

KYUSHU UNIVERSITY MID-TERM PLANS

I Measures to Achieve Objectives Related to Quality Enhancement of Education and Research

1 Measures to Achieve Objectives Related to Education

(1) Measures to Achieve Objectives Related to Contents and Outcomes of Education

① Undergraduate Courses

1. For the improvement and development of active learners fostering initiatives, revisit curriculums in order to allow further modification as necessary and to increase classes conducted in foreign languages. The three education policies should be revisited to allow for the introduction of Rubric assessment for each class from FY2016. For new students joining in FY2016, make strict grade assessment, targeting GPA2.0 or higher as a criterion for graduation.
2. In order to expand education opportunities for promoting a voluntary studying approach and practical skills, implement new interactive and hands-on style educational programs, and introduce a university-wide learning portfolio.
3. Develop and implement international education programs by FY2018 with a view to foster "backboned leadership." To this end, adopt a four-term system enabling flexible curriculum setting and facilitating students' study abroad or participation in short-term foreign study programs.

② Graduate Courses

4. The university has proactively made effort to enhance graduate school curriculums to adapt to globalization and to educate human resources needed for society. In order to put these efforts into practice, actively develop programs such as double-degree and joint-degree programs with domestic and foreign universities. Further, graduate school programs require further improvement to reflect the outcome of Program for Leading Graduate Schools.
5. By FY2018, develop and implement teachers programs cultivating morals and educational skills for students who wish to become university teachers. In addition, in order to support globalization of the educational environment within graduate schools, the percentage of classes conducted in foreign languages is to be increased to around 20 percent by FY2019.

(2) Measures to Achieve Objectives Related to Implementation Structure of Education

6. With a view to fostering human resources capable of making their way into global society, a new undergraduate school is to be established by FY2018 by leveraging the outcome of our efforts toward building an internationally focused educational system.
7. For achieving synergistic cooperation of education at the department-level and reform at the university-wide level, and to play the oversight role in the efforts toward educational quality improvement, an educational reform organization in charge of research and study of new development in educational trends or development of educational methodologies is to be set up.

(3) Measures to Achieve Objectives Related to Support for Students

8. To enrich campus life, improve studying and life environment for students as well as scholarship programs. In particular, until the completion of the move to the Ito Campus, support service convenient for students need to be provided considering the separation of campuses.
9. Exercise efforts for improvement of student support systems, including addressing new issues such as diversified disabilities and more severe mental health problems of students, advancement of accessibility education for solving foreign students' residence and job-seeking issues, and promoting peer support for students.

(4) Measures to Achieve Objectives Related to Entrant Selection

10. Associated with the establishment of a new undergraduate school, develop a new admission system, and start revisiting admission policies, including such topics as improvement and strengthening of the admission center's functions, research and development of a new admission system, and defining desirable students responding to the admission policy reform.

2 Measures to Achieve Objectives Related to Research

(1) Measures to Achieve Objectives Related to the Levels and Outcomes of Research

11. In order to explore a new academic field, establish a Research and Education Institute (temporary name) for seeking solutions to issues from various perspectives by coordination and integration of research fields, such as the field of energy in which we have a high worldwide reputation as our strength and characteristic features.
12. Develop our strengths identified through re-defining our missions, such as chemistry, energy, environment, substances/materials, mathematical science, large-size cohort research and life science. To this end, promote exchange research activities in a systematic manner and on an ongoing basis, by inviting researchers from foreign universities and other institutions (based on research units).
13. Focus on assistance on research fields which would generate world top-class outstanding research by "systems for invigorating university reforms," so as to make the university the highest global level research institute.
14. Promote interdisciplinary fusion led by researchers of the social sciences and humanities, to create a research field that will become a model for team-based approach for interdisciplinary fusion studies.
15. To facilitate concentration of the strengths and characteristic features of the university and to actively promote their collaboration and cooperation with other fields of study, strengthen the functions and activities of Joint Usage and Research Centers that are centers for excellence.
16. Develop the research environment and leading-edge research related to the energy domain in collaboration with the University of Illinois. Such research are conducted at the International Institute for Carbon-Neutral Energy Research (I²CNER) and represents the strengths and unique characteristics of Kyushu University. In addition,

invite foreign researchers from the top universities in the world and conduct international joint research of the world's highest level. In addition, further improve research organizations by actively promoting collaboration and cooperation with various research fields including natural sciences (theoretical science in particular), mathematics, social sciences and humanities and aggregating wisdom of the entire university.

(2) Measures to Achieve Objectives Related to Research Implementation Structure

17. To assist the academic activities of researchers, expand the research management specialist (so-called "research administrator") system. Foster and provide continuous assistance to young researchers, female researchers and foreign researchers with a view to promoting the diversity of researchers.
18. Exercise efforts for actively recruiting female researchers and promoting them to professor and management positions. Improve support, career education and consulting services for female researchers to create an environment to allow both continuing research and rearing children. Target increasing the rate of female researchers to more than 15 percent. These activities are primarily to be implemented by the gender-equality promotion center to be newly established at the Ito Campus.

3 Measures to Achieve Objectives Related to Education and Research Focused on Collaboration with Society, Social Contribution and Local Community

19. Develop and further improve the function to promote cooperation between industry, academia, government, and the public, which primarily has three purposes, i.e. commercialization of university-generated technology "seeds," solution of industrial problems, and solution of social problems. More specifically, establish a management assistance system to support cooperation between industry, academia, government, and the public and a management system for prevention of technology misappropriation.
- 20 . Implement joint research (including a comprehensive academia-industry collaboration project) and contracted research which appropriate address the needs and challenges of industries and local governments, with a view to promoting cooperation between industry, academia, government, and the public. In addition, promote innovation-generating projects leveraging our strengths through enhanced collaboration with universities, research institutions, industries and local governments.

4 Measures to Achieve other Objectives

(1) Measures to achieve objectives relating to globalization

21. In order to revitalize student exchange and education/research exchange, define existing overseas bases' respective functions and draw up a plan for their future development by FY2018. Further, optimize research/education bases newly established in Asia and Oceania, etc. in the Second Mid-term Objective period, to implement

international exchange activities depending on their respective functions.

22. With a view to fostering global talent, further expand attractive student exchange programs and research exchange opportunities, utilizing international networks with foreign universities according to their purposes. Such networks include international university consortiums such as "RENKEI" (Japan-UK Research and Education Network for Knowledge Economy Initiatives) and university president' international conferences.
23. Provide foreign technical assistance and assistance for foreign universities, including the Center for Japan-Egypt Cooperation in Science and Technology (E-JUST Center). In addition, aiming to cultivate human resources for developing countries, leverage a database for faculty members capable of being engaged in international cooperation schemes to be newly established, and implement international assistance activities after reviewing and realigning cooperation schemes among the university's internal international cooperation platforms.
24. In order to accelerate internationalization of the university, accept more foreign students by such means as strategic student recruiting activities in Japan and abroad, implementation of various programs, and developing and improving assistance schemes for international exchange and foreign students. The target percentage of the number of foreign students to the entire student body is 16 percent or more.
25. To cultivate Japanese students with an international perspective, enrich opportunities for Japanese students to gain international experience. Such opportunities include information access for study abroad from the time of entrance, leveraging exchange programs within the university, efforts to improve foreign language skills, and participation in student exchange programs and foreign internship programs.
26. In order to achieve the goals of "Strategic Hub Area for top-global Research and Education, Kyushu University (SHARE-Q)" for the Top Global University Project, promote internationalization of education and research and implement governance reform to support these. Create a global-hub campus through synergy and collaboration effect of "9 SHARES" provided in the concept statement. In addition, as a part of capacity building programs for staff members who support the university-wide internationalization, staff members who satisfy English competency standards need to be increased. Link education and research outcomes from these initiatives to reputation improvement, and draw up a reputation management strategy with a view to being ranked in the top 100 in the World University Rankings.

(2) Measures to Achieve Objectives Related to the University Hospital

27. To train holistic treatment specialists and to establish team-medicine, the Holistic Medical Professional Fostering Committee is to improve medical educational curriculums and implement workshops and study sessions for the "Education Program for Fostering Holistic Medial Professionals" (Clinical Instructor Course and Medical Professional Course).

28. Strengthen organizations to promote medical research for practical application and promote high-quality observational studies and translational and clinical research, with a view to connecting such studies to the development of leading-edge medical technology focused on cardiovascular diseases, cancer and medical equipment. Further, create a senior class for a certification training course for clinical research to educate human resources capable of promoting and assisting life innovation.
29. Promote advanced medical care, including cancer treatment, emergency/disaster medical care and leading-edge medical care.
30. Further develop multiple-area medical cooperation consisting of multiple-area medical care departments and specialists, to establish an environment and system capable of providing patients with comprehensive perioperative medical care including oral care. Contribute to local and international communities by strengthening regional medical cooperation by expanding cooperative relationships of primary and secondary referral of patients, and promoting international medical cooperation by improving ICT-supported remote medical education programs centered around the International Medical Division established for actively promoting the internationalization.
31. The university hospital needs to put in practice advanced medical care while promoting clinical research. In this connection, cultivate a culture of medical safety and put in place a stricter system for infection prevention, in such way as preparing manuals for medical safety management and medical care-related infection, requiring staff members to attend training sessions, and promoting initiatives for improvement of operation. In addition to this, tighten the information security system by implementing necessary measures. Strive to improve medical care quality by utilizing QI (quality indicators) and promotion of critical path activities. Further, provide patients with high-quality services to increase patients' satisfaction.
32. The university hospital will conduct analysis/assessment according to management indices in conformity with the national government's medical policy. The university hospital shall secure sound hospital management and establish a stable management base to provide leading-edge medical care, by way of continuously planning and implementing revenue increasing and cost-cutting policies while taking into account the social circumstances.

**(3) Measures to Achieve Objectives Related to the Academic Information Infrastructure
(University Library)**

33. For the university library, promote partnership programs among educational institutions and students to assist learning and education support service responding to globalization.
34. Improve academic information for various academic subjects and information service functions, as well as open science.
35. Complete relocation of the library from the Hakozaki Campus. A new central library, which will play the role of the central library for internationalization, is to be built at the Ito Campus, and an organizational and operational structure for the university

library shall be reestablished.

(Information Infrastructure Initiative)

36. For the promotion of education and research activities as a world-level research and education hub, establish a robust cyber security environment so as to assist the development of safe and secure advanced information and communication infrastructure. Strengthen the information and communication infrastructure and train human resources in collaboration with partnership organization of universities in Japan and abroad. In particular, emphasis shall be placed on improvement of the cyber literacy of students and faculty members.

II Measures to Achieve Objectives Related to the Improvement and Efficiency of Administration

1 Measures to Achieve Objectives Related to the Improvement of Organizational Operations (Organizations)

37. Under the President's leadership and based on redefinition of missions, analysis of self-assessment and from the standpoint of strengthening functions, flexibly adjust to changes in the academic world and society, and reallocate the resources within the university by utilizing our unique initiative, "systems for invigorating university reforms."

38. In order to strengthen support for audit by auditors, provide staff members who assist auditors with seminars relating to internal governance, compliance and misconduct prevention. Revisit the business handling structure to support auditors. In addition, voluntarily improve university management from a broad perspective based on the opinions from external committee members at the meetings of outside experts, including the Managing Counsel.

(Human Resources)

39. In order to utilize the annual salary system introduced in the reform acceleration period, and to secure the diversity of human resources, review the performance assessment criteria based on the analysis of performance assessment results of faculty members paid on an annual basis. The university targets increasing faculty members paid on an annual basis by 100 or more compared to FY2015.

40. In order to secure the diversity of human resources, a research management specialist (i.e. research administrator) system consisting of three employment levels of research promotion administrator, research promotion assistant administrator and research promotion specialist was introduced in FY2014. In addition to research administrators, the university needs to consider adopting employment systems to secure a higher degree of diversity for highly specialized personnel.

41. In order to promote internationalization of the university, proactively promote employment of foreign teachers in a systematic and strategic way, in such way as inviting teachers from universities that have executed international exchange agreements or research institutions that have close relationships with us. The university plans to double the number of foreign teachers to more than 220 compared

to FY2013.

2 Measures to Achieve Objectives Related to Review of Education and research organizations

42. Under the President's leadership and based on redefinition of missions and analysis of self-assessment and from the standpoint of strengthening functions, flexibly adjust to changes in the academic world and society, and strengthen and reorganize the structure of the educational and research organization in a strategic and focused manner by the use of the university's unique program, "5 year evaluation/10 year organizational review system" In particular, emphasis shall be placed on consideration and implementation of reorganization of social sciences and humanities, strengthening of functions and internationalization.

3 Measures to Achieve Objectives Related to the Improvement of Efficiency and Rationalization of Office Works

43. Conduct a continuous review of the administrative system in step with the relocation plan to the new Ito Campus and reestablish an administrative system that facilitates efficient and effective operation.

III Measures to Achieve Objectives Related to the Improvement of Financial Affairs

1 Measures to Achieve Objectives Related to the Increase of External Research Funds, Donations and Other Independent Revenues

44. Secure financial resources by implementing measures to secure independent revenue sources including external funds by utilizing financial analysis data. Allocate the fund in a strategic and efficient manner under the initiative of the President, in such way as increasing the President's discretionary funding allowance.

2 Measures to Achieve Objectives Related to Cost Containment

45. Review the existing business and fund procurement methods in such way as utilizing financial data analysis so as to further reduce administrative costs.

3 Measures to Achieve Objectives Related to the Improvement of Asset Management

46. Make efforts to establish an environment to facilitate the use of existing assets including buildings and existing facilities, and promote efficient use of facilities in and outside the university.

47. The former Hakozaki Campus site is to be sold immediately after the completion of relocation, through discussions with related parties.

IV Measures to Achieve Objectives Related to Provision of Information Concerning Self-Inspection, Self-Evaluation and Relevant Information

48. In order to accelerate improvement of education and research activities, implement self-inspection and self-evaluation twice a year, and teachers' activity assessments

every three years (twice in total). In addition, information on self-inspection and self-evaluation findings shall be published by means such as websites, and IR (institutional research) activity shall be implemented in order to promote these self-inspection and self-evaluation activities.

V Measures to Achieve Priority Objectives Related to Other Administrative

1 Measures to Achieve Objectives Related to the Development and Utilization of Facilities and Equipment

49. Stage III Development for the project for relocation to Ito Campus shall be completed in FY2018.
50. Aiming to create a university campus that plays the central role in cities and regions, further coordinate with Organization for Promotion Academic City by Kyushu University, local governments, local community and related organizations in such way as sponsoring community planning meetings to improve the environment surrounding the Campus.
51. In order to promote the development of a safe and secure environment of campus, implement measures to address defects in old facilities, including renovation of existing buildings and renewal of utilities located outside. The university shall steadily advance the improvement projects of the Research and Education Building, International Students Residence, Student Dormitory I, experiment facilities, Open Design Laboratory (formerly the Faculty of Medical Sciences Building A of Basic Sciences) and Science General Research Building as PFI projects.
52. Consider adopting a new system to flexibly respond to change in organization, such as systems to use facilities, and promote management and operation of facilities in a strategic and efficient manner.

2 Measures to Achieve Objectives Related to Safety Management

53. Against the backdrop of the diversification of students, faculty members and staff members by globalization, implement safety education on chemical substances to prevent accidents from occurring. In addition, develop a more safe and sound educational and research environment by revisiting crisis management systems, implementing stress check and developing an accessible environment.

3 Measures to Achieve Objectives Related to Regulatory Compliance

54. Establish a management responsibility system for regulatory compliance, and provide information and seminars on regulatory compliance for students, faculty members and staff members considering the diversification due to globalization. In addition, prepare "Kyushu University Faculty Members' Handbook" covering compliance issues.
55. Respond to changes in the environment surrounding cyberspace and social systems, and build and manage a structure and system to adequately protect personal and confidential information. In addition, develop a system to provide members with information in emergencies and lay down a plan to continue business in emergencies.

4 Measures to Achieve Objectives Related to Public Relations and Alumni

(Public Relations)

56. In order to transmit information in and outside Japan to supply a wide range of information about the university, strengthen its public relations by building capacity to disseminate information by establishing close relationships with media and by improving the website, a vital tool to disseminate information in and outside Japan.

(Alumni)

57. Strengthen and improve organizations of alumni associations, in such way as assisting alumni association activities in and outside Japan, interactive information exchange between the university and alumni associations, and support for creating new alumni associations, to actively establish human networks.