Top Global University Project (Type A) Osaka University

1. Outline

【Name of project】
Global University “World Tekijuku”

【Future vision of the university planned in TGU project】
Osaka University looks to deliver relevant impact to modern society with its original research and education as a center of scholarship. Our world-class academics are based in the spirit of free and open exchange and driven by the motivation to ascertain the true essence of things. We look to continue offering multilevel, integrated education that fosters proactive learning in an atmosphere of friendly competition. In this way we will nurture a generation of leaders capable of tackling global challenges and problems, surpassing outdated preconceptions for real solutions. Our institution aims to become one of the world’s top 30 comprehensive research universities by the completion of the Top Global University Project in 2024 and a world top 10 comprehensive research university by our centenary in 2031. In the globalized world of the 21st century, Osaka University strives to foster a flourishing and peaceful society, born of harmonious diversity, through its contributions to our global society through the World Tekijuku initiative.

【Summary of Project】
The World Tekijuku Initiative at Osaka University will cultivate leaders for the global society, top researchers and specialist technicians. It is expected to lead to the development of cutting-edge science and technology, setting forth solutions to complex, global-scale problems, thereby contributing to a flourishing global society.

Collaborative Innovation

新たな社会的価値・研究成果の提示
Quality research and value in society

推進体制の強化 Enhancing systems

未来戦略機構 Institute for Academic Initiatives

学内の多様な分野の知的資源を戦略的・配慮価値的につなぎ、部局を超え新たな学術領域の創出に取り組む。

Innovating new disciplines which cross conventional boundaries of study, strategically unifying intellectual resources from a diversity of fields.

世界進修大学院（仮称）
World Tekijuku Graduate School (provisional name)

大阪大学ならではのトップレベルの研究力を有する分野や、未来戦略機構を介して創出された新学術領域の研究分野を
基盤とした「世界進修大学院（仮称）」を平成29年に設置。

The World Tekijuku Graduate School will be established in April 2017, with foundations in Osaka University’s top-level research and the novel fields of research developed by the Institute for Academic Initiatives.

学修イノベーション機構 (仮称)
Institute for University Learning Innovation (provisional name)

「知の統合学修」に係るプログラムや、主体的学修に係る
教育活動を全学に戦略的・体系化するための実用マネジメント拠点を平成27年度中に整備。

An educational management center will be established by the end of March 2016, with the purpose of strategizing and systematizing university-wide management of educational programs to foster the proactive acquisition of knowledge and the study of integrating knowledge.

国際戦略推進機構 (仮称)
Office for International Strategic Promotion (provisional name)

教育研究の国際交流やプラットフォーム戦略の展開を全学的かつ戦略的に推進する組織を平成27年度中に整備。

An Office for International Strategic Promotion will be established by the end of March 2016, tasked with strategically and comprehensively enhancing international exchange in education and research as well as branding strategy.

*Years described in this paper is fiscal years.
### Summary of the 10-year plan

<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative</th>
<th>Description</th>
</tr>
</thead>
</table>
| 2014 | The UC/UCEAP Osaka Office and the Global Admissions Office | Osaka University will open the University of California /University of California Education Abroad Program Osaka Office on Osaka University campus and establish a Global Admissions Office. Osaka University will also adopt a new entrance examination for undergraduate international students, the “Special Entrance Procedures for Privately-Funded Undergraduate International Students Living Overseas (Type II)”.
| 2015 | The Institute for University Learning Innovation and the Office for International Strategic Promotion | Osaka University will establish the Institute for University Learning Innovation as a new educational management center and the Office for International Strategic Promotion as a center to accelerate the university’s globalization. International network expansion: Osaka University will actively engage with bilateral and multilateral networks such as the Association of Pacific Rim Universities (APRU), the Association of East Asian Research Universities (AERU), the Japan-UK Research and Education Network for Knowledge Economy Initiatives (RENKEI), the German-Japanese University Consortium (HeKKSaGOn), and will enhance its presence and promote cooperation with strategic partners. Further, Osaka University will host the APRU Annual Presidents Meeting (2015) Multilingual Expert Program | See also * on the next page |
| 2016 | A new system for Teaching Fellow (TF) | | See also ** on the next page |
| 2017 | Quarter system | Adopt a new quarter system (three terms and a summer session) in line with various international academic calendars. | | See also *** on the next page |
| 2019 | The Global Village | The Global Village will stand as a symbol of the “World Tekijuku,” housing both international and Japanese students as well as faculty and staff in a single facility with 2,600 residence. It will flourish as a worldwide center for the cultivation of internationally minded individuals. |
| 2020 | Increase the number of inbound international students and Osaka University students studying abroad | Osaka University will build more mutually-beneficial relations and increase the percentage of undergraduate international students from 4% to 10%, graduate international students from 15% to 25% and outbound students from 4% to 8%, including those on exchange programs. |
| 2021 | Implement a course numbering system which indicates the order and difficulty of courses and make syllabi available in Japanese and English | A university-wide course numbering will be implemented based on the order and difficulty of courses. Syllabi will be made available in English as well as Japanese. |
| 2023 | Increase the number of International Joint Labs to 100 | | See also * on the page after the next |
| 2024 | Become one of the world’s top 30 comprehensive research universities | Osaka University has set its ultimate goal of becoming a world top 10 comprehensive research university by our centenary in 2031, while striving to become a world top 30 comprehensive research university before the completion of the Top Global University Project in 2024. Osaka University is carrying out measures to reach the specific target of being ranked in the top 30 World University Rankings by QS (Quacquarelli Symonds) from the University’s current position at 55 (as of 2014) |

### Featured initiatives (Internationalization, University reform, Education reform)

**Launching a World Tekijuku Graduate School**

The World Tekijuku Graduate School will be established in 2017, with foundations in Osaka University’s top-level research and the novel fields of research developed by the Institute for Academic Initiatives. Osaka University will establish doctoral programs to cultivate talented individuals who can translate research results to the creation of value for society in addition to carrying out cutting-edge research in a global environment of friendly competition. Osaka University will then expand a new style of education and research developed by the World Tekijuku Graduate School to all faculty members and promote reforms in graduate school education systems and the development of internationally competitive, novel academic fields.

### Measures for the promotion of collaboration with foreign universities

Osaka University will increase considerably the number of International Joint Labs from 22 labs in 2014 to 100 by 2023. These labs will act as bases for international collaborative research, expanding Osaka University’s international presence and allowing for international recognition as a pioneer of novel fields of research. Osaka University will enhance cooperative systems with worldwide education and research centers by opening the UC/UCEAP Osaka Office (in December 2014); expanding the reach of Osaka University’s four Overseas Centers from a single locale to an entire region; increasing the number of Inter-university Exchange Agreements (from the current 99 to 130 by 2023); and utilizing international networks (APRU, AERU, RENKEI, HeKKSaGOn, etc.).
2. FY2014 Progress

Common Indicators and targets

Internationalization

1. Establishing Osaka University’s International Strategy
Osaka University has integrated university-wide planning and implementing of globalization initiatives, promoting an organizational international strategy for education, research and international contributions that goes beyond the former focus on mere international exchange primarily limited to the exchange of individuals.

2. Opening the UC/CEAP Osaka Office
Osaka University attracted the University of California to establish its UC/CEAP Osaka Office at Osaka University. This has led to further promotion of studying abroad program to students via UC-style interactive lectures focused on group discussion in English.

3. Promoting the International Joint Research Promotion Program
As a foothold for establishing international joint labs, Osaka University has promoted the International Joint Research Promotion Program and successfully formed a total of 22 international joint labs in association with institutes and universities in 13 countries/regions including those with the University of Oxford and the California Institute of Technology.

4. Establishing Short-term support for personnel expenses under the International Joint Research Promotion Program
Osaka University established a program to cover short-term personnel expenses as one of its initiatives to support international research programs to further promote international joint research and for the purpose of inviting prominent international faculty to Osaka University. 53 research projects have been selected as beneficiaries of this program.

University Reform

1. Launching a World Tekijuku Graduate School Project
Osaka University has appointed an Establishment Examination Committee to manage the establishment of the World Tekijuku Graduate School in April 2017. This Graduate School will integrate interdisciplinary specialist knowledge and foster the creation of novel fields of inquiry with its distinct programs. As an organization that represents the future of Osaka University, it will attract a high ratio of young and international faculty and conduct all activities in English as its official language under an annual salary system.

2. Annual Salary System
Osaka University has broadened the reach of faculty under the annual salary system and reformed personnel hiring and salary systems for greater flexibility as a means to become a world top 10 comprehensive research university.

3. Cross-Appointment System
Starting with the conclusion of an agreement with RIKEN and the acceptance of researchers from RIKEN, Osaka University has concluded a total of 31 agreements with research organizations including 2 domestic and 29 international agreements.

Education Reform

1. “World Tekijuku Entrance Examination” ***
In order to attract high school graduates with experience in proactive learning (such as those with research project experience) in addition to basic knowledge and skills, Osaka University has decided to implement the World Tekijuku Entrance Examination, a comprehensive applicant selection system used by all schools and faculties starting in 2017.

2. Implementing a new entrance examination for privately-funded international students
The Global Admissions Office (GAO), in charge of developing various entrance examination systems, established a new entrance examination, “Special Entrance Procedures for Privately-Funded Undergraduate International Students Living Overseas,” in order to attract prominent international students. It allows international high school students to take an entrance examination in their home countries before coming to Japan.

3. Developing the Multilingual Expert Program *
This new type of educational program has been developed with foundations in Osaka University’s unique strengths. It aims to contribute to society with its expertise in humanities and social sciences, educating students from a complete, global perspective in multilingual and multicultural matters. Students acquire proficiency in one or more languages in addition to English.

4. Reforming the Teaching Assistant (TA) system **
Osaka University is preparing a trial of a Teaching Fellow (TF) system in 2015, a pioneering system in Japan. They are endowed with the greatest responsibility within the TA system, planning additional educational activities, managing the progress of classes, and educating students directly and autonomously.

5. Establishing a Double Degree Program
Osaka University has promoted the establishment of a Double Degree Program to educate globally minded human resources. Students receive degrees from both Osaka University and a university abroad on the basis of an inter-university exchange agreement. Nine new agreements with universities abroad were signed in 2014.
University’s own indicators and targets

1. Increasing the number of subjects ranked in the top 30 in the Thomson Reuters Essential Science Indicators (ESI)
   Osaka University aims to be ranked in the top 30 citation index in ten fields in the Thomson Reuters Essential Science Indicators (ESI) before the completion of the Top Global University Project in 2024. Biology and biochemistry was ranked in this range in 2014, and including the three fields that ranked previously – immunology, chemistry, and material sciences – Osaka University currently has four fields ranked in the top 30.

2. Increasing the number of inter-university exchange agreements
   The number of inter-university exchange agreements will be increased to 130 to further develop a robust international network before the completion of the Top Global University Project in 2024. The total number of agreements in 2014 was 104, which includes the five completed in 2014 and the 99 which were previously concluded. As of June 1, 2015, the total has increased to 105, a strong indicator of growth in this area.

Initiatives for the enhancement of international reputation

1. Promoting International Joint Research Programs
   Osaka University will substantially increase its number of International Joint Labs, centers of international joint research. The targets is 100 labs by 2023, from the total of 22 in 2014. These labs are expected to further research in their respective regions and expand Osaka University’s international presence. This includes pioneering novel fields of inquiry to provide impact on the global scale.

2. Enhancing the international public relations
   Osaka University has hosted the Academic Initiatives Forum “Global University Rankings and Excellence Indicators Reexamined” and promoted the University utilizing international universities rankings and journals.

3. Hosting the Association of Pacific Rim Universities (APRU) Presidential Retreat and the 19th Annual Presidents Meeting in Osaka.

[Cooperation with Universities Abroad]

- The UC/UCEAP Osaka Office was opened in cooperation with the University of California at Osaka University in December 2014.
- Osaka University established a program to cover short-term personnel expenses as one of its initiatives to support international research programs. 53 of the proposed programs were selected for support.

In addition, Osaka University provided financial support to international joint conferences (supporting 15 events), research abroad programs (supporting 9 events), and visiting scholar programs (supporting 3 programs). This funding was made possible by the Program for Promoting the Improvement of Research Universities, funded by the Ministry of Education, Culture, Sports, Science and Technology.
3. FY2015 Progress

- Common indicators and targets

**Internationalization**

1. **International Strategy Promotion Office (reorganized as the Center for Global Initiatives on April 1, 2016)**

The International Strategy Promotion Office is a new organization established by Osaka University to coordinate university-wide activities related to global communications, the global cloud, and global collaboration.

- A new portal site for international students was released.
- It has enhanced the dissemination of research results to the international community, which in turn has increased significantly the number of hits to Osaka University’s research information portal (an increase of 60% compared to the previous year and an increase of more than 70% from English-speaking countries).

2. **Academic exchange with the University of California (UC)**

Osaka University held the UC/UCEAP Osaka Office First-Year Anniversary International Symposium in collaboration with the UC/UCEAP Osaka Office. (Refer to the *1 on the next page.)

Osaka University offered two summer programs mainly targeted at UC students and registered approximately 50 students. In addition, two UC faculty members were employed as specially appointed faculty members (full-time) at Osaka University through our cross-appointment system.

A special lecture series was conducted by Dr. John Hampton Ino, Professor Emeritus at UC San Francisco. This special English series involved nine lectures and was conducted in an interactive seminar style, based on group discussions. A total of 130 Osaka University members (students, faculty, and staff) attended.

3. **International Joint Research Program**

Osaka University’s International Joint Research Promotion Program has successfully created 35 International Joint Labs in association with 41 institutes/universities in 16 countries/regions, including the University of Oxford and the California Institute of Technology.

**University Reform**

1. **Osaka University Vision 2021**

Osaka University has presented the “Osaka University Vision 2021” in anticipation of the 90th anniversary of its founding. The 6-year period from 2016 to 2021 is viewed as an “evolution period,” and the “Osaka University Vision 2021” provides guidelines for self-reform.

2. **Center for the Study of Co-Design**

Osaka University is preparing to establish a new university-wide center in order to cultivate leaders who can develop their expertise and innovate in the real world. These leaders will be able to promote innovation and solve complex social issues by integrating knowledge into society.

3. **Annual Salary System**

Osaka University has expanded the eligible faculty members to be applied to performance-based annual salary system to secure talented and diverse individuals. In 2015, over 200 faculty members were newly applied to this system.

4. **Cross-Appointment System**

Osaka University has promoted education and research by concluding 46 agreements for this system with research organizations, which include 10 domestic and 36 international agreements.

**Education Reform**

1. **Top Global University Project International Symposium (Refer to the *2 on the next page)**

2. **Improvement of language education to strengthen English proficiency**

Osaka University has improved its English education curriculum by implementing the TOEFL-iTP test and considering this score (30%) in the grading of students in general education English classes.

Osaka University has offered interactive small-size advanced English classes for students with high English proficiency to further enhance their speaking and writing skills. Moreover, the Intensive Practical English Program was offered to Japanese students to improve their language proficiency.

3. **Making syllabi available in Japanese and English**

Osaka University is preparing to provide all syllabi in both Japanese and English. In order to support this initiative, the manual for syllabus creation —originally in Japanese— has been translated into English, and an English glossary of frequent words in has been created.

4. **Development of the Multilingual Expert Program (MLE)**

MLE started the educational program in which students of the School of Foreign Studies are able to take one of the courses which are designed as a minor in the following schools of the humanities or social sciences in Osaka University: School of Letters, School of Human Sciences, School of Law and School of Economics. In 2015, the first year of this program, 32 students were successfully selected and registered for the courses.

Additionally, MLE created the Academic English Support Desk Program, an English presentation tutorial. This program is aimed at enhancing the academic presentation skills of students, faculty and staff members, mainly for international conferences, through the tutorial conducted by an English native lecturer.

5. **Advanced collaboration with high schools**

Osaka University has improved collaboration with prefectures and high schools by organizing and co-hosting events for high school students.
University’s own indicators and targets

1. Increased in the number of Double Degree Programs
   Osaka University has promoted the establishment of a Double Degree Program to educate globally minded human resources. Students receive degrees from both Osaka University and a university abroad on the basis of an inter-faculty exchange agreement. 12 new agreements with universities abroad were signed in 2015.

2. Increased in the number of inter-university exchange agreements
   The number of inter-university exchange agreements will reach 130 in 2024 as a way to further develop a robust international network before the completion of the Top Global University Project. The number of agreements signed in 2015 was five, which added to the previously concluded 104 agreements makes for a total of 109 agreements.

Initiatives for the enhancement of international reputation

1. Held two remarkable international symposiums
   (1) UC/UCEAP Osaka Office First-Year Anniversary International Symposium “Career Development and Globalization” (December 2015)”
   In collaboration with the UC/UCEAP Osaka Office, Osaka University held the international symposium. The symposium included a keynote speech by the Director of the Career Center at the UC Irvine and a panel discussion composed of four panelists from Japan and overseas.

   (2) Top Global University Project International Symposium “New Learning of Liberal Arts and Quality Assurance (Quality Liberal Learning)” (January 2016)
   Osaka University held the international symposium, to which it invited speakers from Japan and overseas. The symposium included keynote lectures, case reports, and the introduction of Osaka University’s educational system and some unique Osaka University programs to become a world-class educational institution and promote globalization. A lively discussion took place among panelists and audience addressing key issues and solutions regarding liberal education and assessment.

2. Increased in the number of International Joint Labs
   Osaka University will substantially increase its number of International Joint Labs, centers of international joint research. The target is 100 labs by 2023, from a total of 22 in 2014. These labs are expected to further research in their respective regions and expand Osaka University’s international presence by pioneering new fields of inquiry to create an impact on a global scale.

3. Enhancing international public relations
   Osaka University’s website has started to offer “Research Highlights,” a compilation of articles containing the research findings of International Joint Labs. Additionally, these findings were made accessible to researchers in Japan and overseas by e-mail.

   Furthermore, the proceedings of the forum*3, held in 2015, were published in March 2016.

   *3 For details on the forum, please refer to item 2 of the “Initiatives for the enhancement of international reputation” on the second preceding page.

4. Hosting the prestigious Association of Pacific Rim Universities (APRU) 19th Annual Presidents Meeting in Osaka
   Osaka University is a member of the Association of Pacific Rim Universities (APRU), comprised of top research universities in the Pacific Rim area. In June 2015, Osaka University hosted prestigious APRU’s Annual Presidents Meetings with the theme “University as an Agent for Global Transformation.” The meeting hosted 106 guests—including 25 presidents—and composed of panel discussions that revisited the mission of universities in the 21st century and discussed the university’s role as a proactive instrument of global transformation.

[Cooperation with Universities Abroad]

- Osaka University selected 54 projects to receive short-term personnel expenses coverage, as a measure to support international research programs.
- Moreover, Osaka University provided financial support as follows. These supports were made possible by the Program for Promoting the Improvement of Research Universities, funded by the Ministry of Education, Culture, Sports, Science and Technology.
  - 12 international joint conferences
  - Seven research programs overseas
  - One visiting scholar program

Osaka University has been rated the most innovative university in Japan, and 18th in the world. Reuters, one of the leading international ranking organizations, announced the World’s Most Innovative Universities in September 2015. Osaka University was ranked 18th in the world and 1st in Japan.
4. FY2016 Progress

■ Common indicators and targets

**Internationalization**

1. **Center for Global Initiatives**
   Composed of three sections – Global Outreach, Global Collaboration and Global Exchange Support – the Center for Global Initiatives coordinated international PR strategies, the global cloud, as well as international cooperation throughout the university, reinforced and promoted study abroad programs and the risk management system, and carried out surveys to promote collaborative projects with international institutions.

2. **International Joint Research Program**
   In addition to the existing 33 International Joint Labs, 23 International Joint Labs were newly opened to conduct joint research with the world’s leading researchers.

3. **Academic exchange with the University of California (UC)**
   Two UC faculty members were invited to Osaka University under a Cross-Appointment System, who collaborated with the university’s faculty members while teaching graduate and undergraduate students.

**University Reform**

1. **Center for the Study of Co-Design (Established on July 1, 2016)**
   The Center for the Study of Co-Design was established to develop new academic realms and nurture leaders with advanced comprehensive skills (ability to identify problems, find solutions, and implement the solutions for society). The Center leads the educational activities of the university in line with OU Vision, which aims to integrate academic expertise with society.

2. **Cross-Appointment System**
   Osaka University has signed cross-appointment agreements with 58 organizations including national university corporations, inter-university research institute corporations and national research and development agencies (19 domestic and 39 foreign organizations) to conduct education and research under this system.

3. **Center for Gender Equality Promotion (Established on April 1, 2016)**
   Osaka University established the Center for Gender Equality Promotion on April 1, 2016 and issued the “Osaka University Gender Equality Declaration,” and was selected for the “Initiative for Realizing Diversity in the Research Environment (Collaboration Type),” a subsidy project of MEXT for the development of human resources in science and technology for FY2016. Under this project, the university provided support to five joint research programs and 17 female researcher training programs, thereby strengthening the leadership of female researchers and their research capabilities.

**Education Reform**

1. **Introducing a new academic calendar**
   To encourage students to take the initiative in their studies and offer them a wider variety of learning opportunities, the university prepared for the introduction of a four-term system from April 2017.

2. **Implementing World Tekijuku Entrance Examination and reinforcing the high school/university connection project**
   - The university implemented World Tekijuku Entrance Examination in cooperation with the Center for the Study of Higher Education and Global Admissions, an organization engaged in the study of holistic admissions. A total of 332 applications were received for the quota of 270, and 118 were admitted.
   - The university organized various events to strengthen links with high schools and proceed with reforming the high school/university connection system.

3. **Improving language education to strengthen English proficiency**
   The university revised its grading system to better comply with the international standard by considering the score of the TOEFL-ITP test in the grading of students in general education English classes, and designed a framework for proficiency-based English classes to be introduced in FY2019 based on an analysis of the score data. To help students improve their English proficiency, the university also offered a course on improving English test scores for students wishing to participate in the study abroad program, to study abroad, or to improve English proficiency in the academic field (attended by 184).

4. **Multilingual Expert Program**
   This undergraduate program allows students of the School of Foreign Studies to take courses offered by schools of humanities/social sciences as minors. In FY2016, 73 students applied for the program and 31 were accepted. A total of 63 students, including the 32 accepted in FY2015, studied in this program and acquired advanced knowledge in humanities, human sciences, law/political science, and economics/business administration. As part of the Academic English Support Desk Program, which is designed to enhance English presentation and discussion skills at international conferences, English presentation tutorials were provided by native English instructors on a trial basis in FY2015. In FY2016, the tutorials were offered to students, faculty and staff university-wide throughout the year at four support desks. A total of 149 people studied in this program and 97 of them gave research presentations at international conferences during FY2016.
University's own indicators and targets

Increase in the number of Double Degree Programs
The number of Double Degree Programs reached 23 in FY2016. The university also signed a double degree agreement with National Tsing Hua University (Taiwan).

Continued increase in the number of inter-university exchange agreements
Osaka University aims to sign inter-university exchange agreements with 130 universities during the Top Global University Project period to build an international network. As of FY2016, the number of exchange agreements exceeded the target of 105, and reached a total of 113.

Initiatives for enhancing international reputation

1. Academic exchange with the University of California (UC)
Following FY2015, the university invited two faculty members of UC under a Cross-Appointment System, who taught two “UC Frontier Science” courses in English to 20 undergraduate and graduate students. Also, a total of 123 students attended the special lecture given monthly by a Professor Emeritus of UC San Francisco in English, a practical seminar “Case Based Critical Thinking.”

2. Summer Program to accept UC students
Following FY2015, the university implemented the FrontierLab@OsakaU Summer Program, accepting 21 UC students at the university’s scientific laboratories. The UC students conducted various research at the university’s laboratories for eight weeks from mid June to early August. At the end of the program, a final presentation session was held where the UC students gave presentations on the results of their eight weeks’ research. Japanese students of the laboratories also attended the session.

In this program, participants, including foreign lecturers, made various recommendations for building new collaborative networks from various perspectives, while participants also engaged in networking discussions. The program was attended by 81 people involved in social innovations in industry, government, academia and the private sector, and new collaborative opportunities were offered. Especially, the presentation by the participant in the global talent development program, which the university implemented jointly with UCL, garnered high praise.

4. International public relations
Osaka University participated in the “New Scientist Live” exhibition organized by a British science magazine, New Scientist, as an exhibitor along with seven Japanese organizations. In its booth, the university showcased its research achievements and gave a talk on robotics, which attracted many visitors. The university actively publicized its research achievements by issuing 74 press releases for foreign media and publishing Osaka University Research Profile, which outlines the research activities underway in the university. The university also carried out more effective PR by publishing Osaka University Prospectus, a PR magazine for overseas, updating the Chinese and Korean pages of its official website, and utilizing its official Instagram account to make more foreigners interested in Osaka University.

Cooperation with universities abroad

- Osaka University continued to carry out the International Joint Research Promotion Program (Support for Short-term Personnel Expenses) and selected 49 projects for the program in FY2016.
- Under the Program for Promoting the Improvement of Research Universities, Osaka University provided financial support for organizing 14 international joint conferences, sending three researchers overseas and inviting five foreign researchers to the university.

Other initiatives and achievements

New framework for industry-university co-creation
Immunology Frontier Research Center (IFReC) signed a comprehensive collaboration agreement for advanced immunological research with Chugai Pharmaceutical Co., Ltd. in May 2016 and Otsuka Pharmaceutical Co., Ltd. in February 2017. Both of these agreements are long-term spanning 10 years, which will enable IFReC to maintain an academic environment that allows researchers to pursue their own basic research and share the latest immunological research achievements with society.

External Advisory Council
The External Advisory Council was held in November 2016 and the university obtained useful advice on the university’s initiatives to achieve the targets set for the Top Global University Project and received evaluation on the progress.
5. FY2017 Progress

Common indicators and targets

1. Preparations underway for establishing ASEAN Campuses!
   In December 2017, a signing ceremony for the establishment of a joint campus office, along with an opening ceremony, was held at the Vietnam Academy of Science and Technology, and a signing ceremony was held at Mahidol University in Thailand. These ceremonies were attended by many people from the Japanese embassies in respective countries as well as university staff. In Brunei Darussalam, an opening ceremony for a joint campus office was held in February 2018 with the attendance of the Japanese ambassador and university staff, and it was agreed to sign an academic exchange agreement between Brunei Institute of Technology and Osaka University.

2. Academic exchange with the University of California (UC)
   Two UC faculty members were invited to Osaka University under the Cross-Appointment System, where they worked with the university's faculty and taught a total of 133 graduate and undergraduate students in two classes of a course titled “Frontier Lectures from University California.”

3. International Advanced Research Institute established in April 2017
   Building on the track record of the Immunology Frontier Research Center (IFReC) in organizational management, Osaka University established the International Advanced Research Institute (IARI) to work on creating strategic and effective research systems as the first IARI of IFReC.

4. International Joint Research Promotion Program
   Under the International Joint Research Promotion Program launched to conduct joint research with the world’s leading researchers, eight International Joint Labs were newly opened in FY2017 in addition to the existing 49 Labs.

University Reform

1. Co-Creation Bureau established in January 2018
   The Co-Creation Bureau was opened on January 1, 2018 for conducting strategic, university-wide research and education to produce innovations through collaboration between the university and society, and for strengthening the structure of such efforts.

2. Senior Executive Vice President post and Osaka University Council established in August 2017
   To reinforce the management structure of the university, two persons were appointed to the new post of Senior Executive Vice President (Osaka University’s equivalent of provost) responsible for coordinating issues that require university-wide decision-making such as university management, education and research. To strengthen the university’s ability to develop strategies better tailored to the nature of each field of study, the Osaka University Council was established in three fields: humanities and social sciences; science, engineering and information; and medical, dental, pharmaceutical and life sciences.

3. Employment of international faculty under the Cross-Appointment System, etc.
   In FY2017, Osaka University signed cross-appointment agreements with 82 organizations, including five private companies, up 24 (41%) from the previous year. Of these 82 organizations, 39 are foreign research institutions, including 16 parties to the International Joint Research Promotion Program. Combined with 33 faculty members employed under the Support Program for International Faculty Employment, the number of international faculty at Osaka University reached 254 as of January 2018, up 24 (10%) from the same month of the previous year. The number of faculty working under the annual salary system, including specially appointed academic staff, has increased by 157 (15%) from the previous year, reaching 1,234 as of the end of FY2017.

Education Reform

1. FY2018 AO and recommendation examinations (World Tekijuku Entrance Examination)
   In FY2017, Osaka University introduced AO and recommendation examinations (World Tekijuku Entrance Examination) in cooperation with the Center for the Study of Higher Education and Global Admissions, an institution established to conduct studies and research on a holistic admission process. In FY2018, the second year of this examination, 565 people applied and 178 were admitted, increases of approximately 1.7 and 1.5 times respectively from the previous year.

2. Large increase in course numbering system
   In order to make the educational program visually easier to understand in line with the international standard system and to review and update the ongoing structure of the program, Osaka University established a numbering system for courses and fields of study based on the degree programs in FY2016. The university also revised the Student Information System earlier than scheduled and completed assigning numbers to all the courses, thus making the course numbering system ready to apply university-wide from FY2017. As a result, the rate of implementing the course numbering system increased greatly from 7.7% in the previous year to 91.5%.

3. Multilingual education
   Under the Multilingual Expert Program, Osaka University has continued to offer the Academic English Support Desk service, while introducing “English and Anglo-American Culture” as a new minor program. The university also prepared to establish the Center for Multilingual Education (opened in April 2018) for the centralized supervision of language education at the university and continued promoting reforms in language education. The Center will develop, manage, implement, and evaluate advanced educational methods and systems for studying English and other foreign languages as well as Japanese, with the aim of establishing Japan’s language education model for the global era.
University’s own indicators and targets

Increase in the number of Double Degree Programs
During FY2017, Osaka University signed a double degree agreement with Shanghai Jiao Tong University (China), Universiti Sains Malaysia (Malaysia), Mahidol University (Thailand), Macquarie University (Australia), and Tianjin University of Traditional Chinese Medicine (China), with the total number of Double Degree Programs reaching 28.

Continued increase in the number of inter-university exchange agreements
Osaka University aims to sign inter-university exchange agreements with 130 universities during the Top Global University Project period to build an international network. In FY2017, the number of exchange agreements increased by 12 from the previous year to 125 in total.

Initiatives for enhancing international reputation

1. AERAU Advanced Material Science Workshop 2017 (November 2017)
As part of the activities of the Association of East Asian Research Universities (AERAU), Osaka University hosted the Advanced Material Science Workshop 2017 for students of member universities. This event was attended by more than 50 students and academic staff from Japan and abroad, who deepened their expertise in the specialized fields while acquiring knowledge in non-specialized fields and enjoying meeting other participants.

2. HAO Training Program (August and November 2017)
The Center for the Study of Higher Education and Global Admissions (CHEGA) implemented the HAO (Handai Admission Officer) Training Program to facilitate admission reform at each university by helping university staff acquire a wide range of knowledge and skills concerning higher education and admissions and apply it to implementing holistic admissions or improving the admission process. The first session in August and the second session in November were attended by 66 people and 39 people (or 84 people counting the participants in related events) from all over Japan, who underwent training under the guidance of a Senior Fellow of the Association of American Colleges & Universities who serves as a Specially Appointed Professor at CHEGA under the Cross-Appointment System, and the Director of Admissions at the University at Oregon, as well as academic staff of CHEGA. This Program was covered by national newspapers and also reported by the National Association for College Admission Counseling in the U.S., and garnered high praise.

3. Public lecture hosted by the Center for Global Initiatives (November 2017)
On November 16, 2017, a lecture titled “How good are Japan’s research universities in global terms, and how much does it matter?” was given at the Convention Center of Osaka University by Dr. Simon Marginson, Professor of International Higher Education at University College London’s Institute of Education and Director of the Centre for Global Higher Education. Intended for university staff and students, this lecture was attended by more than 50 people from both inside and outside Osaka University and was followed by a lively exchange of opinions.

Cooperation with universities abroad
- Osaka University continued to carry out the International Joint Research Promotion Program (Support for Short-term Personnel Expenses) and selected 41 projects for the program in FY2017.
- Under the Program for Promoting the Improvement of Research Universities, Osaka University provided financial support for organizing nine international joint conferences, sending four researchers overseas and inviting two international researchers to the university.

International public relations and world university ranking

Osaka University ranks 1st in Japan (31st globally) in the Nature Index 2017

Innovation Tables
In August 2017, Nature, a British science journal, announced the Nature Index 2017 Innovation Tables that rank academic institutions in terms of the influence of research on the development of innovations. In these tables, Osaka University ranks 1st in Japan and 31st in the world, thus showing the university’s significant contribution to innovation.

PROSPECTUS 2018
Osaka University published Prospectus 2018, an English PR brochure including two booklets, containing selected information through pictures and data. Their covers are designed to resemble furoshiki, traditional Japanese wrapping cloth.
6. FY2018 Progress

Common indicators and targets

**Internationalization**

1. **Inbound & outbound programs**
   To replace the Research Fellow Program, Osaka University introduced the International Internship Trainee Program designed for internships of three months or shorter at the university’s research laboratories, and accepted 75 researchers under this program. The university also implemented a new program, “Intercultural Experience in New Zealand” through an external contractor. This is a short-term study-abroad program for new undergraduate students to enhance their English proficiency and understanding of foreign culture; 15 students participated in the program.

2. **Academic exchange with the University of California (UC)**
   One UC faculty member was invited to Osaka University under the Cross-Appointment System, where she worked with the university’s researchers and taught a total of 27 graduate and undergraduate students in a course titled “Frontier Lectures from University of California.” In addition, a Professor Emeritus of UC was invited to give a special lecture every month, attended by a total of 92 graduate and undergraduate students.

3. **Establishment of ASEAN Campuses**
   A signing ceremony for the establishment of an ASEAN Campus was held at the Institut Teknologi Bandung in Indonesia. Two students of Mahidol University in Thailand enrolled in the Double Degree Program to study Japanese language and culture.

4. **International Joint Research Promotion Program**
   To conduct joint research with the world’s leading researchers, 13 International Joint Labs were newly opened in FY2018 in addition to the existing 50 Labs.

**University Reform**

1. **Institute for Transdisciplinary Graduate Degree Programs established 2018 August 1.**
   The Institute for Transdisciplinary Graduate Degree Programs was established in 2018 August as a base for the university’s graduate school education reform initiatives to promote the new University-wide Major Minor System to nurture individuals with doctoral degrees who can contribute to creating innovation in the academic community and society at large.

2. **Introduction of numerical goals as university-wide key indicators to measure the degree of internationalization**
   Osaka University evaluates its achievements using university-wide key indicators starting from FY2018. The university requires the Executive Directors to set numerical goals to measure the degree of internationalization achieved by their respective department and use the results of those evaluations when allocating the budget. This system works as an incentive to set higher goals and motivate each school/faculty/department/division to promote internationalization with a greater recognition of university-wide objectives and goals, thereby helping to improve university governance.

3. **Employment of international faculty under the Cross-Appointment System**
   In FY2018, Osaka University signed cross-appointment agreements with 126 organizations, up 44 (54%) from the previous year. Of these 126 organizations, 59 are foreign research institutions, including 21 parties to the International Joint Research Promotion Program, up 20 (51%) from the previous year. The number of international faculty totals 288.

**Education Reform**

1. **University-wide curriculum reform**
   In preparation for the university-wide curriculum reform scheduled for April 2019, Osaka University developed new curricula at each of its schools/faculty based on the vertically integrated education model that allows students to study Liberal Arts, Academic Major, and Global Literacy consistently from the first-year undergraduate level to graduate level. The Center for Education in Liberal Arts and Sciences worked with all schools/faculty, departments, institutes, and centers, to prepare for the introduction of a new subject, “A Door to Academia,” which all first-year students are required to study, to shift from the passive learning style they had acquired in pre-university education to a more creative, active learning style.

2. **Enhancing the high school and university connection project**
   The university organized various events to strengthen links with high schools and proceed with a reformation of the high school and university connection system. These events included: A joint presentation meeting for students of Osaka Prefecture-designated Global Leaders High Schools (approx. 500 participants), a research presentation meeting “Day for Considering International Issues” for students of Hyogo Prefectural high schools held in cooperation with the WHO (approx. 434), and a national research presentation meeting for students of Super Global High Schools (approx. 2,400).

3. **Multilingual education**
   Under the Multilingual Expert Program, Osaka University has continued to offer the Academic English Support Desk service, while introducing programs in Spanish language and culture and graduate programs. The university also established the Center for Multilingual Education in April 2018 to prepare for the introduction of a new curriculum of foreign language education in 2019, while formulating a plan to promote multilingual education under the “Establishment of our Global Presence through Integrated Language Education on Campus” project, for which a budget has been requested in order to be implemented by the Center from 2019.
University's own indicators and targets

Increase in the number of Double Degree Programs
During FY2018, Osaka University signed double degree agreements with nine universities, including Peking University (China), Yonsei University (Korea), Nanyang Technological University (Singapore), and Sorbonne University (France), with the total number of Double Degree Programs reaching 37.

Continued increase in the number of inter-university exchange agreements
Osaka University aims to sign Inter-university Exchange Agreements with 130 universities during the Top Global University Project period to build its international network. In FY2018, the number of exchange agreements increased by four from the previous year to 129 in total.

Initiatives for enhancing international reputation

1. Annual Presidents’ Conference of the German-Japanese University Alliance (HeKKSaGOn) (April 2018)
Osaka University hosted the 6th Annual Presidents’ Conference of HeKKSaGOn, an alliance among six German and Japanese universities established in 2010 July to promote sustainable academic cooperation. Held at the time of the transition of the alliance from the 1st phase to the 2nd, the conference was attended by about 200 people, including presidents, vice presidents, researchers, and students of the member universities, who looked back on the achievements made by the alliance during the eight years since its establishment.

2. Symposium “Future of High School/University Connection” held by the Center for the Study of Higher Education and Global Admissions (March 2019)
The symposium was held at Hitotsubashi Hall in Tokyo to review the achievements made by the Center and share research results widely with external entities while exploring how high schools and universities could work together to nurture human resources capable of meeting the needs of Society 5.0, and other new social needs, against the backdrop of improvement in the high school/university connection system, involving high school education, university education, and university admission processes. The symposium was attended by about 130 people from universities, high schools, and companies, who listened to presentations on progressive cases made by the Orange County Superintendent of Schools from the U.S. and a high-school teacher at Hokkaido International School and deepened their understanding of the improvements while enjoying friendly networking opportunities.

3. Symposium held by the Center for the Study of Co* Design (September 2018)
The Center hosted a symposium titled “STEAMM: Sciences x Arts x Humanities – Human Resource Development that Integrates Sciences, Arts, and Humanities,” which was attended by 142 people. The symposium discussed the possibilities and necessity of Japanese university education that integrates sciences, arts, and humanities, and shared with society the issues to be addressed and future visions for undergraduate and graduate education in Japan to compete favorably in international competition, and the development of human resources with advanced skills and innovative capabilities.

Cooperation with universities abroad

- Osaka University continued to carry out the International Joint Research Promotion Program (Short-term Support for Personnel Expenses) and selected 38 projects for the program in FY2018.
- Osaka University provided financial support for organizing 20 international joint conferences, sending four researchers overseas and inviting two international researchers to the university.

Other initiatives and achievements

Osaka University ranks 1st among Japanese educational institutions and 11th in the world in terms of the number of international patent applications
In its efforts to promote industry-university co-creation initiatives, Osaka University encourages technology transfer to create new businesses and innovations, while globally sharing technical information and know-how. As a result, the university ranked 11th in the world and 1st among Japanese educational institutions in terms of the number of international patent applications during FY2018, as announced by the World Intellectual Property Organization (WIPO).

Osaka University awarded an “S” grade in the Initiative of the Implementation of the Diversity Research Environment
Osaka University was given the highest grade, ”S”, for its mid-term evaluation under the Initiative of the Implementation of the Diversity Research Environment (Collaboration Type), a funding program to support the development of human resources in science and technology. In addition, OU was the only institute in Japan selected to represent the new category of "National Network Core Institutes" under this initiative.
7. FY2019 Progress

Common indicators and targets

Internationalization

1. Inbound & outbound programs
In FY2019, Osaka University implemented a student exchange program with Daegu Gyeongbuk Institute of Science & Technology (DGIST) in Korea under an academic exchange agreement signed in FY2018. Additionally, the university also accepted 19 students from Mahidol University in Thailand for a program to study Japanese language and culture under an already existing exchange agreement. From Osaka University, 10 students participated in the University of York’s new Summer Language Study Program to enhance English proficiency, prepare for IELTS, and study British culture.

2. Academic exchange with the University of California (UC)
One UC faculty member was invited to Osaka University under the Cross-Appointment System, where he worked with the university’s researchers and taught a total of 24 graduate and undergraduate students in a course titled “Frontier Lectures from University of California.” In addition, a Professor Emeritus of UC was invited by Osaka University as a part-time specially appointed professor and gave a monthly lecture titled “Case Based Critical Thinking” in English, which was attended by more than 100 students and faculty members.

3. Establishment of ASEAN Campuses
Osaka University signed an agreement to establish an ASEAN Campus in Vietnam, following those in Thailand and Indonesia. The university also launched a new double degree program utilizing its ASEAN Campuses and accepted two Thai students in the inaugural course in Japanese language and culture in October. Through these initiatives, along with a new short-term study abroad program started in Brunei, the university accelerated its efforts to develop globally competent human resources.

4. International Joint Research Promotion Program
In FY2019, Osaka University newly opened 27 International Joint Labs, in addition to the existing 52, to conduct joint research with the world’s leading researchers. Of these 27 Labs, nine are designed to support joint research with Global Knowledge Partners.

University Reform

1. Research and Development Ecosystem to start Co-Creation initiatives
Osaka University announced a policy to establish a Research and Development Ecosystem in order to put into practice and enhance the “Co-Creation” idea that it has been advocating, thus creating a virtuous cycle of knowledge, human resources and funding. By applying this policy to all relevant internal programs, the university unified divisions in charge of international expansion, accelerated improvements to education, and reinforced its financial base.

2. Prompt response to the COVID-19 pandemic
With Osaka University’s experience concerning recent emergencies and natural disasters serving as a basis, the university built a strong crisis management system under the leadership of the President and Senior Executive Vice President to cope with the COVID-19 pandemic. Under their guidance, Osaka University became one of the first Japanese universities to launch online classes and provide student support programs, such as emergency aid to financially impacted students as well as an offer of 30,000 yen to all privately-funded international students.

3. Employment of international faculty under the Cross-Appointment System
In FY2019, Osaka University signed cross-appointment agreements with 49 researchers in overseas research institutions, including 24 female researchers, thus increasing the number of international faculty and broadening the diversity of its educational environment, while enhancing its research prowess and contributing to the globalization and international development of research activities.

Education Reform

1. Establishment of a consistent undergraduate/graduate education system
Osaka University established an education system for the integration of three core areas, liberal arts, a student’s academic major, and global literacy, beginning from the time students first enter the university as undergraduates until they complete a graduate program. Specifically, the university launched “A Door to Academia” (nicknamed “Machikane Seminar”), a seminar for first-year undergraduate students to learn different perspectives and problem-solving approaches, and made Advanced Liberal Arts Education and Advanced Global Literacy Education mandatory for undergraduates (starting from the Fall Semester of their second year and continuing until graduation) as well as graduates.

2. Enhancing the high school and university connection project
Aware of the importance of fostering the ability to address international issues at an early stage of life, Osaka University organized events for high school students, such as a joint presentation workshop for Global Leaders High School (GLHS) students (co-hosted by the Osaka Prefectural Board of Education) and the 7th “Day for Considering International Issues” for high school students (co-hosted by the Hyogo Prefectural Board of Education), under which high school students made presentations on topics they had researched and received advice from university academic staff and students. The university also provided an opportunity to experience university-level academia by organizing a GLHS Osaka University Tour for Osaka Prefecture-designated GLHS students. In addition, Osaka University academic staff conducted model lectures for selected high schools, including Global Leaders High Schools.

3. Promotion of multilingual education and introduction of new English curricula
To implement improvements to its global literacy subjects, improve English curricula, and promote multilingual education, Osaka University introduced multilingual education subjects into general education across the university. New English curricula focuses on two learning styles: self-directed learning to prepare for an external English proficiency test (TOEFL-ITP) by effectively using an e-learning system; and active learning in small groups. In FY2019, the university introduced programs in Portuguese language and culture in the Multilingual Expert Program, while starting a pilot project to procure funds other than public subsidies for the Academic English Support Desk, a service which helps students improve their ability to make academic presentations in English. This project will be continued into the next fiscal year.
University's own indicators and targets

Double Degree Programs increased
During FY2019, Osaka University signed double degree agreements with eight universities, including Taipei Medical University (Taiwan), the Suranaree University of Technology (Thailand), Universiti Kebangsaan Malaysia (Malaysia), the Vietnam Academy of Science and Technology (Vietnam), and Université Paris-Saclay (France), with the total number of Double Degree Programs reaching 46.

Continued increase in the number of inter-university exchange agreements
Osaka University signed inter-university exchange agreements with 135 universities (as of the end of FY2019) against its target of signing with 130 universities during the Top Global University Project period.

Initiatives for enhancing international reputation

1. U7+ Alliance
Osaka University President Nishio attended the first U7+ Alliance International Summit in Paris under the patronage of French President Macron in July 2019, and agreed to six principles for global challenges. As a follow-up, Osaka University invited a professor of the University of Montreal, the Alliance’s member university responsible for AI and ethical issues, in February 2020 to deliver a lecture on ethics guidelines for AI development. Osaka University will continue to work globally in collaboration with the U7+ Alliance’s member universities to address issues raised in the first international summit and post-COVID-19 challenges.

2. China-Japan Conference on Education Exchange & Cooperation
The 6th China-Japan Conference on Education Exchange & Cooperation was held in November 2019 in Osaka an attendance of more than 350 people from both Chinese and Japanese educational institutions, Osaka University jointly supported the conference along with the Consulate-General of the People’s Republic of China in Osaka and the Ministry of Education, Culture, Sports, Science and Technology. At the opening ceremony, President Nishio presented numerous initiatives underway at the university. The conference had five subcommittee sessions, including the Japan-China Medical Treatment Forum organized by Osaka University’s Graduate School of Medicine. In the concurrently-held Japan-China Education Conference, the university had discussions and exchanged information with representatives of more than 20 Chinese universities. After the conference, about 150 Chinese participants visited Osaka University to see the university’s facilities.

3. Collaboration with Global Knowledge Partners
Global Knowledge Partners (GKPs) are leading overseas institutions that are developing global research hubs and tackling global issues while developing human resources with advanced skills and expertise under a strategic partnership with Osaka University. Already, University College London (UCL), Shanghai Jiao Tong University, and the University of Groningen have agreed to collaborate with Osaka University as GKPs, with many more to follow. Currently, utilizing GKP matching funds, Osaka University is carrying out international joint research on dementia, smart cities, and other cutting-edge topics.

Cooperation with universities abroad

- Osaka University continued with the International Joint Research Promotion Program (Short-term Support for Personnel Expenses) and selected 38 projects in FY2019.
- Under the Program for Promoting the Improvement of Research Universities, Osaka University provided financial support for organizing 18 international joint conferences, sending four researchers overseas and inviting seven international researchers to the university.

Other initiatives and achievements

External Advisory Council
The second External Advisory Council meeting was held in October 2019, where Osaka University reported the progress of the Top Global University Project entering into its sixth year. Through discussions and a Q&A session, useful advice and an evaluation of the university’s achievements was received from the council members, helping the university develop ideas to further promote the project.

Preparations for opening the Global Villages
Under a Private Finance Initiative (PFI) agreement signed with a contractor for the first phase of the Global Villages project, the university is prepared to open Global Village Tsukumodai (300 residential units) in October 2020. Global Village Minoh Semba (320 residential units) is scheduled to be opened in April 2021 in the new Minoh Campus following its relocation.
8. FY2020 Progress

■ Common indicators and targets

**Internationalization**

1. Establishment of ASEAN Campus initiatives
Osaka University developed a new hybrid short-term study-abroad program called Osaka University International Certificate Program utilizing ASEAN Campuses, and actively invited students to participate in this program through online symposiums held jointly with partner universities that house ASEAN Campus. As a result, 66 students were accepted in five programs offered by the university’s graduate schools and centers.

2. Online-based inbound and outbound programs
Osaka University implemented two student exchange programs by offering classes in new formats, such as online-only classes and simultaneous face-to-face and online classes, for inbound students, and launched a newly developed online foreign language courses for outbound students. The university also held online briefing sessions on its study-abroad program for students in Asia, the Middle East, Europe and North Africa. As part of its efforts to provide a study-abroad experience without traveling abroad, in FY2020, the university offered courses for the online program conducted by a multinational consortium with which the university is affiliated, while developing its own virtual study-abroad program to be started in FY2021.

3. International Joint Research Promotion Program
Osaka University promoted the establishment of International Joint Labs to conduct joint research with the world’s leading researchers, and opened 15 International Joint Labs in FY2020 in addition to the existing 88.

**University Reform**

1. Establishment of OU Ecosystem
Osaka University was one of the first Japanese institutes to introduce a system for applying its outstanding educational and research achievements in wider society, analyzing emerging issues together with society, and addressing such issues as educational and research topics, and has since been facilitating this system, called OU Ecosystem. In April 2020, the university launched the Consortium for a Co-Creative Future as a platform to discuss solutions to various issues with industry, and has since designed and proposed industry-university co-creation projects. These innovative co-creation efforts have resulted in the university becoming involved in a number of large-scale joint research projects, each with funding of at least 10 million yen, with the total value of these projects reaching approx. 7,250 million yen (the highest in universities in Japan). The total value of funding of all joint research projects undertaken by the university is approx. 9,540 million yen, which is among the largest in Japan. In this way, a virtuous cycle of knowledge, talent and funding is effectively working.

2. Employment of international faculty under the Cross-Appointment System
Despite the impact of the global COVID-19 pandemic, Osaka University signed cross-appointment agreements with 51 researchers of overseas research institutions in FY2020 (49 in FY2019), of whom 29 are female researchers (24 in FY2019). The increase in female international faculty has broadened the diversity and inclusion of the university’s educational environment and the globalization of research activities.

3. Capacity development training for administrative staff
Osaka University has designated the years FY2020 to FY2022 as the Globally-Competent Human Resource Development Campaign period to reinforce its efforts to foster global talent. In FY2020, the university implemented the Global Capacity Building Program for Administrative Staff, utilizing both external and internal resources, under which some 140 people attended English conversation classes and lectures. The university also organized a lecture meeting on globalization, and a briefing session on the Long-term Education Administrators Program (LEAP), a program hosted by the Ministry of Education, Culture, Sports, Science and Technology, which were attended by around 130 people.

**Education Reform**

1. Preparations for the Introduction of Double-Wing Academic Architecture for interdisciplinary and social collaboration
Osaka University developed guidelines for applying the basic principles of Double-Wing Academic Architecture (DWAA), a graduate education system geared toward interdisciplinary and social collaboration, with a view to facilitating advanced liberal arts education across different disciplines. To promote DWAA university-wide, the university actively engaged in PR activities, including offering information through video, website, internal briefing sessions, FD seminars, and brochures distributed to all students. The university has thus ensured that DWAA is known to all the university staff and students.

2. Diverse approaches to multilingual education
Osaka University offers English education that combines: a four-skill integrated course to develop the ability to use English actively; and a self-directed learning course to prepare for an external English proficiency test (TOEFL-ITP) by effectively using an e-learning system. As a result of offering these courses continuously in parallel, the rate of first-year students who scored 550 or higher in TOEFL-ITP increased to 9.91% from 5.53% in FY2018 and 9.27% in FY2019. To enhance its multilingual education, the university introduced seven new subjects in Advanced Global Literacy Education for third-and fourth-year students, while established OU Multilingual Plaza, designed to support students in extracurricular learning of foreign languages through face-to-face and online interactions.
University's own indicators and targets
Increase in the number of Double Degree Programs
During FY2020, Osaka University signed double degree agreements with five universities, including National Chiao Tung University in Taiwan, École Centrale de Lyon in France and Mahidol University (Faculty of Engineering) in Thailand, with the total number of Double Degree Programs reaching 55.

Continued increase in the number of inter-university exchange agreements
Osaka University signed inter-university exchange agreements with 139 universities as of the end of FY2020 against its target of signing with 130 universities during the Top Global University Project period.

Initiatives for enhancing international reputation
1. The 2nd U7+ Alliance of World Universities Presidential Summit held from November 23 to 25
Following the 1st Summit held in Paris in 2019, the 2nd Summit was virtually convened in November 2020, hosted jointly by Northwestern University, Columbia University, Georgetown University, and the University of California, Berkeley, in the USA. Participants discussed the subject of Intergenerational Justice, focusing on global issues, U7+'s relationship with the G7, and Ethical, Legal and Social Issues (ELSI), and shared the vision of future higher education. At the end of the summit, a declaration on reducing educational and economic inequality for the next generation was unanimously adopted.

2. Collaboration with Global Knowledge Partners
Global Knowledge Partners (GKPs) are leading overseas universities that have entered into an inter-university agreement on building global research hubs under a strategic partnership with Osaka University with a view to tackling global issues and developing globally competent human resources. In FY2020, the university welcomed the University of British Columbia as the fourth GKP, while hosting a president meeting with these partner universities to discuss collaboration among the GKPs.

3. International symposium “Emerging International Approaches to Japanese Studies: Global Research, Global Education” held on December 19
Osaka University established the Global Japanese Studies Education and Research Incubator, an institute designed to build a new platform for interdisciplinary, international and society-university collaborative education and research, focusing on Japanese studies as a common base. To mark the occasion, the university hosted an international symposium, inviting researchers of Japanese studies from abroad (the University of Chicago and Korea University) and from Japan (the member institutes of the Consortium for Global Japanese Studies). While the event was held in a hybrid format due to the pandemic, 160 people from around the world participated and actively discussed research and educational topics. The following day, the Graduate Conference in Japanese Studies 2020, an international graduate student meeting, was held in English for educational purposes.

Cooperation with universities abroad
- Osaka University continued with the International Joint Research Promotion Program (Short-term Support for Personnel Expenses) and selected nine projects in FY2020.
- Under the Program for Promoting the Improvement of Research Universities, Osaka University provided financial support for organizing four international joint conferences.

Other initiatives and achievements
Preparations to open OU Global Campus (new Minoh Campus)
- Osaka University constructed the Research and Education Hub building and a student dormitory as a concentrated hub of education and research on world languages, local cultures and societies, an exchange base to cultivate global talent, and a community-development hub that leads society-academia co-creation initiatives.
- The Research and Education Hub became the second university building in Japan to be awarded the gold rating in the New Construction category of the Leadership in Energy & Environmental Design (LEED), an international green building rating system, while the new Minoh Campus became the first campus in Japan to receive a preliminary certification in LEED’s Neighborhood Development category. Thus, the Minoh Campus has been publicly recognized as a sustainable campus.
- The development of a municipal library and lifelong learning center located next to the campus has significantly led the university to be the first national university in Japan to operate as a designated administrator.

OU Global Campus
9. FY2021 Progress

Common indicators and targets

### Internationalization

1. **ASEAN Campus initiatives**
   
   Osaka University started the Osaka University International Certificate Program (OUICP), a hybrid short-term study abroad program in FY2020, and has been flexibly meeting the needs of students affected by travel restrictions due to COVID-19, including allowing inbound students to postpone their visit to Japan, and switching to online instruction. During the two years since its inception, 112 students have participated in this program. The university also accepts about 30 students from Brunei every year, as part of its efforts to develop intellectual individuals capable of solving regional problems and enhance campus diversity.

2. **Inbound and outbound programs**
   
   Osaka University’s online programs established for increasing inbound students achieved great success. The Osaka University Anniversary Lecture Series commemorating the 90th anniversary of Osaka University and the 100th anniversary of Osaka University of Foreign Studies was attended by about 1,400 students from partner universities with about 900 of them awarded credits. To increase outbound students, the university implemented online short-term foreign-language courses, and started the OU Virtual Study Abroad Program online. The Lectures for Nurturing Globally Competent Citizens were also offered as a new way of transferring credits earned at an overseas university.

3. **Promoting the recruitment of international students through nationwide collaboration**
   
   Osaka University’s initiative to introduce Japan as a post-COVID-19 destination for studying abroad through nationwide collaboration was selected as a project for the Japan Forum for Internationalization of Universities. Under the project, the university hosted a workshop to share its know-how in organizing online study abroad fairs in December 2021, which was attended by 181 people from 56 universities and two institutions. The university also held two-day Virtual University Tours in March 2022 to introduce the benefits of studying in Japan and the features of Japanese universities using a new video that highlights the attractive aspects of Japan. With the participation of 23 universities and more than 5,000 viewers around the world, these tours effectively promoted the nationwide effort to attract international students to Japan.

4. **International Joint Research Promotion Program**
   
   Osaka University continued to promote joint research with the world’s leading researchers at its 98 International Joint Labs, while improving the quality of its international research environment by utilizing online methods.

### University Reform

1. **OU Master Plan 2027**
   
   Osaka University developed the OU Master Plan based on the Osaka University Charter, which sets the guiding principles for the university’s members. The OU Master Plan sets out the university’s medium- and long-term management vision for the fourth medium-term goal period and beyond, consistent with the visions expressed by the university’s previous presidents. By implementing the OU Master Plan steadily, the university hopes to contribute to solving wide-ranging problems, from local to global levels, through co-creation with society, and creating a society where everyone can lead a meaningful and fulfilling life. The strategies and initiatives to be taken during the six-year fourth medium-term goal period to achieve the OU Master Plan’s vision are detailed in the OU Master Plan 2027.

2. **Osaka University Diversity & Inclusion (D&I) Declaration**
   
   Osaka University aspires to realize a society where everyone can lead a meaningful and fulfilling life, or a society where the spirit of diversity and inclusion is firmly embedded. The university’s determination to play a leading role in guiding society toward this vision is stated in the Declaration, which focuses on the three pillars of: awareness-raising among all the university’s staff and students and promoting learning- and work-style reforms; a multifaceted approach to foster respect for diversity and facilitate inclusion; and university-wide support for women to achieve gender equality. The university remains committed to promoting internal reforms by reinforcing the efforts to nurture an environment where diversity is fully embraced and respected.

3. **Employment of international faculty under the Cross-Appointment System**
   
   Despite the impact of the global COVID-19 pandemic, Osaka University improved outcomes by signing cross-appointment agreements with 62 researchers of overseas research institutions in FY2021 (51 in FY2020), of whom 37 are female researchers (29 in FY2020). The increase in female international faculty has broadened the diversity and inclusion of the university’s educational environment and the globalization of research activities. The significant increase in cross-appointed faculty indicates that the Cross-Appointment System has taken root in Osaka University.

### Education Reform

1. **Next Generation Researcher Development Project**
   
   Osaka University invited applications from doctoral students of all its graduate schools for its Next Generation Researcher Development Project, which was adopted by the Japan Science and Technology Agency (JST) in September 2021 for its program, Support for Pioneering Research Initiated by the Next Generation, and selected 420 students. To nurture professionals with a doctoral degree under this project, the university formulated career development and training programs, introduced new courses of study, and organized exchange events.

2. **Center for Student Success Research and Practice**
   
   To support students in self-directed learning and further enhance the quality of education by making the most of digital technologies, Osaka University worked on establishing the Center for Student Success Research and Practice (CSSRP) as a base for collecting and using educational data. CSSRP, which opened on April 1, 2022, will enable the university to offer learning and student support that is specifically optimized based on student data from pre-enrollment to after graduation/completion, and to visualize learning outcomes by analyzing collected data and information.
University’s own indicators and targets

Increase in the number of Double Degree Programs

During FY2021, Osaka University signed double degree agreements with IMT Atlantique (France) and the Faculty of Mathematics and Natural Sciences, Universitas Padjadjaran (Indonesia), bringing the total number of Double Degree Programs to 57.

Continued increase in the number of inter-university exchange agreements

Osaka University has signed inter-university exchange agreements with 142 universities as of March 1, 2022, which largely exceeds the target of 120 universities. The university also entered into an online student exchange agreement with one of its Global Knowledge Partners (GKP), Shanghai Jiao Tong University, in September 2021, under which a total of 36 students of the two universities took courses offered by the other university. This way, Osaka University, through its Global Engagement Board, reinforced the collaboration with its GKPs under the existing inter-university exchange agreements.

Initiatives for enhancing international reputation

1. Osaka University Partner Summit: April 30, 2021

Osaka University hosted the Osaka University Partner Summit, an online international symposium commemorating the 90th anniversary of Osaka University and the 100th anniversary of Osaka University of Foreign Studies. Under the theme of The Role of Universities in Facing Societal Challenges and Recovering from COVID-19, the presidents of Osaka University and its overseas strategic partner universities, including GKP, discussed the future of inter-university collaboration, agreed on joining efforts to strengthen and widen the partnership, and issued the Joint Statement. It was also agreed to share the achievements of the partnership widely with the world at EXPO 2025 Osaka, Kansai, Japan to mark a milestone of the inter-university collaboration.

2. Student Movie Contest and International Student SDGs Forum: June 25, 2021

Osaka University hosted the Student Movie Contest for film works on social issues and the SDGs under the theme of 3 Minutes of Inspiration for Sustainable Development, and received 69 entries from students of Osaka University and its overseas partner universities in 10 countries. The award ceremony was held online during the International Student SDGs Forum, which was joined by 234 people from 15 countries. This was a great opportunity for participating students to enjoy interactions despite the difficulties posed by COVID-19.

3. Symposium on Situating “Japan”: Perspectives from the Social Sciences: July 31, 2021

The Global Japanese Studies Education and Research Incubator of Osaka University, which was established to build a new platform for interdisciplinary, international, and community-based research and education in Japanese studies, hosted an international symposium to explore the perceptions of “Japan” from interdisciplinary and global perspectives, joined by scholars in different fields within the social sciences from Northwestern University and Seoul National University, and domestic member institutions of the Consortium for Global Japanese Studies. Held in a hybrid manner due to COVID-19, the symposium was attended by 146 people from Japan and abroad and lively discussions took place.

Cooperation with universities abroad

- Osaka University continued with the International Joint Research Promotion Program (Short-term Support for Personnel Expenses) and selected 14 projects in FY2021.
- Under the Program for Promoting the Improvement of Research Universities, Osaka University provided financial support for organizing four international joint conferences and sending three researchers overseas.

Other initiatives and achievements

Preparations to establish the Graduate School of Humanities

Osaka University completed preparations to open the Graduate School of Humanities on April 1, 2022, by integrating and reorganizing the Graduate School of Letters and Graduate School of Language and Culture to develop comprehensive, international education and research in the humanities. The Graduate School aims to create a convergence of knowledge tailored to the needs of globalized society by building on traditional knowledge in humanities. To achieve this goal, the Disciplinary Network in the Humanities was formulated in addition to the five divisions with stable educational programs to promote cross-disciplinary research and education. Specifically, this Network is designed to promote community-university collaboration activities and set up research groups to quickly meet the needs of society. It also manages common subjects and administers degree examinations.

Establishment of the Center for Infectious Disease Education and Research

The prolonged COVID-19 pandemic has revealed challenges that Japan faces, such as the torrent of false information, the lack of basic research on infectious diseases, and the vulnerability of Japan’s healthcare system to a pandemic. To overcome this national crisis and prepare for future pandemics, Osaka University established the Center for Infectious Disease Education and Research (CiDER) in April 2021. The mission of CiDER is to protect "our life and activity” from the threat of infectious diseases through: (1) information dissemination and policy proposals based on scientific evidence; (2) R&D on prevention, diagnosis, and treatment; and (3) education and training of medical workers on the latest technology and knowledge regarding prevention measures for infectious diseases and development of leaders who will implement these measures.