

Top Global University Project (Type A) University of the Tsukuba

1. Outline

【 Name of project 】

Transforming Higher Education for a Brighter Future through Transborder University Initiatives

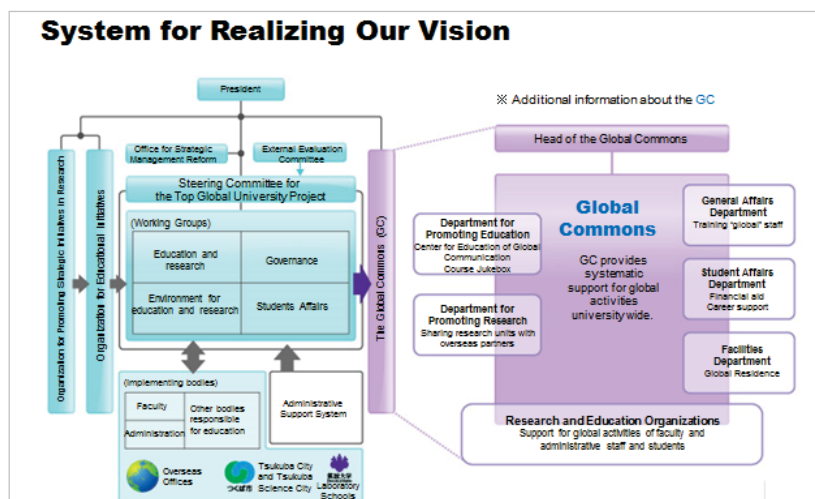
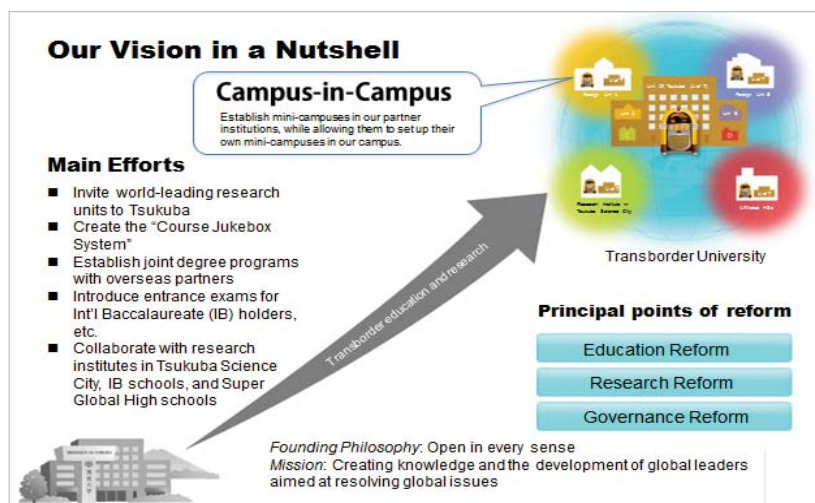
【 Future vision of the university planned in TGU project 】

- University that exponentially enhances mobility of its students, faculty members, and administrative staff by allowing everyone to partake in independent projects that go beyond national or organizational boundaries
- University that engages in world premier education and research that take advantage of all available global resources by transcending national and organizational barriers
- University that opens the “inward-looking” higher education and society in Japan to the world and paves the way to a brighter future by taking the initiative

【 Summary of project 】

Through the Campus-in-Campus (CiC) initiative, we intend to establish mini-campuses at 13 of our overseas partner universities by 2023 and vice versa. CiC will enable us to share educational and research resources with partner universities on a complementary and reciprocal basis as well as foster a transborder environment where students, faculty members, and administrative staff can freely intercommunicate across organizational barriers and national borders. The main features are given as follows:

- Invite overseas research units conducting world-leading research to our university to perform joint research and offer research guidance for our students.
- Create the “Course Jukebox System” comprised of courses provided by our university and our partners’ where students could take courses from any university as if they were from their own.
- Establish joint degree programs with overseas partners by utilizing the Course Jukebox System
- Introduce the Entrance Examination for International Baccalaureate (IB) Holders, Entrance Examination for Super Global High School graduates, and external English proficiency tests that check all four language skills for university-wide admissions. Make sure to accept globally-minded and proactive high school students both from Japan and abroad. Create suitable undergraduate degree programs for such students.
- Foster collaborative networks with research institutes in Tsukuba Science City, our laboratory schools, Super Global High Schools, International Baccalaureate schools, as well as our overseas partner universities.



【Summary of the 10-year plan】

1. Implementing the Campus-in-Campus (CiC) initiative

The CiC initiative aims to embed campuses of our overseas partner universities as well as industry-academia-government bases on our campus and vice versa. Owing to such a setup, we would be able to bilaterally share education and research environments for the benefit of our own and our partner's students, faculty, and administrative staff. It differs from previous concepts of extension campuses, exchange programs, e-Learning, or visiting lectures, since it is a joint venture aimed at developing sustainable and university-wide bilateral cooperation in actual environments at all times. We intend to establish 13 CiCs by 2023.

2. Inviting overseas research units

Overseas research units conducting world-leading research will be invited to our university to perform joint research and offer research guidance for our students. We will hire eminent researchers from overseas institutes as PIs (Principle Investigators) via the joint appointment system and station fixed-term associate or assistant professors as deputy PIs. We also aim to promote bilateral collaboration by sending our research units in the fields of our strength such as sports science to our overseas partners. By incorporating the courses offered by the research unit into the Course Jukebox, we hope to be able to provide students with opportunities to get in touch with cutting-edge research and receive adequate guidance. By 2023, we will invite 9 such units in total to our campus.

3. Course Jukebox System

The Course Jukebox System enables the University of Tsukuba and its overseas partner universities to interchangeably provide courses to each other's students by numbering courses like on a jukebox. This way we can share all available courses with any number of partner universities. Grade evaluations will be based on standards of the course-providing institution while granting credits will be left up to the student's home institutions. By 2023, we intend on incorporating 500 courses from 13 CiC partners into the Course Jukebox and provide access both for our own and our partners' students.

4. Joint degree programs that utilize the Course Jukebox System

We hope to further promote bilateral student exchanges by making the best of our CiC partnership network and the Course Jukebox System. By 2023, we will establish 12 degree programs that utilize the Course Jukebox.

5. Reform of admission procedures and the establishment of new degree programs

We will introduce the entrance examination for International Baccalaureate (IB) holders, entrance examination for Super Global High School graduates, and external English proficiency tests that check all four language skills for university-wide admissions. In order to actively recruit more globally-minded high school students both from Japan and abroad, we intend to provide 33% of all courses (both undergraduate and graduate) in foreign languages by 2023 as well as raise the number of programs where students can obtain a degree entirely in a foreign language to 28%.

6. Liaison with domestic institutions

We will attempt to involve the entire Tsukuba Science City in the CiC initiative by creating our mini-campus in resident institutions and companies. Through this undertaking, we hope to foster "internationalization of everyday city life." Further, by partially opening up the Course Jukebox to our laboratory schools as well as Super Global High Schools (SGHs) and Super Science High Schools (SSHs), we hope to contribute to the internationalization and sophistication of secondary education and create the base for cooperative educational programs between high schools and universities.

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

- We aim to create a flexible and diverse HR system as well as secure and cultivate extraordinary teaching staff. To do so, we intend to further expand the annual salary system, primarily targeting faculty members appointed through the allocation of external funds, so that by 2023 40% of all full-time teaching staff will receive their wages based on the said system.
- We drew up the "Basic policy for internationalization of everyday campus life (maintaining and improving language proficiency)," which aims to create a campus environment where Japanese and non-Japanese students and staff alike can sense every day that they are members of global society. In order to facilitate communication between administrative staff and non-Japanese students and faculty, we intend to increase the ratio of full-time employees fulfilling foreign language criteria (TOEIC score: 500) to 37% by 2023.
- Regarding admission selection, we announced in March 2015 that we will introduce external English proficiency tests that check all four language skills (reading, listening, writing, and speaking), such as GTEC-CBT, TOEFL, TEAP etc. We are currently in the process of deliberating on the method of implementation of said exams for admissions to each educational organization as of February 2017. However, we hope that by 2023 we will be able to utilize them for all undergraduate schools.

【Measures for the promotion of collaboration with foreign universities】

Already, the University of Bordeaux, University of California, Irvine, and the National Taiwan University have expressed interest in participating in the Campus-in-Campus initiative. However, we are still consulting multiple other institutions regarding the possibility of further extending the CiC network to their campuses as well. In the future, we hope to be able to expand our network of CiC partners primarily around our overseas offices, of which we have 13 in 12 different countries and regions (Germany, France, Vietnam, Indonesia, Malaysia, China, Tunisia, Uzbekistan, Kazakhstan, USA, Brazil, and Taiwan), as well as institutions with which we have existing exchange agreements (As of May 2015, we have concluded 299 exchange agreements with universities, research institutes, and international organizations from 60 countries and regions.). By complementary and reciprocally sharing educational and research resources with our partners, we hope to foster a transborder education and research environment where our students, faculty members, and administrative staff may enjoy free mobility across organizational and national boundaries.

2. FY2014 Progress

【University of Tsukuba】

■ Common indicators and targets

Internationalization

1. Inviting overseas research units

To the Faculty of Humanities and Social Sciences, we have invited researchers from the Department of Indian and Tibetan Studies at the Asia-Africa Institute of the University of Hamburg. Further, to the Faculty of Medicine, we have invited a researcher for a collaborative research project from the Department of Molecular Cell Biology at the Leiden University Medical Center, a world authority on molecular cell biology.

2. Education and research environments under Campus-in-Campus (CiC)

- We have made arrangements for the establishment of CiCs at three of our partner universities (National Taiwan University, University of Bordeaux, and University of California, Irvine).
- Further, in February 2015, we held a meeting with representatives of the above three universities where we discussed the prerequisites for the realization of the CiC initiative and decided on the details of implementation agreements.

3. Kick-off symposium

- In February 2015, we held a TGU kick-off symposium titled “Thinking about Ways to Strengthen Our Global Presence,” where we introduced our proposal centered on the CiC initiative to the general public and expert colleagues.
- Specifically, we invited representatives of partner universities (National Taiwan University, University of Bordeaux, and University of California, Irvine) as well as both domestic and overseas experts to attend featured lectures and panel discussions. Through this event, we managed to exchange opinions on what should be done to raise the global presence of Japanese higher education institutions, shared awareness on common issues, and fostered firm networks for the future.
- Simultaneously, we also organized a meeting of our external evaluation committee, where we received feedback on our TGU proposal from both domestic and overseas experts.



President Nagata explaining the CiC initiative at the kick-off symposium

University governance reform

1. Establishment of the TGU Office

On October 1, 2015, we reorganized the TGU Preparatory Office and established the TGU Office. The office is staffed with three administrators who provide overall support in regard to the TGU Project for the whole university.

2. Improved environment for foreign language education

We have established the Center for Education of Global Communication in April 2015 by merging the Foreign Language Center and the Japanese Language Division of the International Student Center. The newly enhanced center is charged with providing both Japanese and international students with the communication skills necessary for success in a globalized world.

3. Proactive employment of non-Japanese teaching staff

We have employed teaching staff from overseas educational and research units.

Education reform

1. Course Jukebox System structure

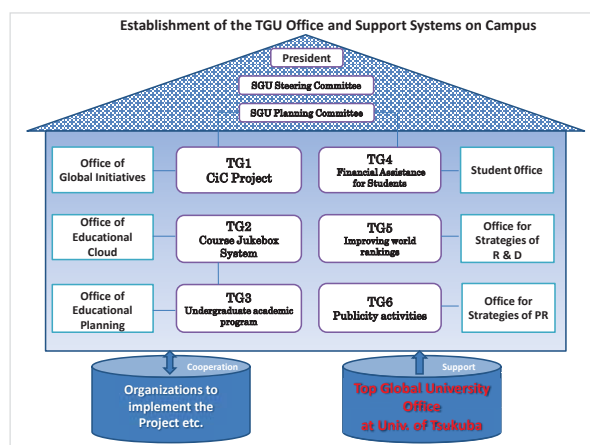
- While preparing to implement the Course Jukebox System, we carefully reviewed which of our courses would be eligible for provision through the system (applicable courses are scheduled to be posted online during fiscal 2015).
- At a meeting with officials from previously mentioned partner schools, we received confirmation that they would be interested in providing courses through the Course Jukebox System.

2. Development of new degree programs

We intend to establish two new programs. First, the “All-round Undergraduate Degree Program,” which would be centered on acquiring knowledge and skills necessary to tackle global challenges, project based learning (PBL), studying abroad, and late specialization. Second, the “Japan Expert Undergraduate Degree Program,” which would primarily target international students and have a focus on achieving high Japanese language proficiency and deep understanding of Japanese culture and society while drawing on expertise from fields such as art, care science, Japanese language education, and agriculture. In respect to the establishment of these programs, we have conducted a review of their purpose, potential coordinating faculty members, curricula, and administrative structure as well as took the necessary steps towards the establishment of a preparatory committee.

3. Implementation of global entrance examinations

In order to promote global human resource development, we have begun to implement the Entrance Examination for International Baccalaureate (IB) Holders.



■ University's own indicators and targets

1. Number of Campus-in-Campus partners

In order to prepare for the establishment of our CiCs at three of our partner universities, namely the National Taiwan University (NTU), University of Bordeaux (UOB), and the University of California, Irvine (UCI), we have held meetings with relevant coordinators and university officials.

2. Number of courses offered through the Course Jukebox System

We have selected 70 undergraduate and 63 graduate courses, or a total of 137 Courses, that will be offered through the Course Jukebox System. They are scheduled to become available in AY 2015.

3. Number of degree-seeking international students

We attempted to increase the number of degree-seeking international students by creating our own original scholarship programs and promoting projects by international student support groups.



Meeting on CiC at the NTU Tsukuba Office (from left: Dr. Lander of UCI, Associate Prof. Ohniwa of UT, and Dr. Lee of NTU)

■ Initiatives for the enhancement of international reputation

1. Enhancing University of Tsukuba's international reputation based on educational excellence

We have begun the transition towards an internationally compatible degree program system. We are also considering the establishment of entirely new undergraduate degree programs (tentatively titled the "All-round Program" and the "Japan Expert Program") that would help us cultivate global and innovative professionals fit for working in international environments. For that purpose and with the aid of core members, we began setting up a preparatory office.

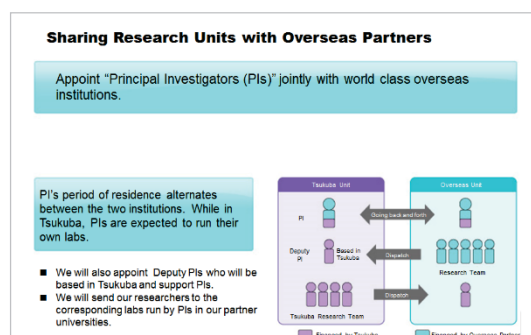
Further, in order to enhance comparability of curricula across national borders and "tune" our degree programs with those in our partner universities abroad, we have established the Tuning Project Promotion Committee, made preparations for the employment of a full-time faculty member, hired supporting staff, gathered information on both domestic and overseas educational systems and the tuning system in Europe, held a FD training session, and laid the groundwork for studies and research on tuning.

We have also implemented global entrance examinations including the entrance examination for International Baccalaureate (IB) holders.

2. Enhancing University of Tsukuba's international reputation based on research excellence

We have been promoting internationally prominent research at our International Institute for Integrative Sleep Medicine, Center for Cybernetics Research, Core Laboratory for Algal Biomass and Energy System, and Life Science Center of Tsukuba Advanced Research Alliance.

In terms of strategic measures to enhance our research capacity, we have implemented the International Tenure Track system and supported the focal research centers as well as academic centers through our Organization for the Support and Development of Strategic Initiatives. We have also established a new system that enables us to invite overseas research units.



In terms of basic measures to enhance our research capacity, we increased the number of research administrators, ensured their successive staffing and departmental assignment, established the AIST-UT Combo Fund and special joint research projects, as well as promoted the joint-use of cutting-edge research equipment through the Open Facility Network Office.

3. Governance Reform

Regarding resource allocation, in FY2015 we shifted from "partial optimization" to "comprehensive optimization" of our budget policy under the President's leadership. In regard to HR, we have established a university-wide strategic frame for the proactive employment of female, non-Japanese, and young candidates among our faculty members.

【 Results for the promotion of collaboration with foreign universities 】

- Working towards implementing the Campus-in-Campus (CiC) initiative, we have established overseas offices on campuses of our key partners—National Taiwan University (NTU), University of California, Irvine (UCI), and the University of São Paulo (USP). In return, we invited the representatives of NTU, UCI, and USP for the launch ceremony of their Joint-use Tsukuba Office, which is expected to further expedite mutual exchanges among our institutions.
- Additionally, after the establishment of our São Paulo Office in March 2015, we have applied for strategic funding from the "2015 Re-Inventing Japan Project: Support for the Formation of Collaborative Programs with Universities in Latin America and the Caribbean, Turkey." By linking these efforts, we have paved the way for expanding the CiC initiative in Latin America.
- Furthermore, focused primarily on our Gene Research Center and the Graduate School of Life and Environmental Sciences, we have set up an international joint laboratory in conjunction with the Bordeaux Centre of the French National Institute for Agricultural Research. Most recently, the University of Bordeaux joined as well, and we held a signing ceremony for the expansion of the international joint laboratory on March 27, 2015, with representatives from all 3 institutions. We expect this endeavor to foster a ripple effect in the field of research owing to the CiC partnership with the University of Bordeaux.

■ Free description

Showcasing Top Global Universities

Within the scope of the kick-off symposium held on February 15, we also featured a showcase introducing 29 universities selected under the Top Global University Project. The session served as a forum for information sharing and opinion exchange among participants, who included representatives from both domestic and international universities as well as experts from related fields. This showcase proved to be an invaluable opportunity for conveying the significance of initiatives undertaken by each of the selected universities to society.

3. FY2015 Progress

[University of Tsukuba]

■ Common indicators and targets

Internationalization

1. Education and research environments under Campus-in-Campus (CiC)

- University of Tsukuba (UT), University of Bordeaux (UBx), and National Taiwan University (NTU) jointly held a CiC agreement signing ceremony on September 30, 2015.
- We allocated a space for the Overseas Commons (CiC Tsukuba Office) of UBx, NTU, and two other prospective CiC partner universities (UC Irvine [UCI] and University of São Paulo [USP]). The President Manuel Tunon de Lara from UBx, the Vice President Luisa Shu-Ying Chang from NTU, and James W. Hicks from UC Irvine joined the ribbon cutting ceremony for the inauguration of their branch offices.



2. Global Residence Project

- We aim to provide our students with an international living environment in which they can experience intercultural interaction and multicultural atmosphere while living in Japan, with an ultimate goal of developing global human resources and promoting “Internationalization in Everyday Life”. To this end, we signed a PFI contract with Tsukuba Global Academic Service Co., Ltd. (a subsidiary company of Daiwa Lease Co., Ltd.) in August 2015. This will incrementally expand the capacity of our on-campus housing and enable us to accept a greater number of international students. To begin with, 354 rooms in short-stay houses will be ready for use by April 2016.

3. CiC official meeting

- In September 2015, representatives from UBx, NTU, UCI, and UT held a joint meeting and discussed about administration of the CiC offices and the Course Jukebox so as to put our CiC initiative into practice.

University governance reform

1. Establishment of the Office for Corporate Strategy

- The Office for Corporate Strategy will be in charge of analyzing and envisioning the surrounding environment (e.g. government policies, funding systems, etc.) of national universities over 10 years so as to develop strategic models to be a world-class research university. We assigned a new executive officer in charge of this new office, who worked on the relevant regulations and prepared for the establishment of the office in April 2016.

2. University-wide faculty evaluation under the Annual Salary System

- In 2015, we conducted the first university-wide evaluation of 102 faculty members under the annual salary system, based on the “Implementation Guideline for the University-wide Faculty Evaluation under Annual Salary System” which we created in October 2014. The evaluation results were reflected in their annual salaries.

3. Staff development initiatives

- We offered the “Level-Based English Conversation Training”, the “English Tutoring with International Students”, and the “E-learning English Training” to improve the English proficiency of our staff members. We also provided financial support for those who took a TOEIC exam.
- We provided the staff members who have high English proficiency with short-term training opportunities abroad and the practicum training with international student support units within the university.
- We held special seminars for our staff members regarding the changing environment around English learning, and introduced the topics such as the demands for global human resources from business community and the increasing awareness of Asian English.

Education reform

1. Launch of Course Jukebox System

- In March 2015, we launched the Course Jukebox System which allows students from UT and the CiC partner universities to select courses just like they pick songs from a music jukebox. As of March 2015, it contains over a hundred courses offered by UT, and courses from the CiC partner universities will be added to the system during the academic year 2016.

2. Development of new degree programs

- We developed the “Japan-Expert (bachelor degree) Program” which comprises of four study programs: agricultural science, healthcare, art and design, and Japanese language teacher training. This program aims at fostering the understanding of Japanese culture, society and mind among international students, and recruitment has begun in March for the admission in October 2016.

3. Implementation of global entrance examinations

- We implemented the entrance examinations for the privately-financed international applicants and International Baccalaureate Diploma holders, and admitted 23 (out of 124) and 3 (out of 13) students respectively.



(Japan-Expert Program Leaflet)

■ University's own indicators and targets

1. Number of Campus-in-Campus partners

- We signed the CiC agreements with NTU and UBx on September 30, 2015. We also negotiated with UCI and expect to have the CiC agreement signed in April 2016.

2. Number of courses in the Course Jukebox System

- We registered and published over 100 courses for the Course Jukebox System on March 15, 2016. In addition, courses from the CiC partner universities will be added to the system during the academic year 2016.



(Top page on the Course Jukebox System)

■ Initiatives for the enhancement of international reputation

1. Tsukuba Global Science Week 2015

- We held the sixth Tsukuba Global Science Week from September 28 through 30 in Tsukuba City and welcomed about 200 presenters from 90 institutions (representing 25 countries) and over 1,200 participants.
- Some of the main sessions at the TGSW2015 included “Engagement in the Olympic and Paralympic Movement” organized by Tsukuba International Academy for Sport Studies (TIAS) and the first “Annual University of Tsukuba Overseas Alumni Conference”.
- In the end of the TGSW, we declared “Tsukuba2015,” in which we expressed: commitment to solving global issues by Tsukuba research community; commitment to the human resources development; shared values in the Olympic and Paralympic movement, including respect for the diversity, equality, and the coexistence of human and nature.



(TGSW2015)

【 Results of the promotion of collaboration with foreign universities (Type A only)】

In 2015, we welcomed the research-focused units in Crystallography and Oceanography from the Aarhus University in Denmark and Plymouth University in the UK, respectively. We also welcomed the education-focused unit from the University Grenoble Alpes in France for the establishment of the double degree program with the Graduate School of Pure and Applied Sciences of UT. We have achieved our target of welcoming six units by the end of 2016 one year ahead of the plan.

■ Free description

Launched Study Abroad Scholarship Programs for the TGU project

We launched our own scholarship program called “Overseas Study Tour Support Program” and sent 203 students to participate in international conferences and 6 students for exchange programs with the partner universities of UT. We also prepared the new scholarship program under the Overseas Study Tour Support Program for the student exchanges with the CiC partner universities, to be launched in 2016. These initiatives contribute to increasing study abroad participation and foster exchanges with the CiC partner universities.

We launched the online “Overseas Travel Notification System” to centralize our risk management support system. The system will enable us to become swiftly informed on our students’ safety in the case of crises such as disaster, terrorism, or epidemics.

The leaflet is titled '筑波大学海外留学支援事業の平成27年12月期募集' (Recruitment for Tsukuba University Overseas Study Support Program, December 2015). It features a large blue arrow pointing right with the text 'いよいよ！ 筑大生' (Finally! Tsukuba University Students). The leaflet lists five types of support programs:

- ① 国際交流協定校 交換留学支援プログラム** (International Exchange Agreement School Exchange Study Support Program):
 - 対象: 海外の大学等との間で締結された学生協定に基づく留学
 - 活動: 6か月以内(平成28年4月～平成29年3月)
 - 旅費の支援: 滞在費の一部として月額上限6万円
- ② キャンパス イン キャンパス(CiC)等 支援プログラム** (Campus in Campus (CiC) etc. Support Program):
 - 対象: デュアルディグリープログラム(DDP)を実施する大学との間で締結された覚書に基づき、海外の大学で学修、調査・研究を行う
 - 期間: 平成28年4月～平成29年3月
 - 旅費の支援: 上限15万円
 - ※ キャンパス イン キャンパス(CiC)は4月期募集の予定
- ③ 海外武者修行 支援プログラム** (Overseas Internship Support Program):
 - 4月期募集予定
- ④ 海外学会等参加 支援プログラム** (Overseas Academic Conference etc. Participation Support Program):
 - 対象: 海外で開催される国際学会、セミナー、シンポジウム、研究会へ出席し、研究発表を行う
 - 活動: 2週間以内(平成28年4月～6月)
 - 旅費の支援: 上限15万円
- ⑤ 語学研修等参加 支援プログラム** (Language Training etc. Participation Support Program):
 - 4月期募集予定

申請 〆切: 平成28年2月24日(水)
申請書提出先: 各支援室
 対象: 学群または大学院の正規課程に在籍する者。
 問合せ先: 学生部学生支援課(内線0067)
 詳細は募集要項を参照してください。
 URL: <http://www.tsukuba.ac.jp/global/scholarship.html>

予告: 平成28年7月以降の選考については、5つの支援プログラム全てを平成28年度4月期募集としてあらためて募集する予定です。ホームページを注視してください。

TOP GLOBAL UNIVERSITY TSUKUBA

(Leaflet for Overseas Study Tour Support Program)

4. FY2016 Progress

【University of Tsukuba】

■ Common indicators and targets

Internationalization

1. Expanding the number of Campus-in-Campus (CiC) partner universities

- University of Tsukuba has signed three new CiC agreements with University of São Paulo, Universiti Teknologi Malaysia, and University of California, Irvine.
- The CiC partner universities held meetings of the CiC Management Committee and the CiC Working-level Committee during Tsukuba Global Science Week (TGSW) in September 2016.
- Having three new partner universities, now the CiC covers 2.5 times more countries (regions), and is expected to further expand the mobility of students, faculty and staff members under the CiC exchange scheme.

[List of CiC Partner Universities, as of FY2015]

- University of São Paulo (since Sep. 2016)
- Universiti Teknologi Malaysia (since Sep. 2016)
- University of California, Irvine (since Apr. 2016)
- National Taiwan University (since Sep. 2015)
- University of Bordeaux (since Sep. 2015)

2. Opening the “Global Village” residence

- The university has opened the Global Village (310 rooms) where international and Japanese students are integrated on a daily basis.
- The Global Village is newly constructed by the Daiwa Group company under a PFI contract, and 190 more rooms are to be constructed by April 2018.



Signing Ceremony at TGSW (Sep. 2016)



Global Village

University Governance Reform

1. External Review Committee for University of Tsukuba’s Top Global University Project

- In September 2016, the university established the External Review Committee for the University of Tsukuba’s Top Global University Project, consisting of five external expert members.
- The committee members gathered in February 2017 for the first time, and commended on the greatly enhanced international environment and the leadership of top administrators promoting the project, while providing constructive advice.

2. Global staff development

- The Global Staff Development Office organized English training programs among other staff development programs, and approximately 400 staff members in total have participated in these activities.
- In addition, the office dispatched 12 staff members abroad for short-term practicum training programs, including those conducted at CiC partner universities.
- Furthermore, to increase staff mobility in both directions, the university hosted administrative staff from the University of São Paulo in February 2017, and will host another from the University of Bordeaux in May 2017.

Education Reform

1. Increasing student mobility through the Course Jukebox (CJ)

- In September 2016, the CiC Working-level Committee agreed on application procedures for student exchanges using the CJ.
- In addition, 93 courses from University of Bordeaux (UBx) and 169 courses from National Taiwan University (NTU) have been incorporated into the CJ, since October 2016 and February 2017, respectively. The CJ system now contains over 400 courses (including 142 courses from University of Tsukuba [UT].)
- Finally, since March 2017, UBx, NTU, and UT jointly started recruiting students who are taking these courses at partner universities.
- Furthermore, for the promotion of CiC student exchanges, the CiC partner universities have jointly created and released a promotional video, in addition to a CiC guidebook, leaflets, and posters designed specifically for CiC exchanges.



The importance of living and studying abroad

CiC Promotional Video
- The whole world is your campus -

<https://www.youtube.com/watch?v=buNlg0Iyu84>

Education Reform (continued)

2. New degree programs

(1) Bachelor's Program in Global Issues Launched

- The university launched a new program which involves all departments across the university from humanities and social sciences to STEM fields, and nurtures global talents who can tackle global issues by combining knowledge and skills from multiple disciplines.
- The program will be taught entirely in English and will focus on Project/Problem-based learning (PBL). Six-month liberal arts education at the International Christian University, which is a Campus-with-Campus partner of the University of Tsukuba, is also included.
- The program started recruiting since March 2017 and is expected to have its first class in October 2017.



Bachelor's Program in Global Issues Website
<http://bpgi.tsukuba.ac.jp/jp/>

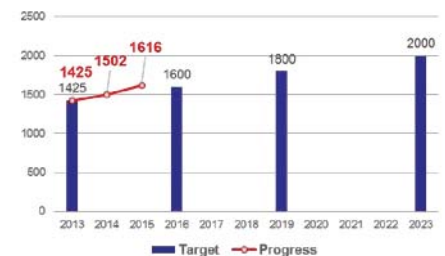
(2) Welcomed the first batch of the Japan-Expert Program

- The Japan-Expert (Bachelor's Degree) Program, which nurtures "Japan experts" who have Japanese mindset with deep understanding of Japanese culture and society, welcomed its first batch (3 students from China, 1 each from Cambodia, Myanmar, and Germany) in October 2017.
- The program eases the Japanese language proficiency requirement for admission, while offering a six-month intensive Japanese language training course prior to their specialized programs.

■ University's own indicators and targets

□ The number of foreign researchers hosted by the university

- The number of foreign researchers hosted by the university has been expanding rapidly (an increase of approx. 100 per year) by means of the annual Tsukuba Global Science Week. The rate of increase has exceeded the targets set by the university.



The number of foreign researchers hosted by the university (per year)

■ Initiatives for the enhancement of international reputation

1. Ranked 141st in the world (2nd in Japan) in Times Higher Education (THE) "Most Internationalized Universities" ranking

- By virtue of the greatly enhanced international environment under the project, the university ranked 141st in the Most Internationalized Universities ranking in the world (released in February 2017.)
- Domestically, the university was second to the University of Tokyo. Excluding subjective data based on reputational survey, the University of Tsukuba marked the highest score of 37.1 (based on measuring the population of international students and faculty members, international co-authorship, etc.)

2. Debriefing Session on International Education and Research Laboratory Program

- The university held for the first time a debriefing session on the International Education and Research Laboratory Program in March 2017, where the "invited" six laboratory units presented their progress and achievements in English. (Approx. 70 people joined the session.)
- In the session, good practices of the laboratory units were shared with university participants, making it conducive for the further development of the program.



Debriefing Session on International Education and Research Laboratory Program

【Results of the promotion of collaboration with foreign universities (Type A only)】

□ Deepening collaboration with CiC partner universities

- Since 2016, the university has been hosting a laboratory unit from the University of California, Irvine through the International Education and Research Laboratory Program, and designated it as a CiC-type. This newly created category is expected to foster the invitation of more units from CiC partner universities in the future, thereby accelerating the collaboration with CiC partner universities.

■ Free description

□ Rapid expansion of study abroad participation through the HABATAKE! scholarship program (over 2,000 per year)

- Since 2015, the university has been administering the HABATAKE! scholarship program from the university president's discretionary funds (approx. a million US dollars). As a result, the number of study abroad participation increased to 2,145, which exceeded 2,000 (per year) for the first time.
- Student groups who participated in the "Musha-shugyo (samurai training abroad)" program gathered in March 2017 for a presentation in front of a large audience including the president, students, faculty and staff members. This event was held to promote study abroad among the wider student community.



Report Meeting of "Musha-shugyo" program

5. FY2017 Progress

[University of Tsukuba]

■ Common Indicators and Targets

Internationalization

1. Broadening the Campus-in-Campus (CiC) Partnership: Now with Seven Partner Universities

The University of Tsukuba (UT) has sealed two new CiC agreements with **Utrecht University** in Netherlands and **Université Grenoble Alpes** in France. UT has been successfully expanding the CiC partners' circle with now seven universities engaged in its initiatives advancing student and staff mobility as well as collaborative research beyond national boundaries.

2. CiC Annual Meetings 2017

The **CiC International Management Committee** held its annual meeting on September 26th, 2017, to provide updates on progress of the CiC initiatives, followed by the **Working-Level Committee Meeting**. Those meetings took place during Tsukuba Global Science Week (TGSW) 2017 with participants from all over the world exchanging insights to explore new horizons in international collaboration.



Seven Campus-in-Campus Partners around the world as of March 2018

*NOTE: UC Irvine & Utrecht University are research partners, which focus on research collaboration

3. Top Marks for UT in Mid-term Evaluation

UT obtained an **“S” grade**, the highest grade, in the first mid-term evaluation of the Top Global University Project, with “Campus-in-Campus” and “International Education Research Laboratory Program” highly evaluated by a program committee of external experts.

University Governance Reform

1. New Office of University Management Reform Opens in April 2018

UT's Office for Corporate Strategy is to be restructured and integrated into the **Office of University Management Reform** from April 2018. As an advisory body to the president, the office takes charge of strategic planning to reinforce its operating foundations. Aside from internal members of the university coalition of faculty and staff, external experts – such as those representing financial sector – work together to undertake university reform strategically from short-term to mid-/long-term perspectives.

2. “Strategic Point Allocation System” Launched to Enhance HR Management in Focus Areas

Under the leadership of President Nagata, UT introduced a new HR management system to ensure positions for talented faculty. As a driving force for prospective optimization with limited resources, this initiative is called **“Strategic Point Allocation System,”** which sets up a “three-arrows” strategy on HR for organizational enhancements of academic performances; based on 1) “Tsukuba Top Runners (or early promotions of young talented faculty),” 2) “Efficient Use of the Enhancement Expenses,” and 3) “Exploring New Horizons & Solving the Unfilled-Vacant-Post problems.”

3. Networking Workshop 2018 Held on “Thinking About the University Globalization”

UT's Office for the Global Staff Development organized the **“Networking Workshop 2018,”** participated in by 23 faculty and staff from 20 partner universities in seven countries in Southeast Asia. Under the theme of “Thinking About the University Globalization,” both academic and non-academic staff at UT shared their insights and expertise with their counterparts from ASEAN countries. With all discussions held in English, the workshop offered meaningful opportunities for the participants to learn, connect, and explore the new roles of university staff in the age of globalization.



Networking Workshop 2018 “Thinking About the University Globalization” (2018.2.13)

Education Reform

1. First Batch of Students Arrived for Bachelor's Program in Global Issues (BPGI)

The **BPGI Degree Program** welcomed its first batch (two students from Taiwan, one each from China, Korea, Indonesia, and Nepal) in October 2018. The six freshmen have been taking Liberal Arts Courses at International Christian University (ICU) in Tokyo, which is based on UT's new initiative of Campus-with-Campus partnership (CwC), since April 2018 for one semester. BPGI is a newly established program under the UT's Top Global University Project which aims to develop human resources capable of solving global issues such as global environmental changes, population and food problems, etc., through acquiring a broad range of knowledge.

2. Trilateral Joint Degree Program Launched with University of Bordeaux & National Taiwan University

As the very first trilateral international joint degree program in Japan, **“GIP-TRIAD: International Joint Degree Master's Program in Agro-Biomedical Science in Food and Health”** was launched by UT's Graduate School of Comprehensive Human Sciences in which students from UT, University of Bordeaux, and National Taiwan University (the latter two are CiC partners) relocate to each of the campuses to gain a thorough understanding of the global challenges in food and health. GIP-TRIAD started in the 2017 Fall Semester in which students from all three countries gathered at UT.



GIP-TRIAD's Site Visit to Solar-Sharing Power Plant in Tsukuba

Education Reform (continued)

3. New Joint Degree Program Launched with MJIT (Malaysia-Japan International Institute of Technology)

The “Joint Master’s Degree Program in Sustainability and Environmental Sciences” was launched by UT’s Graduate School of Life Science in collaboration with Malaysia-Japan International Institute of Technology (MJIT). Based on the three pillars of “Basic Environmental Sciences,” “Environmental Technologies,” and “Social Implementation,” the newly launched program aims to develop human resources with specialized and panoramic insights in science, agriculture, engineering, social science, etc., that can contribute to solve global-scale problems and to realize a sustainable society.

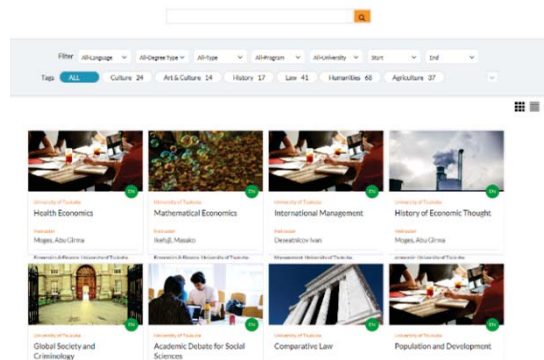
*Established at Universiti Teknologi Malaysia (UTM) International Campus, one of the UT’s CiC partners, MJIT has been turning out a number of engineering graduates in Malaysia.

■ University’s Own Indicators and Targets

□ More Courses Registered in, & Improved User-Friendliness of, the Course Jukebox System

Approximately 2,000 courses are currently registered in the Course Jukebox System with several new courses added; about 900 new courses offered from UT, 380 from National Taiwan University, 370 from University of Bordeaux, 100 from University of Sao Paul, and 90 from Universiti Teknologi Malaysia. Moreover, the system has now available a search and list view function, and the partner universities could now access the system to edit and update the course offerings.

As a whole, the enhanced functionalities have been encouraging more students from UT and the CiC partners to study abroad, and at the same time they are promoting CiC initiatives worldwide.



Search function by multiple tags on the Course Jukebox System
<https://cj.tsukuba.ac.jp/courses/>

■ Initiatives for the Enhancement of International Reputation

1. Tsukuba Global Science Week (TGSW) 2017

From September 25th to 27th, UT hosted **Tsukuba Global Science Week 2017 (TGSW 2017)** at Epochal Tsukuba, an international congress center in Tsukuba. One of the largest and most comprehensive research gatherings in Asia, the three-day event marked its eight year with nearly 320 presenters from 158 institutions in 48 countries and more than 1,800 participants around the world. There were 47 sessions held in total, some of which were conducted through joint collaboration with UT’s overseas partners and research institutions located in Tsukuba Science City.

2. “TSUKUBA index 1.0” Now Available

As a database of UT’s independently developed iMD (index for Measuring Diversity), **TSUKUBA index 1.0** was released online. The iMD of 200 academic journals, which were posted in 2015 and 2016, selected by UT’s academic staff at the Faculty of Humanities and Social Sciences, now offers a tool to measure diversity of academic journals. To date, some journals have not been included in the database for the world university rankings nor evaluated properly. UT’s iMD allows the user to quantitatively evaluate all academic journals regardless of languages and countries.

3. World University Rankings

The QS World University Rankings 2018 shows UT ranked 25th in the best universities for the Sports-related Subjects and 37th for the Library & Information Management. Also, UT finds itself in the top 20 universities that were founded less than 50 years ago worldwide.

【 Results for the promotion of collaboration with foreign universities (Type A only) 】

UT hosted a new laboratory unit in physics, “**Quark Gluon Plasma Research Unit**,” from **Utrecht University**. To date, UT has been hosting eight laboratory units at a pace that exceeds its initial target by FY2017. Apart from joint collaborations with the CiC partners, UT has welcomed another laboratory unit from Emory University. These two new units held kickoff symposia in March 2018.

■ Additional Information

1. Campus-with-Campus (CwC) Partnership to Promote “Transborder University” Initiatives

While developing and applying the concept of “Campus-in-Campus” to complementary partnership with potential universities in Japan, UT entered into two agreements with International Christian University (ICU) and Ochanomizu University (OU), leading Japanese universities in the fields of liberal arts education and diversity promotion initiatives, respectively.

Supplementing overseas partnerships through the CiC initiatives, those agreements compose the “**Campus-with-Campus (CwC) Partnership**,” which allows UT and its partner universities in Japan to share and utilize the on-campus resources with each other. Under this initiative, UT is to accept ICU students from April 2018, providing them with guidance for graduation research.

2. Liaison Council with the Global Colleges of Technology

The UT’s first liaison council took place on November 9th, 2017, in conjunction with nine Colleges of Technology* all over Japan, which are nominated by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) as “**Global Colleges of Technology (GCTs)**.”

This council aims for UT and the GCTs to get together and to discuss prospective cooperation to promote the further development of global human resources through collaborative research and educational programs. Collaboration with Top Global High Schools (TGHSs) are also under discussion and UT is eagerly cultivating further partnerships beyond the boundaries among Top Global Universities (TGUs), GCTs, and TGHSs.

*Colleges of Technology are higher education institutions that offers a comprehensive five-year program for junior high school graduates.



Liaison Council with the Global Colleges of Technology (GCTs) on November 9th, 2017

6. FY2018 Progress

[University of Tsukuba]

■ Common Indicators and Targets

Internationalization

1. Increasing the number of Campus-in-Campus(CiC) partnership universities to nine partnerships

By continuing negotiation with Ohio State University, the U.S. and Ruhr University Bochum, Germany, UT has concluded the CiC agreement with them. Now the number of CiC partnership reaches to nine universities. In order to expand the partnership numbers, UT has been contacting several candidate universities. This growth of CiC partnership is ahead of our annual target.

2. Carrying out the CiC Faculty/Staff Inter-Departmental Mobility Program

From December to March, UT carried out the CiC Faculty/Staff Inter-Departmental Mobility Program in conjunction with University of Bordeaux, Communauté Université Grenoble Alpes, Ohio State University. The participants exchanged information inter-departmentally with CiC partner universities from three points of view:

1. Development of collaborative research, students exchange and educational program in a new field.
2. Securing a continual exchanging basis in the department level and expansion and improving of human networking.
3. Enhancement of student mobility, development of collaborative research, and promotion of bilateral exchange with researchers continuously for the future.

As a result, each delegation came to achieve tangible progress such as starting new collaborative research, setting up a short summer program and creating a double degree program. UT will continue to carry out the program from and after 2019, aiming to further contribution of the students and faculties/staff mobility.



Meeting with staff in Ohio State University, CiC partnership university

University Reformation

1. The Second External Review Committee for University of Tsukuba's Top Global University Project

On February 2019, UT held the second external review committee and discussed with 5 committee members. To begin with, the president and vice-president of UT presented the progress of SGU projects focusing on the approaches toward the appointed problems in the previous committee. For this presentation, UT received a high evaluation in terms of progressing university reform by the top-down strong leadership. However, UT was questioned with the future aims such as what kind of legacies that UT would leave as a national university in Japan in a long-term view. The committee ended the discussion actively by pointing out at the impacts of UT's SGU project.

2. Implementing Organizational Assessment in All Departments Based on Quantitative Performance Indicator

From AY2016, UT launched Organizational Assessment that is based on a Quantitative Performance Indicator and expand the assessment step by step. In 2018, UT had conducted the assessment to all departments which more than 100 subject departments were involved in. The offer of incentives such as local and strategic funding allocating on priority judged by assessment result. Moreover, UT has started measuring the indicator with other institutions which have the same direction in the field of education and research (so-called benchmarking).

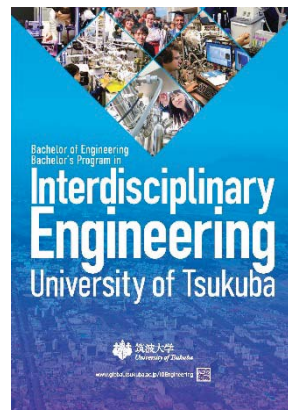
3. Steadily increasing the number of teaching staff based upon the annual salary system

Promoting the application of annual salary system for teaching staff who are over 64 ages as of the end of the fiscal year and hiring assistant professors based upon the system. The number of teaching staff who are applied to the annual salary system has been prominently increased to 570 in 2018, which was 198 in 2013.

Education Reformation

1. Interdisciplinary Engineering Program Launched

UT establishes Interdisciplinary Engineering Program which offers comprehensive science and engineering education conducted in English, and will be started from September 2019. UT has been putting efforts on advertisement to attract excellent international students, especially by producing program pamphlet, website advertisement, attending explanatory meetings, and visiting high schools overseas. UT had commenced the application for the first batch of students in the Fall 2018 and there were 31 applicants mainly from the U.S. Five best applicants were selected as final successful applicants.



Prospectus of Interdisciplinary Engineering Program

2. Establishing "Global Master's Program" with Utrecht University (UU) and University of Johannesburg (UJ).

UT established co-educational program among the three universities with an aim to foster human resources in sports international development whose has original meaning to effectively swift the society to become a positive function. First batch with ten students visited and studied for a month at each UU in February 2018, UT in July, and UJ in February 2019, and finished the program. The students complete their Master's at each university and expect to receive achievement in the sports international development field in the future.

3. Designing a short-exchange program with Universiti Teknologi Malaysia (UTM)

On February 2019, UT and UTM held a new students exchange program at UTM where 20 UT students and 21 UTM students participated. Setting a theme from sustainable development goals (SDGs) from 2016 to 2030 stated in "the 2030 agenda for sustainable development", the students had a discussion in small groups consisted of both university students and presented outcomes of the discussion such as solving the problems to achieve the goal of the theme.

4. Conducting students exchange program under the Campus-with-Campus(CwC) partnership with International Christian University (ICU).

First batch students of Bachelor's Program in Global Issues in UT, which was launched in AY2018, was dispatched for a half year to ICU-where UT has CwC partnership agreement with, and undertook liberal arts courses. In addition, three of ICU students conducted graduation research under the supervision of UT faculties, and two other ICU students take courses at UT. It is expected to continue in the future that this form of the program will be implemented as a model of liaison as campus sharing, of which using the best of each university strength on the basis upon CwC partnership.

■ University's own indicators and targets

1. Courses in "Course Juke Box" Sufficiently Enhanced

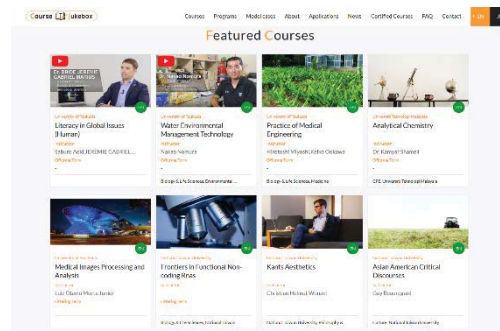
UT's unique course registration system "Course Juke Box" is now prominently increased its number of registered courses, which currently almost reaches 2400 courses. Introductory videos were created for some courses and contributes to enhance the system functions. UT will continue to promote the system as an advertisement for CiC project to the public.

2. Increasing the number of programs which the students can complete in English.

The number of programs which can be completed solely in English increased from 49 programs in 2017 to 63 programs in 2018: 14 programs were added on. By this increasing number, it is expected to improve the environment of accepting students whom mother tongue is a foreign language and enhance internationalization significantly.

3. Promoting Global Staff Development by accepting staff training program within CiC partnership universities.

UT has been pursuing not only students/teaching staff exchange but also administrative staff exchange. As part of staff training, UT had accepted in a total of ten administrative staff for a week program. They made a presentation about their own university and there were many participants including UT's administrative staff listening. This program is very meaningful in terms of attaining working-level information exchange between the staff who are responsible for globalization from each university and has much to contribute to the global staff development.



Course List in Course Juke Box system

■ Initiating the enhancement of international reputation/

Featuring initiatives based on the characteristics of the university

1. CiC Workshop 2018 in National Taiwan University(NTU)

On November 2018, UT and other CiC partnership universities held the CiC workshop 2018. In the workshop, vice principal who acted as investigators of each program presented activities of three research units (University of California Irvine, Communauté Université Grenoble Alpes, and Utrecht University), which all are in collaboration with CiC partner universities. This was made possible to disseminate the information of activities and outcomes of overseas research units to the attendees from other CiC partner universities including NTU.

2. Tsukuba Global Science Week 2018 (TGSW2018)

The ninth time of TGSW(9/20-22,2018) where nearly 273 presenters from 162 institutions in 33 countries and more than 1,600 attendees around the world participated. Upholding the main theme of "Driving Sustainable Development", participants discussed actively from varying insights. In the closing ceremony, they proclaimed "Tsukuba Declaration 2018", which affirms promoting sustainable development through the trans-border collaboration of the assembled researcher's community.

3. Task Force for Enhancement of University Strength based on valid indicator in THE/QS world university ranking

UT set up the task force and had progressed as below:

1. Accumulating and sharing the information in regard to the world university ranking.
2. Sorting out and analyzing the information of the rank of each category in world university ranking.
3. Discussing the way for improving the score of reputation.



CiC Workshop 2018 in National Taiwan University

【 Results for the promotion of collaboration with foreign universities (Type A only) 】

As invitation projects for overseas research unit, UT has achieved nine units including departmental initiative research unit. Besides, UT agreed to extend the two units where the event was ended in the period of acceptance in 2018. Furthermore, UT convenes "International Workshop on Forward Physics and Forward Calorimeter Upgrade in ALICE" as the workshop of Quark Gluon Plasma Research Unit, Utrecht University. To internal/ external researchers, UT tried to broadly expand the information of activities, research achievement and future development of overseas research unit project with Utrecht University.

■ Free description

1. University of Tsukuba PR strategy

Aiming for strengthening UT PR, it has been active from April 1st, 2018. UT utilizes the strategy as enhancement of UT presence such as disseminating information with swiftness and accuracy to in/out campus and overseas and building up UT branding.

2. Round Table Meeting with UT students who graduated Global Colleges of Technology(GCT)

UT called for the students who graduated GCT and transferred to the 3rd year of an undergraduate program for attending a round table meeting with Vice president of Education. Providing the information of UT effectively to GCT, UT expects to have many excellent students as a transfer student to contribute to nurturing global human resources.



Awardees of One Minutes Video Contest

3. UT introductory One Minutes Video Contest

UT designed a One-minute Video Contest made in English in order to promote and attract appealing aspects of UT to students overseas from the sight of UT students. The videos are posted on YouTube and highlighted many angles of UT to all over the world.