## 1. Outline
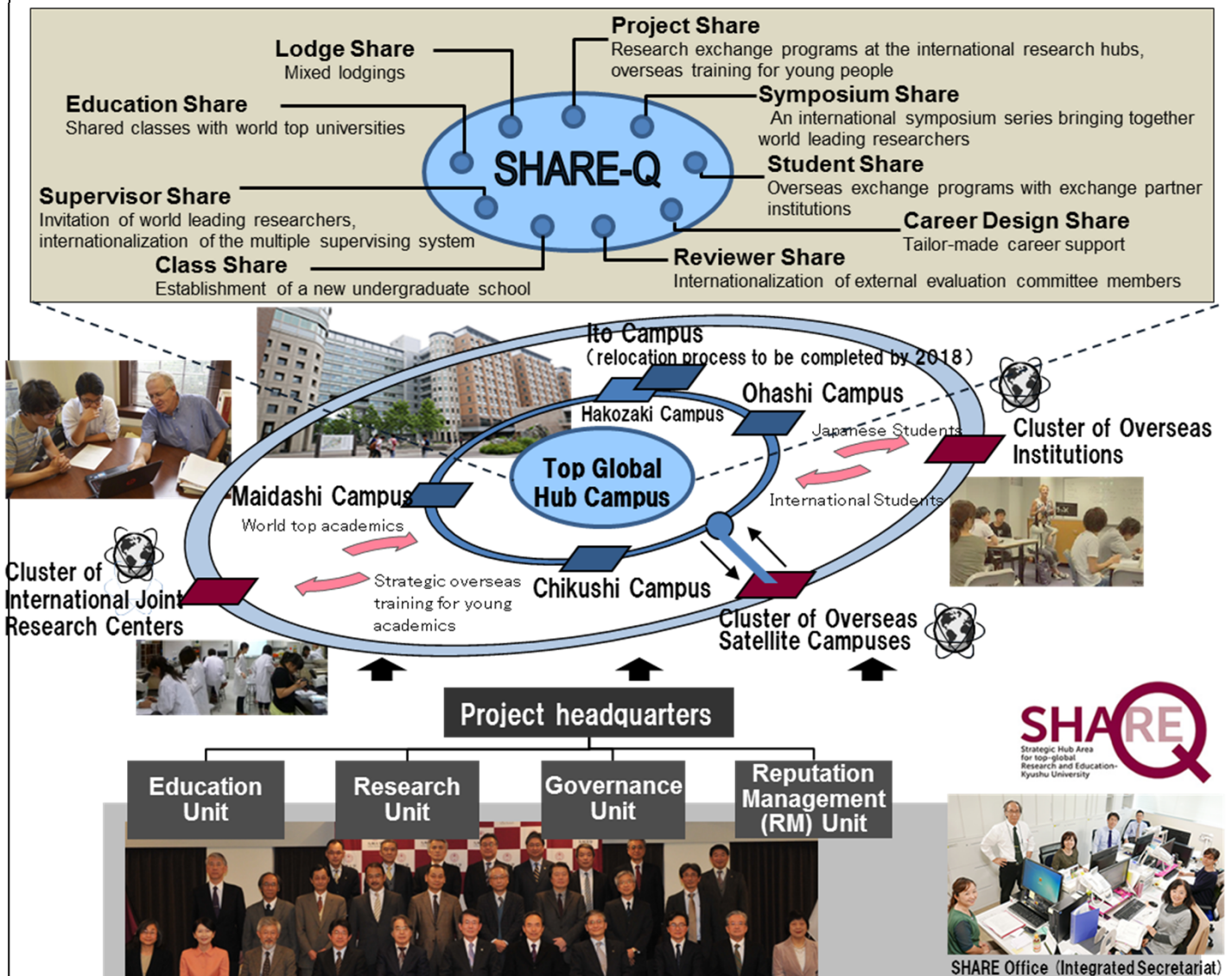
Strategic Hub Area for Top-Global Research and Education--Kyushu University (SHARE-Q)

Building Kyushu University's future through the TGU project

Kyushu University is endeavoring to become a globally leading education and research hub in Kyushu District, Japan. We are implementing major reforms in research, education, and governance as well as enhancing our capacity for strategic information delivery based on our particular institutional strengths–our *comprehensiveness*, which permits international collaboration in a variety of disciplines and fields of academic research; our *resourcefulness,* which facilitates multifaceted approaches to research and education; and our *global openness*, which supports a broad, diverse engagement in education and research with all corners of the world, and drawing specifically upon our considerable experience in Asia. The construction of, and relocation to, a new main campus at Ito--site of the new hub area that will attract the world's leading minds, and that will shape and ensure the University's future--will conclude in 2018.

Project summary

"SHARE-Q" is a package of enhancements and reforms in research, education, and governance. The initiatives are intended jointly to achieve the following goals: ①internationalization of education, ②internationalization of research, ③governance reforms to support internationalization, ④enhancement of international visibility and strengthening of reputation management, ⑤improvements for an internationalized campus, and ⑥development and greater use of overseas offices. Establishment of the "Top Global Hub Campus" by the time of project completion will derive from the synergistic effects of nine "SHARE" components, centered on the new campus, as shown below:

# Summary of the 10-year plan

| STAGE Ⅰ | STAGE Ⅱ | STAGE Ⅲ |
|---|---|---|
| **Begin** implementation of reforms | **Expand** Implementation of Reforms | **Complete** Implementation of Reforms |

**Education System** (STAGE Ⅰ)
① Introducing KIKAN (basic) education curricula
② Expanding the International Undergraduate Degree Programs
③ Promotion of student mobility (enhancement of support systems for students)
④ Promotion of internationalization of multiple supervisory system
⑤ Establishment and enhancement of the "Global Zone"

**Education System** (STAGE Ⅱ)
① Introduction of the quarter system
② Establishment of a new undergraduate school
③ Increasing classes taught in English (over 25%)
④ Introduction to international GPA system and setting graduation requirement score
⑤ Introduction to joint/double degree programs with overseas universities

**Education System** (STAGE Ⅲ)
① Establishment of "School on the Move" program
② Establishment of world standard, high-quality international education programs and various systems for degree seeking student
③ Increasing student mobility in Asia and Europe

**Research Organization** (STAGE Ⅰ)
⑥ Setting priority areas of research and expanding internationally
⑦ Promotion of globally leading international research collaborations
⑧ Promotion of overseas training for younger scholars
⑨ Establishment of Center for Asia-Pacific Future Studies (CAFS): Gateway for internationalization of the University's humanities and social sciences departments

**Research Organization** (STAGE Ⅱ)
⑥ Promotion of world's leading international research collaboration
⑦ Strategic information delivery of research outcomes of the humanities and social sciences studies
⑧ Strategic information delivery of outcomes of overseas training for younger scholars
⑨ Increasing international co-authored papers
⑩ Planning and conducting to reform of research portfolios

**Research Organization** (STAGE Ⅲ)
④ Increasing actively exchanges of world class education and research through SHARE-Q
⑤ Improving international reputation of research of the university's humanities and social sciences studies department
⑥ Increasing faculty mobility in Asia and Europe

**Governance・System Reform** (STAGE Ⅰ)
⑩ Establishment of Project Headquarters for Globalization. Enhancement of URA function
11 Actively recruiting domestic/international faculty under the annual salary system; obligation for all new faculty members to conduct classes in English
12 Establishment of Reputation Management Unit(RM)
13 Development and further use of overseas offices

**Governance・System Reform** (STAGE Ⅱ)
11 Promotion of reputation management by RM unit
12 Enhancement of overseas offices' function （Stanford University, University of Illinois etc.）
13 Actively recruiting young/ international/ female faculty under the annual salary system
14 Relocation project to the new campus completed

**Governance・System Reform** (STAGE Ⅲ)
⑦ Increasing international faculty
⑧ Increasing faculty and staff meetings on campus conducted in English
⑨ Increasing international research grants
⑩ Reaching top-100 status in world university rankings

**2014（H26）～2015（H27）** | **2016（H28）～2021（H33）** | **2022（H34）～2023（H35）**

## Featured initiatives in SHARE-Q internationalization, University reform, and education reform:

### 1. Establishment of a new undergraduate school
Implement "Class Share" synergies through Japanese students and international students studying together.

### 2. Recruiting of international faculty, and requirement for new appointees to teach classes in a foreign language.
Double the number of international faculty by 2018. Require all new teachers to conduct classes in a foreign tongue.

### 3. Establishment of priority research areas
Increase internationally co-authored papers through establishment of priority areas for world-leading research. Sponsor serial international symposia in the priority areas.

### 4. Reform of research portfolios
Enhancement of research capabilities of each department through organizational and other reforms: Implement external evaluations by committees that include world-leading researchers.

### 5. Enhancement of strategic reputation management
Improve international visibility and status through strategic reputation management, achieving top-100 standing in global university rankings.

## Measures for the promotion of collaboration with foreign universities

### 1. Standardize curricula through increased double degree and joint degree programs
Increase number of double degree/joint degree programs (from six to sixteen over 10 years) and frequency of courses taught jointly with partner universities.

### 2. Increase student mobility through short-term student exchange
Launch new short-term student exchange programs for global human resources development.

### 3. Utilize overseas offices
Establish overseas offices to function as hubs for collaborative research and education, to promote the exchange of graduate students and young researchers, and to sponsor international symposia.

### 4. Facilitate administrative staff development
Enhance administrative staff capabilities for institutional globalization through training programs in collaboration with partner institutions, internal training, qualification testing, and training tours in overseas offices.

# 2. FY2014 Progress

## ■ Meeting common indicators and targets

### Internationalization

**1. Increase of international student and academic staff recruitment**
a. Clarification of fundamental policy and regulations for academic staff recruitment
b. Expansion of overseas student recruitment efforts
c. Discussions on possibility of new short-term student exchange programs with foreign institutions.


〈 Student recruitment in Taiwan 〉

**2. Enhancement of support for international students**
a. Support for international student career planning: Hiring of new coordinators for career counseling of international students; held job-hunting guidance workshop and a recruiting fair with Japanese companies eager to hire international students.
b. Improvement of housing options for students: Opened new dormitories to house both international and Japanese students together, providing accommodation for more than 1,300 residents on the main campus.

**3. Strengthening of education abroad management**
a. Establishment of Global Student Exchange Center: Center staff now offer study abroad advising services at every campus. Eleven students were selected by the Japanese Government as full-scholarship recipients under the *TOBITATE Japan* program.


〈 International and Japanese students living together 〉

**4. Promotion of education and research internationalization**
a. Change of academic calendar: Discussions on shifting to the quarter system, to start in 2017.
b. Multi-lingualization of classes: Set fundamental policy for


〈Send-off meeting for Japanese government Study Japan Program〉

promotion of conducting classes in foreign languages, with goal to hold 25% of all classes in an another tongue.

### University reform

**1. Personnel system reforms**
a. Introduction and application to 13 tenured professors of a new annual salary system, consisting of base and performance-related compensation. To be gradually extended and applied to senior faculty members according to age from 2015.
b. Introduction of a faculty joint appointment system to promote cross-departmental collaboration by talented faculty members.

**2. Governance Reforms**
a. Revision of University rules defining the President's leadership authority and clarification of regulations establishing the role of faculty councils. Reorganization of committee system to enhance efficiency.
b. Holding of intensive English training programs for administrative staff, who were TOEIC-IP tested. Implementation for all administrative staff of TOEIC e-learning courses and TOEIC-IP testing in 2015.

### Education reform

**1. Education System Reforms**
a. Launching of new undergraduate "KIKAN Education" curricula to nurture "active learners" who will continue to learn independently throughout their lifetime.


〈Learning materials making at the university studio〉

b. Various internationalization-related reforms including review and restructuring of the GPA system, reworking of the course numbering system, and revision of standardized syllabus formats.
c. In response to the growth of MOOCs, offering of first online course— "Global Social Archaeology," produced by the Innovation Center for Educational Resource and approved by JMOOC—as part of "OpenLearning, Japan."

**2. Student participation in university governance**


〈the President and SCIKyu〉

a. Student Committee for Internationalization of Kyushu University (SCIKyu) held the workshop to discuss various topics on "Internationalized university." The report of the discussion was introduced to the university president.

## ■ University's own indicators and targets

### 1. Efforts to raise standing in world university rankings
a. Launching of the Reputation Management Unit to improve the university's visibility, establish its "brand," and improve its global ranking through strategic dissemination of information about education and research achievements and enhancing of internal communications.

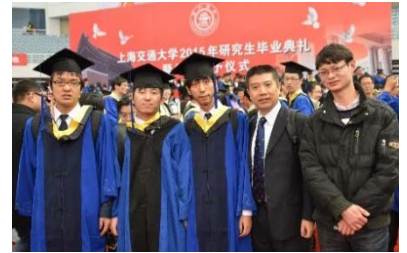### 2. Internationalization of educational system
a. Concluding of MOUs promoting double-degree programs with Institut Teknologi Bandung, Indonesia and Ateneo de Manila University, Philippines. Conclusion of first Campus Asia Program double-degree master's course, a joint effort of Pusan National University, Shanghai Jiao Tong University, and Kyushu University.



〈 Ceremony in Shanghai Jiao Tong University 〉

### 3. Internationalization of research
a. Reorganization of the University Research Administration Office into the Industry-University-Government Collaboration Management Center to support pursuit of competitive funds—the Center promotes international joint research grants—and to enhance project management.
b. 135 international symposiums and academic conferences hosted or co-hosted by Kyushu University were held, such as the International Japan-Egypt Conference on Electronics, Communications and Computers co-hosted by Egypt-Japan University of Science and Technology (E-JUST).

### 4. Creation of the future-oriented campus
a. Construction on Ito Campus and in the Global Zone of Ito Kyosokan (Harmory House) and Domitory 3, where, together with Dormitories 1 and 2 and Ito Guest House, over 1,300 international and Japanese students now live together.
b. Construction begun on the Internationalization Library, which has a variety of facilitative learning features such as the Active Learning Space. Scheduled for partial opening and use in FY2016.



〈 Dormitory 1 and 2, and Ito Harmony House 〉

## ■ Initiatives for the enhancement of international reputation

### 1. Survey and analysis for improving international reputation:
a. World university rankings analysis
b. Strategy formulation (regional branding, university branding, global approach, marketing programs)

### 2. Website renewal:
a. Strategic dissemination of information
b. Rapid, effective information-provision system
c. Widespread accessibility for the world-wide user

### 3. Become a member of "the World 100 Reputation Network":
a. Expanding international networking with professionals for visibility among world-class universities
b. Strategic promotion overseas

## Results of promotion of collaboration with foreign universities

### 1. New style of overseas office in Australia
Establishment of branch of Institute of Mathematics for Industry (IMI) at La Trobe University in March 2015. Serves as hub for promoting activities such as joint research and student exchanges with institutes and industry in the Oceania area. Unique in that office staff are jointly selected by both universities—hired by La Trobe and assigned to work as IMI branch staff.

### 2. Cyber-Security Center
Established to enhance research and education on cyber-security in collaboration with the University of Maryland.

### 3. ASEAN in Today's World
Two-week international study program focusing on ASEAN and East Asian affairs, held most recently in March 2015 at Hanoi National University, with students from six partner universities attending.



〈 Opening ceremony of IMI Australia branch in La Trobe 〉

## ■ Breaking news!

### Japan-Australia Universities Symposium
Event to promote and strengthen university partnerships between institutions in Japan and Australia, to be held in Sydney on 24 November 2015.



〈 AsTW Closing Ceremony in Hanoii 〉

# 3.FY2015 Progress

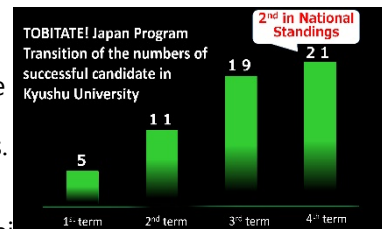■ Common indicators and targets

## Internationalization

Increase staffing in international offices; enhance the visibility of Kyushu University abroad; raise the level of student exchange activity and reception of foreign guest instructors, using dedicated grants.

### Installment of study-abroad coordinators
Study-abroad coordinators have been placed on all campuses. Steps have been taken to encourage and facilitate overseas study by Japanese students in diverse academic fields.

### Ranked second nationally in *TOBITATE Japan Program awards!*
Kyushu applicants were awarded the second highest number nationwide of TOBITATE government scholarships during the program's 4th round. This success in part reflects the efforts of the study-abroad coordinators.



TOBITATE! Japan Program Transition of the numbers of successful candidate in Kyushu University

2nd in National Standings

5 — 1st term
11 — 2nd term
19 — 3rd term
21 — 4th term

### Invitations to foreign faculty
Foreign instructors and researchers, and especially faculty eminent in their respective fields, have been welcomed, through international exchange agreements with partner institutions, to join or spend time with various academic units.

## University Reforms

Facilitate systemic reform and administrative staff development under the President's Action Plan.

### Employment through Cross-Appointment System
We introduced the Cross-Appointment System to personnel management in the Medical Science, Pharmacy, Humanities, and Social Science divisions. An expert authority on border studies, for example, received joint appointments in Humanities and Social Science.

### Expansion of new annual salary system for tenured professors
Many senior (211) and special project faculty members were brought within the new annual salary system, which will expand eventually to include all faculty.

### Administered TOEIC-IP to all administrative staff under age 55
Approximately 700 took the test and 19.8% of them earned scores above 600.

### Implemented staff training at the University of Sydney
Dispatched five staff for a month of administrative training at the University of Sydney to broaden awareness of international practices and further their global and inter-cultural competencies.

## Education Reforms

Reforms for educational internationalization

### Formulation of draft plans for the establishment of a new undergraduate school (to be established in FY2018)
Principles, issues, and implementation schedules were identified in three policy areas: admissions, curricula, and diplomas.

### Introduction of academic calendar quarter system
Reforms were implemented to the syllabus, GPA, course numbering and rubric systems; in FY2017, the University academic calendar will change to a quarter system.

### Classes to be taught in a foreign language
In the near future, 25% of University classes will be conducted in a foreign language exclusively or in a combination with Japanese.

### Syllabi in English
Course syllabi published originally in Japanese are being translated comprehensively into English for greater accessability.

### Support for individual English study through the Self-Access Learning Centre (SALC)
SALC was established in 2014. In 2015, 2722 students used SALC, trippling the number of users from the first year.

## University's own indicators and targets

**Efforts to raise standing in world university rankings**
We implemented benchmarking for comparisons with both domestic and foreign universities, in the areas of branding, reputation management, and research. We also conducted close inspections of data submitted to the THE and QS evaluators.

**Expansion of double degree programs**
We established double-degree programs with the Egypt-Japan University of Science and Technology E-JUST), National Taiwan University, and several Similar arrangements now exist with 11 universities, exceeding the target (10) for FY2016. We also conducted a forum to develop better understanding of double-degree programs and their role in international education cooperation.

**Building a future-oriented campus**
The new General Science Research Building on Ito Campus was opened in October. Work was begun on the Central Library, the Humanities and Social Sciences Research and Teaching Building, and the Agriculture Research and Teaching Building. All are expected to be completed by 2018, when the University's relocation to Ito Campus also concludes.

## Initiatives for the enhancement of international reputation

**Sponsored Japan-China University Presidents Conference**
The theme of the conference was "Internationalization of Chinese and Japanese Universities in the Global Era"; We adopted the "Fukuoka Declaration: Internationalization of Universities in China and Japan."

**Participated in "the World 100 Reputation Network"**
We joined the World 100 Reputation Network, which links people in charge of reputation management at the world's top universities. We attended the Network annual meeting, presented our university, and began to build our own network.

**Efforts of RM**
We held a reputation management seminar for our board members lead by the president of World 100 Reputation Network, and a science writing seminar conducted by an expert from Kyoto University.

## Promoting collaboration with foreign universities

**UQ-KU Project**
We launched a project with the University of Queensland, Australia, to facilitate further interchange. Through an activity center and coordinator placed at UQ, we are promoting academic exchanges, educational cooperation, and industry-academia collaboration.

**Inviting researchers and units from World Top 100 universities**
We invited to Kyushu University 46 researchers in nanomaterials, Japanese humanities and other fields, from World Top 100 universities such as MIT, Stanford University, and UCSB. And we are collaborating in the area of research education.

**Educational cooperation with MJIIT (Malaysia-Japan International Institute)**
We opened at the University of Technology Malaysia, as one of several ODA projects, the office of MJIIT, which hosted a discussion to establish a double degree program.

## Free Discription

**"Japan-Australia University Symposium Towards Successful Partnerships: Learning from Experiences"**
This symposium, which took place in Sydney, was held with the objective of fostering strong relationships between universities in the two countries. It contributed to the promotion of Kyushu University and other TGU universities. The event has resulted in the start-up of joint research with the University of New South Wales and in a colloquium with La Trove University in the humanities and social sciences.

next six years that identify and determine the fundamental directions our university will take.

**Institute of Energy Research and Education**
We established, as a priority undertaking based on the President's Action Plan, the Institute of Energy Research and Education. Faculty/personnel points were allocated for this as part of the University activation system.

**Initiation of review of ways to reorganize and strengthen the humanities and social sciences divisions**
These are designated important concerns, as based on the President's Action Plan.