

令和元年度 第4回 経営協議会（書面審議）議事要旨

開催日 令和2年3月13日（金）～3月19日（木）（メールによる書面審議）
回答者 25名
（学外） 浅香，安藤，五十嵐，石山，河合，杉江，土屋，長澤，樋口，町田，松沢，
松谷，真弓，三浦，横山 各委員
（学内） 笠原，長谷川，西井，皆川，関，山本，堀口，堀内，秋田，長谷川，各委員

議 事

【 議 題 】

1 総長選考会議委員の選出について

書面審議の結果，可とする者25名，否とする者0名で了承された。

なお，委員から以下の意見があった。

- ・文部科学省での審議含め総長選考スケジュールが不透明であるが，早期の正常化，選考プロセスの透明性確保に向けて引き続き尽力願いたい。
- ・総長の問題がこれほどまでに長引いていること及び様々な事情があるとはいえ，経緯について十分な対外的発信がなされなかったことで，北大のイメージや威信が傷ついたことは誠に残念であり，重く受け止めるべきである。
- ・今回の再任の任期について，6月9日の経営協議会迄か，総長の解任に関わる件に結論が出た時までなのか，或いは規定に定めた期間か明確にしていきたい。

2 令和2年度年度計画について

書面審議の結果，可とする者25名，否とする者0名で了承された。

なお，委員から以下の意見があった。

- ・教育及び研究の質の向上に関する実施事項はいろいろ記載されているが，それらの施策を実施した結果，質が向上したかどうかを測定し評価する仕組みが無ければその有効性が分からない。過去分も含めて毎年度末に評価結果を報告願いたい。
- ・運営費交付金が削減されていくことにより，大問題となった人件費が削減され，それに伴って人員削減が毎年度どのように行われてきたか，その推移を報告していただきたい。
- ・数か所にみられる「積極的に」は不要ではないか。また，「検討する」は「構築する」，「制定する」又は「立案する」という記述の方がより良いのではないか。
- ・平成30年度の実績評価（全体評価）で指摘された（学長の不在について）への対応方策の記載が必要ではないか。

3 令和2年度予算について

書面審議の結果，可とする者25名，否とする者0名で了承された。

なお、委員から以下の意見があった。

- ・「客観・共通指標による評価」について、指標分析により対応を検討するとあるが、分析結果と対応方法についてはP D C Aを確実に回し、できれば報告願いたい。
- ・支出予算のうち人件費に関し、他大学に比べ依然として高い人件費比率となっている現状を踏まえ、人員・業務効率化計画について目標設定を行い、アクションを起こすのが良いのではないか。
- ・総長不在は、運営費交付金（機能強化係数）に影響しているのか。
- ・学長裁量経費は目下の学長不在で、どのように予算化されるのか、そのプロセスを説明いただきたい。
- ・特殊要因経費の減額が大きいですが、令和2年度が特に退職者が少ないということか。今後も徐々に、運営費が削減されるのであれば、年俸制導入による業績評価に応じた給与配分や新たな給与システムの導入も検討すべきだと思う。

4 諸規則の制定について

書面審議の結果、可とする者25名、否とする者0名で了承された。

【 報告事項 】

1 令和元年度運営費交付金の追加配分について

書面による報告があった。

(以 上)

HOKKAIDO UNIVERSITY

Administrative Council

Minutes of written resolution by email acknowledgement (replacing the minutes of the **Fourth FY2019 Meeting**) circulated from Friday, March 13 to Thursday, March 19, 2020

Respondents: 25 persons

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

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

Matters to be Resolved:

19-04/01

1. Election of Presidential Selection Committee members

The agenda was deliberated by email. The result of the vote was: Yes 25, No 0, Abstentions 0.

(Per email) the Council **RESOLVED**

that the proposal be received and approved.

One of the Council members requested the following:

- While the presidential selection schedule including the deliberation by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) is not confirmed, HU must stay committed to right itself at the earliest possible time and ensure the transparency of the selection process;
- Despite the challenges we have to deal with concerning the prolonged absence of HU President and the various circumstances, we should all take our great regret seriously that the insufficient public communications on what was going on in the course of the official inquiries have left the image and reputation of HU damaged; and
- The reappointment clauses of Presidential Selection Committee members should clarify whether the term of office is until the meeting of the Administrative Council on June 9, the time when the MEXT makes a final decision on the punitive action against the current President or the end of the period defined in an HU rule.

19-04/02

2. FY2020 annual operating plan

The agenda was deliberated by email. The result of the vote was: Yes 25, No 0, Abstentions 0.

(Per email) the Council **RESOLVED**

that the plan be received and approved.

One of the Council members requested the following:

- Although the annual operating plan lists a number of priorities to improve the quality of education and research, we cannot confirm the effectiveness of the implemented schemes without a measurement and evaluation system. I would like to ask for evaluation results at the end of every fiscal year, together with those from past fiscal years;
- I would also like a report on how much workforce has been cut every fiscal year under the controversial personnel expense reduction following the government's budget crunch on the Grants for Operational Expenses;
- Concerns and suggestions over wording in the annual operating plan including the removal of unnecessary word "actively" used a few times, and the replacement of "to examine" with "to create", "to establish" or "to formulate"; and
- The annual operating plan should state the action taken during the absence of the President which was pointed out in the FY2018 performance evaluation.

19-04/03

3. FY2020 budget

The agenda was deliberated by email. The result of the vote was: Yes 25, No 0, Abstentions 0.

(Per email) the Council **RESOLVED**

that the budget plan be received and approved.

One of the Council members requested the following:

- Regarding the evaluation based on the Objective Common Indicators, it is stated that HU will discuss what action to take in light of indicator analyses. Ideally, analysis results and action plans integrated with the PDCA cycle shall be compiled into a report.
- Bearing in mind that the HU's personnel expenses within the budgeted expenditure still take up a larger share compared to that of other universities today, it is recommended that HU should set, and strive to reach a goal for, the cost efficiency and effective management plan on its HR and operations.
- It should be clarified whether the absence of the President has had an impact on the University Enhancement Initiative Factor which makes up part of the Grants for Operational Expenses.
- The process of the Presidential Discretionary Budget set-up during the absence of the President should be explained.
- Has a bold reduction in the Special Purpose Operating Budget been made because of the small number of retirees in the FY2020? Since we know that the Grants for Operational Expenses will gradually decrease, we should discuss the salary placement and the introduction of a new salary system associated with performance evaluations which HU's annual salary system requires.

19-04/04

4. Enactment of new regulations

The agenda was deliberated by email. The result of the vote was: Yes 25, No 0, Abstentions 0.

(Per email) the Council **RESOLVED**

that the regulations be received and approved.

Matters to be Reported

19-04/05

1. FY2019 additional allocation of Grants for Operational Expenses

A report was circulated by email.

(Per email) the Council **RESOLVED**

that the above report be received and noted.

The written deliberation closed on 19 March 2020.

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Chairman

Translated: 16 December 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.