

令和2年度 第3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2年9月24日(木) 10:30～12:13
場 所 WEB会議
出席者 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, 菅原, 村田, 梅原, 池田, 瀬戸口, 秋田, 中垣 各委
員
欠席者 0名

(オブザーバー)

山口副学長, 高橋監事, 石川監事

議 事

笠原総長代行から、議事に先立ち、理事の任命と監事の交代について紹介があった後、令和2年度第2回経営協議会の議事要旨について確認があった。

【議 題】

1 役員の退職手当の支給について

笠原総長代行から、資料1に基づき、本年8月31日付けで退任された竹谷前監事の退職手当について、退職した日から1月以内に暫定の業績勘案率を0.5で算出した退職手当を支給すること、令和2年度の国立大学法人評価委員会の評価結果が確定した段階で、改めて経営協議会において退職した役員の業績を評価し最終的な業績勘案率を決定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。

なお、委員から、暫定の業績勘案率を標準の1.0で算出しないことについて説明願いたい旨の発言があり、これに対し事務局から、総長や理事、監事を含めた役員は本学の業績に対し責任を負っており、本学の業績を判断する要素の一つである国立大学法人評価委員会の評価結果について、総長不在の期間に係る評価結果を現時点で標準と見込むのは困難であることから、当該評価期間を在任期間に含む役員の業績勘案率については、名和前総長と同じ取扱いとした旨の説明があった。

【報告事項】

1 次期総長予定者の選考結果について

総長選考会議議長である石山委員から、資料2に基づき、次期総長予定者の選考結果について報告があった。

2 役員の期末手当について

笠原総長代行から、資料3に基づき、役員の期末手当について、役員給与規程に基づく業績に応じた増額又は減額を行う場合に限り、経営協議会において役員の業績等

を確認のうえ、期末手当の増減額について判断することとしており、役員の報酬等に対する文部科学大臣の検証結果を踏まえ、今後、期末手当の増減額を検討すべき事案が発生した場合は、経営協議会に付議すること等について報告があった。

なお、委員から、本学の教員の給与水準について他大学と比較すると低い水準にあり、優秀な教員を獲得するためには給与形態等の検討が必要である旨の発言があり、これに対し笠原総長代行から、他大学との給与差の大きな要因は地域手当であり、給与水準を高めるためには財政基盤を強化していく必要があると認識している旨説明があった。

また、委員から、本件も含めた経営に関する重要事項等を審議する経営協議会の在り方について、改めて検討願いたい旨の発言があった。

次いで、委員から、理事及び監事の報酬額等の比較対象について、本学の地域性や事業内容等も勘案し独自に役員の報酬水準を分析することの必要性について発言があった。

3 令和3年度概算要求の重点支援にかかる評価指標（KPI）の進捗状況について

菅原理事から、資料4及び5に基づき、本学が設定した17の評価指標（KPI）に係る令和元年度の進捗状況（実績値）について、すべての評価指標において令和元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、過去の評価結果や評価結果が運営費交付金に与えた影響額がわかる資料を併せて報告して欲しいとの要望があり、これに対し笠原総長代行から、今後はKPI評価よりも客観・共通指標評価の予算規模が拡大していく方向にあり、客観・共通指標評価に関しては次回1月の経営協議会で報告予定である旨の説明があった。

次いで、委員から、TOP10%論文を増加させるためには研究者の視点と併せて経営的な視点からも分析することの必要性について発言があり、これに対し笠原総長代行から、強化すべき研究領域については経営戦略室で議論されており学内でも共通認識を持っている旨の説明があった。

次いで、委員から、財務基盤の強化について、博物館の施設入場料の徴収等を改めて検討いただきたい旨の発言があった。

【その他】

1 前総長の解任等について

石山委員から、前回会議で報告した前総長の解任等について、補足の説明があった。

（ 以 上 ）

HOKKAIDO UNIVERSITY

Administrative Council

Minutes of the **Third FY2020 Meeting** held at 10:30 on Thursday, September 24, 2020
(web meeting)

Meeting host location: Administration Bureau, Sapporo Campus, Hokkaido University,

Present: 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, Sugawara, Murata, Umehara, Ikeda, Setoguchi, Akita and Nakagaki

In Attendance: 3 Observers
Yamaguchi, Takeya and Ishikawa

Apologies for absence: None

Prior to the proceedings, Interim President Kasahara introduced newly appointed Executive Directors and successor Auditors.

20-03/01

Minutes:

The minutes of the 2nd FY2020 Administrative Council meeting were received, approved, and adopted as a true record.

Matters to be Resolved:

20-03/02

1. Resignation/retirement lump sum payment for executives

Interim President Kasahara explained (Discussion Material 1 distributed) that the amount of resignation/retirement lump sum for Mr. Takeya, the former Auditor who has retired as of August 31, 2020, is calculated with the provisional performance reflection rate of 0.5, and the payment will be made within one month from the date of retirement. The final performance reflection rate is determined at the Administrative Council meeting where the performance of the retired executive is reviewed after the results of performance evaluation by the National University Corporation Evaluation Committee are finalized.

The Council **RESOLVED**

that the proposal be received and approved.

One of the Council members requested an explanation as to why the standard performance

reflection rate of 1.0 is not used as the provisional rate in the calculation. The Administration Bureau personnel explained that executives of the University including the President, executive directors, and auditors are responsible for the performance of the University, and the evaluation results by the National University Corporation Evaluation Committee, which is one of the factors for judging the performance of the University, for the period in which the President was absent cannot be expected to be satisfactory at this time. Therefore, the performance reflection rate for executives whose term of office includes the said period was set the same as that of former President Nawa.

Matters to be Reported:

20-03/03

1. Selection of the president-elect

Presidential Selection Committee member Ishiyama reported (Discussion Material 2 distributed) on the selection result for the president-elect.

The Council **RESOLVED**

that the above reports be received and noted.

20-03/04

2. Term-end allowance for executives

Interim President Kasahara reported (Discussion Material 3 distributed) that the Administrative Council makes the decision on the increase or decrease of the term-end allowance for executives after confirming their performance, etc., and only when the increase or decrease is based on their performance under the *Officer Salary Rules*. In light of the results of the verification by the Minister of Education, Culture, Sports, Science and Technology on the remuneration, etc. of executives, if a case arises in the future where the increase or decrease of the term-end allowance should be considered, the matter will be submitted to the Administrative Council.

The Council **RESOLVED**

that the above reports be received and noted.

One of the Council members noted that the University's salary level for its faculty members is lower than that of other universities and that it is necessary to review the salary structure, etc. in order to attract excellent faculty members. In response, Interim President Kasahara explained that location allowances are the major reason for the difference in salaries compared to other universities and that it is necessary to strengthen the financial base in order to raise the salary level.

A Council member requested a reexamination of the nature and role of the Administrative Council in the deliberation of critical matters pertaining to management including this matter.

A Council member then noted that, in order to compare the amount of remuneration of Executive Directors and Auditors, it is necessary to analyze the remuneration level of executives independently by taking into account the regional characteristics of the University and the nature of its business.

20-03/05

3. Progress on evaluation indicators (KPI) for key areas of support in FY2021 Budget Request

Executive Director Sugawara reported (Discussion Material 4 and 5 distributed) that, on the progress (actual values) made in FY2019, the actual values in FY2019 exceeded the target values for all of the 17 evaluation indicators (KPIs) set by the University, and that it is necessary to continue to accumulate results to achieve the set targets and beyond.

The Council **RESOLVED**

that the above report be received and noted.

A Council member requested that reference materials showing the past evaluation results and the impact of the evaluation results on the operating grant be reported as well. In response, Interim President Kasahara explained that the budget based on the evaluation of objective and common indicators would be expanded in the future rather than KPI evaluation and that a report on the evaluation of objective and common indicators would be made at the next Administrative Council meeting in January.

Subsequently, a Council member noted the necessity of analyzing from a management perspective as well as a researcher's perspective in order to increase the number of TOP 10% papers. Interim President Kasahara explained that research areas to be strengthened have been discussed in the Corporate Strategy Office and there is a common understanding within the University.

A Council member requested that, with regard to the strengthening of the financial base, the collection of entrance fees for the Hokkaido University Museum be reconsidered.

Any Other Business:

20-03/06

1. Dismissal of the former President

Committee member Ishiyama gave a supplementary explanation about the dismissal of the former President, which was reported in the previous meeting.

The Council **RESOLVED**

that the above publication be received and noted.

The meeting closed at 12:13.

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Chairman

Translated: 4 February 2021

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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.