



# Nitobe College

## Strategies in Human Resource Training at Hokkaido University-Nitobe College

– Facing the changes in international innovation human resource training –

## Message from the President of Hokkaido University

Nitobe College, an educational and honors program at Hokkaido University, transverses all departments in order to foster well-rounded students. Nitobe College takes its name from former student Inazo Nitobe, an international figure in modern Japanese history, whose deep beliefs and sincere actions serve as a great model for cultivating “global citizenship,” in other words, developing a flexible sensitivity for diversity and “all-round education,” establishing a broad foundation for human development which are two main goals of our university. Nowadays, people, things, and information are traveling around the world in a flash, and societies and economies are swiftly moving towards globalization. In this world, this international “spirit of Inazo Nitobe” is increasingly important. Similar to Nitobe’s actions, we also feel it is our mission as a university to train and send our students out into the world with empathy, cross-cultural understanding, and communication skills in order to work in a wide range of fields. In addition, Nitobe College also provides opportunities in both research and education for students to grasp the essential substance of matters and to realize solutions through “practical learning.” To enable Nitobe College to rise to this challenge, the College has enlisted the assistance of Nitobe Fellows, globally active alumni, who share their expertise and support students in both academic and career design. This element makes Nitobe College the first of its kind in Japan. As we seek to develop global citizens, we ask for your continued understanding and support.



President of Hokkaido University  
Principal of Nitobe College  
**Toyoharu Nawa**

**The mission of Nitobe College is to develop people who can respond to the rapid progress of globalization, face changes, and contribute to international innovation.**



The influence of Nitobe College can be seen rippling throughout the entire university.



### Practical Study

**Declining international competitiveness of Japan**

Since the late 1990s until the year 2000, the international competitiveness of Japan sharply declined due to an insufficient ability to respond to globalization in industrial society from the human resources aspect. An important role of universities today is to train people to succeed in the international community.



### Internationality

**Learn from diversity**

The percentage of students at Hokkaido University who come from areas other than Hokkaido has increased every year, and is currently at 65%. Students from all over Japan in 12 departments and those from abroad study and learn, mutually interact, and develop interdisciplinary and international thinking on the Sapporo campus.



### Frontier Spirit

**Learning by output rather than input**

Nitobe College for undergraduate students and Nitobe School for graduate students nurture global citizens at Hokkaido University. Students learn independently by output.



### All-round Education

**Learning to break some things and throw away other things**

In addition to academic development, the development of human relation skills including communication skills, cross-cultural response skills, analytic and critical thinking abilities that are required by today’s society, is fostered.





## Experience and learn, Achieve success as a team

Nitobe College contributes to international innovation by developing human understanding and internationality through hands-on experience and interaction between people both in Japan and from overseas.

### 1. Exchange student program

Credits earned at partner universities can be transferred to Hokkaido University. Scholarships are offered to excellent students.



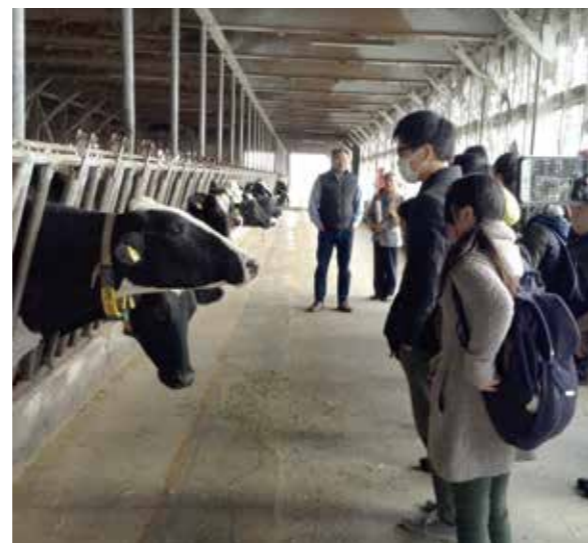
### 2. English exercises for studying abroad

[English support for studying abroad]

Students learn practical English in small classes of 20 students or less. Lessons feature conversations with the teacher, writing, and presentations

### 3. Hands-on field exercises

Hands-on exercises in small classes (approximately 20 students). In this course, students learn the importance of teamwork as well as gain leadership and risk management skills in the great nature of Hokkaido.



### 4. Interaction with international students

[International exchange course]

Exchanges between international and Japanese students are promoted to deepen the understanding of various opinions and values and to learn from one another. In principle, classes are in English.



### 5. Multicultural exchanges

International and Japanese students work together to solve problems. Understanding of diverse cultures and multicultural situations is deepened.



## Comments from Nitobe College Alumni



### Study abroad has widened my horizons

First graduating class of Nitobe College / School of Law General Law and Political Science Program  
4<sup>th</sup> year (as of October 2016) Shiho Uchida

When I was in junior high school, I read about a Japanese student who studied in Finland and started thinking that I would like to study the advanced educational system of the country. Nitobe College is a place to work hard with other students who “want to improve themselves.” Talking to friends here who also wanted to study abroad raised my spirits and greatly encouraged me to make studying in Finland a reality.

When I actually studied in Finland, I discovered many things which I could not have learned from simply reading books before going, such as a person cannot be a teacher unless he completes a master’s course, teachers are deeply respected in society, etc. I was also impressed by the students’ attitude to find the answers to their questions on the spot. That encouraged me to try to do the same. Due to these experiences, after I returned to Japan, I thought I would like to work on improving the working environment of teachers in Japan in the future. I was highly motivated to continue studying at Nitobe College by the deep experience of the Fellows who have the whole world as their stage. In many ways, in addition to studying abroad, I really feel that Nitobe College has molded me into what I am now.



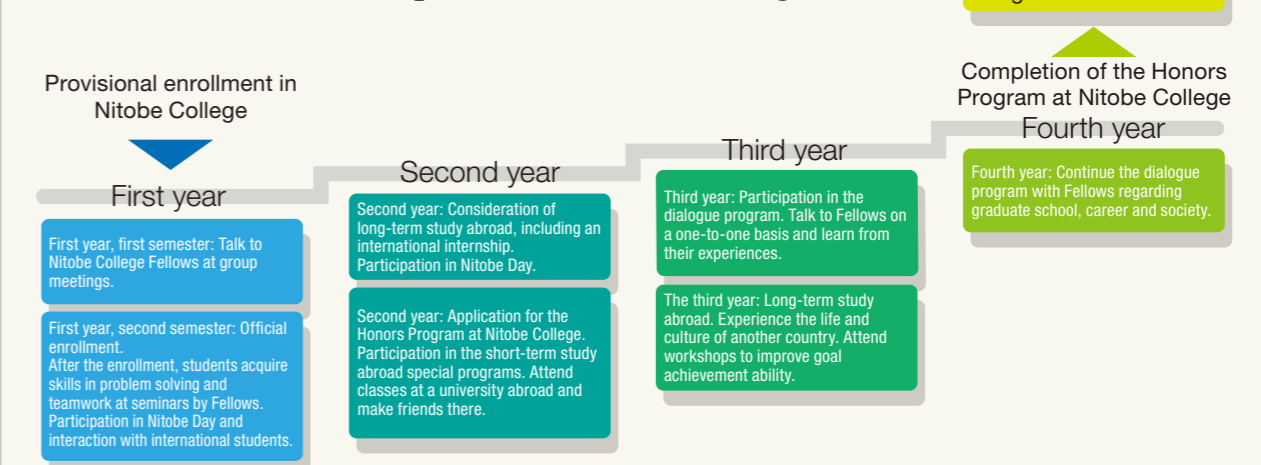
### Discussions with Fellows helped me realize many things

First graduating class of Nitobe College / School of Science Department of Earth and Planetary Science,  
4<sup>th</sup> year (as of October 2016) Ryo Taira

I enrolled in Nitobe College as a freshman with a vague idea that it would be helpful in the future. Although I had a preconception that studying abroad for a long time would be difficult for me at first, after much support, I was able to study at the University of Hawaii at Manoa for nine months, from the summer of my third year to my fourth year. I studied seismology related statistics, which is my major, and acquired technical knowledge of programming, which I am still applying to my studies today. Since a Fellow at Nitobe College advised me to learn Chinese too, I also attended Business Chinese classes at the University of Hawaii. Learning English seemed easy, but I struggled with Chinese. The class focused on small group discussions, and it was difficult to keep up at first. I had some opportunities to help American students who were not good at mathematics and these sessions in turn helped me to gain confidence to join discussions in other class.

I think the “Taiwa (dialogue) program” with the Fellows was the most helpful at Nitobe College. I could organize my thoughts according to their specific advice on my academic or career plans on a one-to-one basis.

## From enrollment to completion at Nitobe College \*



\*1. From approximately 2,600 new students in the university, about 200 students are selected and provisionally enrolled in the College.

\*2. This is only an example. Each student’s actual program will be reviewed every year.



## Facing reality, Learning from the field

By taking full advantage of the guidance provided by “Nitobe College Fellows,” Hokkaido University alumni who are active in the forefront of society, and the internship program at overseas branches of Japanese companies, Nitobe College students can demonstrate their abilities in practice.

### Practical exercises with Fellows

Facing the real world with Fellows rich in international and social experience as mentors.

#### Fellow Seminars

An image of the future is envisioned with the Fellows, based on practical social challenges.

Themes include the economy of Hokkaido, urban issues, environmental issues, tourism development, etc.

#### Dialogue Program

Students come face to face with the international sense and experience of the Fellows, and develop thinking ability, the ability to take action, teamwork and human relations.

This program is held four times a year, and students gain "awareness" through repeated dialogue and action.



### International Internship

This internship program at overseas branches of Japanese companies lasts approximately 2-3 weeks. Through training at a company related to their specialized field and course, students cultivate high occupational awareness and learn internationality and leadership in various social and cultural circumstances.

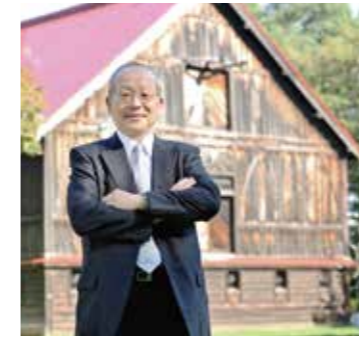


### 2017 Nitobe College Fellows (excerpt)

- **Chikako Igarashi**  
President of Hokkaido Synthetic Research Committee General Incorporated Association
- **Toshiniko Otomo**  
Global Project Leader of Chugai Pharmaceutical Co., Ltd.
- **Tetsushi Shibata**  
Hokkaido Development Department of Ministry of Land, Infrastructure Transport and Tourism  
Head of the Sapporo Road Office, Sapporo Development and Construction Department
- **Muneo Nagaoka**  
Former Vice President of Mitsui Chemicals, USA  
Officer of Foreign Language Volunteer Network of Sapporo International Plaza
- **Yuichi Ishikawa**  
President and Representative Director of Plough Brothers Inc.  
Director of Johnson Controls, K.K.
- **Koji Kobayashi**  
Former President of Toyota Motor Manufacturing Turkey Inc.  
Former Senior Managing Officer of Akebono Brake Industry Co., Ltd.
- **Motoo Shimada**  
Corporate Advisor of VISCAS Corporation.  
Former Representative Director and President of VISCAS Corporation.
- **Akio Naganuma**  
C.E.O. and Chairman of Kinotoya Inc.
- **Shuhei Inoue**  
Former Executive Officer and Corporate Advisor of Sojitz Corporation  
Non-Executive Independent Director of Sinfonia Technology Co., Ltd.
- **Chikashi Shigeta**  
Former Senior Managing Director of Maruha Nichiro Corporation  
Former Representative Director and President of Daihoh Gyorui Co., Ltd.  
Independent Director of Tsukiji Uoichiba Co., Ltd.
- **Kazuo Sugie**  
Former Representative Director, President and CEO of DIC Corporation  
Chief Director of Vocational Education Public Interest Incorporated Foundation
- **Yukio Murakami**  
Adjunct Member for Public Interest Corporation Commission, Cabinet Office  
Representative Director of MC International, Inc.
- **Hideki Ueda**  
Director of NTT Communications Co., Ltd  
Deputy Director, Third Sales Headquarters
- **Satoko Shisai**  
Operating Officer of IBM Japan, Ltd.  
Chief Information Security Officer of IBM
- **Yukio Tada**  
Senior Advisor of Sojitz Research Institute, Ltd.  
Guest Professor, Faculty of Economics, Nagasaki University
- **Shigehisa Yokoi**  
President and Chief Executive Officer of Sapporo Breweries Ltd.

## Comments from Nitobe College Fellows

### Things required of global citizens



Representative Director and President of Meidi-Ya Co., Ltd.  
Former President of Kirin Co., Ltd.  
Graduated from the Hokkaido University Graduate School of Agriculture Master's Program in 1973

Koichi Matsuzawa

I would like to tell students at Nitobe College “what is important to succeed globally in the future.” First, good communication and association with people of integrity and ethics, being honest and regarded positively by others, is important. I recommend learning a foreign language as a means to do this. However, “getting a higher TOEFL score” is like doing repeated lifting exercises in soccer. It is just preparation before the game. I tell my students that listening carefully to learn what the other person is thinking, and clearly expressing what you want to convey are important in communication. In order to succeed globally, we need to acquire the fortitude to move forward even in difficult places and harsh environments. Japan is an extremely blessed

environment, but such a well-arranged environment is not common in the world. Alumni from famous universities were once highly valued simply for their educational background. However, today, people who can work well with those around them as a team are appreciated regardless of their university background. When it comes to the global society, that tendency becomes even stronger. Hokkaido University has the educational philosophy, “All-round Education” and a history of putting this in practice. Nitobe College inherits that tradition and aims at global All-round Education.

### The potential of Nitobe College



Otsuka Pharmaceutical Co., Ltd.  
Pharmaceutical Sales Division  
Senior Manager, Marketing Department  
Graduated from the Hokkaido University Graduate School of Pharmaceutical Sciences Master's Program in 2003

Shin Ito

Nitobe College has many programs where students can develop a proactive stance. In this environment, aspiring students can exponentially grow by stimulating each other. However, people with the qualities of a natural born leader can move forward even without the support of those around them. On that basis and assuming that 10% of all students are natural born leaders, the role of Nitobe College is to increase the proportion of students who become leaders to 20% or 30% while accelerating the growth of qualified students. To do so, the Fellows and the faculty and staff involved in the management of the College fully support the students. Among the Fellows, my age is relatively close to that of the students. So one

of my roles is to extensively spread the message of Nitobe College to students from a perspective that corresponds to that of the students. At the same time, it is also important for me to speak to the administration of Nitobe College with the feelings and emotions that represent those of the students. The faculty and staff at Nitobe College office, the Fellows, and I are constantly discussing and seeking ways to improve Nitobe College. We definitely see the results in the graduating students. I would like to invite people from many different companies to come and see Nitobe College students with their own eyes.

## Comments from teachers at Nitobe College

### Providing chances to the College students



Oregon State University Associate Professor  
Ricardo Mata-Gonzalez

Nitobe College is a wonderful, world level, educational program. College students have opportunities to experience the world from various perspectives. At Nitobe College, the students can gain actual personal and cultural experiences and are given the opportunity to find a career where they can demonstrate true global leadership through experiences that simulate the real world. I think that Oregon State University provides a bridge between different cultures for Nitobe College students. We support Nitobe College students who have a dream and desire to open up new worlds. It is an honor to work toward such high goals as a joint mission in collaboration with Nitobe College.

### Changes in Nitobe College students



Hokkaido University Associate Professor  
Michelle La Fay

I have worked with Nitobe College for four years, yet I am always amazed at the remarkable change in the students. At the beginning, the students are puzzled and a little hesitant by the group meetings with Nitobe Fellows, as it is a completely different style of learning. However, through their stimulating discussions and activities with the Fellows and their experience with the other students, they soon become more comfortable with becoming more curious. Then they start to explore their own way with confidence. Their communication skills improve as they have many opportunities to speak with people from a wide range of occupations, backgrounds, experiences, and nationalities. As they approach the finish of their time in the Nitobe College programs, they are ready to jump into new experiences and master them with their practical skills and flexibility.