

Top Global University Project (Type A) Hiroshima University

1. Outline

【 Name of project 】

Hiroshima University Global Campus Expansion and Innovation Initiative

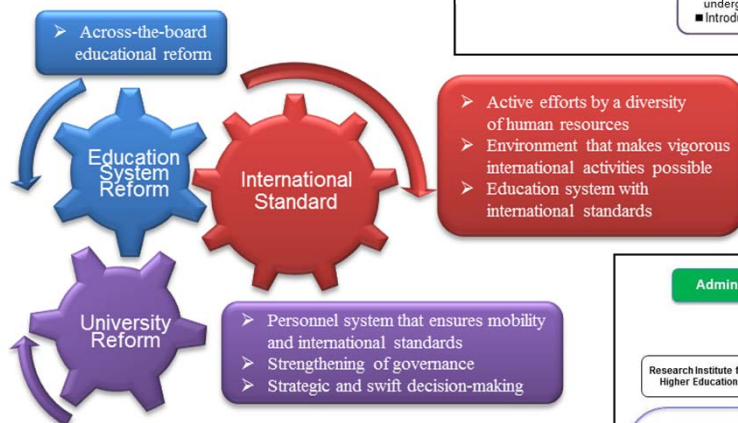
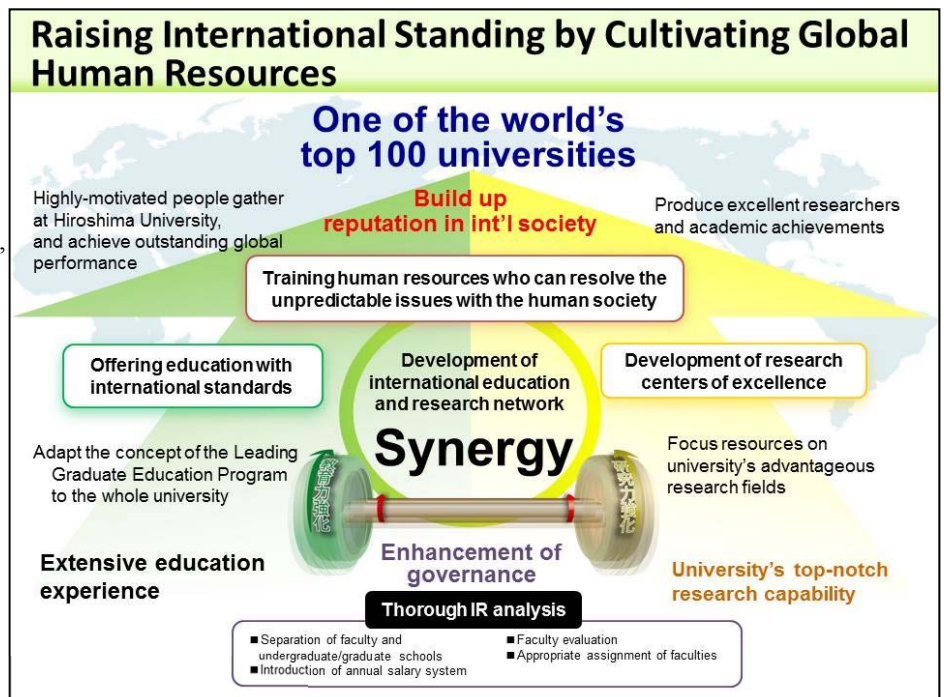
【 Future vision of the university planned in TGU project 】

In order to strengthen the two axel wheels of educational capability and research ability, Hiroshima University will interlock the three gear wheels of reform (strengthening of governance through system reform, revolutionizing the education system, and ensuring international standards), becoming a Top Global University.

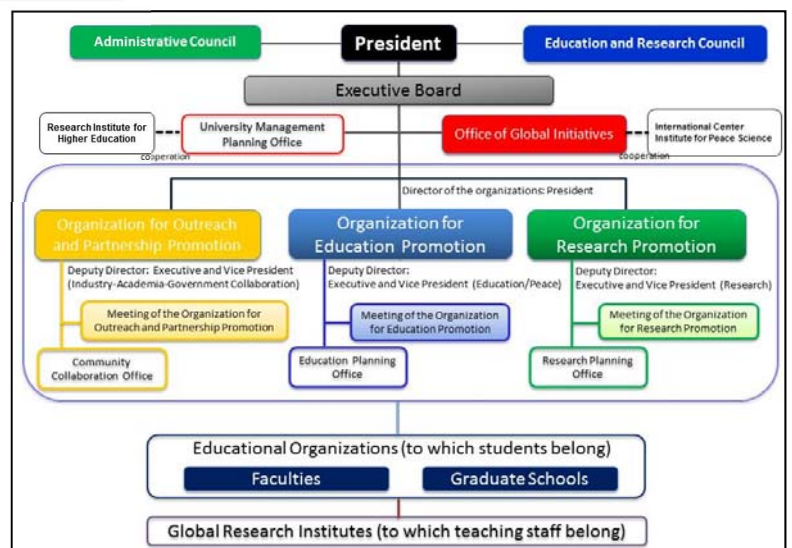
【 Summary of Project 】

In accordance with Hiroshima University's guiding principle of "Continuous Self-Development", information has been gathered across-the-board regarding the university's performance in education, research, and social contribution, and based on the accumulated objective big data, not only were the characteristics, strengths, and weakness of the university as a whole clearly identified, but also analysis was carried out to enable the faces of individual researchers to become visible.

Furthermore, through its independent development of A-KPI (Achievement-motivated Key Performance Indicators), Hiroshima University has not only constructed a mechanism for monitoring its degree of achieving membership amongst the world's Top 100 universities, but also at the same time developed a mechanism for implementing optimum positioning of education and research. Based on these across-the-board and unique IR, in addition to strategically deciding concrete quantitative targets and qualitative objectives that it should meet in the future, Hiroshima University will interlock the three gear wheels of reform and pursue university reform,



thereby cultivating human resources who can contribute to the resolution of the unpredictable issues facing humankind.



【Summary of the 10-year plan】

Strengthening Governance through System Reform

1. Introduction/Implementation of A-KPI (Achievement-motivated Key Performance Indicators)

Objective monitoring of the overall performance of education and research in the university as a whole and in each faculty using A-KPI will enable optimum allocation of teaching staff and campus resources by the Executive Board in addition to the realization of revolutionary changes in the awareness of faculty members and in campus culture.

2. Swift Implementation of Reforms by the University President and Executive Board

The strategic leadership of the University President will be strengthened, such as through the separation of teaching staff system, educational system, and research system; and personnel appointments, etc., by the Executive Board.

By implementing a system of evaluating teaching staff individually, focusing on international indicators, in addition to monitoring the performance of the university as a whole using A-KPI, not only the university's governing structure but also the university overall will achieve internationalization and reform.

Education System Reform

3. Providing Education with High International Standards

In order to guarantee the international quality of the education it provides, Hiroshima University is a member of the SERU (Student Experience in the Research University) Consortium; in addition, through the introduction of a hierarchical TA system and use of e-learning portfolios and active learning, the university will ensure students have high-quality study time, amply facilitating students' independent study.

4. Constructing an Educational System Enabling Students to Study Freely on Campuses Spread throughout the World

In order to resolve issues obstructing study abroad, through industry-university-government collaboration, Hiroshima University will establish scholarship programs and introduce the Quarter System, as well as enhance and expand joint degree/double degree (JD/DD) programs. By advertising positions internationally whenever hiring teaching staff, a teaching team comprising more than 50% foreign-nationals will be created, and courses taught entirely in English will be expanded and enhanced so that they are offered in all faculties and graduate schools.

In addition to newly establishing satellite campuses overseas, Hiroshima University will establish an educational system by strengthening research exchange with world-class universities with which it has concluded agreements.

Ensuring International Standards

5. Education Program

In order to implement education programs that ensure international standards, Hiroshima University will reorganize syllabuses to be educational guidelines, ensuring that classes can be improved and their standards raised, in addition to carrying out class numbering and clarifying program systemization. Furthermore, the GPA-centered education system will be systemized and interlocked with the substantiation of units. In order to assure education quality, Hiroshima University will not only promote HiPROSPECTS (the university's achievement target program modeled on the British QAA (Quality Assurance Agency), but also carry out HiPROSPECTS international quality assurance evaluations through a consortium of America's top research universities in order to implement international quality assurance.

6. Teaching Staff / Students

Hiroshima University will increase foreign-national and other teaching staff numbers, thereby increasing the number classes taught in foreign languages. At the same time, the university will promote the globalization of Japanese students through such measures as implementing entrance examinations emphasizing foreign languages, introducing classes for students who have undergone International Baccalaureate education, sending Japanese students abroad to study, and ensuring students' linguistic capabilities.

Furthermore, in order to ensure the diversity of Hiroshima University campuses, international students will comprise approx. 20% of the overall student body; to achieve this target, diversification will be promoted through such measures as the internationalization of teaching staff/courses; overseas recruitment of international students; further expansion of exchange student programs; and expansion short-term inbound summer programs.

【Featured initiatives (Internationalization, University reform, Education reform)】

(University Reform)

To enable utilization of the skills of individual teaching staff as a system, strategic allocation of teaching staff across faculties and graduate schools will be carried out through strengthened governance. The possibility of realizing such teaching staff allocations will be ensured through the separation of teaching staff (faculty) systems and education/research systems, objective indicators/targets established using A-KPI (Hiroshima University's independently developed performance indicator system), and the University President's leadership.

(Education Reform)

With regard to university entrance examinations, multiple examination styles will be implemented, including the use of external examinations and AO examinations. By introducing the Quarter System, Hiroshima University will set flexible entrance/graduation periods, both creating a system that can respond flexibly to the different academic calendars of education systems around the world and ensuring the improvement and deepening of study quality through the implementation of intensive classes. Educational programs will also be provided at Hiroshima University's satellite campuses overseas. As for academic path options, it will be possible for students to choose their courses of study to suit their chosen paths, including early graduation or obtaining a doctoral degree through a 5-year integrated doctoral program as well as "minor programs" and "specified programs".

【Measures for the promotion of collaboration with foreign universities】

Hiroshima University is a member of SERU Consortium, which was established with the University of California, Berkeley, at its core and has grown into an international consortium of top American research universities and other world-renowned universities such as Oxford University (joined in 2014). Hiroshima University proposed that SERU implement a program for SERU member institutions to strictly evaluate each other's activities and/or carrying out projects that merit international recognition; as a result, it was decided to implement the "SERU-International Consultancy Project" (tentative title) with UC Berkeley in the central role. As the institution that proposed this project, Hiroshima University is to play a sub-leader role when constructing indicators and standards for external evaluations, and HiPROSPECTS will undergo quality assurance evaluations from an international perspective.

2. FY2014 Progress

■ Common indicators and targets

Internationalization

Holding of a Study Abroad Fair

In order to attract outstanding international students, Hiroshima University not only took part in six study abroad fairs in Japan and overseas, but also held an independent study abroad fair in Indonesia in March (306 attendees).

Implementation of Negotiations/Liaison and Coordination Activities with Collaborative Institutions in Order to Improve/Newly Establish Overseas Bases

Surveys, coordination, and negotiations were conducted with candidate locations for overseas bases, including Cambodia, Mexico, and The Netherlands.



Study Abroad Fair

University reform

Strengthening the Functions of the Office of Global Initiatives

To ensure that implementation of Top Global Universities program activities proceeds smoothly, Hiroshima University established a Office of Global Initiatives headed by the University Vice-President in charge of program activities. In addition, with regard to issues related to the internationalization of education—international evaluations of the university, implementation of Programs taught in English, and collaboration with overseas universities, etc.—surveys were conducted both in Japan and overseas, and at the same time a symposium was conducted (attended by Ministry of Education, Culture, Sports, Science and Technology representatives, the Pro Vice-Chancellor of the University of Melbourne, the Vice-President of Hokkaido University, and other experts).

Internationalization of the Administrative Council

Negotiations were carried out for inviting an overseas expert (with ministerial experience) to join the Administrative Council, and preparation were made for receiving the new overseas member.

Utilization of A-KPI/Individual Evaluations

The A-KPI system was introduced for use in personnel affairs decided by the Executive Board. In addition, a system for evaluating individual teaching staff whereby research/teaching performance is reflected in compensation, was introduced in October.

Education reform

Preparations for System Reform

Quarter System: The academic calendar was changed, beginning with the 2015 academic year, and preparations were made for introducing the Quarter System for the university overall.

Numbering: In accordance with course levels and content, preparations were made for re-introducing numbering (which is easy to understand in terms of curriculum policy) for all course subjects in the 2015 academic year.

Syllabus Anglicization: With the introduction of numbering, syllabus content was reorganized and streamlined. Preparations were carried out for the Anglicization (Englishing) of syllabus content for all undergraduate/postgraduate course subjects by the 2016 academic year.



FD Training

Implementation of FD Training

Teaching staff were invited from an Australian University with which Hiroshima University has concluded an agreement and FD training on methods for teaching classes in English was conducted. In addition, a symposium was held on the theme of developing English-taught classes and courses.

Preparing for the Construction of a Hierarchical TA System

With regard to a hierarchical TA system, in addition to gathering information on/from other universities, deliberations were held concerning the process of constructing the system and implementation.

Implementation of a Class Video Recording System and Improvement of the Learning Portfolio/Online System

A class video recording system was introduced, and an environment was prepared to enable recording of web video feed, which facilitates flip-teaching.

In addition, the Learning Portfolio System, which had been used by some departments, was upgraded to enable all university faculties and graduate schools to use it.

■ University's own indicators and targets

Notification of Performance Indicators within the University

With regard to the implementation of Hiroshima University's independently developed A-KPI system, in addition to the system being approved by the Executive Board (July 28, 2014), performance for the 2012 and 2013 academic years were reported to the Education and Research Council (November 18, 2014) and targets to strive for in order to achieve the performance indicators were presented. In addition, teaching staff in each department were also informed of the results of these evaluations through explanations provided at staff liaison meetings.

Implementation of an Informal Meeting with Teaching Staff of Other Universities to Discuss the Performance Indicators

A discussion was held with members of the Institutional Research Institute of Kyushu, contributing to the consideration of indicators for evaluating university management.

Status of Achievement of Performance Indicators

A-KPI (a performance indicator) comprises (a) Staff responsible for the course; (b) Training of doctoral human resources, (c) Number of SCI papers, (d) Receipt of external funding; and (e) Internationality. Compared with the previous academic year, scores for (b), (d), and (e) increased while scores for (a) decreased; the overall total score increased, however, indicating that Hiroshima University is approaching its targets through various initiatives, including its TGU activities.

■ Initiatives for the enhancement of international reputation

Holding of a Kick-off Meeting (Symposium)

In March, Hiroshima University invited the Pro Vice-Chancellor of the University of Melbourne, the Vice-President of Hokkaido University and other experts from Japan and overseas to participate in panel discussion on the themes "Development of English-Taught Education Programs and Issues Surrounding Them" and "Issues Surrounding Japanese Universities in a Globally Competitive Age". The symposium was attended by approx. 100 participants.

Participation in a SERU-related Conference

In October through December, in addition to participating in meetings between SERU member universities in Japan held at Osaka University, Hiroshima University took part in discussions on the international quality assurance of education and the construction of SERU Consultancy that took place during the SERU conference held at UC Berkeley in the United States.

Discussions with Organizations that Formulate Global Rankings

In October, Hiroshima University's President and Vice-President visited TIMES Higher Education and QS in London for discussions regarding raising the university's rankings.



Kick-off Meeting

【 Results for the promotion of collaboration with foreign universities 】

International Educational Collaboration (Including JD/DD)

Between October and March, Hiroshima University representatives visited ten JD/DD partner universities to liaise and negotiate regarding program implementation. In addition, DD agreements in two fields were concluded with National Chengchi University, Taiwan.

Collaboration with Regard to International Quality Assurance in Education

Hiroshima University is a member of SERU Consortium, which was established with the University of California, Berkeley, at its core and has grown into an international consortium comprising top (mainly state-level) American research universities and other world-renowned universities (joined in 2014). Hiroshima University proposed that SERU implement a program for SERU member institutions to strictly evaluate each other's activities and/or carrying out projects that merit international recognition; as a result, it was decided to implement the "SERU-International Consultancy Project" (tentative title) with UC Berkeley in the central role. As the institution that proposed this project, Hiroshima University is to play a sub-leader role when constructing indicators and standards for external evaluations, and HiPROSPECTS will undergo quality assurance evaluations from an international perspective.

■ Free description

Translation of Syllabus/Variou Curriculum Information into English

With regard to liberal arts subjects, the complete translation of the syllabus into English has been completed.

Notification Regarding the Top Global University Project within the University

In addition to holding two internal explanation meetings for teaching staff, six explanation meetings were held on campus for students and discussions were held regarding sharing of information and promoting the program within the university.

3. FY2015 Progress

■ Common indicators and targets

University reform

Academy of Hiroshima University

In December 2015, Hiroshima University approved to adopt a new “Academy” system beginning in April 2016. The entire academic staff of the university, who have traditionally belonged to separate graduate schools and faculties, will be now placed under the single unified control of the Academy of Hiroshima University, which will then assign them to schools, graduate schools, institutes, the university hospital or other education and research organizations within the university. Based on the idea that the activities of academic staff—who constitute important intellectual resources—are the resources of the university as whole, the new system aims to maximize the performance of academic staff members. Hiroshima University will be able to establish a new way to enable all of its academic staff members to pursue education and research under the leadership of the President, transcending the boundaries of their individual education and research organizations.

The Academy of Hiroshima University will be comprised of 35 units, classified according to academic specialties. All academic staff members will be grouped into one of these units. Within and among each unit, flexible and effective human resource management will be maintained to enhance the education and research functions of the entire university.

Utilization of A-KPI

By making effective use of A-KPI, Hiroshima University monitored the degree to which it had achieved the quantitative targets toward becoming one of the world’s Top 100 universities, and confirmed that the university was getting closer to these targets.

Internationalization of the Administrative Council

An overseas expert (with ministerial experience) was invited to join the Administrative Council. At the same time, the Education and Research Council established a quota for foreign faculty members.

Education reform

System Reform

Quarter System: Beginning with the 2015 academic year, Hiroshima University changed the academic calendar, and introduced a quarter system for the university as a whole.

Course Numbering: In accordance with course levels and content, a course numbering system was introduced in the 2015 academic year. (All numbering was completed in the beginning of the 2016 academic year.)

Syllabi in English: Preparations were carried out for English syllabi for all undergraduate/graduate courses in the 2015 academic year. (The task was completed in the beginning of the 2016 academic year.)

Establishment of a Hierarchical TA System

Hiroshima University re-organized its TA system to better help graduate students to gain knowledge and skills related to educational activities other than research. By working with teaching staff as Teaching Assistants (TAs), these students will be instrumental in strengthening the university’s education as a whole. After the conventional TA system was reviewed, a new “Hirodai* TA” system was set up, under which TAs are divided into three hierarchical levels based on their experience and expected responsibilities. TAs receive training in stages according to these levels. By offering such phased training, the TA system aims to enable TAs to gradually develop their ability to understand the fields of their specialization from a broad perspective and learn effective teaching methods. The university’s ultimate goal with the Hirodai TA system is to help TAs become independent educators.

In the 2015 academic year, two departments introduced the hierarchical TA system on a pilot basis. Also, briefing sessions, training seminars and workshops were held in various departments to publicize the hierarchical TA system within the university. Moreover, a leaflet about the system was created and distributed.

*Hirodai is a common name for Hiroshima University.

Internationalization

Study Abroad Fair

In order to attract outstanding international students, Hiroshima University held independent study abroad fairs targeting students of top universities in Indonesia and Vietnam, after making direct approaches to them via SNS. These fairs attracted 598 participants in Indonesia and 344 participants in Vietnam. For the Indonesian students who had attended the fairs and showed interests in studying at Hiroshima University, the matching arrangements were made by telephone and other means. Then the university’s corresponding graduate schools’ academic staff visited universities in Indonesia to interview the students in person. They identified a total of 72 students who wish to apply to one of the graduate schools. In addition, Hiroshima University took part in six study abroad fairs in Japan and overseas.

Collaboration with Overseas Partner Institutions and Establishment of New Overseas Bases

The President of Hiroshima University held a meeting with the President of Cairo University, at which they signed an International Exchange Agreement (University Level) and decided to establish an overseas base within Cairo University.

To contribute to the development of higher education in Cambodia and Myanmar, Hiroshima University became Japan’s first university to conclude academic exchange and cooperation agreements with the education ministries of these two countries. The university is planning to set up overseas bases in both Cambodia and Myanmar.



Photo: Hiroshima University President Ochi and the President of Cairo University at a press conference, held in front of the Great Sphinx of Giza near Cairo
The press conference was also attended by Ambassador Extraordinary and Plenipotentiary of Japan to Egypt Takehiro Kagawa, the Archaeological Minister of Egypt, the Minister of Higher Education in Egypt, and other guests

■ University's own indicators and targets

Notification of Performance Indicators within the University

To encourage the university's academic staff to better understand A-KPI, they were informed of their own A-KPI performance in the form of numerical values. These numbers were published in each member's main portal in the In-house Information Sharing System "IROHA."

Status of Achievement of Performance Indicators

A-KPI (a performance indicator) is comprised of (a) Teaching responsibilities; (b) Training of doctoral students, (c) Number of SCI papers, (d) Receipt of external funding; and (e) Internationality. Compared with the previous academic year, the scores for (b), (c), and (e) increased while the scores for (a) and (d) decreased; however the overall total score increased indicating that Hiroshima University is approaching its targets through various initiatives, including its Top Global Universities activities.

■ Initiatives for the enhancement of international reputation

Implementation of SERU student survey

In the 2015 academic year, a SERU survey was carried out at two faculties of Hiroshima University, on a trial basis. The SERU surveys gather information about the actual student experience within major research-intensive universities. The Center for Studies in Higher Education (CSHE) at the University of California, Berkeley in the United States plays a central role in conducting SERU surveys of students belonging to the world's top research universities, including the University of Michigan, the University of Minnesota, and Osaka University.



Photo: Presentation by Dr. Ronald Huesman, SERU-AAU Principal Researcher and Director of Institutional Assessment Office of Institutional Research, University of Minnesota

By participating in these globally common surveys, Hiroshima University can evaluate the quality of education in comparison with overseas top research-intensive universities. Survey results will help the university make self-improvements, and continue to provide education that meets high international standards.

In January 2016, a SERU workshop was held on campus, to promote students' and academic staff members' understanding as to the significance of the SERU surveys and how to make effective use of the data.

Participation in NAFSA and EAIE

Hiroshima University had a booth at the Association of International Educators (NAFSA) annual conference, at which staff members promoted the university's programs geared to international students. In addition, at the European Association for International Education (EAIE), a Vice President of Hiroshima University delivered a presentation in four sessions and also served as the session chairperson, so as to share the university's efforts and achievements.

【 Results for the promotion of collaboration with foreign universities 】

International Educational Collaboration

In the 2015 academic year, the President of Hiroshima University visited China, Indonesia, Egypt, Myanmar, Cambodia and other countries, and concluded new international exchange agreements with 16 overseas universities. Furthermore, for the first time as a Japanese institution, Hiroshima University signed cooperation agreements with the Ministry of Education, Youth and Sport of the Kingdom of Cambodia, and with the Ministry of Education of Myanmar.

Meanwhile, in response to an invitation from the National Taiwan University Consortium, the deans of six graduate schools of Hiroshima University visited six national universities in Taiwan in October, to liaise and start negotiations regarding the development of joint degree/double degree (JD/DD) programs.

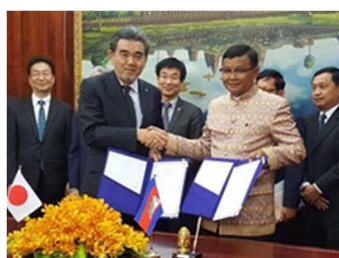


Photo: Signing Ceremony with Dr. Hang Chuon Naron, Minister of the Ministry of Education of Cambodia



Photo: Signing Ceremony with Dr. Thein Win, Director-General for the Department of Higher Education, Ministry of Education, Myanmar

As of the end of the 2015 academic year, Hiroshima University has a total of 172 international exchange agreements (160 institutions in 41 countries). At the inter-departmental level, Hiroshima University had newly signed agreements with 49 departments, with the total number reaching 307 (289 institutions in 49 countries).

JD/DD

In the 2015 academic year, Hiroshima University newly established a joint graduate program with Capital Normal University, China. Under this joint program, after taking an undergraduate course at Capital Normal University, students can use the double degree (DD) program to pursue two master's degrees from both universities, and then continue a doctoral course at Hiroshima University. Enrollment limits are 100 students for undergraduate courses, 30 students for the master's courses, and 15 students for doctoral courses.

■ Free description

Strengthening the Functions of the Office of Global Initiatives

A University Education Administrator (UEA) was hired to take charge of planning and data analysis, to ensure a smooth implementation of Top Global Universities program activities.