

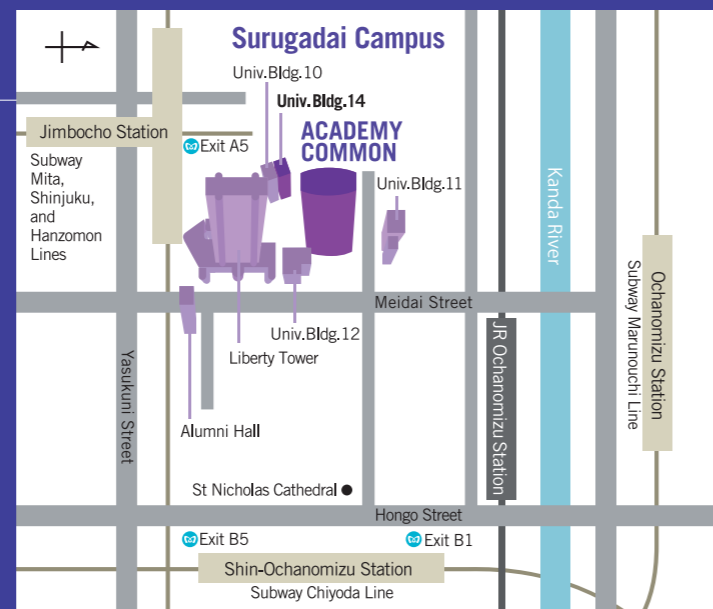
# Graduate School of Governance Studies



MEIJI UNIVERSITY

## Graduate School of Governance Studies

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MEIJI UNIVERSITY  
Graduate School of Governance Studies  
GUIDE BOOK 2012





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## Message from the Dean

Playing a Leading Role in the Search for New Directions  
Hiroo Ichikawa, Ph.D.  
Dean, Graduate School of Governance Studies



Japan entered the twenty-first century still suffering the aftereffects of the collapse of the bubble economy in the early 1990s. This prolonged slowdown shook the confidence and pride that the Japanese had developed during their postwar era of spectacular growth, while rapid globalization cast doubt on the nation's ability to compete internationally. Now we are in the midst of a worldwide recession triggered by the U.S. subprime loan failure. Under these pressures, we will without doubt see great changes in the political and administrative environment. In the coming era, people will be more aware of how their own communities are managed by local bodies, and there will be a growing need for cooperation and collaboration between the national and local governments. Japanese companies, having shown signs of recovery, must now withstand a renewed economic downturn, and they are also being called on to contribute more to society. In short, we can no longer rely on solutions that have worked in the past; we are facing new problems, and the responsibility for solving them lies in our own hands.

In other words, it is now urgent that we strengthen the capacity of actors at the local level to formulate and implement policy.

Against this background, the objective of the Graduate School of Governance Studies, as a professional graduate school, is to produce graduates capable of meeting the political and

administrative needs of the coming era. Our unique program is designed to train professionals with advanced knowledge, vision, and a high level of ability to formulate and carry out policy. The program is entitled "Governance Studies," rather than "Government Studies," to reflect the ideal of the political and administrative systems now taking shape. The era we are entering is one of collaboration in which national and local governments, the people of each community, corporate enterprises, NPOs, and NGOs must all join forces in the management of society.

In the Graduate School, highly motivated students consider a wide range of policies while working closely with teachers who have extensive international and practical experience. A major feature of the program is the student-centered curriculum, based on case studies and presentations on ongoing issues. Elected representatives, public servants, corporate employees, NPO and NGO workers, and people who aspire to political or public service careers come together at Academy Common, and each of them plays a leading role. The program nurtures the individual's latent ability and commitment in order to produce the future leaders of governance. And even after their two years at the Surugadai Campus have ended, the Graduate School's alumni can look forward to maintaining a lifelong network as members of the "governance family."

## Introduction to Meiji University



Meiji University was founded as Meiji Law School in January 1881 by three young lawyers still in their twenties, Tatsuo Kishimoto, Kozo Miyagi, and Misao Yashiro. It was an era when Japan was determined to transform itself quickly into a modern and independent nation, and the three founders of Meiji Law School hoped "to foster bright capable youths" to lead the modern civil society that was then evolving.

As a result Meiji University was established as one of the scholarly and educational centers which has now developed into one of Japan's leading private universities.

With "rights, liberty, independence, and self-government" as its guiding principles, Meiji University has produced more than 500,000 graduates to date, contributing to Japanese society and the World. The numerous alumni who play key roles in various fields have also earned a high reputation for their achievements.

Meiji University ranks solidly among the best universities in Japan. It currently consists of nine undergraduate schools: the School of Law, School of Commerce, School of Political Science and Economics, School of Arts and Letters, School of Science and Technology, School of Agriculture, School of Business Administration, School of Information and Communication, and School of Global Japanese Studies. It also has nine Graduate Schools—the Graduate School of Law, Graduate School of Commerce, Graduate School of Political Science and Economics, Graduate School of Arts and Letters, Graduate School of Science and Technology, Graduate School of Agriculture, Graduate School of Business Administration, Graduate School of Information and Communication, and Graduate School of

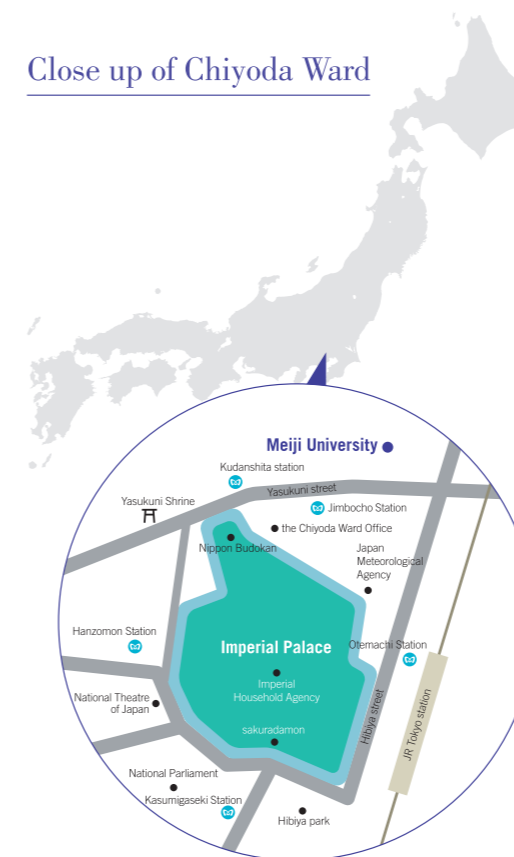
Global Japanese Studies—and four Professional Graduate Schools—the Law School, the Graduate School of Governance Studies, the Graduate School of Global Business, and the Graduate School of Professional Accountancy. There are also six affiliated junior and senior high schools.

The university has three campuses: the Surugadai Campus, Izumi Campus, and Ikuta Campus. Along with an excellent teaching staff, each of these campuses features modern facilities, including an array of affiliated educational and research institutes and amenities for extracurricular activities. The Surugadai Campus, where the Graduate School of Governance Studies is located, features the Academy Common, which is equipped with the latest IT infrastructure and designed as a center for lifelong learning and professional graduate training. In addition to being home to the administrative headquarters and Alumni Hall, the campus also features Liberty Tower, which has become a local landmark.

### Selected as a Core University for Internationalization under the "Global 30" Project

Meiji University is one of the thirteen universities selected by the Japanese Ministry of Education, Culture, Sports, Science and Technology (MEXT) for its "Global 30" Project for Establishing Core Universities for Internationalization aiming for universities to become competitive in the international society and provide education for global citizens. MEXT provides grants for five years to universities selected as core schools for educating international students through courses taught in English. The universities are expected to accelerate their globalization efforts and enhance the academic structure international students studying or commencing research in Japan.

### Close up of Chiyoda Ward



# From Government to Governance: Toward a New Ideal of Society Based on Collaboration among Diverse Individuals and Organizations

Developing human resources to become “Professional Practitioners” who have both the expertise and analytical skills to cope with policy making and public administration in the 21st century.



At the Graduate School of Governance Studies, we aim to produce well-educated professionals with the breadth of vision, keen insight, and good analytical and decision-making skills needed to cope with the administrative demands of an ever more complex and specialized society.

These needs arise as the role of government undergoes changes, together with society itself, in the context of globalization. Where “government” once signified a governing authority and its functions, the word “governance” is now taking its place. This shift is due to a widespread failure of trust in government, accompanying a decline in the functions of the government sector, both national and local, in many countries. In its place a new way of managing society is emerging, based on equal cooperation between national and local governments, the private sector, NPOs, and civil society.

For example, in Japan, local governments and residents are already accustomed to working hand in hand, a partnership that started with recycling of household garbage and eventually led to volunteer involvement in such areas as community building and welfare. We must now proceed to expand such cooperation and replicate these experiences in other fields. In Governance Studies, we analyze an ever-growing range of issues in order to realize these aims. The quest for “GOOD GOVERNANCE” is a worldwide trend. We aim to deliver the answers through theoretical and practical case studies. This will enable graduates to analyze a social problem, evaluate it from a theoretical point of view, and amend practical policies to create actual Good Governance.

In order to achieve the afore-mentioned objectives, the Graduate School of Governance Studies offers three programs in the English Program.

## Admission Policy

### Qualities Sought in Applicants

The Graduate School of Governance Studies aims to produce graduates capable of meeting the political and administrative needs of the coming era. Our program is designed to train professionals with advanced knowledge, vision, and a high level of ability to formulate and carry out policy. In our entrance examination and interview, we look not only for any special knowledge or skills relevant to public policy and associated fields that the applicant may have, but also for the qualities conducive to professionalism and for signs that applicants who have this potential are likely to express it to the full.

### Eligibility to Apply and Intended Students

Applicants must be university graduates or expected graduates, or be recognized by the Graduate School of Governance Studies as having academic abilities equivalent or superior to those of persons who hold university degrees. In particular,

our programs are suited to practitioners in fields related to public administration, such as elected representatives, public servants, NPO and NGO workers, to businesspeople employed in the private sector, and to people who aspire to political or public service careers.

### Approach to Learning and Teaching

If a collaborative, participative society is to be achieved in the coming era, teachers and students, working closely together, must consider a wide range of policies and put them in to practice. To that end, our curriculums are designed to enable students to take charge of their own learning through case studies and presentations on ongoing issues, while providing a grounding in theoretical studies and other basics. Our faculty embodies this approach to a high degree, with many of its members bringing extensive working-level experience in policy-making and implementation, others contributing legal expertise in areas like the

relationship between public policy and lawmaking, and still others with specialist knowledge of NPOs and NGOs. Many also bring a wealth of overseas experience and inspire students to learn by providing their global perspective and an opportunity to contact with practitioners in various fields.

### Points to Note about the Entrance Examination

The entrance examination consists of a written test and an interview. Prior to the examination, applicants are required to submit a personal statement discussing their long-term goals and motivation, why they plan to attend graduate school, and so on (“Application for Admission and Study Plan”). With the goals of the Graduate School of Governance Studies as basic criteria, applicants are judged on qualities such as their reasoning and analytical skills. In the interview, the ability to present one’s ideas persuasively and with clear logic carries particular weight.

## Curriculum Policy

### The Principles of the Curriculum

The first decade of the twenty-first century has seen Japan’s national and local governments engage with the existing issues of decentralization reform and local sovereignty. During this time, in an initiative of its own, the Graduate School of Governance Studies has undertaken to establish public policy studies as a holistic science with a view to supporting “endogenous local development” through horizontal partnerships among communities both within Japan and internationally. Based on these public policy studies, it is our goal to produce well-educated political and administrative professionals with the breadth of knowledge and vision, keen insight, and good analytical and decision-making skills needed to address the issues involved in ever more complex and specialized policymaking.

### Curriculum Structure

The curriculum structure is of the cross-curricular type. First, to provide an understanding of governance from all aspects, the courses that make up governance studies are arranged in “fields”\* which offer a broad international perspective within the three disciplines of politics and administration, economics and public finance, and law, together with an array of policy studies courses designed to familiarize students with the actual status of developments in these areas.

The Graduate School offers four programs,

that is, it offers four combinations of the fields most relevant to the different professional needs and interests found among our students, thus allowing them to choose the study model most suited to their personal goals. The four are: (1) The Urban Politics Program (Focus: bringing change to local elected assemblies, new horizons of public administration; Intended students: elected representatives and leaders, and people who wish to enter politics); (2) The Local Government Management Program (Focus: realizing an attractive and fulfilling lifestyle; intended students: people already in or wishing to enter public service); (3) The Community and Lifestyle Creation Program (Focus: nascent local communities; Intended students: employees of NPOs, NGOs, and private corporations, and community members); (4) The Community Co-Creation Program (Focus: citizen participation and oversight; Intended students: people who are actively contributing to society in professional areas such as public health and welfare, education, civil engineering and construction, accounting, business, and international relations). In addition, students develop their actual problem-solving skills in Research Paper 1 and 2 and other practical seminars, and the final research paper is assessed after careful examination.

\*The eight fields (as of March 2011) are:

Field A: Policy Science; Field B: International Policy; Field C: Public Management; Field

D: Law; Field E: Development Policy and Economics; Field F: Environment and Community Policy; Field G: Applied Policy Studies; Field H: Practical Seminars. (Note: Fields E and F are not available on the Japanese degree track.)

### Distinctive Features of the Curriculum

The Graduate School of Global Studies is a center that brings together, on the one hand, mature students with a particular interest (and perhaps previous work experience) in areas such as community building and renewal, and, on the other, recent university graduates who aspire to create the communities of the future. In this way, it forms a learning hub where innovative ideas germinate, spread, develop, and feed back into the creative process, thanks to exchanges of information and personal contacts among people with a wealth of experience, including the full-time and visiting professors of the Graduate School, special invited professors, and part-time lecturers. Although we too use the word “graduation,” in fact many of our alumni remain involved in ongoing projects, and this continuity has been highly productive. In particular, the Governance Policy Research Network, the Urban Policy Forum, the Public Quality Management (PQM) Forum, and the Governance Salon are nodes of practice and research that serve to link not only fellow alumni but also alumni and current students—giving our graduates a very real presence on campus.

### Concrete Goals to Achieve This Ideal

With the objective of supporting “endogenous” political, economic, and cultural development by local authorities well-versed in governance, the program enables students to improve their theoretical and practical skills so that, by the end of the program, they will have a command of both the theory of public policy and an array of techniques, grounded in the theory, with which to address the issues facing their own communities.

## Diploma Policy

### The Image of Our Ideal Graduate

The Graduate School of Governance Studies was established against the background of decentralization reform, or the enactment of the Comprehensive Decentralization Act, which came into force in 2000. Those who have pursued their studies at the School include (1) elected leaders, representatives, and public servants involved in government at the local level and in international cooperation; (2) NPO and NGO workers, corporate employees, and professionals

(members of nationally certified occupations such as architects, administrative scriveners, tax accountants, and public health nurses); (3) recent university graduates who aspire to public service and have an interest in these fields of public policy; (4) international students, including those sponsored by their own governments, those granted MEXT scholarships, and long-term trainees under Japan’s official development assistance. They are now embarking on promising careers in the various communities they serve.

## Solving both Global and Local Issues: The Principles

### Training Professionals in Politics and Public Administration

The aims of the Governance Studies Program of the Graduate School of Governance Studies are to support policy creation by community residents and local governments through research and education in public policy studies, and to produce professionals with advanced specialized knowledge and global vision. The program is designed for persons involved in government at the local level or in international cooperation or similar areas. It includes elected leaders

and representatives, public servants, NPO and NGO workers, and corporate employees, and is also for recent university graduates with an interest in these public policy fields who aspire to careers in public service. The English degree track is for international students, including those sponsored by their own governments, those granted MEXT scholarships, and long-term trainees under Japan's official development assistance program.

### Advanced Education and Research for Professional Practitioners

The term "public policy" refers to the creation of policies in light of data-gathering and analysis to determine the status of policy issues at home and abroad. In policy formulation and deployment, experts take a fresh look at conventional policy drafting and decision-making processes to see how they can be restructured into purposively rational processes incorporating, in particular, citizen participation. They conduct simulations to test the feasibility of policy goals, checking for any harm that might be done by experimental measures, identifying its causes, and making adjustments accordingly. Finally, whether at an end point or on an ongoing basis, they observe the results and evaluate the policy.

The curriculum of the Graduate School of Governance Studies is organized along the same lines as this series of policy formation and deployment processes, resulting in a structure that is clear to the students and that steadily builds their skills in creating,

implementing, and assessing policy. The core fields for this purpose are: Policy Science (Field A); International Policy (Field B), which provides the background and foundation of policy science; Public Management (Field C); Law (Field D); Development Policy and Economics (Field E); and Environment and Community Policies (Field F). Two further fields are Applied Policy Studies (Field G), in which students do research by means of concrete case studies of public policy, and Practical Seminars (Field H), which provide guidance on writing research papers, improving presentation skills, and so on. The Governance Studies Program thus aims to provide a professional education centered on practically applicable knowledge and technical expertise, while at the same time reshaping the academic discipline of public policy studies into a holistic science that integrates the three existing fields of politics and administration, economics and public finance, and law.

### The Qualities of English Degree Program Graduates

The English degree program aims to prepare professional practitioners and researchers with an advanced level of knowledge in the area of governance and public policy. To graduate, students must possess (1) a high level of specialized knowledge of disciplines in various fields of governance and policy studies, and (2) the ability to utilize that knowledge to solve actual issues.

Our ultimate goal is to produce graduates who have a good command of the policy-making and implementation skills needed to help resolve the complex problems in this diversified and borderless society.

## Actual Case Analysis through Field Research

A variety of interesting Field Research trips are organized within Japan during the school year. These field research trips provide opportunities to see actual policies in practice in both national and local public administration authorities. The field trips are also an occasion to talk directly and discuss matters with practitioners, providing a professional and local Japanese perspective. Through the field research trips, students will accumulate a number of case studies in Japan. In addition, a thorough understanding of Japanese society and culture can be acquired.

### Field research themes

National and Local Public Administration, Human Resource Development, The Taxation System, National and Local Policy Making, National and Local Disaster Management Schemes, Municipal Community Development, Redevelopment of Cities and Markets, Audit Systems in Local Government, Facility Management, Environmental Education, Nature Preservation, Management of Non-Profit Organizations, Local Cooperatives and Forestry.



### Main Places Visited

National Diet, National Diet Library, Ministry of Internal Affairs and Communications, Tokyo Metropolitan Government, Tokyo Metropolitan Bureau of Taxation Minato Branch, Kanagawa Prefectural Government, Kamakura City Government, Fujisawa City Government, Shizuoka Prefectural Hospital, Shizuoka Prefectural Police Headquarters, Local Autonomy College of the Ministry of Internal Affairs and Communications Fire and Disaster Management Agency, Sai-no-kuni Saitama Human Resource Development Wide Union, Japan Academy for Municipal Personal, Arakawa City Government, Kanagawa Industrial Technology Center, Ota City Government, Ota City Industrial Promotion Organization, Nikko City Government.



## Academic Schedule

Spring Semester begins	Spring Semester ends	Summer vacation	Graduation Ceremony (for September graduates)	Autumn Semester begins	Winter vacation	Autumn Semester ends	Graduation Ceremony (for March graduates)
Mid-April	July 31	August 1 to September 19	September 19	Late September	Late December to early January	Early February	March 26

Autumn Semester begins	Winter vacation	Autumn Semester ends	Graduation Ceremony (for March graduates)	Spring Semester begins	Spring Semester ends	Summer vacation	Graduation Ceremony (for September graduates)
Late September	Late December to early January	Early February	March 26	Mid-April	July 31	August 1 to September 19	September 19

# Degree: Master of Public Policy

(For students who wish to proceed to a doctorate, there is a doctoral program in the Graduate School of Political Science and Economics.)

## Curriculum Structure

The English degree program is designed to accept both Japanese and international students from various disciplines. While refining the approach of various disciplines to social problems, we aim to study issues of “governance” which are essentially, how governments, corporations, and citizens should be involved in the management of society. The basic approach will be based on case analyses in Japan and other countries in the area of economic development, political and administrative reforms, and related areas. Emphasis will be on the social development of the Japanese postwar period.

The three programs that form the degree program integrate both a global and local scope. Their cores consist of, Public Policy, International Development Policy, and Community Planning and Management. From these standpoints, they take up major topics of immediate relevance to contemporary social issues, including decentralization, “good enough governance,” citizen participation, sustainable development, economic development cooperation, regional development, poverty reduction, environmental policies and crisis management.

## Courses with Special Features

### Applied Policy Studies Course

Policy Studies course are featured to gain a deeper understanding of actual aspects of governance in Japan. By directly visiting places, students can observe government, civil society, and urban management in action. Information exchange sessions with practitioners are also actively organized at these visits. These courses are rated highly by international students because they give their studies a practical as well as theoretical dimension.

Policy Study VII-I Japanese Business Management
Policy Study VIII-I Education for Crisis and Contingency Management
Policy Study IX-D Local Government in Japan
Policy Study IX-A Human Resources Development in Local Government
Policy Study IX-B Introducing Spatial Planning Tokyo
Policy Study IX-C Introducing Total Quality Management to Public Sector
Policy Study IX-D Tax Policy and Tax Administration
Policy Study IX-E Community Participation in Policy Formulation

### Policy Study IX-A Human Resources Development in Local Government Shigeru Yamashita, Professor

This course aims at providing students with practical information on systems and working of human resources development (HRD) in the local government (LG) sector of Japan. The class will visit some of the leading public institutions for staff training, study their roles and curricula etc., and observe actual facilities and activities of such institutions. Students are expected to obtain practical information and expertise through class-room lectures, on-the-spot study, then through discussions and report-writing.

### Policy Study IX-D Tax Policy and Tax Administration Takafumi Kanemura, Professor

This course, first, provides students with basic knowledge of the Japanese tax policy and administration system. The Japanese tax system is characterized by the Shoup recommendation that focused on the equity principle of taxation and direct taxation (especially in the tax on individual income). The recommendation was enacted in 1950 and established the framework of the present tax system. Second, trips will be organized to tax offices in the national tax agency and prefectural and municipal taxation division offices to understand Japanese tax collection strategies and techniques. The administration of the national tax system is under the Ministry of Finance that has regional taxation bureaus (Kokuzei-Kyoku) and tax offices (Zeimu-sho) that are responsible for national tax assessment and collection. Prefectural and municipal taxation division offices collect local taxes. These tax collection bodies have a good technique and knowledge. The work in this course requires practical research design.

### Policy Study IX-E Community Participation in Policy Formulation Yuriko Minamoto, Professor

This course will deal with participatory process and methods in policy formulation. Involvement of the community in co-production with government can be a significant factor for sustainable development. We will intensively conduct simulation workshops in the class by utilizing various analytical steps and logic model thinking, and try to formulate more effective and efficient policies and the programs for given development issues. Through this process, we will discuss the effects of the participatory approach in public policy formulation as well as some challenges.

In the participatory process, various stakeholders will interact each other and most possibly come to consensus on discussion points. We will focus on the deliberative process through constructive communication, and yet, conflict and negotiations among participants are unavoidable. Stakeholders' involvement may bring about or construct a new arena in collaboration efforts of the community and government.

The role of the facilitator in such a workshop is another important element to be considered. Class participants can experience some of the functions of the workshop facilitator.

The Three Programs

## Public Policy Program

The program is designed to cover the area of public policy by identifying issues to formulating, implementing, and evaluating policies. This underlies the growing importance of implementing various related knowledge to the policy making process, including expertise in political science, public administration studies, and business management-style efficiency. Courses provide an understanding of actual aspects of governance, covering political science, public administration studies, public finance, public management, and urban policy, in addition policy studies designed to familiarize students with the actual status of developments in these areas are also provided.

Governance 1-2
Intergovernmental Relations 1・2
Urban Policy 1・2
Public Administration 1・2
Comparative Public Admin 1・2
Public Policy 1・2
Comparative Local Government
Public Finance
TQM in the Public Sector
Spatial Planning
International Relations 1・2
Comparative Foreign Policy 1・2
Program Evaluation
Policy Studies

### Governance 1

#### Kyokyo Ryu, Professor

The purpose of this course is to take a basic view of governance in an international context. The last twenty-five years have witnessed a transformation of the state in many industrial democracies. This transformation is described as one from government to governance, that is, bureaucracy to markets and non-profit private networks. The term governance is not new, but now it is used to capture this new pattern of governing. This course will examine governance by looking at some different aspects of it, although the concept is still slippery. The course will begin to deal with factors caused changes in the government's role. The class will examine the impact of New Public Management and its implication for society. Upon completion of this course, students will be able to understand what governance is, how we should explain its emergence, and its implications for public policy and democracy. Comparative analysis is highly valued. Therefore students are encouraged to contribute to class discussion by bringing the similar examples or cases of the country they are from. The class also stresses writings and students are required to present papers occasionally.

### Spatial Planning

#### Yasushi Aoyama, Professor

“Spatial Planning” is a relatively -new concept. It is a sort of technique or art of influencing the distribution of people and activities in space. The “Spatial Planning” is also considered as a Euro-English term, neither solely British nor American. In the United States and the UK, we are familiar with city, urban, regional, and country planning. While such planning has mainly focused on land use and zoning, this course takes a much broader meaning of the term including perspectives on strategic driver and the decision process affecting development good planning frameworks and the management of resources integrated with other strategies.

### International Relations 1

#### Yuichi Sasaoka, Professor

This course aims at deepening our understanding of international development regimes on the issue of development and governance in low-income countries. This regime is derived from the tasks and problems of political institutions in the developing countries; and the problem of global governance and poverty reduction have become important in the debate of international development since the 1990's; and what roles states and societies, categorized as part of the neo patrimonial systems, play.

### Total Quality Management in the Public Sector

#### Nobusato, Kitaoji

Major Objectives of the Course:

As in many Western countries, result-oriented or goal-oriented management became very popular among national and local governments in Japan. Performance evaluation was institutionalized by law in the central government agencies for 2002, led by some of the local public bodies which had started introducing outcome-based program evaluation systems in the 1990's. Following these movements, more attentions came to be paid to “quality management” in public organizations. It is important for government administrators to explain their level of productivity, namely, the ratio of the amount of tax money spent for a set of government actions to the level of goals attained by them. But it is even more important to enable upgrading of the level of productivity by improving the quality of management. This course aims to give students insights into these attempts to establish quality of management systems in public sector. Students will learn how the latest concepts and practices of quality management have been developed in the private sector. They will also learn the basic differences in the nature of government and business organization management and how those theories and techniques must be modified when applied to public sector management.

The Three Programs

## International Development Policy Program

Drawing on disciplines concerned with international economics, international cooperation, and the environment, the program is designed to give students an understanding of the global issues of sustainable development and poverty as viewed from perspectives of various social systems. While economic development has created a wealthy society, it has also posed problems such as environmental degradation and income disparity. To address these issues in the arena of public policy, the courses focus on international development policy, macro- and micro-economics, environmental policy, environmental economics, resource management, and other related areas.

Politics and Development 1・2
Economic Development 1・2
Japanese Economy in International Environment 1・2
Macro Economics 1・2
Micro Economics 1・2
Growth Theory and Developing Countries 1・2
Planning for Macroeconomic Policy
Quantitative Analysis of Economic Policy 1・2
Fiscal Policy and Development
International Economics and Finance
International Investment
Economic Cooperation 1
Economic Cooperation 2
Government and Politics in Middle East and Africa 1・2
Politics and Economics in East Asia 1・2
Environmental Policy 1・2
Environment and Economics 1・2
International Law of Environment 1・2
Urban Management and Environment
Resource Management
Environmental Assessment
Environmental Policy and Community

### Macro Economics 1

**Elena Shadrina, Associate Professor**

This course is designed to introduce graduate students to the foundations of economic analysis with concentration on macroeconomic structure and models as they relate to the real-world economy.

The course focuses on fundamentals of demand and supply analysis; measures of economic activity such as GDP, employment and inflation; determinants of trends in economic growth and business cycle fluctuations; fiscal, monetary and international trade policies and their effect on domestic and foreign business cycles and growth.

### International Investment

**Masashiro Yamamoto, Professor(cross-appointed from the school of Commerce)**

International Investment primarily deals with the decision making process within multinational business enterprises on how to invest scarce monetary resources globally. Given that capital markets, particularly stock exchanges, are internationally integrated, such multinational enterprises are able to finance capitals outside the home country and invest them wherever they want. This means multinational enterprises can freely go beyond the national borders. Such decisions are made as international investment.

Investment decisions are the most critical decisions made in market economies, as any decision needs to spend money first and wait returns thereafter. The target of this lecture is, therefore, to understand the structure of such complicated strategic decision making. It is also targets understanding the technical tools for international investment.

### Environmental Assessment

**Thomas E. Jones, Senior Assistant Professor**

This module advocates a strategic approach which can yield prompt, hands-on assessments based on best scientific practise. By instilling environmental basics that are legitimate and relevant to decisionmaking processes, the module will offer skills that facilitate collaboration between a wide range of stakeholders.

Each lecture uses Powerpoint presentations supported by handouts and case study examples, both domestic and international, which allow a fuller understanding of the diverse perspectives involved.

The aim is to familiarize students with the systematic process for predicting, and evaluating the environmental impact of a proposed project; not to impart the full range of assessment skills as such, but to make students aware of the pros and cons of the different tools which policy-makers use to assess environmental impacts.



The Three Programs

## Community Planning and Management Program

The community is where governance comes most closely in contact with people's lives. Framing social issues from local perspectives, the program is organized around the process of making, implementing, and evaluating policies to find for solutions. It also focuses on crisis management and the role of the community in responding to natural disasters. Areas covered include community policy, community development, NPOs, social development, crisis management, and disaster management.

Community Policy and Management 1・2
Regional Planning 1・2
Community Development and Industrialization 1・2
Social Development 1・2
NPO/NGO Study 1・2
Human Resource Management
Crisis Management 1・2
Crisis Management and Public Administration
Crisis and Contingency Management
Crisis Management and Leadership
Disaster Recovery and Rehabilitation
Risk Management
Information Management and Crisis
Education for Crisis and Contingency Management

### Community Policy and Management 1

**Rosario Laratta, Senior Assistant Professor**

What we focus on becomes our reality, if we focus on what is wrong or what's missing, we tend to see everything through that filter or frame. Peter Kenyon.

In this course students will explore the asset based community development(ABCD) approach and will learn how within this framework community strengths and skills are mobilized to address important community issues. In order for local governments to understand community strengths and skills, as well as important community issues, asset mapping and community consultation is essential. An asset based community development framework adopts the view that: 1) all community members have skills and strengths; 2) community members are best placed to identify community issues and solutions; 3) community connections are critical; 4) action must be community centred (i.e. action driven from the inside out).

### Regional Planning 2

**Junichiro Yabuta, Visiting Professor**

The course will provide knowledge and understanding of regional development with a focus on implementation experience in Japan. The course comprises mainly three parts: Introduction, Sector Programs and the Exchange of Country Experiences and Ideas of other countries. This course is basically practice-oriented, casebased and participatory. At the end of the course, the participants are expected to be able to review and assess relevant developmental experiences in their own country in the light of the course topic.

### Human Resource Management

**Makoto Nagahata, Professor**

No one denies that "Community-Based" development is one of key elements for good local governance.

How the local people can actively take part in the process of local development is a major concern for all the practitioners and policy makers. In order to achieve active participation of community people in the development process, "facilitation" is an important theory and skills that all the concerned persons should know and utilize. In the course, theory and skill of facilitation will be given primary focus for human resource management in community development. In addition, macro process of community based development through collaboration among various stakeholders will also be studied. Throughout the course, the participating students will be expected to acquire basic knowledge on facilitation theory and collaborative management of community development as well as some skills of facilitation. Facilitation skills are also useful for managing human resource within an organization or institution.

### Crisis Management and Leadership

**Kazuyuki Sasaki, Senior Assistant Professor**

This course discusses the challenges that public leaders face when crises or disasters impact their government unit.

There are several indications disasters may be increasing: Increasing density of population, building in vulnerable areas, global climate change, potential for disease epidemics and increasingly sophisticated weaponry are all elements contributing to an increased risk.

Managing during crises involves a different set of conditions than during normal times, and requires new skills: leaders must be able to make decisions based on limited information, customary relationships and ways of doing business change, and the scope and parameters of responsibility are often increased.

This course will deal with the concept and theory of "leadership" and highlights key leadership characteristics and strategies for successfully negotiating a response to, and recovery from, crisis.



# Thesis Guidance (Details vary depending on the faculty advisor.)

## Requirements for Completion of the Master's Degree

1. As a general rule, students must be enrolled in the Graduate School of Governance Studies for at least 2 years and must obtain at least 40 credits and prepare a master's thesis.
2. Among the 40 credits required for completion, students must obtain at least 6 credits in Policy Studies (Field A), 4 credits in International Policy Studies (Field B), 2 credits in Public Management Studies (Field C), and 8 credits in Special Research Studies (Field F).
3. Students must enroll in the following four courses taught by their faculty advisor: Research Method 1, Research Method 2, Research Paper 1, and Research Paper 2. Students also must prepare a master's thesis with necessary guidance from their advisor.
4. In addition to the above four courses, students must complete at least one other course taught by their faculty advisor.
5. Students may complete a maximum of 36 credits in a single academic year.
6. Where recognized as necessary by the Faculty Council of the Graduate School of Governance Studies, interdepartmental courses, up to a maximum of 4 credits, shall be counted toward degree completion and shall be included in the maximum 36 credits obtainable in a single year.

## Titles of Past Theses

The Impact of Bureaucrats' Translation of Public Participation Input to Policy Decision-Making Process: A Case Study on Mining in Marinduque, Philippines
RURAL RETENTION OF CIVIL SERVANTS IN LAO PDR: WHAT HAS BEEN DONE AND WHAT TO DO NEXT
Devolved Agricultural Extension Services in the Philippines: A Policy Assessment
Gender Discrimination in Bangladesh Publicsector: A case study on BCS(Administration) cadre.
Participatory Budgeting in Local Government: Existing Practices and an Alternative Framework for the Union Parishad of Bangladesh
Accountability of the police in Japan: Lessons for Bangladesh
A Merit-based Approach to Civil Service Recruitment and Selection - Lessons for Lao PDR
Decentralization in Cambodia: A Bottom Up Approach and National Building
Towards Improvement of Training and Human Resource Development: Programs for Local Administrative Officials in Cambodia Based on Japanese Practical Models
GOVERNMENT BUDGETING TRANSPARENCY: A CASE OF THE OFFICE OF THE REGIONAL ADMINISTRATIVE SECRETARY (RAS) IN TANZANIA
Application of Public Private Partnerships (PPPs) in Infrastructure Development : A case of Road Transport Infrastructure in Vietnam
Towards a Basic Pension System in Malaysia: An Exploratory Study Based on International Experiences
Zero-Waste Disposal Policy : A Development Pattern for Post-Consumer Plastic Waste Management in Metro Manila
IMPROVING PRODUCTIVITY THROUGH EFFECTIVE POLICY DEPLOYMENT:A PROPOSAL ON THE APPLICATION OF "HOSHIN KANRI" IN THE PHILIPPINE OFFICE OF THE OMBUDSMAN
The role of local bureaucrats in facilitating people's participation in local development:Focused on the Upazila administration in Bangladesh
Performance Measurement Adoptability in Bangladesh Central Government : Utilizing Lessons from International Experience
Long-Term Comprehensive Planning in Japanese Municipalities: Lessons for Bangladesh.
Factors Affecting Project Sustainability: Implications of Case Studies in Uzbekistan
Comparative Study of Performance Budgeting: Its applicability in Uzbekistan

## Thesis Workshop

Thesis workshops are held for all international students at the Graduate School of Governance Studies. This workshop provides students with an opportunity to critique one another's work and engage in intellectual exchange on their approach to governance studies and their theoretical and research procedures.

## Tutoring in English-Language Academic Writing

For international students whose first language is not English, special tutorials in academic writing are conducted by native English-speaking instructors. The classes provide support for the writing of a high-quality master's thesis, with the tutors not merely proofreading but offering detailed individual guidance in composition skills.

### Research Method :

In these seminar courses, students choose a governance public administration related topic and conduct their own research. Through reviewing the relevant literature, students will acquire skills for theoretical studies and policy analysis. This process will guide the student towards the appropriateness of their definition of the topic.

### Research Paper:

These seminar courses focus on writing academic papers. Students learn to construct a theory and employ research methods, data analysis techniques, and related skills in writing actual papers on their own research topics.

# Faculty



### Courses Taught

- Urban Politics and Public Policy
- Policy Study 2-A
- Urban Policy 1,2
- Research Paper 1,2
- Research Method 1,2

## ICHIKAWA Hiroo [Dean, Professor]

Japan is moving in a new direction by trial and error as the realization dawns that existing structures and approaches are no longer tenable. In the coming era, we cannot expect to fall back on past successes when addressing issues like the global environment, a maturing society, or diversifying values. An individual who embarks on a public role in society without policy-making skills is, in effect, going to sea without a compass. We will set out together on our voyage into the future with the compass of governance to guide us.

**Profile:** Born in Tokyo in 1947. After earning a Bachelor of Engineering in Architecture and a Master of Engineering from Waseda University, he studied under a Canadian government scholarship at the University of Waterloo, where he received a Ph.D. in Urban and Regional Planning. He worked for organizations including the International Development Center of Japan and the Fuji Research Institute Corporation before being appointed professor of urban policy in the School of Political Science and Economics, Meiji University. He is currently dean of the Professional Graduate Schools and dean of the

Graduate School of Governance Studies, Meiji University. Together with analysis of urban problems in metropolitan areas of the industrialized world, he has also been involved in development planning in Iraq, Brazil, China, and other developing nations for many years. In Japan, he serves on many national and local government policy committees and is also vice chairman of the NPO Creating Japan's Future, a board member of the NPO Developing New Urban Center of Metropolis, and deputy chair of the Executive Committee of the Tokyo Chamber of Commerce and Industry's Creating New Community.

## AOYAMA Yasushi [Professor]

Drawing on my 36 years of experience working for the Tokyo Metropolitan Government, I discuss urban policy in actual practice. I take an integrated approach to concrete problems, including welfare, education, city planning, transportation, and housing. Tokyo today is still evolving as a city. We will take an in-depth look at its present status, problems, and future direction while making comparisons with Western cities and also gaining an historical perspective. Research will involve field visits and close contacts with actual practitioners.

**Profile:** Born in Tokyo in 1943. After graduating in law from Chuo University in 1967, he went to work for the Tokyo Metropolitan Government (TMG). After serving in the Bureau of Economic Affairs of the TMG, he worked at the Meguro City Office for a time. He then returned to the TMG where he took up positions at the Bureau of Policy and Planning, and the Bureaus of Public Health, City Planning, and Citizens and Cultural Affairs. He was successively senior director of the Senior Citizens and

Welfare Division, senior director of the Planning and Coordination Division, and deputy director general in charge of Policy and Public Affairs. For four years, he served as vice governor in charge of finance, urban planning, crisis management, and disaster prevention, retiring in 2003. His special interests are local government policy, urban policy, crisis management, and biographical writing on Japanese historical figures. In 2008 he conducted comparative research on urban policies at Columbia University.



### Courses Taught

- Policy Innovation
- Local Government Management
- Spatial Planning
- Introducing Spatial Planning in Tokyo
- Research Paper 1,2
- Research Method 1,2



### Courses Taught

- Public Management
- Policy Evaluation
- Total Quality Management in Public Sector
- TQM in Public Sector
- Introducing TQM to Public Sector
- Research Paper 1,2
- Research Method 1,2

## KITAOJI Nobusato [Professor]

The field of public management, like that of business management, examines practical methods of achieving better outcomes with fewer inputs, together with the underlying theory. The "new public management" practiced in a number of countries entrusts administrative services to the private sector wherever possible, but it is also crucial to increase government's own productivity and capacity to create added value. Thus, I am prepared to assist students interested in practical research on such questions as how to promote quality management in the public sector.

**Profile:** After graduating from International Christian University (ICU), he earned a graduate degree from ICU's Division of Public Administration and then was a visiting lecturer at Ateneo de Manila University, Philippines, for four years. On returning to Japan, he became a researcher at the Local Government Research & Data Center, an institute affiliated with the then Ministry of Home Affairs. He held an assistant professorship in the School of Administration and Informatics, University of Shizuoka, and became a professor at the university and its Graduate School of Administration and Informatics

in 1988. As an expert administrative advisor to Shizuoka Prefecture, he was responsible for the introduction of management systems. He serves on several national and local bodies tasked with improving the administrative system, such as the Expert Council for Policy Evaluation of the Ministry of Internal Affairs and Communications, and the Advisory Committee for the Public Management of Road Administration of the Ministry of Land, Infrastructure, Transport and Tourism.  
**Research Fields:** Public management, policy evaluation, human resources management



### Courses Taught

• Japanese classes ONLY

## MURAKAMI Jun [Professor]

Meiji University's Graduate School of Governance Studies aims to enhance the quality of Japan's civil society based on the findings of public policy studies. Over the years, I have held training courses for the employees of many local governments, but there was always a limit to what we could cover in the time available and in a one-way lecture-style format. Local assembly members, people who work for local governments, NPOs, and NGOs, and others whose interest in policy- and local government-related legal studies is not satisfied by on-the-job training courses are welcome to enroll as graduate students.

**Profile:** After graduating in law from Waseda University in 1970, he earned a master's degree in administrative law from the Graduate School of Tokyo Metropolitan University. He was successively a full-time lecturer, assistant professor, and professor in the Faculty of Law, Kanagawa University; during this time, he earned a Ph.D.

in law from Tokyo Metropolitan University. He has provided training in administrative law and the Local Autonomy Act for local government employees in Tokyo and adjacent prefectures, especially at the Staff Training Center of the Tokyo Metropolitan Government, and has also served on a number of councils and committees.

## YAMASHITA Shigeru [Professor]

In the age of governance, those responsible for public policies, especially in the national and local government sectors, need not only expertise and breadth of vision backed by academic knowledge, but also attractive personal qualities and social skills; for example, they must be articulate, persuasive, and able to engage in a dynamic dialogue of give-and-take of information. I have had over thirty years' experiences in the public service in Japan—in the Ministry of Internal Affairs and Communication (MIC) and several local authorities—and also in the UK and France. I can offer international students support for their studies and researches based on my own experiences, not only as a public servant but also as a post-graduate student studying in a foreign country.

**Profile:** He graduated LL.B. in 1971 from the University of Tokyo and became a civil servant at the Ministry of Home Affairs (today's MIC). Sent by the Japanese Government to study in the UK, he obtained an M.A. in Local Government at the University of Kent at Canterbury and was also an honorary research fellow at the Institute of Local Government Studies (INLOGOV), University of Birmingham. At the MIC, he served as directors of the Regional Policy Division and the Parliament Liaison and Legal Affairs Division in the Minister's Secretariat and the Local Public Enterprises Division in the Bureau of Local Government Finance, and as president of the Fire and Disaster

Management Supreme College. Posts he has held with local authorities include director-general of finance in Hiroshima City and deputy-governor of Wakayama Ken. After serving as director-general in the Paris Office of the Council of Local Authorities for International Relations, in 2004 he was appointed professor in the Graduate School of Governance Studies. He has served on numerous central and local government committees etc., and has given many lectures and seminars for public servants and local councillors, especially at the Local Autonomy College, MIC. **Research Fields:** Comparative local government, local government administration, local government finance, etc.



### Courses Taught

• Comparative Public Administration • Public Debt and Fund • Civil Service System • International Case Study • Comparative Local Government • Human Resources Development in local Government • Research Paper 1, 2 • Research Method 1, 2

## KANEMURA Takafumi [Professor]

The Japanese government is presently in the midst of administrative and fiscal reforms. Major reforms are also under way at the local government level, including municipal mergers, the “trinity” reforms, and the debate over adopting a doshu-sei, or regional bloc system. The new management approach that these reforms represent will require more highly specialized knowledge and skills. In a society that practices governance, government and citizens work together, and no one can stand back and leave the tasks to others. In the Graduate School of Governance Studies, we will study, debate, and take practical steps toward a fulfilling society that is the joint creation of all its members.

**Profile:** After working toward a doctorate at Senshu University, he held successive posts as lecturer, assistant professor, and professor at Meikai University before assuming his current position. In addition to his teaching and academic research, he has undertaken practical studies analyzing local public finances at think tanks and local governments, and has assisted

the governments of Uzbekistan and Mongolia, among others, in planning taxation and fiscal reforms. He is an executive director of the Japan Society of Comparative International Governmental Accounting Research and serves on a number of other boards, including the Nippon Urban Management and Local Government Research Association.



### Courses Taught

• Intergovernmental Fiscal Relations • Comparative Public Finance • Public Finance • Local Government Finance • Public Accounting • Taxation System • Policy Study 11-D Tax Policy and Tax Administration • Research Paper 1, 2 • Research Method 1, 2



### Courses Taught

• Public Policy • Public Administration • Intergovernmental Relations • Governance 1, 2 • Research Paper 1, 2 • Research Method 1, 2

## RYU Kyoko [Professor]

What is “the public sphere”? What role should government play therein, and how? These are questions that never arose in the days when “public” was effectively synonymous with “governmental”. What relationship should government have with the market, with citizens, with administrators, and what should be the relationship between the national and local governments? How widely applicable are new public management (NPM), public-private partnerships (PPPs), and similar ideas developed in Anglo-Saxon countries? Do we actually understand how government functions in our own countries? Many puzzles await our efforts to solve them together.

**Profile:** After attending the doctoral program of the Graduate School of Law, Kyoto University, she became an assistant in the Faculty of Law, Kagawa University in 1988. From 1995, she spent two years as a postgraduate British Council fellow studying NPM reform in the Department of Government, University of Strathclyde, UK. She became a professor in the Faculty of Law,

Kagawa University, before assuming her current post as professor in the Graduate School of Governance Studies. In 2009, she returned to the UK to conduct research at Cambridge University.

**Research Fields:** Public administration studies, public policy studies, theory of intergovernmental relations

## MINAMOTO Yuriko [Professor]

The negative impacts of globalization include growing social instability as the gap widens between rich and poor. Against this background, new emphasis is being placed on human and social development. In planning, implementing, and evaluating social development, rather than an exclusively government- or administration-led model, a governance model that involves the community becomes important. Focusing on specific Asian and African contexts, we will search together for clues to solving these issues.

**Profile:** After graduating from International Christian University, she earned a master's degree in Global Management from Thunderbird School of Global Management in the United States. After working for the Japan International Cooperation Agency (JICA) and the Foundation for Advanced Studies on International Development (FASID), she became an international development consultant. During this time, she completed many theoretical studies of development assistance;

researched and developed management and evaluation systems and methods for JICA, the World Bank, and NGOs; and planned and evaluated many social development programs in Asian and African nations. She is currently on the board of the Japan Evaluation Society (JES).

**Research Fields:** Social development, community development, evaluation research



### Courses Taught

• International Cooperation • Social Development • Policy Study 3-D • Research Paper 1, 2 • Research Method 1, 2

## SASAOKA Yuichi [Professor]

My area of interest lies in global governance, local governance and their image in forming public space. I am particularly interested in analyzing how the governance is, and can be, related to development and security from the perspectives of international relations. I have 30 years of experience as a practitioner in the field of development while conducting research and teaching at universities. My main area focus has been on sub-saharan Africa while having a strong interest in other areas such as Asia.

**Profile:** After graduating in law from Chuo University (political science), he earned a Master of Public Administration from the Kennedy School, Harvard and Ph.D. in social science from Waseda University. While working for Japan International Cooperation Agency (JICA) between 1981 and 2011, he worked as an advisor to the Ministry of Finance and Planning in Uganda, as a senior advisor for the institute for

International Cooperation, as a special advisor for the institute for International Cooperation, as a special advisor in the JICA Tanzania Office, and as a senior research fellow at the JICA Research Institute. He also served as a visiting professor at the Tokyo University of Foreign Studies, as a professor at the National Graduate Institute for Policy Studies, and vice president of TICAD Civil Society Forum.



### Courses Taught

• Comparative Foreign Policy 1 • International Relations 1, 2 • Government and Politics in Middle East and Africa 1, 2 • Research Paper 1, 2 • Research Method 1, 2





**NAGAHATA Makoto** [Professor]

In recent decades, as modernization has prevailed all over the world, traditional local communities drastically lost their importance in human life, and both the nation states and the market economy play much none the important roles for fulfilling various needs of the people. However, no one denies that there are serious problems which can be solved neither by the public sector nor by private companies alone. It is inevitable to undertake collaborative actions involving non-profit private organizations (NPOs / NGOs) to overcome complicated issues in modernized societies. The emergence of NPOs can be regarded as an indication of active civil participation in the process of self-governance.

**Profile:** After graduating from the University of Tokyo, he completed a master's program at the graduate school of Global Studies, Sophia University. Then, he joined a Japanese NGO that has development projects in the South Asian countries and worked there for 14 years, including a four year stay at Dhaka as country director. In 2004, he established his own NPO in Tokyo aiming at promoting mutual learning network among practitioners and policy

makers on community development both in Japan and in the developing countries. His NPO implements various capacity development activities for government officials and NGO leaders in Asian countries. He also facilitates training courses on participatory community development implemented by JICA (Japan International Cooperation Agency).

#### Courses Taught

- Human Resource Management
- NPO/NGO Study 1,2
- Research Paper 1,2
- Research Method 1,2

**Elena Shadrina** [Associate Professor]

Increasingly complex and interconnected changes in economic, social and ecological environment have facilitated a dramatic transition in the modes of governance. These transformations are characterized by a move from hierarchical control to network like interactions, from state-led steering to market oriented coordination and from strictly bound by legislation activity to voluntary cooperation. When the efficiency of traditional patterns of governance arrangements is being challenged, a search for the means to enhance the effectiveness and legitimacy of the emerging configurations of governance appears a timely task. Embedded in the multi-cultural environment and interdisciplinary context of the Graduate School of Governance Studies, and enriched by the discussions with the experts in the area from the lecturers and attendees side, such an exploration promises to become an engaging undertaking.

**Profile:** After graduation from Khabarovsk State Academy of Economics and Law (Russia), she earned a degree of Candidate of Science in Economics in Russia. She lectured at Khabarovsk State Academy of Economics and Law and Far Eastern State Transport University and worked as a consultant at the Russian-American Center Educational Scientific Centre and for the regional governments in the Far East of Russia. She had simultaneously been involved in implementation of a number of research projects, two of which were supported by the Yeltsin-

Hashimoto Youth Exchange Initiative and Japan Institute for International Affairs. She gained her PhD in Economics at Niigata University, Japan under a Japanese Ministry of Education, Culture, Sports, Science and Technology (Monbukagakushyo) Fellowship. She was then invited by the Norwegian Institute for Defense Studies in Oslo for a one-year research project. Upon her return to Japan and before her affiliation with Meiji University Graduate School of Governance Studies she was teaching macroeconomics at Temple University, Japan Campus.



#### Courses Taught

- Macro Economics 1,2 • Microeconomics 2
- Planning for Macroeconomic Policy
- Research Paper 1,2
- Research Method 1,2



**SASAKI Kazuyuki** [Lecturer]

Japan's society and economy are said to have reached maturity. As people's attitudes diversify and institutions grow more complex, the social structure is also changing as the birthrate declines, the population ages, and the number of single-person households increases. Social changes are occurring more rapidly in Japan than elsewhere, and many countries are watching Japan's response. What possibilities and challenges lie ahead for Japan? Together, we will examine the roles of the public and private sectors and civil society, the necessary policies and methods of implementation, and the ideal forms of central and local government, among other topics.

**Profile:** After graduating from the College of Liberal Arts of International Christian University, he completed the master's program at the Graduate School of Political Science and Economics, Meiji University. Before his current appointment, he held a non-career post at a Japanese diplomatic mission (the Japanese Embassy in Norway) and worked as a researcher at the Institute of

Social Sciences, Meiji University, a part-time lecturer at the College of Community and Human Service, Rikkyo University, and a researcher at the Institute for Urban Policy, Japan Center for Cities, among other positions.

#### Courses Taught

- Crisis Management
- Crisis Management and Leadership
- Crisis and Contingency Management
- Research Paper 1,2 • Research Method 1,2

**Rosario Laratta** [Senior Assistant Professor]



Nowadays government officials and community leaders need much greater skills to manage the rapid changes and mounting pressures on communities. My lectures are designed to assist local, state and federal government officials build more effective, engaging roles with communities. The topics I cover during my courses include: 1) the role of local government in community development - understanding how to implement strategies to better balance service delivery and community development; 2) how local government can encourage community participation - developing "engaged governance" - enhanced policy, development, structural arrangements and organizational culture for government to better work with communities; 3) sustainable development - enhancing the role of local staff in maintaining agency engagement with communities; 4) community leadership and local government - building the skills of staff in community development; 5) incorporating community development into local government planning and action - adopting new forms of accountability and evaluation to better measure the contribution of government agency programs to community capacity.

**Profile:** Before his current appointment at Meiji University, he held a post as Visiting Scholar and Japan Society for the Promotion of Science Fellow at the University of Tokyo and a lectureship position at the International Christian University. He earned an MA and PhD in sociology from Warwick University (United Kingdom), an MA in public administration from Bocconi University (Italy) and a BA in economics and social sciences from Calabria University (Italy). He is the author of two books and more than thirty peer-reviewed papers on leading international journals such

as the Cambridge Journal of Social Policy and Society, the International Journal of Sociology and Social Policy, the International Journal of Social Welfare, the International Journal of Civil Society Law, the Public Management Review, the Taiwanese Journal of Social Welfare, the Japanese Journal of Social Economy. He is a member of a number of academic associations on nonprofit organizations, social welfare and public administration in Italy, UK and Japan.

#### Courses Taught

- Community Policy and Management 1,2
- Social Development 1,2
- Research Paper 1
- Research Method 1,2

**Thomas. E. Jones** [Senior Assistant Professor]

Environmental issues are playing an ever-greater role in 21st century politics, and their increasing ubiquity necessitates an interdisciplinary approach to policy-making. Yet even as clean technology and technological innovation pave the way for sustainability, the divide between 'developed' and 'developing' countries has widened. Pooling common knowledge from a global range of case studies, we will share information and strive for practical solutions to environmental issues in global governance.

**Profile:** After graduating from Sheffield University, he relocated to Japan to specialize in Forest Science, gaining a Masters from Shinshu University and a PhD from Tokyo University in 2010. He was then employed as a Researcher at a regional NPO, carrying out fieldwork for Matsumoto City in the Japan Alps. His research revolves around social science approaches to natural

resource management, focusing particularly on national parks and other protected areas. He has published on themes related to nature-based tourism, place branding and regional revitalization. Jones is a member of The International Ecotourism Society, and has presented frequently at The Japanese Forest Economic Society and Japan Institute of Tourism Research.



#### Courses Taught

- Environmental Policy 1, 2
- Environmental Assessment
- Research Paper 1, 2
- Research Method 1, 2

**YABUTA Jinichiro** [Visiting Professor]



Foreign students in the master courses of Meiji already have professional experience in specific fields. In Dr. Yabuta's lectures, they are encouraged to look over surroundings of the field of their professional experience rather than to keep looking at the field. If you would wish to come up with a good idea to use an empty lot that you own, you should not keep your eyes fixed on the lot itself. You should look over its surroundings. If you find a fancy café close to the lot, you can hardly think of building another café in the lot. If you do not find any gas station nearby, a gas station could be a good option for your business.

**Profile:** He gained a Masters from Nagoya Institute of Technology and a PhD from Nagoya University. He worked in United Nations Centre for Regional Development and, then, in International Development Center of Japan. During his service in IDCJ, he led many consultant teams for regional, community and economic development, in African, Asian, and Latin American & Caribbean countries. While continuing fieldworks, he

engaged himself in managing IDCJ as its president. He is currently a senior advisor to the president. Being a practitioner in development planning and international cooperation, his lectures are mostly case-based and participatory. In addition he often takes up cases of planning and implementing the policies and programs in Japan.

#### Courses Taught

- Regional Planning 1,2
- Community Development and Industrialization 1,2



### YONEHARA Aki

[Assistant Professor]

“Reciprocating motion” between theory and practice is inevitably necessary in such field as governance studies. In this kind of “practically-academic” field, a solution of a problem in practical reality is often found sitting next to academic theory; the good stimulation to improve a theory is often found in the dynamics of practical world. Researchers in this field of study are expected to be a “bridge” between academics and practice, I believe. Shall we enjoy bridging these two worlds together?

MA from Kyoto University, JPN, majored in Education (Policy Studies and Administration); Ph.D. from Indiana University, USA, majored in Education (Policy Studies) and minored in Sociology (Social Statistics). Worked as a consultant for JICA's international cooperation projects and as a research fellow at Japan Society for the Promotion of Science. Specializes in international development policy for human development as well as social research, holding a JASR certification of Senior Social Researcher. Currently a lecturer for academic guidance and supervision of the Graduate School of Governance Studies.

**Courses Taught** • Policy Study 4-D • Policy Study 4-E  
• Social Research Method 1,2 • Technical Writing 1,2



### KATSU Etsuko

[Professor]

Specializes in International Monetary Economics. Members of Customs and Tariff Council on Foreign Exchange Committee, Labour Policy Council, and Councils for higher education at MEXT. Her most recent publications include ‘International Monetary Economics Theory (2009)’.

**Courses Taught** • Japanese Economy in International Environment 1,2



### DAIROKUNO Kosaku

[Professor]

Currently Dean of the School of Political Science and Economics. After he earned his BA at the School of Law, Meiji University, he has shifted his focus of study from law to political science. He earned his MA in Comparative Politics at the Graduate School of Political Science and Economics at Meiji University. And, immediately after he completed all the necessary course work for a Ph.D., he was given a position of lecturer at the School of Political Science and Economics. He has been with the same school ever since. In the meantime, he was a visiting scholar and professor at various institutions such as the Asian Pacific Studies Institute of Duke University, the Department of Politics of Northeastern University, the National School of Public Administration of Laos, and the National University of Laos. Currently he has been studying the relationships between “political corruption” and the structure of government.

**Courses Taught** • Comparative Public Administration 1,2



### HOUSE James C.

[Professor]

Studied English, Speech and Drama at London University and Phonetics at Cambridge. Taught at Glasgow, Edinburgh and London. Worked as an announcer for BBC Scotland and as an actor in the UK and abroad. Came to Japan in 1982, joined Meiji University in 1984 and became a professor in 1998. Has worked for NHK as a regular performer on Radio English, was co-founder of Za Gaijin, a Tokyo theatre group, and has published many High School and university level textbooks. His teaching and research interests are; in improving language and communication skills through dramatic performance; in pronunciation as a dynamic element in human communication.

**Courses Taught** • Speech, Presentation and Performance



### HORIKANE Yumi

[Cross-appointed Professor from the School of Political Science and Economics.]

Ph.D., Political Science, University of Cambridge. Specializes in comparative political economy of development. Worked at the Japan International Cooperation Agency (JICA), and joined Meiji University from 2002.

**Courses Taught** • Politics and Development 1,2



### YAMAMOTO Masahiro

[Professor]

Master of Economics, Kyoto University. Doctor of Commerce, Meiji University. Lecturer, University of Reading. Associate Professor, Tohoku University. Majoring in International Finance with a special focus on foreign direct investment. Teaching International Accounting at the School of Commerce since 1996. Currently Director of the Research Extension Center.

**Courses Taught** • International Investment



### ISHII Hiromune

[Professor]

Ph.D. (B.A.), Meiji University. He specializes in management accounting. Currently he is lecturer at Shinshu University and Meikai University. Concurrently he has established business corporations such as the electronics parts-maker, trading firm(HK), IT soft-ware and so on. He is the C.E.O. at SANSHIN-GROUP.

**Courses Taught** • Japanese Business Management



### KAGAWA Akio

[Lecturer]

Born in Kanagawa in 1944. After graduating from the Economics Faculty at Keio Univ., he joined a Japanese bank and worked mainly internationally at the London Branch, a Dutch subsidiary and several times at the Treasury dept. in Tokyo. He experienced studying abroad in the United States during his service at the Japanese bank. In 1989, he moved to a Swiss bank as a Tokyo Branch Manager and Head of the Treasury division for 8 years. He has also worked as the chairman of the Financial Committee of the Institute of Foreign Bankers and initiated discussion on the treasury infrastructure with the government. He has had a long career serving at the money and foreign exchange market in Japan.

**Courses Taught** • International Economics and Finance



### KAMEYAMA Takuji

[Lecturer]

Master of Comparative Law, George Washington University. Working experience at the Japan International Cooperation Agency and Japan Asia Investment Co. Ltd. Currently working for Mitsubishi UFJ Research and Consulting Co., Ltd. as a Chief Consultant for International Business Affairs. Specializing in Private Sector Development and Enabling Business Environment.

**Courses Taught** • Economic Cooperation 1



### SAITO Asato

[Lecturer]

Ph.D., Regional and Urban Planning, London School of Economics. Specialized in urban policy and politics in global city regions. Formerly worked as an Assistant Professor in the National University of Singapore.

**Courses Taught** • Urban Policy 1,2



### TAIRA Nobuhisa

[Lecturer]

Ph.D., Urban and Regional Planning, Cornell University. Engaged in development projects in many countries. Specializes in urban policy, project evaluation, urban and regional analysis. Currently professor at Seigakuin University.

**Courses Taught** • Public Policy 1,2



### TSUKADA Keisuke

[Lecturer]

M.A in Administration Management at Harvard University. Engaged in finance and regional development as an executive of the ministry of internal affairs and communication and local governments. As director of the department of Disaster Prevention, Fire and Disaster Management Agency, he lead the emergency operations against Great East Japan Earthquake Disaster.

**Courses Taught** • Crisis Management and Public Administration 1



### NINOMIYA Kosuke

[Lecturer]

Majors in Regional Economics and Environmental Policy. MIA at Columbia University. Ph.D. (Econ) at Kyushu University. Member of JICA's Advisory Committee of Environmental and Social Considerations. Undertook many studies regarding international development and environmental considerations.

**Courses Taught** • Environment and Economics 1,2



### NOMOTO Ayako

[Lecturer]

MSc in Development Management, London School of Economics and Political Science. Worked for the Japan Bank for International Cooperation in the evaluation department for Japan's ODA loans. Currently, researcher at the Institute for Global Governance, Meiji University.

**Courses Taught** • Economic Cooperation



### HOGEN Kensaku

[Lecturer]

Graduate and MA from Cambridge University. Japanese diplomat for over 40 years. Final posts, Japanese Ambassador to Canada, Under-Secretary-General of the United Nations.

**Courses Taught** • Comparative Foreign Policy 2



### HAGGERTY Rosanne

[Specially appointed professor]

Rosanne Haggerty is President of Community Solutions and an internationally recognized leader in developing innovative strategies to end homelessness and strengthen communities. She has more than 20 years of experience developing permanent supportive housing and advising communities in the U.S. and around the world on their efforts to end homelessness. She is a MacArthur Foundation Fellow, an Ashoka Senior Fellow and a Hunt Alternative Fund Prime Mover.



### YANAGISAWA Kae

[Lecturer]

MA in international relations, School of Advanced International Studies, Johns Hopkins University. Engaged in international development at the Japan International Cooperation Agency (JICA) and the United Nations Development Programme (UNDP). Currently responsible for Japan's international disaster relief operations.

**Courses Taught** • Disaster Recovery and Rehabilitation



### LAU Sim Yee

[Lecturer]

M. Eng., Tokyo Institute of Technology. Ph.D., Tohoku University. Worked at the Sasagawa Peace Foundation before becoming Professor at Reitaku University. Specializes in economic development and technology transfer.

**Courses Taught** • Economic Development 1,2

## Facilities in Ideal Location in Central Tokyo

The Graduate School of Governance Studies is located on Meiji University's Surugadai Campus, which is right in the heart of metropolitan Tokyo, a hub city alive with contemporary and traditional culture. Graduate School classes are held in the Academy Common building, consisting of eleven floors above ground and two basement levels with fully equipped computer technology. Access to the campus is excellent, with the nearby JR rail service and five subway lines.



## International Student Lounge

In the "Governance Studies Lounge", international students are provided with an English-language advisory service to support them in their studies and in their lives in Japan. Logistic assistance for research activities and student life is available from full-time staff who have a wealth of overseas experience. In addition, the "Lounge" organizes and supports field trips, has a small library corner with books covering various fields of public policy, and has a number of computers for student use. The "Lounge" also organizes Brown-bag Seminars where actual practitioners or scholars are invited to lecture on topics related to "governance". The lounge provides a complete international environment.



## Facilities

### Building 14

Study space is provided for students of the Graduate School of Governance Studies. Each carrel is equipped with a power outlet and LAN connection for laptop computers. Full Internet access

allows students to consult online journals, external databases, and library catalogs. There are also lockers, copying machines, and an open printer service. (Hours: 7:00 a.m.–11:00 p.m.)



### Discussion Rooms and Graduate Schools Lounge

Discussion rooms on the fourth floor of Building 14 can be used for group study and other purposes. There is

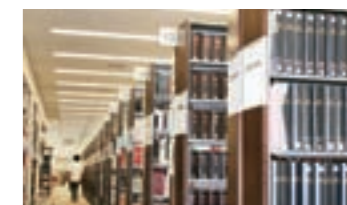
also a student's lounge shared by the four professional graduate schools.



### Central Library

The 12,485 m<sup>2</sup> Central Library provides seating for 1,274 readers. Its extensive collection includes 1.4 million books, 21,000 newspaper and journal titles, and a comprehensive range of electronic materials on microfiche, CD-ROM, and

other digital media. The catalog database can be searched using the OPAC system, and the library provides free access to the essential database LexisNexis and many other academic databases.



### Bookstore

The Sanseido Bookstore operates a branch in Basement Level 2 of Building 12 on the Surugadai Campus. Course text books, general books and

journals are sold. Meiji University students receive a 10 percent discount on all books purchased by presenting their Student ID card.



### Convenience Store

Meidai Mart Convenience Store is situated at floor B1 of Building 12 on the Surugadai campus. This store is equipped with a variety of goods convenient for both academic and

student life at Meiji. Selected goods include pens and notebooks, Meiji University character goods, soft drinks, snacks and food, with some products sold on discount prices.



### Dining Facilities

Sky Lounge Akatsuki a Cafeteria-style Student Dining Hall with a wide view over the City is located on the 17th floor of Liberty Tower. The 365-seat facility features a wide view over the city.

Drinks and light meals are also available in the Café Pensée coffee shop on the first floor of the Academy Common.



## Messages from Alumni and Current Students



**Sabio Katherine BARMES** From: Philippines

I am Katherine S. Balmes from the Philippines and I work as a project analyst at the Office of the President of the Philippines Presidential Management Staff. I am currently a graduate student of Meiji University under the Master in Public Policy program through the JDS Scholarship Program from September 2009 until September 2011.

I am privileged to attend Meiji University because it offers a curriculum that provides a comprehensive knowledge on Japanese experience in terms development, governance, politics and economy, and public administration. Coupled with a mind-enriching curriculum is an array of remarkable faculty members who have been in the mainstream of public administration practice as well as noted academic experts in their respective fields. The learning experience in Meiji University is not confined to the classroom. As part of our curriculum, we have intensive classes that bring us to various areas in Japan where best practices and examples are evident. Moreover, supplemental

workshops are also organized to further enrich our university experience and learning. Moreover, I also gained considerable knowledge from my classmates, who come from various countries. Our lively classroom discussions become rich sources of information on experiences, strategies, and techniques for my country to adopt. Meiji University also has a remarkable library, which has a rich collection of both printed and digital materials that any student can easily access. Its vast collection has made my university life very convenient. Also noteworthy is the Governance Lounge, where students of the program can just sit down and relax. The Lounge also has a collection of reading materials, which the students has made University life really easy.

Despite the rigors of my course work, I am certain that my academic experience in Meiji University will be both fulfilling and worthwhile.



**Md. Ruhul AMIN** From: Bangladesh

Nowadays, more and more people choose to attend overseas colleges or universities for the purpose of acquiring specialized knowledge, and enjoying fresh and exciting experience on exotic campuses. While I was in Bangladesh as a government official, I had to discharge duties for almost five years in different public sectors and it made me realize the importance of governance studies.

First and foremost, the graduate school of Governance studies of Meiji University, is especially for government

officials. There is no doubt that employers tend to hire well qualified college graduates who received a bachelor's degree in a certain professional field, especially who have an educational background from world-famous universities. The learning experience in such schools equip their graduates with a good command of basic and profound knowledge with comprehensive capabilities.

Similarly, a candidate, who graduates from the prestigious Graduate School of Governance Studies at Meiji University, might be more competitive than others. He or she will be more likely to get promising results in this fierce workplace.

Furthermore the research work helps one to be a perfectionist, thoughtful and creative in bringing about changes in society with developed thoughts and creativity.

In fact it is not superfluity to say that besides the efficiency and cordiality of the respected professors, courses like Crisis management & leadership, Disaster recovery and rehabilitation, TQM in public sectors, Urban policy, Comparative public administration, Governance and so many other crucial courses tremendously helped to enhance our arena of knowledge. Enriched library, various field trips, seminars, participatory class discussions extended our outward horizon undoubtedly that supposedly make me feel as a proud student of Governance studies of Meiji University.



**Normalia IBRAHIM** From: Malaysia

When I first saw the brochure of Meiji University Graduate School of Governance Studies, I knew that this was the best place for pursuing my master studies. Meiji University located in the heart of Tokyo symbolized the capability of the institutions to fulfill the needs of talented human resources, not only for Japan but for international human capital market. The ambience with its combination of modern facilities and traditional Japanese cultures, provides a conducive learning environment,

especially for foreign students like me. The contents of the syllabus come timely where governance is no longer working in isolation. The Graduate School of Governance Studies offers such a rich combination of subjects in governance studies to fulfill the demands of the real working situation. The subjects are not only theoretical but also place equal emphasis on the application of knowledge. There are study tours that bring us into actual settings, experience exchanges through various seminars with international and local expertise and a lot more academic as well as practical activities which expand our horizons beyond the classroom. The challenge is, how are we going to translate this knowledge into practice when we return into our home country?

I would like to congratulate the office of MUGS2 for organizing various exciting activities and providing facilities that increase social capital among the students and faculty members. Upon graduation, we will not only bring back a certificate but also our bonds and friendships we treasured throughout our life in Meiji University. During the earthquake on March 11, the University was constantly keeping us informed of the situation and provided necessary information to ensure that we were in safe and secure. Every day we received encouraging messages from the University and faculty members were very much concerned about us. This experience is truly non tradable and only those who experienced it can understand the value of it. The mixture of the above was a magnet for me to come to Meiji University. After two semesters my best, I know that I have made the right decision by entering the Graduate School of Governance Studies, Meiji University. I am confident that the expectations I had from day one when I stepped on the campus that will remain the same until my graduation day.



**Mohammad Shipon MIA** From: Bangladesh

I am from Bangladesh, doing my Master's degree under the Public Policy program in the Graduate School of Governance Studies of Meiji University. In Bangladesh, I am employed as a general education cadre official under the Ministry of Education. In this age of globalization, students have multiple options for choosing educational institutions for higher studies. In my case, firstly I have chosen Japan for its unique style of economic development rather than blindly following the western model. Secondly, Japan represents the traditional aspects of Asian culture featuring peace, hard work and systematic life styles. In selecting a university, I observed that among the other universities of Japan only Meiji could fulfill my requirements. As a public servant, I wanted to develop my comprehensive professional capacity by learning both practical and theoretical updated knowledge. Meiji is one of the most prestigious and well ranked universities in Japan, rich in professionals including academicians and practitioners. Besides this, Meiji has a historic vision building mechanism under the guiding principles of "Rights, liberty, independence, and self-government" and an excellent environment for producing future leaders of governance which fascinated me. I feel proud to get this long cherished opportunity to study at this university as a JDS fellow.

To enhance the global openness of Japanese higher education Meiji University was selected as one of the thirteen universities by MEXT for its "Global 30" project. I think, it is a unique opportunity for a student to mix in with international students from various parts of the world including south Asia, south-east Asia, Africa, Central America, Europe, and the USA. Basically in the class room, all international students and young

professionals are able to share, criticize, and make comments from their practical view points which is crucial for shaping new ideas and ways of application from our country perspective. The multicultural environment, cooperation among the students and teachers, and attractive life styles in Tokyo has made our foreign life pretty enjoyable in Japan. In the Graduate School of Governance Studies, students become able to develop their expertise and leadership capacities through extensive case studies, practical knowledge through field visits, presentations on current issues, and extensive discussion with the faculty. Sometimes the participation of elected representatives, public servants, corporate employees, NPO and NGO workers of Japan opens the windows of Japanese experience before us. I believe that students from different parts of the world will be able to develop their vision, keen insight, and decision making skills for meeting the political and administrative needs of their respective governments as well as facing the challenges of globalization.

The logistic support for sound academic environment in Meiji is excellent. It provides private study space for the students with full internet access on the campus. Students are able to use online journals, external databases, library catalogs including lockers, copying machines, and open printer service for their study purposes. Again, the location of this university is also very accessible for students from different locations. The International Student Lounge provides students with English-language advisory services to support our studies and living in Japan. Finally, I should mention that the outstanding campus facilities, most sincere and cordial cooperation from the staff, friendly guidance by the supervisor, feeling closeness to the governance family make Meiji life very easy and enjoyable. I am confident that these unique efforts certainly will bring out our utmost potentialities and will be able to make us truly competent professionals with true motivation



**Bahati Deusdetus MFUNGO** From: Tanzania

I am Bahati Deusdetus MFUNGO, and my homeland is Tanzania. I was born and raised on a small island called Ukerewe within Lake Victoria, one of the Great Lakes in Africa. I am in the first year of my Masters studies majoring in Public Policy under the Governance School of Meiji University.

My undergraduate studies were in Tanzania and I acquired a Bachelor of Arts in Rural Development. Currently I am working with the

Local Government Training Institute based in Dodoma, the capital of Tanzania. Since I completed my undergraduate studies, I was interested in doing graduate studies abroad especially in an Asian country. Japan was my first choice and when the chance came, I quickly grabbed it. My areas of interest include community planning and participation, public policy formulation and comparative public administration. The curriculum gives a student a wide range of knowledge and experience and an understanding of comparative analysis between developing and developed world. My research paper needs to

unveil the way local communities have perceived the term "good governance" in relation to what is happening in their localities and the way they participate in their development.

My academic life since I joined this university has been going well and I really enjoy every moment at the University. As an international student I feel appreciated and well treated. Professors and faculty members are very loyal, polite and kind and most of the time they are ready to help. The infrastructure at Meiji University allows for relaxation and enthusiasm in learning. The university has a substantial library with all necessary facilities including printed and digital materials. Participation among students themselves is also well appreciated, though we are coming from different backgrounds yet we have been participating together as one.

The International Lounge is where we always meet after and before classes. As international students we go there for private study and conversation exchange. Apart from academic life, in general Japanese people have been so kind and cooperative to me. Sincerely, Meiji University has inspired me and it is indispensable that whenever I get another opportunity to study in Japan, this university for sure will be my first choice.



**Mahamat Hassan ALLAMINE** From: Chad

As a young civil servant working for the Ministry of Economy and Planning of Chad I am really quite happy to be one of the students of the Graduate School of Governance Studies through the contributions of JICA. As a matter of fact the enhancement of human resources capacities for the best management programs and of development projects is one the key elements for the development of my country.

First of all Meiji University is one of the Japanese top ten (10) Universities. The Graduate School of Governance Studies has three programs entirely taught in English, namely; Public Policy Program,

International Development Policy Program and Community Management Program. There have given me a real picture of the world in the matter of economics, politics and community development. Meiji University offers us a lot of facilities which make us comfortable in studying, the lecturers are excellent I really enjoyed the courses. All of us international students exchange and share ideas. As we come from different countries with different backgrounds and experiences is quite useful during class presentations and discussions. Finally this Governance Public/Policy Master's degree course will enable me to improve my capacities for the benefit of my country.