

令和元年度 第2回 国立大学法人北海道大学経営協議会議事要旨

日 時 令和元年9月27日(金) 10:30～12:15
場 所 事務局 大会議室
出席者 20名
(学外) 浅香, 安藤, 石山, 杉江, 長澤, 樋口, 町田, 松沢, 松谷, 真弓, 横山 各委員
(学内) 笠原, 長谷川, 西井, 皆川, 関, 山本, 堀内, 秋田, 長谷川 各委員
欠席者 6名
(学外) 五十嵐, 河合, 土屋, 三浦 各委員
(学内) 名和総長, 堀口 委員

(オブザーバー)

山口副学長, 竹谷監事, 堀監事

議 事

笠原総長職務代理から、議事に先立ち、名和総長について、昨年10月末に名和総長の言動に対し訴えがあり、理事間で協議を行った結果、総長選考会議に検討を委ねることとなったこと、昨年11月6日に総長選考会議を開催し、同会議の下に調査委員会を設置し調査を行うこととなったこと、調査委員会による調査結果は本年2月6日に総長選考会議議長に提出されたこと、総長選考会議は調査委員会からの報告書を名和総長に通知し、名和総長から文書及び口頭による意見陳述が行われたこと、総長選考会議は調査委員会からの報告書と名和総長からの意見陳述を踏まえ事実確認及び事実認定の審議を重ね、本年7月4日の総長選考会議において、総長選考会議規程第18条第1項に規定する解任事由に該当するものと判断し、同年7月10日付けで文部科学大臣に対して総長の解任の申し出を行ったこと等の説明があった。

その後、委員から、総長の不在が続いていることによる大学運営への影響や今後の文部科学省における手続きの見通しについて質問があり、総長選考会議議長である石山委員から、総長職務代理と理事が結束することで大学運営は機能していると考えること、また、文部科学省における判断の時期の見通しについては、文部科学省においては国立大学法人法及び行政手続法に基づいて手続きが行われるので、不明である旨説明があった。

次に新任の委員について紹介があった後、前回の経営協議会の議事要旨について確認があった。

【 議 題 】

1 Integrated Science Programに係る奨学制度の継続について

長谷川理事から、配付資料1に基づき Integrated Science Program の概要について説明があった後、配付資料2及び3に基づき、Integrated Science Programに係る奨学制度の継続について、第4期生以降の奨学制度は財政負担の軽減を図るため一部制度の見直しを行うこと、支給期間は令和2年度に入学する第4期生から第6期生が

修士課程を修了する令和9年度までの8年間とすること、支援人数は、特待生3名以内、準特待生2名以内とし、奨学金の支給額はいずれも月額5万円に統一すること、財源の不足分は学長裁量経費における支援を求めること、令和5年度に入学する第7期生以降への支援のあり方は、学生募集の効果、入学者の成績等を引き続き検証した上で、令和3年度までに検討すること等について説明があり、審議した結果了承された。

【報告事項】

1 令和2年度（2020年度）概算要求（財務省要求）について

関理事から、配付資料4及び5に基づき、8月30日付けで文部科学省から財務省に提出された令和2年度概算要求に関する本学への伝達内容について、財務省要求時点では、機能強化促進分など、文部科学省において一括計上している予算が多く存在し、本学分として要求される運営費交付金の総額は示されていないこと、今回は「共通政策課題分」、「特殊要因運営費交付金」及び「施設整備費補助金分」等に限定された伝達であること、客観・共通指標に基づく配分及び重点支援の評価指標（KPI）に基づく再配分の詳細は、予算編成過程において検討されること等について報告があった。

なお、委員から、本学の研究テーマや人材育成の目的がSociety 5.0で国が示すベクトルに合致しているかが重要であって、北大の顔とすべきテーマを大学全体で戦略立案することが必要である旨意見があり、笠原理事から北大としてあるべき姿については第3期中期目標・中期計画に記載しているところであって、数理・データサイエンス教育をはじめ概算要求事項として掲げている事柄の中には北大として重点的に戦略を進めている計画も含まれている旨説明があった。

次いで、長谷川理事から、養成する人材像に関しては4つの理念のうち特に国際性の涵養と全人教育がベースになっていること、また、それらを実行するための教育内容については数理・データサイエンス教育や新渡戸カレッジなどが全学的な枠組みで実施されており、今後はサステナビリティに関する教育についても検討している旨説明があった。

2 令和2年度（2020年度）概算要求の重点支援にかかる評価結果の進捗状況について

関理事から、配付資料6及び7に基づき、本学が設定した17の評価指標（KPI）に係る平成30年度の進捗状況（実績値）について、すべての評価指標において平成30年度実績値が目標値を上回っていること、今後も設定した目標以上の達成に向けて実績を積み上げていく必要があること等について報告があった。

なお、委員から目標の設定及び評価方法について質問があり、関理事から、本学が設定した目標値に対してどの程度進捗したのか、また実績があがったのかという点が評価結果に結びつく旨説明があった。

【その他】

1 令和元年人事院給与勧告について

関理事から、配付資料8に基づき、令和元年人事院給与勧告について、月例給は国家公務員給与と民間給与の較差（0.09%）を埋めるため、指定職俸給表を除く各俸給表について、初任給及び若年層の俸給月額を平均0.1%引き上げること、勤勉手当は

民間の支給割合に見合うよう年間支給月数を0.05月分引き上げること、実施時期は平成31年4月1日であること、また、公務員宿舍使用料の上昇を考慮し、住居手当の支給対象となる家賃額の下限を4,000円引き上げ、これにより生じる原資を用いて、民間の状況等を踏まえ、手当額の上限を1,000円引き上げること、実施時期は令和2年4月1日であること等について説明があった後、笠原理事から、人事院勧告については、今後の国の動向を見極めた上で、国立大学法人法が準用する独立行政法人通則法の規定に基づき、国家公務員の給与等、民間企業の従業員の給与等、本学の業務の実績等を考慮するほか、本学の厳しい財政状況に鑑みた慎重な検討が必要であり、今後、学内の意向を踏まえた上で進めていくことで、その取扱いは一任願いたい旨の発言があり、審議の結果了承された。

【意見交換】

1 OB・OGの支援、協力による大学の活性化等について

本学の教育研究活動におけるOB・OGの支援、協力による大学の活性化等について意見交換を行った。

委員から①大口の寄附金だけでなく、みらい投資プログラムの活用や部局との連携によって多くの同窓生から継続的な寄附を得るための取組を進めるべきである、②若い世代は卒業と同時に連絡が取れなくなる傾向にあることから在学中に同窓会に引きつける活動が必要である、③寄附金の自動引落は機械的であることからリピーターとなりづらく直接感謝の気持ちを伝えることがリピーターの増加につながるため10万円規模の寄附者を大切にすべきである、④産学連携については、経営協議会等の場で大学の特許戦略について発表し意見交換するなど大学が自らお金を作ることに注力すべきである旨の発言があった。

(以 上)

HOKKAIDO UNIVERSITY

Administrative Council

Minutes of the **Second FY2019 Meeting** held at 10:30 on Friday, September 27, 2019 at the Main Conference Room, Administration Bureau, Hokkaido University, Sapporo

Present: 20 persons

External Council members: Asaka, Ando, Ishiyama, Sugie, Nagasawa, Higuchi, Machida, Matsuzawa, Matsutani, Mayumi, and Yokoyama

Internal Council members: Kasahara, K. Hasegawa, Nishii, Minakawa, Seki, Yamamoto, Horiuchi, Akita and J. Hasegawa

In Attendance: 3 Observers

Yamaguchi, Takeya and Hori

Apologies for absence: 6 persons

External Council members: Igarashi, Kawai, Tsuchiya and Miura

Internal Council members: President Nawa and Horiguchi

Prior to the proceedings, Acting President Kasahara introduced newly appointed Council members after recounting the chronological events as to the president dismissal as below provided.

1) Complaints were made by whistleblowers against the behavior of President Nawa last October. Examination of his harassment cases were entrusted to HU's Presidential Selection Committee after deliberation by Executive Directors.

2) A Presidential Selection Committee meeting was held on November 6 last year. To proceed examinations, an Investigation Committee has been established under the Presidential Selection Committee.

3) An investigation report by the Investigation Committee has been submitted to the Presidential Selection Committee on February 6 this year.

4) Upon the report forwarded to Nawa, he expressed written and oral statements of opinions.

5) Having had received reports from the Investigation Committee and the statements of opinions from Nawa, the Presidential Selection Committee conducted deliberations on fact-finding and fact-checking.

6) At the meeting on July 4, the Presidential Selection Committee gave its verdict that the behavior at issue satisfies the grounds for dismissal stipulated in Article 18, paragraph 1 of the *Presidential Selection Committee Rules*.

7) The Presidential Selection Committee called for the removal of Nawa and entrusted the matter to

the Minister of Education, Culture, Sports, Science and Technology (MEXT) on July 10 of the same year.

One of the Council members raised concerns over possible effects on University operations due to the suspension of President Nawa; also asked how the process by the MEXT is likely to unfold in the coming months. Ishiyama, the chair of the Presidential Selection Committee explained that he sees HU, supported with the solidarity of the Acting President and Executive Directors, operate without any major disruptions; and while said process conducted by the MEXT under the *National University Corporation Act* and *Administrative Procedure Act* has no transparency in deliberation processes, the prospect of its outcome remains unknown.

19-02/01

Minutes:

The minutes of the previous 1st FY2019 Administrative Council meeting were received, approved and adopted as a true record.

Matters to be Resolved:

19-02/02

1. Continuation and revisions of Integrated Science Program (ISP) scholarship program

Executive Director Hasegawa presented a summary of the Integrated Science Program (ISP) (Discussion Material 1 distributed). He explained the below conditions regarding the continuation of the scholarship program for the ISP (Discussion Material 2 & 3 distributed):

- The scholarship program is to be partly readjusted for the ISP's fourth intake onwards to decrease HU's fiscal burden;
- The scholarship payment period is eight years starting from AY2020 when the students in the fourth intake enroll in to AY2027 when those in the sixth intake complete their master's degree programs;
- The number of full and part scholarship awardees are three and two respectively and each awardee receives 50,000 yen every month;
- Requests can be made to spare HU's presidential discretionary budget to the ISP to make up for shortfalls in its budget; and
- Decisions over the scholarship awards for the students in the seventh intake enrolling in 2023 onwards will be made by the end of AY2021 upon examining how effective the scholarship program has been in the increase in the number of applications and how the program actually helped students' academic performance.

The Committee **RESOLVED**

that the above revisions be received and approved.

Matters to be Reported

19-02/03

1. FY2020 budgetary request items (requested to the Ministry of Finance)

Reported by Executive Director Seki on the communication to HU as to the FY2020 budgetary request items submitted to the Ministry of Finance (MOF) through the MEXT on August 30 (Discussion Material 4 & 5 distributed) in which the following are pointed out:

- At the time of the request made to the MOF, the sum total of the Grants for Operational Expenses to be requested for HU was not proposed in the communication with the MOF because the MEXT adds a number of grant accounts such as Capacity Strengthening Initiatives grants to its bloc budgetary appropriations;
- This time the communication only mentions the requested budgetary amount for "Common Policy Challenges" category, "Special Purpose Operating Grants" and "Grant-in-Aid for Facilities and Equipment"; and
- Full details of the allocation based on the government's objective common indicators and the reallocation based on the Key Performance Indicators (KPIs) for Priority Budgetary Support will be reviewed in their budgetary process.

A Council member expressed the opinion that HU's research topics and its purposes of human resources development should accord with the direction and speed set out by the government in their project, Society 5.0; therefore, HU should draw a strategic plan with a university-wide theme which would make the university notable. Acting President Kasahara responded explaining that the Third Mid-Term Objectives and the Third Mid-Term Plan depict how HU should run, and the budgetary request items such as those for our mathematics and data science education include the plans with HU's strategic focus.

Executive Director Hasegawa supplemented Kasahara's comments by adding that: HU has a vision of desired human resources based on "Global Perspectives" and "All-round Education" which form HU's four educational and research philosophies; our mathematics and data science education programs and Nitobe College have already incorporated the vision to implement the human resources development; and the introduction of sustainability education is now on the table for the near future.

The Committee **RESOLVED**

that the above reports be received and noted.

19-02/04

2. Progress on the evaluation (KPI performance figures) of the priority support for FY2020 budgetary request items

Reported by Executive Director Seki (Discussion Material 6 & 7 distributed) on the progress to achieve the 17 Key Performance Indicators (KPIs) values for FY2018 set by HU. He gave an account that the KPI performance figures in FY2018 exceeded the target figures in all KPI categories so that it is necessary to keep building a track record to exceed the target figures.

One member asked a question about target setting and evaluation methods. Executive Director Seki commented that a good evaluation can be achieved by making a progress towards target figures and a good track record.

Any Other Business

19-02/05

1. FY2019 recommendations of the National Personnel Authority

Explained by Executive Director Seki (Discussion Material 8 distributed) about FY2019 recommendations on salaries by the National Personnel Authority. The recommendations include:

- Monthly salaries in salary schedules (except for those for specified occupational categories) shall be lifted by 0.1% on average to make up for the 0.09% pay gap between national civil servants and private-sector employees;
- Diligence allowance shall be increased by an equivalent of 0.05% of monthly pay to reflect the bonus rates of the private sector; and
- The above amendments come into effect as from April 1, 2019.

He explained that the recommendations also include:

- Taking a rent increase for the accommodation for national public servants into account, the amount of minimum rent required to receive a housing allowance shall be raised by 4,000 yen per month;
- In light of the housing allowances in the private sector, the maximum housing allowance shall be raised by 1,000 yen using the fund generated by the above; and
- The above amendments come into effect as from April 1, 2020.

Acting Director Kasahara subsequently provided supplementary perspectives regarding the recommendations of the National Personnel Authority that:

- To respond to the recommendations by the National Personnel Authority, HU should find out what actions the government will take, and take the salaries of national civil servants and private sector employees as well as our operational performance into consideration in conformity with the provisions in the Act on General Rules for Incorporated Administrative Agencies which apply mutatis mutandis to the National University Corporation Act; and
- HU also should give deliberate consideration to making decisions in view of the current fiscal pressure on management.

Kasahara assured the Committee that HU will proceed necessary actions having diverse viewpoints across the organization taken into account, and asked that the actual handling of these matters be entrusted to the Acting President.

The Committee **RESOLVED**

that the above reports and proposal be received and approved.

Exchange of Opinions (Free Discussion)

19-02/06

1. University revitalization initiatives with alumni support and cooperation

Ideas and opinions were exchanged on the university revitalization initiatives with alumni support and cooperation.

One of the members expressed opinions as below.

- 1) Regardless of the amount of donations, HU should advance efforts to keep raising donations broadly from our alumni by using "Mirai Toshi (Investing in the Future) Program" and reinforcing internal cooperation within the university.
- 2) Efforts should be made to promote HU's alumni relations to current students since it becomes more difficult to keep contact with them once they graduate.
- 3) Direct debit/electronic withdrawal set up for donations to HU does not help generate regular donors. It is essential to directly convey our appreciation to the donors to increase regular donors, therefore, we should value people who make donations with a generous 100,000 yen or some other large amount.
- 4) In terms of partnerships between universities and industries, HU should put more energy into generating own funds through the deliberation and opinion exchanges over HU's patent strategies at the Administrative Council meetings.

The meeting closed at 12:15.

tk

Chairman

Translated: 30 March 2020

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Note: This English translation is only for reference purposes. The original Japanese document remains the official text. If there are any discrepancies between the original Japanese text and English translation, the original Japanese text will prevail.