

Top Global University Project (Type A) Hiroshima University

1. Outline

【 Name of project 】

Hiroshima University Global Campus Expansion and Innovation Initiative

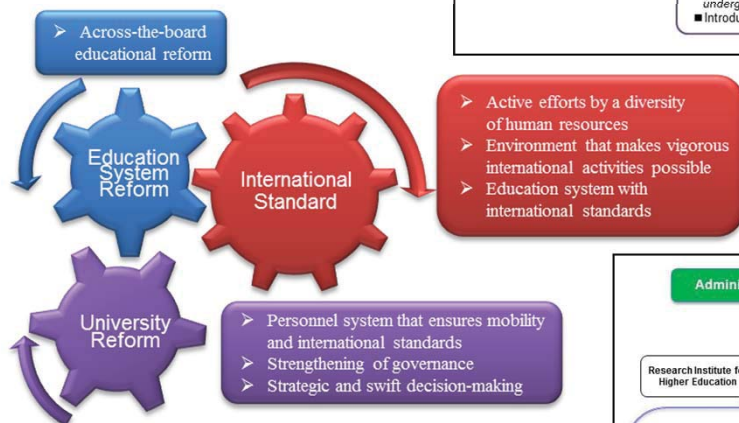
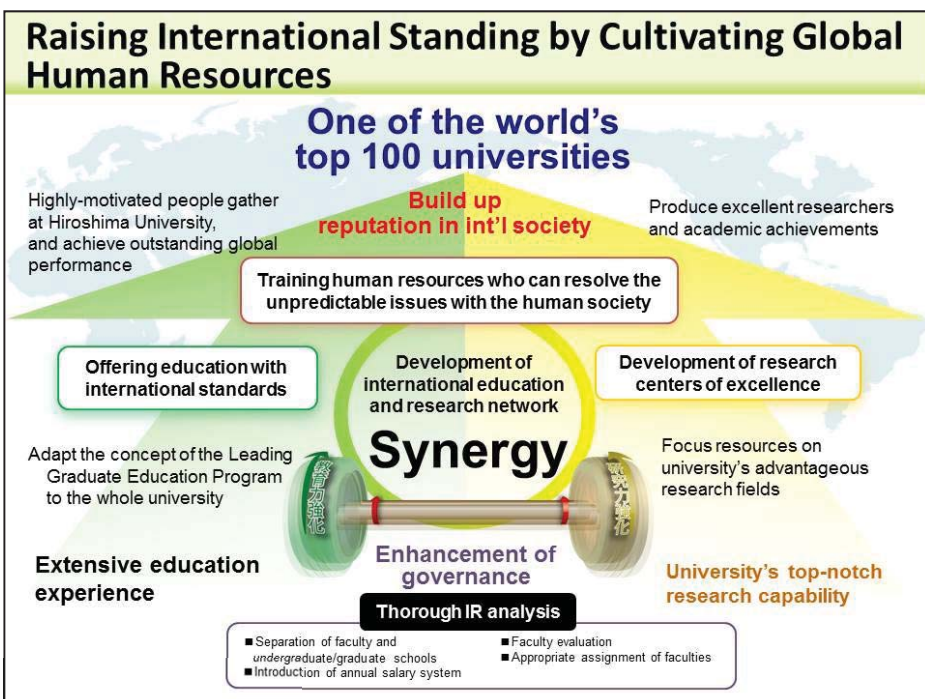
【 Future vision of the university planned in TGU project 】

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

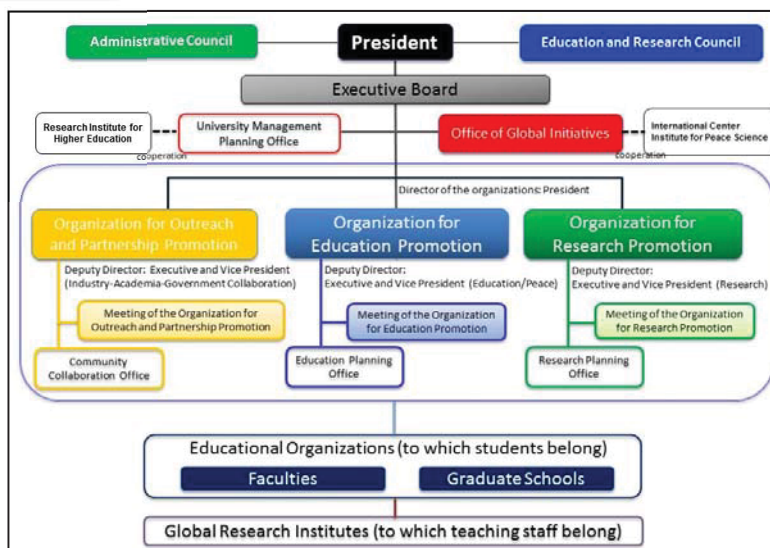
【 Summary of Project 】

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

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



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



【Summary of the 10-year plan】

Strengthening Governance through System Reform

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

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

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

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

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

Education System Reform

3. Providing Education with High International Standards

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

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

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

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

Ensuring International Standards

5. Education Program

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

6. Teaching Staff / Students

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

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

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

(University Reform)

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

(Education Reform)

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

【Measures for the promotion of collaboration with foreign universities】

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

2. FY2014 Progress

■ Common indicators and targets

Internationalization

Holding of a Study Abroad Fair

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

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

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



Study Abroad Fair

University reform

Strengthening the Functions of the Office of Global Initiatives

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

Internationalization of the Administrative Council

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

Utilization of A-KPI/Individual Evaluations

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

Education reform

Preparations for System Reform

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

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

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



FD Training

Implementation of FD Training

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

Preparing for the Construction of a Hierarchical TA System

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

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

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

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

■ University's own indicators and targets

Notification of Performance Indicators within the University

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

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

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

Status of Achievement of Performance Indicators

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

■ Initiatives for the enhancement of international reputation

Holding of a Kick-off Meeting (Symposium)

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

Participation in a SERU-related Conference

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

Discussions with Organizations that Formulate Global Rankings

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



Kick-off Meeting

【 Results for the promotion of collaboration with foreign universities 】

International Educational Collaboration (Including JD/DD)

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

Collaboration with Regard to International Quality Assurance in Education

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

■ Free description

Translation of Syllabus/Various Curriculum Information into English

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

Notification Regarding the Top Global University Project within the University

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

3. FY2015 Progress

■ Common indicators and targets

University reform

Academy of Hiroshima University

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

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

Utilization of A-KPI

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

Internationalization of the Administrative Council

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

Education reform

System Reform

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

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

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

Establishment of a Hierarchical TA System

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

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

*Hirodai is a common name for Hiroshima University.

Internationalization

Study Abroad Fair

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

Collaboration with Overseas Partner Institutions and Establishment of New Overseas Bases

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

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



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

■ University's own indicators and targets

Notification of Performance Indicators within the University

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

Status of Achievement of Performance Indicators

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

■ Initiatives for the enhancement of international reputation

Implementation of SERU student survey

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



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

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

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

Participation in NAFSA and EAIE

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

【 Results for the promotion of collaboration with foreign universities 】

International Educational Collaboration

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

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

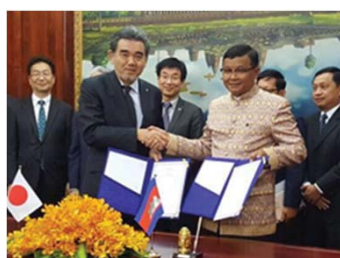


Photo: Signing Ceremony with Dr. Hang Chuon Naron, Minister of the Ministry of Education of Cambodia



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

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

JD/DD

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

■ Free description

Strengthening the Functions of the Office of Global Initiatives

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

4. FY2016 Progress

■ Common indicators and targets

University reform

Establishment of the Academy of Hiroshima University and Personnel Integration

Since April 2016, Hiroshima University has adopted a new “Academy” system to maximize the performance of the university as a whole. It has enabled Hiroshima University to establish a new way to allow all of its teaching staff to pursue education and research under the leadership of the President, transcending the boundaries of their individual education and research organizations. Additionally, the Hiroshima University Personnel Committee was set up in AY 2017, forming a framework for recruitment and promotion of all teaching staff from a university-wide perspective.

Utilization of AKPI® and Development of a New Indicator

Making effective use of its own AKPI®, Hiroshima University continuously monitored the degree to which the entire university, respective faculties/graduate schools and individual faculty members had achieved the quantitative targets toward becoming one of the world’s Top 100 universities. As a result, the university confirmed that it was getting closer to these targets (from 440 points to 500 points). Moreover, Hiroshima University newly developed a Basic Effort Key Performance Indicator (BKPI®), which visualizes the activities of individual teaching staff, and used the new indicator unique to the university on a trial basis.

Evaluation by the External Evaluation Committee and the Advisory Board

To objectively evaluate the progress made by Hiroshima University, two groups were set up, both consisting of those who had been university presidents or had held other similar positions in Japan or overseas—the External Evaluation Committee and the Advisory Board. They performed evaluations and exchanged opinions regarding the progress of programs and initiatives undertaken by the university.

Establishment of a System to Facilitate the Organization for Education Promotion, etc.

Hiroshima University established a system to further advance educational reform, particularly so that the Organization for Education Promotion, which was set up to promote university-wide educational internationalization, could organically coordinate with various organizations of the university, including the Headquarters for Education, which governs educational affairs as a whole.

Education reform

Establishment of a Hierarchical TA (Teaching Assistant) System

Hiroshima University adopted the hierarchical TA system in earnest university-wide in the AY 2016. Under the new “Hirodai* TA” system, TAs are divided into three hierarchical levels based on their experience and expected responsibilities, and they receive training according to these levels.

Along with the introduction of the hierarchical system, a TA Support Desk was established. To educate TAs, the TA Support Desk organized the Qualifying TA (Q-TA) Program, which is compulsory for those who wish to work as a Qualified Teaching Assistant (QTA), opened the Preparing Future Faculty Course, and held the TA Luncheon Mixer, an exchange meeting for TAs.

* Hirodai is a common name for Hiroshima University.

Setting Target Scores for TOEIC (expected)

As part of its efforts to motivate students to improve their language skills, in the AY 2016, Hiroshima University set target scores for TOEIC (expected) for individual students. Based on their English ability at the time of enrollment, the university set the target TOEIC scores for individual students to be attained every six months until graduation, to help them reach the language skill level they are expected to obtain by graduation. These target scores for TOEIC (expected) were announced on the websites for individual students, along with their academic records.

Introduction of the Global Entrance Examination (for International Baccalaureate Holders)

In the entrance examination for the AY 2017 enrollment (held in the AY 2016), Hiroshima University introduced the AO (Admission Office) entrance examination method using a selection system based on applicants’ background (for international baccalaureate holders). Those who have the international baccalaureate (IB) diploma are internationally recognized as being eligible for university entrance.

Internationalization

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

In the AY 2016, Hiroshima University established the Hiroshima University Myanmar Center in May 2016 in Yangon, Myanmar, the Hiroshima University Guanajuato Center in March 2017 in Guanajuato State, Mexico, and the Cambodia MoEYS-Hiroshima University Collaboration Center in March 2017. The university further strengthened its overseas functions through these centers.



Opening ceremony of Guanajuato Center

Study Abroad Fair

Hiroshima University held an independent study abroad fair targeting students of top universities in Indonesia, after making direct approaches to them via SNS (with 479 participants). For Indonesian students who had attended the fair and showed interest in studying at Hiroshima University, matching arrangements were made. Academic staff from the university’s corresponding graduate schools then visited universities in Indonesia to interview the students in person.

In addition, Hiroshima University organized seven study abroad fairs and Japanese essay speech contests at its overseas bases, and took part in nine study abroad fairs held in Japan and overseas.

■ University's own indicators and targets

Status of Achievement of Performance Indicators

AKPI® is comprised of (a) Teaching responsibilities; (b) Training of doctoral students, (c) Number of SCI papers, (d) Receipt of external funding; and (e) Internationality. Compared with the previous academic year, all the 5 scores increased indicating that Hiroshima University is approaching its targets through various initiatives, including its Top Global Universities activities.

Notification and Effective Use of Performance Indicators within the University

The AY 2015 results indicated by AKPI® were reported to the Executive Discussion Group and to the Education and Research Council, and the content of the performance indicators and targets to strive for in order to achieve them were presented. Also, to remind all teaching staff of AKPI®, the university informed them of the purpose of AKPI® and each member's own AKPI® performance in the form of numerical values, via the main portals for individual teaching staff in the In-house Information Sharing System "IROHA." As a result, the number of SCI papers increased 202 from the previous year. Further, Hiroshima University newly developed its own Basic Effort Key Performance Indicator (BKPI®), which visualizes the activities undertaken by the faculty staff. As in the case of AKPI®, BKPI® was announced at in-house meetings to notify all teaching staff of this new indicator. In the light of comments from the Advisory Board, the university will continue to discuss how to more effectively use AKPI® to achieve the intended targets.

■ Initiatives for the enhancement of international reputation

Implementation of SERU Student Survey

Between December 2016 and February 2017, Hiroshima University carried out a SERU survey of students of all faculties. SERU surveys, which gather information about the actual student experience, are conducted by SERU Consortium member universities around the world. The university is also planning to have its unique undergraduate education program, HiPROSPECTS®, undergo a peer review conducted by a group of reviewers from major member universities of the SERU Consortium in the AY 2017.

International Educational Collaboration

In the AY 2016, the President of Hiroshima University visited Indonesia, Egypt, Mexico, Cambodia and other countries, and concluded new international exchange agreements with 66 overseas universities. Furthermore, for the first time as a Japanese institution, Hiroshima University signed cooperation agreements with the Ministry of Education, Youth and Sport of the Kingdom of Cambodia, and with the Ministry of Education of Myanmar.

As of the end of the AY 2016, Hiroshima University had 236 international exchange agreements (215 institutions in 45 countries), up 37% from 172 agreements at the end of the AY 2015. At the inter-departmental level, Hiroshima University newly signed agreements with 32 departments, with the total number reaching 337 (312 institutions in 50 countries).

【 Results for the promotion of collaboration with foreign universities 】

Morito Higher Education Institute

Hiroshima University inaugurated the Morito Higher Education Institute 3+1 Program, a new program for accepting international students in response to the Quarter System. This new education program meets the needs of students from overseas, and expects the program participants, upon their completion of the 3+1 Program, to continue their studies at the graduate schools of Hiroshima University. In AY 2016, 26 international students studied under this program.

Collaboration with Cairo University

Hiroshima University promoted programs to deepen its interaction with Cairo University, at which the Hiroshima University Cairo Center was newly established in the AY 2015. Twice a year, members from both universities visit each other's institutions, with the holding of research exchange workshops and Japanese essay speech contests.

JD/DD

Hiroshima University started a Joint Graduate School program with Capital Normal University, China.

Under this joint program, after taking an undergraduate course at Capital Normal University, students can use the double degree (DD) program to pursue two master's degrees—one at each university—and then take a doctoral course at Hiroshima University. In the AY 2016, seven students enrolled in the DD program.

In the AY 2016, the university concluded new eight agreements with partner institutions.



Workshop with Cairo University

■ Free description

PHP Shinsho Book: *Hiroshima Daigaku wa Sekai TOPPU 100 ni Haireru no ka (Can Hiroshima University become one of the global top 100 universities?)*

A new "Shinsho" book was released, in which the author, Ms. Yumi Yamashita, a writer and columnist, summarizes the activities of Hiroshima University that are aimed at helping it become ranked among the top 100 universities in the world.

Lecture Delivered by a World-Renowned Researcher



Beginning in the AY 2015, Hiroshima University has held a lecture titled "From Hiroshima University to the World: Wisdom from World-Renowned Researchers" inviting a Nobel laureate as the lecturer. In the 2016 academic year, the lecture was delivered by the Nobel Laureate in Physics 2015, Dr. Takaaki Kajita of The University of Tokyo.

Dr. Kajita delivering his lecture



5. FY2017 Progress

■ Common indicators and targets

University reform

○ Establishment of the Academy of Hiroshima University and Personnel Integration

Hiroshima University has established a governance system, under which, after an Executive Board meeting, the President decides the processes from personnel assignment to candidate selection, to ensure that activities of teaching staff are effectively utilized to enhance the university's functions. The Hiroshima University Personnel Committee, set up under the President, holds discussions regarding point management of personnel expenses and teaching staff assignments. The university also takes advantage of the "Academy," a new system that integrates all teaching staff members independently of their individual education and research organizations, and the university's own Achievement-motivated Key Performance Indicator (AKPI®), which help visualize the performance of individual teaching staff members regarding their education and research activities. It has therefore become possible for Hiroshima University to assign faculty members in a well-planned way from a university-wide perspective, transcending the boundaries of their education and research organizations. As a result, in AY 2017 the university actively employed teaching staff, specifically 40 foreign members, 42 females, and 125 young members.

○ Formulation of the SPLENDOR PLAN

In its new long-term vision "SPLENDOR (Sustainable Peace Leader Enhancement by Nurturing Development of Research) PLAN 2017" formulated in April 2017, Hiroshima University declared that it would implement "Science for Sustainable Development" in order to fulfill its role in creating a free and peaceful global community.

One of the university's three visions is "Cultivating individuals who can oversee a changing world and can challenge existing norms on a global scale." To realize this vision, Hiroshima University intensified its efforts to provide education that meets international standards, to cultivate globally competent human resources who can take on challenges in the international arena, and to enhance its evaluation system for globalized and standardized quality education.



○ Establishment of the Hiroshima University Control Center of Education

Hiroshima University and its centers possess intellectual resources in a wide spectrum of academic disciplines. To make effective use of these resources at a higher level for teaching classes and for other purposes, and to further upgrade the university's education and research capabilities, the Hiroshima University Control Center of Education was established in the Headquarters for Education in April 2017.

Education reform

○ Establishment of a Hierarchical TA System

In AY 2016, Hiroshima University introduced a hierarchical TA system called "Hirodai TA" university-wide. Under the Hirodai TA system, TAs (Teaching Assistants) are divided into three levels, with TF (Teaching Fellow) ranked at the top. To qualify as a TF, students must meet the highest requirements. Hiroshima University implemented the TF program on a trial basis by opening the Preparing Future Faculty Course, designed for acquiring TF qualification.

In February 2018, Hiroshima University held the International Forum to present an outline of the university's TA development and structural reforms as well as related initiatives, inviting guest lectures from the University of Colorado at Boulder, which acts as a model for the TA system in the United States. The forum had 71 participants.



○ Efforts to Improve Students' English Ability

▪ Implementation of the Global Peace Leadership Program

AY 2017 saw the inauguration of the Global Peace Leadership Program, a specific program that enables students to participate in undergraduate courses offered by schools other than their own. The program requires students not only to take language classes and peace education subjects, but also to study abroad.

▪ Establishment of the Department of Integrated Global Studies, School of Integrated Arts and Sciences

In April 2018, Hiroshima University will establish the Department of Integrated Global Studies (IGS) in the School of Integrated Arts and Sciences.

This new department is designed for both Japanese and foreign students, with an enrollment capacity of 40. IGS enables students to graduate by taking courses taught only in English. The mission of IGS is to foster internationally-minded human resources who can contribute to identifying and resolving various challenges and problems confronting the international community, transcending national, ethnic, cultural, religious, and other differences.

▪ Preparation for Opening the English-Taught Undergraduate Program (16 Courses)

Preparations are currently underway to open 16 courses of the English-taught undergraduate program in AY 2019, based on the model of the Department of Integrated Global Studies.

○ Establishment of the Pre-Enrollment Scholarship System

In AY 2017, Hiroshima University began offering pre-enrollment scholarships, which are financed by the Hiroshima University Fund.

Recipients of the scholarship are selected from among foreign nationals who have been admitted to a graduate school of Hiroshima University under the pre-arrival admission system. Selected recipients are fully exempt from tuition fees and awarded a monthly scholarship of 50,000 yen for one year after their arrival in Japan (excluding the period of absence from the university).

Internationalization

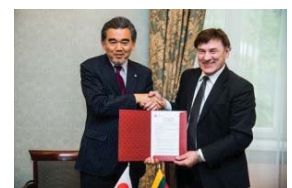
○ Negotiations/Liaison and Coordination Activities with Collaborative Institutions in Order to Improve/Newly Establish Overseas Bases

In May 2017, the Hiroshima University Lithuania Center was established at Vytautas Magnus University, Lithuania (VMU). In the same month, the Hiroshima University Saarland Center was set up in Saarland, Germany. The establishment of these new bases has further strengthened overseas functions of Hiroshima University.

○ Japan-Mexico Rectors Summit

The Japan-Mexico Rectors Summit was held in Hiroshima on the theme "Collaboration for Innovation: Academy, Industry and Government Working Together." The purposes of the summit were to hold discussions on industry-academia-government collaboration, research collaboration, and student exchange, and to promote interaction between universities in Japan and Mexico.

Altogether, about 150 delegates from 30 Japanese universities/institutions and 37 Mexican universities/institutions participated and enjoyed lively discussions. The event concluded with the adoption of a joint statement that the Japan-Mexico Rectors Summit would be continued, in order to promote quantitative expansion of industry-academia-government collaboration between the two countries.



Agreement concluded at
Lithuania Center

■ University's own indicators and targets

○ Status of Achievement of Performance Indicators

Hiroshima University has established its Achievement-motivated Key Performance Indicators (AKPI®) to visualize the activities of teaching staff and to clarify the steps that need to be taken to achieve their respective goals. AKPI® is comprised of (a) Teaching responsibilities; (b) Training of doctoral students, (c) Number of SCI papers, (d) Receipt of external funding; and (e) Internationality. Compared with the previous academic year, all the 5 scores increased indicating that Hiroshima University is approaching its targets through various initiatives, including its Top Global Universities activities.

○ Notification and Effective Use of Performance Indicators within the University

The AY 2015 results indicated by AKPI® were reported to the Executive Discussion Group and to the Education and Research Council, and the content of the performance indicators and targets to strive for in order to achieve them were presented. Also, to remind all teaching staff of AKPI®, the university informed them of the purpose of AKPI® and each member's own AKPI® performance in the form of numerical values, via the main portals for individual teaching staff in the In-house Information Sharing System "IROHA." As a result, the number of SCI papers increased 84 from the previous year. Further, Hiroshima University newly developed its own Basic Effort Key Performance Indicator (BKPI®), which visualizes the activities undertaken by the faculty staff. As in the case of AKPI®, BKPI® was announced at in-house meetings to notify all teaching staff of this new indicator. The results indicated by AKPI® and BKPI® were utilized as reference materials for systematically assigning faculty staff from a university-wide perspective, transcending the boundaries of their education and research organizations. Hiroshima University also made effective use of these results in making part of its initial budgetary allocation for AY 2018.

■ Initiatives for the enhancement of international reputation

○ Implementation of SERU Peer Review

In AY 2017, Hiroshima University had its unique undergraduate education program, HiPROSPECTS® (Hiroshima University Program of Specified Education and Study), undergo a peer review conducted by a group of reviewers from major member universities of the SERU Consortium. The proposals and suggestions offered by these reviewers will be utilized to further improve HiPROSPECTS, which is a goal-oriented educational program meeting international standards.

At the same time, Hiroshima University shared information with Osaka University to prepare for conducting the AY2018 SERU Student Survey.



○ International Educational Collaboration

In the AY 2017, the President of Hiroshima University visited Lithuania, Germany and other countries, and concluded new international exchange agreements with 65 overseas universities. As of the end of the AY 2017, Hiroshima University had 301 international exchange agreements (274 institutions in 47 countries), up 28 % from 236 agreements at the end of the AY 2016. At the inter-departmental level, Hiroshima University newly signed agreements with 33 departments, with the total number reaching 363 (330 institutions in 49 countries).

【 Results for the promotion of collaboration with foreign universities 】

○ Morito Higher Education Institute

In AY 2016, Hiroshima University inaugurated the Morito Higher Education Institute 3+1 Program, a new program for accepting international students in response to the Quarter System. With the aim of further expanding the Program, the university recruited students from its overseas partner universities/institutes. As a result, in AY 2017 the program was able to accept 90 students, an increase of 64 students from the previous academic year.



Completion ceremony of Morito Higher Education Institute

○ Cooperation via HUGLIs

From among its overseas bases (Hiroshima University Centers) set up at overseas partner institutes, Hiroshima University places particular emphasis on the centers in Egypt, Indonesia, and others as university's global campuses, and opened its educational centers, "Hiroshima University Global Learning Institutes" (HUGLIs), there. Hiroshima University will continually dispatch faculty members to these HUGLIs to give classes related to Science for Sustainable Development Goals (SDGs). These faculty members will also teach classes in multiple languages, in response to requests from local partner institutes (e.g. the Cairo Center requests peace studies-related classes, the Indonesia Center requests Japanese language-related classes). Through these activities, Hiroshima University will be better able to provide its high-quality education in various parts of the world.

○ JD/DD

Hiroshima University started a Joint Graduate School program with Capital Normal University, China. Under this joint program, after taking an undergraduate course at Capital Normal University, students can use the double degree (DD) program to pursue two master's degrees—one at each university—and then take a doctoral course at Hiroshima University. In the AY 2017, nine students enrolled in the DD program. In the AY 2017, the university concluded new five agreements with partner institutions.

■ Free description

○ Lectures Delivered by World-Renowned Researchers

Beginning in AY 2015, Hiroshima University has held a lecture titled "From Hiroshima University to the World: Wisdom from World-Renowned Researchers," inviting a Nobel laureate as the lecturer. In AY 2017, the lecture was delivered by Sir Paul Nurse, who won the Nobel Prize in Physiology or Medicine in 2001. The event attracted approximately 600 people, including high school students, all of whom attentively listened to the lecture from the world-renowned researcher.

The university also organized a forum that featured a lecture by Dr. Muhammad Yunus, the laureate of the 2006 Nobel Peace Prize. He talked about social businesses that address social issues through business practices. Approximately 130 students and residents attended and listened intently to his talk.



Sir Paul Nurse delivering his lecture

○ Providing BEVI-j, a Test for Objectively Measuring the Effects of Studying Aboard, to Other Universities

The Beliefs, Events, and Values Inventory (BEVI) is a clinical psychometric instrument that measures the outcomes of studying abroad. To objectively measure the effects of study abroad programs and implement the PDCA (Plan-Do-Check-Act) cycle based on data, a Japanese version of BEVI (BEVI-j) was created. In AY 2017, Hiroshima University held 22 workshops on BEVI-j. As a result, eight national, prefectural/municipal, and private universities adopted the BEVI-j test. About 2,500 tests were conducted and their results can now be used for comparing data between universities in Japan and abroad, as well as for PDCA activities (the results were also provided to overseas partner universities/institutes).



Dr. Muhammad Yunus delivering his lecture

6. FY2018 Progress

■ Common indicators and targets

○ Progress

As a result of University-wide efforts, 90% of the eighteen common indicators of Top Global Project which have numerical targets were met. Out of the remaining two incomplete items, one is expected to be met in AY 2019. The external review committee has also given a very positive assessment of progress overall.

University reform

○ Establishment of the Academy of Hiroshima University and Personnel Integration

Hiroshima University has established a governance system, under which, after an Executive Board meeting, the President decides the processes from personnel assignment to candidate selection, to ensure that activities of teaching staff are effectively utilized to enhance the university's functions. The Hiroshima University Personnel Committee, set up under the President, holds discussions regarding management of a loyalty scheme for personnel expenses and teaching staff assignments. The university also takes advantage of the "Academy," a new system that integrates all teaching staff members independently of their individual education and research organizations, and the university's own Achievement-motivated Key Performance Indicators (AKPI®), which visualize the performance of individual teaching staff members regarding their education and research activities.

It has therefore become possible for Hiroshima University to assign faculty members in a well planned way from a university-wide perspective, transcending the boundaries of their education and research organizations. As a result, in AY 2018 the university actively employed teaching staff, specifically 54 foreign members, 44 females.

○ Establishment of New Graduate Schools and Undergraduate Departments

By using the Academy and AKPI® to reassign teachers, two new graduate schools and one undergraduate department were established.

▶ Establishment of the Graduate School of Integrated Science for Life

In AY 2019, four graduate schools will be reorganized into the Graduate School of Integrated Science for Life as a new graduate school with single division, which consists of 7 graduate degree programs. This new graduate school aims to cultivate leading researchers, advanced professionals, and educators by acquiring understanding and advanced expertise in wide range fields, from basics and applications, and bring about innovation to solve a variety of issues in global society.

▶ Graduate School of Biomedical and Health Sciences

The five majors that comprised the existing school will be reorganized into two majors in AY 2019. This new graduate school aims to both educate expert medical professionals who are able to lead team medical care at an advanced level, as well as cultivate human resources that can play active roles in multiple disciplines and new spheres and contribute to "Science for Sustainable Development".

○ Establishment of the Department of Integrated Global Studies, School of Integrated Arts and Sciences

In April 2018, Hiroshima University established the Department of Integrated Global Studies (IGS) in the School of Integrated Arts and Sciences, in which Japanese students and international students study together using the common language of English. 44 students were accepted. The mission of IGS is to foster internationally-minded human resources who can contribute to identifying and resolving various challenges and problems confronting the international community, transcending national, ethnic, cultural, religious, and other differences.

Educational reform

○ Hierarchical TA System: In Full Operation

The Teaching Fellow Program began full-fledged operations as part of the hierarchical TA system called "Hirodai TA," which was introduced university-wide in AY 2016. Student Teaching Fellows are qualified to teach classes under professors' guidance by taking the graduate-level Preparing Future Faculty Course. Also, Hiroshima University was brought in by Tokyo Institute of Technology and Kyushu University to share information of Hirodai TA program. In January of AY 2019, the director of the University of Colorado at Boulder's GTP provided an outside assessment.



○ Implementation of Global Peace Leadership Program

AY 2017 saw the inauguration of the Global Peace Leadership Program, a special program that enables students to participate in international courses offered by other schools. This program also made it compulsory for students to study abroad.

○ Enhancement of the START Program

In addition to the START Program, in which first year students without overseas experience are sent to overseas partner universities, the START+ Program was established in AY 2017 for second and third year undergraduates students. It emphasizes specific themes, such as improving English language abilities. A total of 301 students in 13 courses were sent. The Lithuania START+ Program, which began in AY 2018, was carried out along with the training program for a company with a comprehensive cooperation agreement. This program is aimed to assist students in designing their careers at an early stage.

Internationalization

○ Japan-Taiwan University Rectors Summit

The second Japan-Taiwan summit was held in Hiroshima (the first was held at Cheng Kung University in Taiwan). The theme of the summit was to enhance cooperation in education and research to adjust the globalizing society, and it also aimed to help universities in the two countries deepen their relationships. Approximately two hundred people attended, including presidents and vice-presidents from universities and other institutions in Japan (72) and Taiwan (40). They engaged in discussions and released a joint statement to continue to hold such meetings in order to quantitatively expand the industry-academia-government collaboration between the two countries. Hiroshima University are planning to host a Japan-Indonesia Rectors summit at the university in AY 2019.

○ Negotiations/Liaison and Coordination Activities with Collaborative Institutions in Order to Improve/Newly Establish Overseas Center

In August 2018, the Hiroshima University-Yanshan University Language and Culture Research Center was established at Yanshan University in China (Qinhuangdao). It is the third base in China. Also, in September 2018 the Hiroshima University Mongolia Research Center was established at Ulaanbaatar State University. Hiroshima University plans to continue to expand its collaboration with these countries.



Opening ceremony for Mongolia center

■ University's own indicators and targets

○ Status of Achievement of Performance Indicators

Hiroshima University has established its Achievement-motivated Key Performance Indicators (AKPI®) to visualize the activities of teaching staff and to clarify the steps that need to be taken to achieve their respective goals. AKPI® is comprised of (a) Teaching responsibilities; (b) Training of doctoral students, (c) Number of SCI papers, (d) Receipt of external funding; and (e) Internationality. Compared with AY 2017 and AY 2018, most of the scores increased, indicating that Hiroshima University is approaching its targets through university-wide initiatives, including its Top Global Universities activities. (Planned publication date of June 2019)

○ Notification and Effective Use of Performance Indicators within the University

The AY 2018 results indicated by AKPI® were reported to the Executive Discussion Group and to the Education and Research Council, and the content of the performance indicators and targets to strive for in order to achieve them were presented. Also, to remind all teaching staff of AKPI®, as was the case last year, the university informed them of each member's own AKPI® performance in the form of numerical values via the main portals for individual teaching staff in the In-house Information Sharing System "IROHA." As a result, the number of SCI papers increased by 193 from the previous year. Further, like AKPI®, Hiroshima University's Basic Effort Key Performance Indicator (BKPI®), which was developed in AY 2016 to visualize the activities undertaken by the faculty staff, was announced at in-house meetings to inform all teaching staff about this indicator. The results indicated by AKPI® and BKPI® were utilized as reference materials for systematically assigning faculty staff from a university-wide perspective, transcending the boundaries of their education and research organizations. Hiroshima University also made effective use of these results in making part of its initial budgetary allocation for AY 2019.

■ Initiatives for the enhancement of our international reputation

○ Inter-University Agreements

In AY 2018, the President of Hiroshima University visited 8 countries, including Mongolia, and concluded new international exchange agreements with 15 universities. As a result, as of the end of AY 2018, Hiroshima University had 345 agreements (52 institutions in 312 countries), up 15% from 301 agreements at the end of the AY 2017. At the inter-departmental level, Hiroshima University newly signed agreements with 29 departments, with the total number reaching 386 (349 institutions in 52 countries. This is the highest in Japan. In December 2017, Hiroshima University entered into an internship program agreement with UNESCO, and in AY 2018 launched a long-term internship program held at UNESCO headquarters and other international organizations.

○ Carrying Out of SERU Student Survey

A student life survey by SERU, a consortium in which the world's top research universities participate, was administered for all undergraduate students. By collaborating with the university's own student life survey, a high response rate was reached. By utilizing data analysis, PDCA based on comparisons with top research universities became possible.



○ International Conference / Meeting Presentations

Hiroshima University's SGU efforts were presented at ACE, APAIE, CREA, and other many academic communities.

Results of the promotion of collaboration with foreign universities

○ Exchange with the World's Top Universities

From AY 2017 to AY 2018 international exchange agreements were concluded with Harvard University, Arizona State University, and other top universities in the world for academic and educational exchange. Based on these agreements, in AY 2018 bi-directional student exchange began, primarily consisting of Harvard University and Arizona State University research internships.

○ Morito Higher Education Institute 3+1 Program

In AY 2016, Hiroshima University inaugurated the Morito Higher Education Institute 3+1 Program, a new program for accepting international students using the Quarter System. Thanks to the Program's enhancement, there was a great increase in the number of students from overseas partner universities/institutions looking to participate. As a result, 146 students were accepted in AY 2018, an increase of 146 students from the previous academic year. It is a priming program that an increasing number of students who have completed the program subsequently enroll in a Hiroshima University graduate school and there are plans to expand it to five hundred students yearly.



Completion ceremony of Morito Higher Education Institute

■ Free description

○ Peace Lecture Marathon

In AY 2018 a "Peace Lecture Marathon" series began, in which government representatives and ambassadors from various countries give lectures on the topic of Peace. Four lectures have been given to date: by Egypt's Minister of Higher Education and Scientific Research, the Prime Minister of Lithuania, the Ambassador of the Republic of Turkey, and Ambassador of the European Union to Japan. They provided an opportunity for study abroad students and other students at the university to think about peace.



Minister of Higher Education and Scientific Research of Egypt giving a lecture

○ Sustainable Human Resources Development Based on Collaboration Between Research Hubs and Educational Programs

In order to educate the outstanding young researchers needed to strengthen research abilities, the university developed a joint education program with industry and continued to create distinctive education and research hubs around the world. Organization of Leading Graduate Education Program (selected in AY 2018) established Genome Editing Innovation Center. With this center at the core, it is challenging to sustainably cultivating human resources through practice-oriented programs by inviting joint companies of industry-academic platform OPERA to degree programs, and also by having more opportunities to collaborate and exchange with top research institutions of the University and elsewhere. Furthermore, with the University being selected for the inter-university exchange project, a Memorandum of Understanding was concluded with CSIR (Council of Scientific & Industrial Research), a research institute under the direct supervision of the Indian Government, and joint research labs were established in both locations to continually engage in research exchange with the 38 research institutes under the CSIR.

○ Implementing and Providing to Other Universities BEVI, a Test for Objectively Measuring the Effects of Studying Abroad

In order to measure the effects of study abroad programs objectively and carry out PDCA based on those data, the BEVI test was administered for all out for study abroad participants and also for all first-year students (total of 4000). The differences among study abroad participants and non-participants, and among undergraduate schools, as well as the effects of studying abroad, were made clear based on data and can now be used for PDCA activities. At the moment a total of 11 public and private universities use BEVI, and 33 academic conference presentations and workshops have carried out both inside and outside of Japan.



7. Progress of Initiatives (AY 2019)

[Hiroshima University]

■ Common Indicators and Targets

○ Progress

As a result of university-wide efforts in the Top Global Project, approximately 70% of the 18 common indicators with numerical targets are expected to be met for AY 2019 (entire year). Therefore, the progress is considerably positive. Even in the last component that has not been achieved (language abilities), remarkable progress has been achieved with a near twofold increase for TOEIC scores. Those achievements lead to an extremely positive assessment of overall progress by external reviewers.

Governance Reform

○ Introduction of a New Faculty Evaluation System

To evaluate the capabilities and achievements of our teaching staff in a fair and impartial manner, in addition to evaluations conducted for each academic field, Hiroshima University will introduce an integrated university-wide system for evaluating individual faculty members, which aims to recognize outstanding achievements regardless of age or position. Under the new evaluation system, the University will set common criteria and point allocations (components such as those related to research will be adjusted to fit the characteristics of each academic field) so that teaching staff members' activities and contribution to the university can be compared on an individual level. This will mean that outstanding achievements will be recognized regardless of age or position and it is our intention to reflect them in the treatment of staff members subsequently.

○ Establishment of New Graduate Schools (Humanities and Social Sciences, Advanced Science and Engineering)

In April 2020, Hiroshima University will reorganize its existing graduate schools into two new schools, making use of IR-based evidence, with the goal of nurturing highly skilled human resources for new academic fields.

⇒ Graduate School of Humanities and Social Sciences

The Graduate School of Humanities and Social Sciences will consist of 4 divisions and 14 degree programs, reorganized from 16 major courses in 6 graduate schools: Integrated Arts and Sciences, Letters, Education, Social Sciences, International Development and Cooperation, and Law. (Some major courses are only partially integrated into the new graduate school.) The Graduate School has two missions: scientific exploration in various fields that contribute to humanity and society and the construction of a sustainable and peaceful world through education.

⇒ Graduate School of Advanced Science and Engineering

The Graduate School of Advanced Science and Engineering will consist of 1 division and 14 degree programs, reorganized from 17 major courses in 5 graduate schools: Integrated Arts and Sciences, Science, Advanced Sciences of Matter, Engineering, and International Development and Cooperation. (Some major courses are only partially integrated into the new graduate school.)

The Graduate School will nurture human resources who can contribute to solving problems in society with a broad, in-depth knowledge of and high-level expertise in science, engineering, information science, and other related research domains as well as a sophisticated understanding of other fields.



Graduate School of Advanced Science and Engineering, opening ceremony

○ Common Key Performance Indicators (C-KPI)

The results indicated by AKPI® and BKPI® were used to formulate common indicators for educational and research performance (C-KPI) as a collaboration among five universities in the Chubu and Shikoku regions led by Hiroshima University (Hiroshima University, Ehime University, Tokushima University, Yamaguchi University, and Shimane University). We are now formulating a joint IR system to identify and visualize specialties among teaching staff in order to develop and expand our IR functions.

Educational Reform

○ Establishment of a Hierarchical TA System (TF)

As part of the "Hirodai TA" hierarchical TA system, which was introduced university-wide in AY 2016, the Teaching Fellow (TF) Program is now operating at full tilt. The program enables students to teach classes under the guidance of faculty members, having taken the prerequisite Preparing Future Faculty Course. In AY 2019, 47 graduate students obtained the TF qualification, and 32 students, including 14 international students were employed. In addition, 1,060 students obtained the Qualified Teaching Assistant (QTA) qualification, and 1,745 students were employed. The classes which TF and QTA were involved with were assessed, and the verifications have been conveyed internally and externally.

○ Improving Language Abilities (TOEIC)

In order to perceive and to improve students' language proficiency, Hiroshima University has implemented a system whereby all students take TOEIC test in the designated years, once in May of the first year and once in November of the third year, thus establishing the system to understand how their language proficiency in each department/course change. Also, the University has made it possible for students to take optional tests and approximately 7,300 students (about half of all students) took the TOEIC test in one year. Additionally, the "Individual Target Score for TOEIC" is figured and present to each student with graph every semester. By approaching Educational Programs with these evidence and efforts to meet students' climate and needs, Hiroshima University has successfully produced twice as many students in academic year of 2019 who scored 730 or above (TOEIC) than those in 2016.



○ Preparing to Establish the Center for Academic Practice and Resource

To secure a world-class education, a quality evaluation (peer review) of our goal-oriented educational program (HiPROSPECTS®) was conducted from an international perspective under the SERU framework, and a field survey report and improvement proposals were provided by the review team.

As a response to these proposals and to the Grand Design for Higher Education toward 2040 (Report) (Central Council for Education, November 26, 2018), in April 2020, Hiroshima University will establish a Center for Academic Practice and Resource within the Education Office. The Center will promote independent learning among students and support the development of university environments that facilitate learning experiences in which students can perceive the results of their learning.

Internationalization

○ Establishing Overseas Bases (Münster, Chongqing, Changchun, Mexico)

Between May and September in 2019, Hiroshima University established new bases at the University of Münster (Münster, Germany), Southwest University of Political Science & Law (Chongqing, China), Changchun University (Changchun, China), and the National Autonomous University of Mexico (Mexico City), taking the total number of overseas bases to 22.



The Münster Center

■ University's Own Indicators and Targets

○ Status of Achievement of University Performance Indicators (AKPI®)

Our AKPI® were established to visualize the activities of teaching staff and help them achieve their respective goals. The indicators consist of (a) teaching responsibilities, (b) training of doctoral students, (c) number of SCI papers, (d) receipt of external funding, and (e) internationality. Compared to AY 2018 and AY 2019, almost all the scores increased—including those for teachers of classes taught in foreign languages—indicating that Hiroshima University is approaching its targets through university-wide initiatives.

○ Notification and Effective Use of Performance Indicators within the University

To notify all teaching staff of their AKPI® performance in 2018, the AKPI® and BKPI® results were listed as numerical values via the main portals of individual teaching staff. In addition to disseminating these results on a university-wide level, targets to strive for in achieving the performance indicators were presented. As a result of these measures, the number of SCI papers increased by 101 from the previous year. Additionally, the results indicated by AKPI® and BKPI® were utilized as reference materials to systematically assign faculty staff from a university-wide perspective, transcending the boundaries of their educational and research organizations, and to prepare part of the initial budgetary allocation for AY 2020.

■ Initiatives for Enhancing the University's International Reputation

○ Inter-University Agreements

In AY 2019, the President of Hiroshima University visited 15 universities and institutions in 8 countries, including Mongolia, and concluded new international exchange agreements with 3 universities. Consequently, as of the end of AY 2019, Hiroshima University had 370 agreements (53 institutions in 334 countries), up 7.3% from 345 agreements at the end of AY 2018. At the inter-departmental level, Hiroshima University signed new agreements with 20 departments (359 institutions in 51 countries)—**the highest number in Japan**. Hiroshima University is pursuing student and academic exchange with some of the world's top universities, and in April 2019, we concluded an international exchange agreement with Saint Petersburg State University in Russia.

○ Analysis of the SERU Student Survey and Symposiums

In December 2019, Hiroshima University hosted a SERU international symposium wherein we analyzed data collected in the SERU survey of the previous academic year, hosted a presentation by the Director of the SERU Consortium on how the survey has been used, and provided insight into the significance and implementation methods of the student survey inside and outside the University.

○ BEVI-j Survey and Symposium

Developed at Hiroshima University in AY 2016, BEVI-j is an objective measure of change in students' competencies through participation in study abroad programs, which enables the quality assurance, PDCA cycle, and Evidence-based Policy Making of programs based on analysis results. A joint symposium was held at the Tokyo International Exchange Center in collaboration with JASSO (with approximately 190 participants), and a total of 56 workshops were held inside and outside Japan (around 1,200 participants and 450 universities/institutions). As a result, by the end of AY 2019, around 41 national, public, and private universities had adopted the BEVI test, and 14 out of the 37 universities which are selected for the Top Global University Project—approximately 40%—had begun using it.



Results of the Promotion of Collaboration with Overseas Universities

○ Morito Higher Education Institute 3+1 Program

The Morito Higher Education Institute 3+1 Program was inaugurated in AY 2016. Through an enhancement of the program, the number of students from overseas partner universities and institutions looking to participate has continued to increase, with 159 students accepted in AY 2019.

○ Exchange with the World's Top Universities

While continuing our student and academic exchange with Harvard University, the University of Chicago, and other top universities around the world, in AY 2020, we will make preparations to begin accepting research interns from the Massachusetts Institute of Technology (MIT).



○ Establishment of Joint-Degree Programs

In October 2020, Hiroshima University will establish its first international joint-degree programs: the Joint International Master's Program in Sustainable Development (Hiroshima University–University of Graz) in the Graduate School of Humanities and Social Sciences and the Joint International Master's Program in Sustainable Development (Hiroshima University–Leipzig University) in the Graduate School of Advanced Science and Engineering. Both programs focus on the theme of sustainability studies and aim to nurture individuals who can engage in research and practice around pressing global and regional issues related to the sustainable development goals (SDGs).

○ Participation in the Egyptian Medical Student Short-Term Stay Program (73 Students)

In AY 2019, Hiroshima University carried out a short-term stay program for students dispatched by the Egyptian government for the first time. Over a three-week period from August to September, we welcomed 30 students from 13 Egyptian universities who underwent training in the Japanese language and culture and training in 8 departments within the university. Further, in February 2020, we welcomed 73 medical students from 18 Egyptian universities for one week, providing lectures, laboratory visits, and hospital training.

■ Free Description

○ Peace Lecture Marathon

AY 2018, Hiroshima University conducted Peace Lecture Marathon in which government representatives and ambassadors from various countries give lectures on the topic of peace. Five lectures have been given to date.

For the fifth lecture in AY 2019 (68 participants), we welcomed the Ambassador of Japan to Peru, Sadayuki Tsuchiya.



Peace Lecture Marathon

○ Agreement for Developing Higashi-Hiroshima as an International Research Base

Hiroshima University concluded the Agreement on the Development of Higashi-Hiroshima as an International Research Base with the city of Higashi-Hiroshima and work together with the local government to promote innovation and internationalization, improve access, and improve living environments for researchers, international students, and others from overseas. Therefore, we are constructing and developing international exchange base facilities that will be equipped with a range of functions.

○ Commencement of Crowdfunding

In September 2019, we concluded an umbrella agreement with READYFOR, Japan's largest crowdfunding agency, with the aim of strengthening our financial base. We have launched three crowdfunding projects, including the Pilot Project to Prevent Damage from debris flow, drawing on our experience of the 2018 floods and mudflows in western Japan, which also caused severe damage to the University.

