIDA, Junya	August 1, 2014	Associate Professor (special assignment)	July 21, 2016	Associate Professor (special assignment)	
	IEDA, Hitoshi	April 1, 2014	Professor	March 31, 2021	Professor	Senior Professor since April 2021
	ITO, Takatoshi	April 1, 2014	Professor	March 31, 2016	Professor	Senior Professor from April 2016 to March 2021
	IWATA, Natsuho	August 1, 2014	Associate Professor	October 31, 2017	Associate Professor	
	KHOO, Boo Teik	April 1, 2014	Professor	March 31, 2020	Professor	
	KUTSUZAWA, Ryuji	July 8, 2014	Professor	March 31, 2018	Professor	
	NAKATA, Ryosuke	April 1, 2014	Professor	March 31, 2016	Professor	
	NEI, Hisanori	June 2, 2014	Professor		Professor	
	OGAWA, Hiromasa	April 1, 2014	Assistant Professor	March 31, 2017	Assistant Professor	
	PORAPAKKARM, Ponpoje	August 15, 2014	Assistant Professor		Associate Professor	
	SUGIURA, Yoshiyuki	July 4, 2014	Professor (special assignment)	June 29, 2017	Professor (special assignment)	
	TAKAGI, Yusuke	April 23, 2014	Assistant Professor		Associate Professor	
	TANAKA, Yuki	April 1, 2014	Research Assistant	January 31, 2015	Research Assistant	
	UMETANI, Kenji	July 22, 2014	Professor	July 27, 2015	Professor	
	YAMAGUCHI, Ayano	February 1, 2015	Research Assistant	March 31, 2017	Research Assistant	

Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY2015	FADEN, Margalit Caroline	April 1, 2015	Full-time Lecturer	March 31, 2017	Full-time Lecturer	
	HAYASHI, Fumio	April 1, 2015	Professor	March 31, 2018	Professor	Senior Professor since April 2018
	IHORI, Toshihiro	April 1, 2015	Professor	March 31, 2017	Professor	Senior Professor from April 2017 to March 2022
	ISHIHARA, Akifumi	April 1, 2015	Assistant Professor	March 31, 2019	Associate Professor	
	JINDO, Hiroaki	July 22, 2015	Professor	March 31, 2018	Professor	
	KABUTA, Fumihiro	October 1, 2015	Professor	March 30, 2019	Professor	
	KATZENSTEIN, Peter Joachim	March 11, 2016	Professor	April 28, 2018	Professor	
	KOBAYASHI, Naoyuki	June 1, 2015	Professor (special assignment)	May 31, 2017	Professor (special assignment)	
	KUDO, Toshihiro	April 1, 2015	Professor		Professor	
	MANI, Sunil	February 1, 2016	Professor	November 25, 2017	Professor	
	MIZUYAMA, Takahisa	April 1, 2015	Professor (special assignment)	March 31, 2019	Professor (special assignment)	
	MORIOKA, Takuro	June 1, 2015	Full-time Lecturer	March 31, 2020	Full-time Lecturer	
	NAKAMURA, Akihiro	July 28, 2015	Professor	July 10, 2017	Professor	
	NAKAMURA, Satoshi	July 22, 2015	Professor	March 31, 2018	Professor	
	NIKAIDO, Yasuhiro	April 1, 2015	Associate Professor	March 31, 2017	Associate Professor	
	OKUGAWA, Ikuko	April 1, 2015	Assistant Professor	March 31, 2017	Assistant Professor	
	SHIMURA, Seiko	April 15, 2015	Research Assistant	March 31, 2017	Research Assistant	
	UEYAMA, Takahiro	April 1, 2015	Professor	March 31, 2016	Professor	
	WATANABE, Yasuyuki	July 1, 2015	Associate Professor	June 30, 2018	Associate Professor	
FY2016	CHEN, Stacey	August 1, 2016	Associate Professor	August 31, 2020	Associate Professor	
	FUKUI, Fumitake	April 1, 2016	Assistant Professor	March 31, 2018	Assistant Professor	

Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY2016	KAWASAKI, Kenichi	April 1, 2016	Professor (special assignment)		Professor	
	KENNEY, Martin	April 3, 2016	Professor	May 2, 2016	Professor	
	KIJIMA, Yoko	April 1, 2016	Associate Professor		Professor	FASID Full-time Assistant (joint-appointment) from April 2004 to March 2007
	LECUYER, Christophe	May 22, 2016	Professor	June 15, 2016	Professor	
	LITSCHIG, Stephan	August 1, 2016	Associate Professor		Professor	
	MAKI, Kanetaka	April 1, 2016	Assistant Professor	August 31, 2017	Assistant Professor	
	NISHIMURA, Kiyohiko G.	April 1, 2016	Professor	March 31, 2018	Professor	Senior Professor since April 2018
	OKAWA, Asana	April 1, 2016	Associate Professor	March 31, 2018	Associate Professor	
	ONO, Taichi	July 22, 2016	Professor	July 21, 2019	Professor	
	SUGIURA, Mina	April 1, 2016	Associate Professor	March 31, 2018	Associate Professor	
	SUNOHARA, Hiroki	April 1, 2016	Professor	March 31, 2019	Professor	
	SURYOMENGGOLO, Jafar	April 1, 2016	Assistant Professor	September 28, 2019	Assistant Professor	
	TARUMI, Yuji	April 1, 2016	Professor	March 31, 2019	Professor	
	UCHIDA, Yukio	July 1, 2016	Professor (special assignment)	June 30, 2018	Professor (special assignment)	
FY2017	OKAZAWA, Hiroshi	April 1, 2017	Associate Professor	March 31, 2018	Associate Professor	
	PRESSELLO, Andrea	April 1, 2017	Assistant Professor		Professor	
	SUGIHARA, Shigeru	July 11, 2017	Professor	March 30, 2019	Professor	
	TAMURA, Akihiko	July 14, 2017	Professor	June 2, 2019	Professor	
	TANAKA, Akihiko	April 1, 2017	President	March 31, 2022	President	
FY2018	HAYASHI, Takayuki	April 1, 2018	Professor		Professor	

Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY2018	HIROKI, Kenzo	June 1, 2018	Professor		Professor	
	IIZUKA, Michiko	April 1, 2018	Professor		Professor	
	KONYA, Kenichi	April 1, 2018	Professor	January 31, 2020	Professor	
	KUBO, Ayumi	August 1, 2018	Associate Professor	July 31, 2020	Associate Professor	
	KUTSUKAKE, Makoto	April 1, 2018	Professor	June 30, 2020	Professor	
	OGAWA, Yumiko	June 1, 2018	Full-time Assistant		Full-time Assistant	
	TAKAHASHI, Kohei	November 1, 2018	Full-time Assistant	March 31, 2022	Full-time Assistant	
	YAMAGUCHI, Takuma	July 1, 2018	Professor	March 31, 2020	Professor	
FY2019	HOMMARU, Tetsuya	April 1, 2019	Associate Professor	March 31, 2021	Associate Professor	
	JAIN, Purnendra	February 1, 2020	Professor	March 31, 2020	Professor	
	KOBE, Harumi	July 10, 2019	Professor	July 9, 2021	Professor	
	NAKAGAKI, Yoko	July 9, 2019	Professor	March 31, 2021	Professor	
	NISHIWAKI, Osamu	February 1, 2020	Professor (special assignment)	June 30, 2022	Professor (special assignment)	
	OGUCHI, Atsushi	April 1, 2019	Associate Professor	March 31, 2022	Associate Professor	
	OSANAI, Nobutomo	April 1, 2019	Professor		Professor	
	SHINODA, Kunihiro	June 3, 2019	Professor		Professor	
	SUGAHARA, Masaru	April 1, 2019	Professor		Professor	
	TAKAHASHI, Kazushi	April 1, 2019	Professor		Professor	
	YAMAZAKI, Akio	October 1, 2019	Assistant Professor		Assistant Professor	
FY2020	BRUMMER, Matthew	May 1, 2020	Full-time Lecturer		Assistant Professor	
	HIRANO, Munemitsu	December 1, 2020	Professor (special assignment)	March 31, 2022	Professor (special assignment)	
	ICHIKAWA, Norie	August 1, 2020	Associate Professor	July 31, 2022	Associate Professor	

Year hired	Name	Date hired	Job title at time of hire	Date retired / resigned	Current or final job title	Remarks*
FY2020	KATAI, Miyuki	April 1, 2020	Professor		Professor	
	MATSUMOTO, Hidehiko	October 1, 2020	Assistant Professor		Assistant Professor	
	ONO, Taichi	April 1, 2020	Professor		Professor	
	TAKAHASHI, Masafumi	July 1, 2020	Professor		Professor	
	YAGASAKI, Masayuki	June 1, 2020	Full-time Lecturer	March 31, 2022	Full-time Lecturer	
FY2021	ADAM, Yasmin	October 1, 2021	Full-time Lecturer		Full-time Lecturer	
	HAJIRO, Jun	July 5, 2021	Professor		Professor	
	IZUMI, Yutaro	April 1, 2021	Assistant Professor		Assistant Professor	
	KARUSIGARIRA, Ian	April 1, 2021	Full-time Lecturer		Full-time Lecturer	
	KONDO, Yoshitomo	July 10, 2021	Professor		Professor	
	LIM, Guanle	April 1, 2021	Assistant Professor		Assistant Professor	
	NIBAYASHI, Ken	September 1, 2021	Professor		Professor	
	TAKENOUCHI, Takashi	April 1, 2021	Professor		Professor	
FY2022	HANAWA, Yasuyuki	April 1, 2022	Associate Professor		Associate Professor	

\*Does not include adjunct professors other than those in Category III, joint-appointment faculty members other than FASID joint-appointment faculty members, and other part-time faculty members.

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