

## The Mission of Kyushu University

Through continual internal reform and quality education at an international level, we aim to be a top-level education and research hub, marked by vitality and a willingness to address the issues that will confront us in the future.

### Kyushu University Action Plan 2015-2020 (Gist)

- I Conducting research at the highest global standard and encouraging innovation
- II Fostering global talent
- III Contributing to the local and international communities through advanced medical care
- IV Developing an enhanced campus that students, staff, and faculty members can be proud of
- V Organizational reform
- VI A university that develops in tandem with society

#### Key Initiatives

- Encouraging innovation through the establishment of a **Research and Education Institute**
- Fostering global talent through the establishment of a **new Undergraduate School**
- Further revitalization of Kyushu University through **reorganizing and strengthening the functions of various fields of study, especially in the social sciences and humanities**

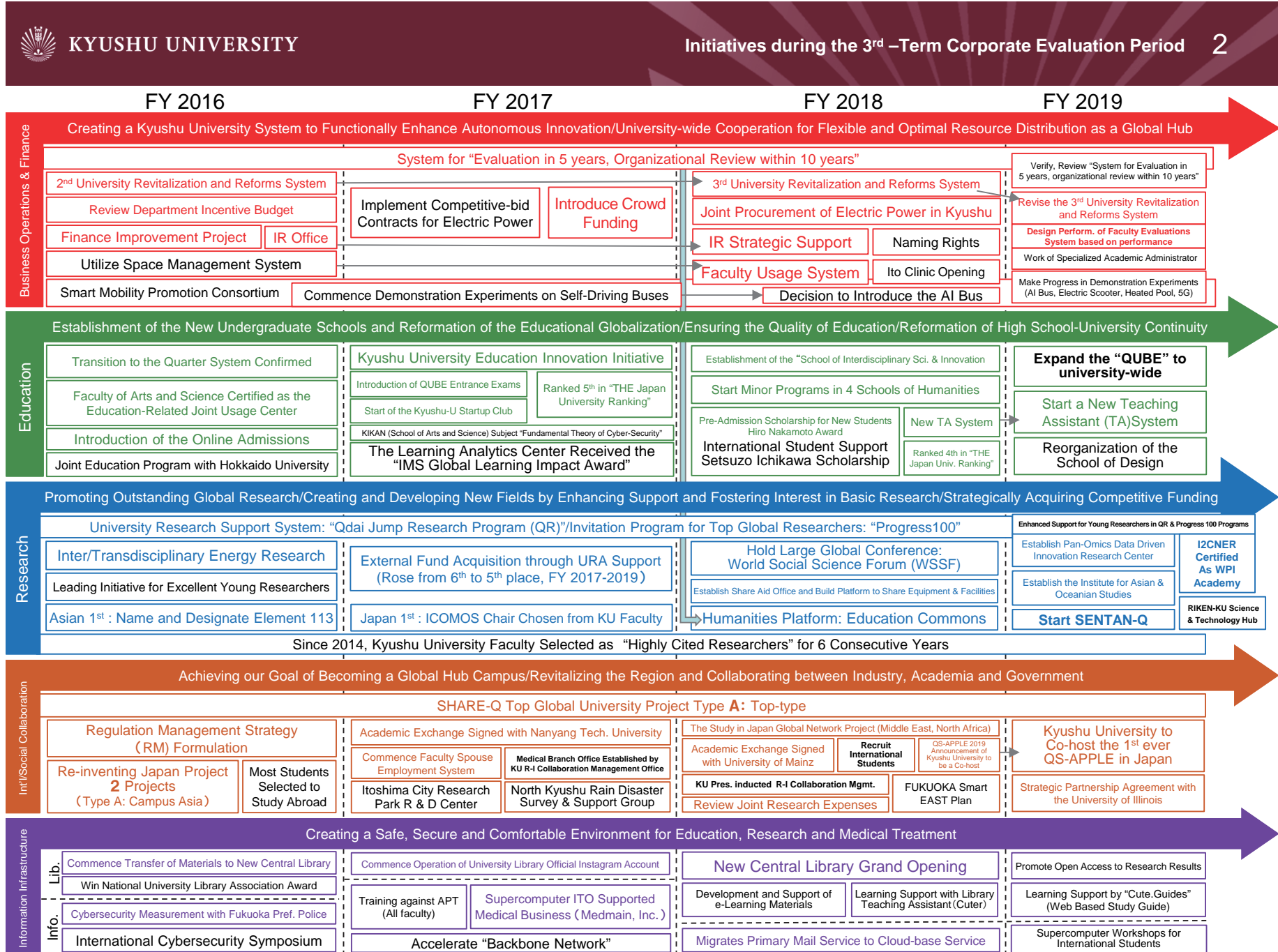
Platform of Inter/Transdisciplinary Energy Research;  
Institute for Asian and Oceanian Studies, Kyushu University

School of Interdisciplinary Science and Innovation

Joint Education Program for Undergraduate Students  
in the Four Schools of Letters, Education, Law and  
Economics: Humanities Collaborative Research and  
Education Commons



# Matters of Focus in FY 2019



## Matters of Focus in FY 2019

## Campus Relocation

Kyushu University Action Plan 2015-2020

IV 1) Realizing our goal of becoming a "Global Hub Campus" / 3) Creating an Education, Research and Medical Treatment Environment Focused on Safety, Peace of Mind, and Comfort

## Ito Campus Relocation

**Campus Relocation was completed in September of 2018!**

## Stage 1

(FY2005-FY2007)

**Total: Approx. 5,200 (Students: 4,200, Faculty Members and Staff: 1,000)**

**[Number of People Relocated: Approx. 5,200]**

Engineering [Excluding Department of Architecture]  
 Science and Technology  
 Library I

**Campus Relocation Completed Relocation from Hakozaki (to FY2006) End of Stage 1**

## Stage 2

Stage 2(FY2008-FY2011)

**Total: Approx. 10,800 (Students: 9,500, Faculty Members and Staff: 1,300)**

**[Number of People Relocated: Approx. 5,600]**

Faculty of Arts and Science  
 Faculty of Social and Cultural Studies  
 Faculty of Languages and Cultures  
 Faculty of Mathematics  
 School of Science  
 Department of Mathematics  
 Institute of Mathematics for Industry  
 Science and Technology  
 Library

**Completed Relocation From Ropponmatsu (to October 2009) End of Stage 2**

## Stage 3

FY2012-FY2018

**Total: Approx. 18,700 (Students: 15,500; Faculty Members and Staff: 3,200)**

**[Number of People Relocated: Approx. 7,900]**

International Institute for Carbon-Neutral Energy Research  
 Next-Generation Fuel Cell Research Center  
 Shiiki Hall  
 Ito Harmony House / Dormitory III  
 Coevolution Social Systems Innovation Center  
 Science  
 Research Institute for Information Technology  
 New Central Library (2016, 2018)  
 Humanities and Social Sciences (2018)  
 Faculty of Humanities, Faculty of Human- Environment Studies (including School of Engineering, Department of Architecture), Faculty of Law, Faculty of Economics, Graduate School of Integrated Frontier Sciences  
 Agriculture (2018)  
 Faculty of Agriculture, University Facilities, etc.  
 Other (2018)  
 The International Student Center, Administration Bureau, Extracurricular

## A Demonstration Experiment Campus Opening up the Future

## Campus for demonstration experiment

- Set up the Smart Mobility Promotion Consortium between companies, local governments, and Kyushu University; **Introduced the on-demand AI Bus** (April 2019)
- **Electric Kickboard Demonstration Experiment** (August 2019)
- **Electric Bike-sharing Demonstration Experiment** (July 2019)
- Signed a Memorandum of Understanding for establishing **5G areas** supporting the infrastructure for demonstration experiments and educational research (December 2019)
- Conducted a Demonstration Experiment at a heated pool (funded by donations) using **fuel cell batteries to supply part of its electricity and heat** (July 2018)



## Conducting Many Demonstration Experiments

## Established Ito Clinic (FY 2018) and Ito Pharmacy (FY 2019)

- Having a roll to protect the health of students, faculty members and staff **as well as local residents, and contribute to society via local medical care, etc.**
- **Established by making effective use of existing space** within the university

## Maintaining Agricultural Facilities

- Utilizing Surrounding Land for Animal Diversity Conservation, Establishing Agricultural Facilities on Campus

## Revitalizing the area of the Former Hakozaki Campus

## Utilizing the Former Hakozaki Campus Grounds

- Realizing the vision of the Fukuoka Smart EAST plan for the grounds, a **FUKUOKA Smart EAST consortium was set up.**
  - Called the Fukuoka Directive Council (FDC), it is a consortium of 184 major corporations, the Urban Residence (UR) public housing authority, Fukuoka City and Kyushu University.
  - The FDC holds seminars, **Smart City workshops, and conducts cutting-edge demonstration experiments** (Fukuoka is the first city in Japan to test-drive invisible drone delivery, self-driving AI buses and electric kickboards).
- **By pioneering technological reforms in mobility, security and energy, we can create a comfortable quality of life, making Fukuoka a city that we are proud to show the world.**
- Joint research enabled the creation of advanced technologies to purify contaminated soils.
  - **The contaminated land on the campus grounds was purified to 40 times the pre-purification level** (the original standard was 6 times this level)
- The discovery of Genko Borui firewall led to its designation as a National Historic Site (2019)

**Demonstration Experiment for Electric Kickboards at Ito Campus (from August 2019)**





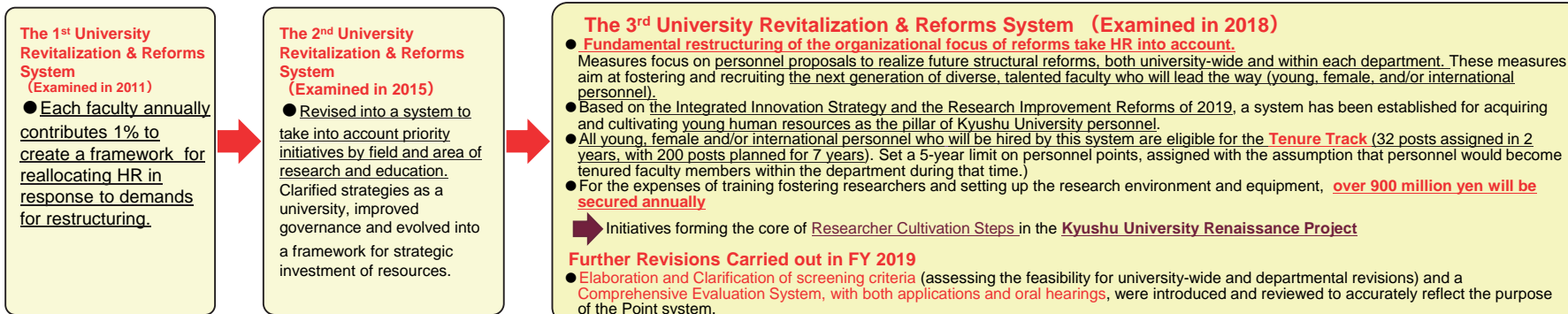
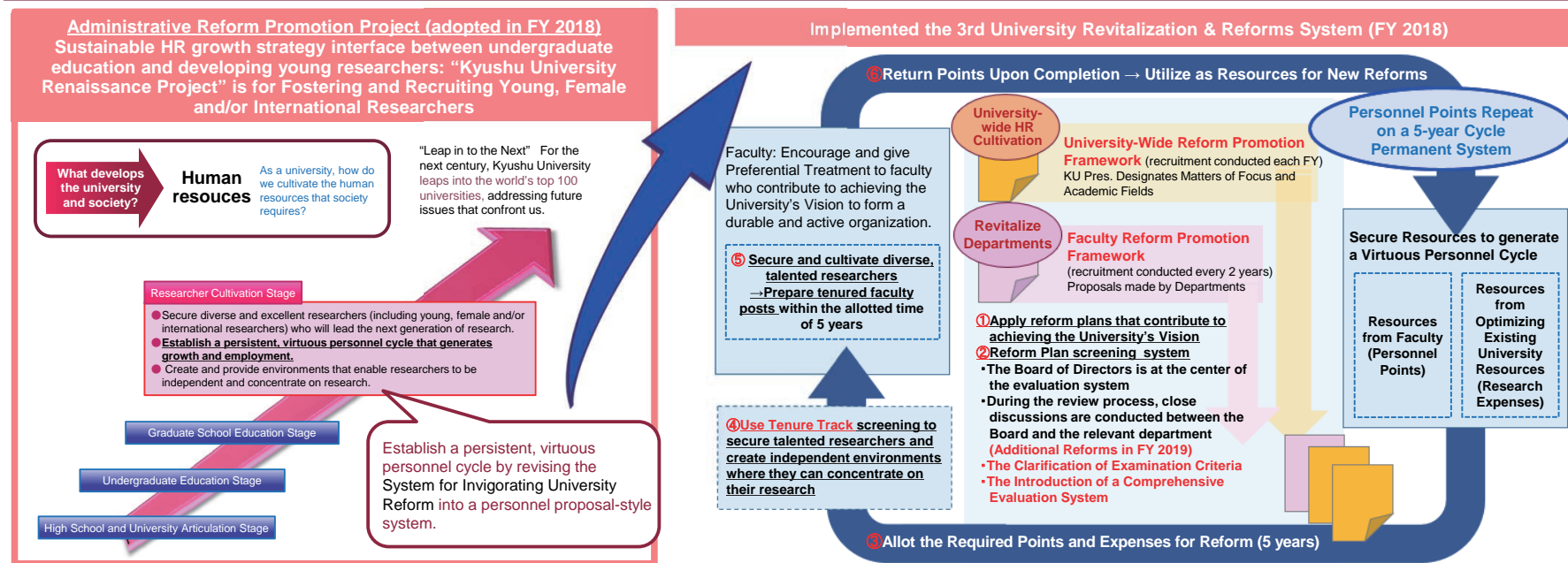
The University Revitalization & Reforms System

Kyushu University Action Plan 2015-2020 V 2) Creating a Kyushu University Function-Enhancing System for Flexible and Optimal Resource Distribution

[The University Revitalization & Reforms System] Initiatives to Promote Autonomous Reform and Revitalize the Organization

→Following the 2<sup>nd</sup> System, the 3<sup>rd</sup> University Revitalization & Reforms System was Implemented

- Contributed Personnel Points from Each Department to Assign Faculty →Taken as a Reform Plan for the University's Vision, Strategic Redistribution of Intra-University Resources [In the 1st and 2nd Systems (FY 2011-2017 Examinations), 69 Reform Plans and 146 Staff Postings were assigned]
- From FY 2018, the reforms have been further refined. [In the 2 years of the 3rd University Revitalization & Reforms System Plan, assigned 29 Reform Plans and 32 Staff Posts]



# Matters of Focus in FY 2019



## Matters of Focus

Measures Relating to Human Resources

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### The University Revitalization & Reforms System

Kyushu University Action Plan 2015-2020    2) Creating a Kyushu University Function-Enhancing System for Flexible and Optimal Resource Distribution

**Outcomes of the University Revitalization & Reforms System    Full Implementation of Priority Initiatives: Kyushu University Action Plan 2015-2020**

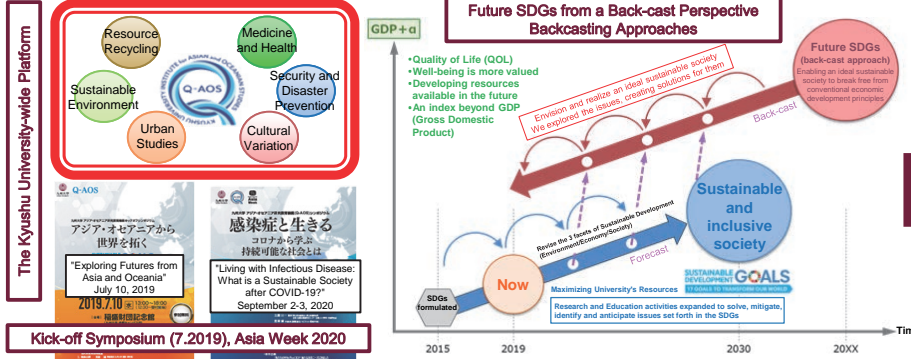
University Reform Framework Measures → Outcomes to Enhancing university research (the Institute for Asian and Oceanic Studies, the Platform of Inter/Transdisciplinary Energy Research); also Enhancing university education (The School of Interdisciplinary Science and Innovation, The Collaborative Platform in Research and Education on Humanities and Social Sciences, and the Platform of Inter/Transdisciplinary Energy Research) (Personnel Point measures taken under the University Revitalization & Reforms System are in noted in [brackets]).

**Kyushu University Institute for Asian and Oceanic Studies (Established in April, 2019) [2 Associate Professors]**

- An **International and Integrated Research and Education Platform**. Clusters (research fields related to solving social issues), make up Kyushu University Institute for Asian and Oceanic Studies (Q-AOS), where 120 researchers from all departments collaborate, cooperate and combine their research.
- Through our **on-demand, onsite research and education**, we collaborate with local institutions to meet local needs.
- Aiming to realize the **future Sustainable Development Goals (SDGs)** of an ideal sustainable society, in pursuit of strategies to solve current problems, we began research and educational activities by **backcasting approaches**.

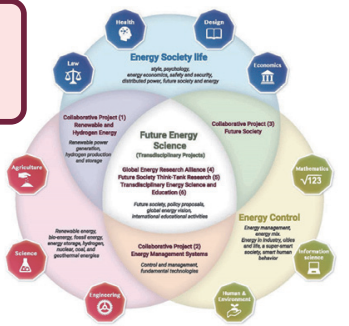
**Kyushu University Platform of Inter/Transdisciplinary Energy Research (Established in October, 2016) [5 Professors]**

- Organization of the All-Kyushu University Platform, without barriers between departments
- Vision: Realization of an "Ideal Energy Society in 2100" through cooperation across disciplines
- Aims: To design a new concept for future energy systems and generate a paradigm shift in energy technology, industry and society



**Research**

- Upon concluding partnership agreements with the Massachusetts Institute of Technology (MIT) and the University of California, San Diego (UCSD), we are conducting cross-sectional international joint research and education. In fields such as energy system development, **collaborative research** is conducted with TOP 100 universities including Stanford University, RWTH Aachen University, etc.
- Awarded "NISTEP (National Institute of Science and Technology Policy) Researcher 2019"
- Including Japanese government grants such as "Green Asia International Strategic Comprehensive Special Zone", numerous grants such as subsidies, sponsored research projects and joint research projects are conducted.
- The **International Joint Research project with the University of Hawaii**, boasted a wealth of research results related to renewable energy, and it promoted the **mutual educational partnership**
- Holding the annual **International Symposium Energy Week**
- Collaboration with **International Institute for Carbon-Neutral Energy Research (WPI Academy institute)** in energy-related research



**Education**

- **Implementing Energy Education for Undergraduates**  
→ Furthermore, as a **preliminary step** towards graduate school education, Senior student receive advanced education in order to accelerating a **smooth transition to graduate school**

**The School of Interdisciplinary Science and Innovation (Established in April, 2018) [3 Professors, 1 Associate Professor]**

- The 12th school of Kyushu University established for the first time in 50 years
- Cultivating human resources that are able to go beyond the limits of existing academic fields and solve problems blending diverse areas of expertise with broad-ranging knowledge and advanced communication skills
- Assigning variety of 50 faculty members from 21 departments under the system of departments and research institutes

**Outcomes**

- Implementing **Problem-Based Learning**  
→ Practical Collaborating Learning focused on PBL/TBL learning in order to foster "interdisciplinary" skills
- Assigning two faculty members as study-abroad coordinators since study-abroad is required for graduation  
→ Giving "Ripple Effect" that other schools are able to recruit talented international students
- Acquiring diverse students with QUBE (QU=Kyushu University, B=Border, E=Entrance), the new four-pattern entrance examination system  
→ Leading **expansion of QUBE to all of Kyushu University**

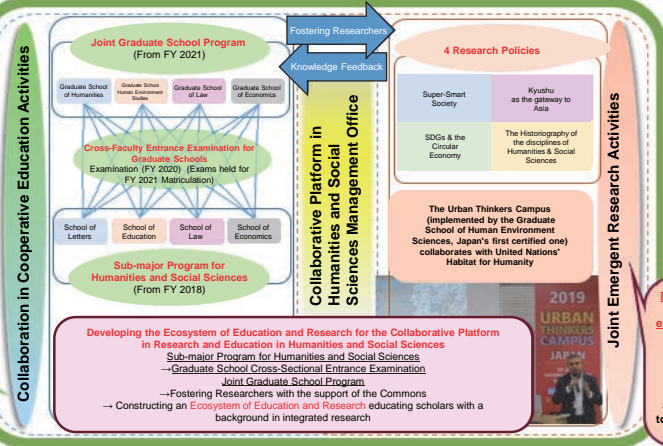


**Collaborative Platform in Research and Education on Humanities and Social Sciences (Established in April, 2018) [6 Associate Professors]**

**[Education Collaboration] Sub-major Program for Humanities and Social Sciences (beginning of April 2018)**

As a student, in addition to the deep expertise acquired in a major field of study, **cooperative educational activities** enhance broad-based knowledge in the other humanities and social sciences.

In FY 2019, **about 1/4 of targeted 2nd-year students from each of the 4 Schools of Humanities joined this program.**



- A Collaborative Platform Supporting both research and education in the 4 Humanities Faculties (Faculty of Humanities, Faculty of Human-Environment Studies, Faculty of Law, Faculty of Economics)

**Outcomes**

- Formulating 4 Research Policies, Creating an Education and Research Consortium
- [Research Collaboration] Collaboration and expansion of research and education already underway (beginning in FY 2018)
- Joint research activities aiming at new fields and topics of research through interdisciplinary fusion

## Promote the Diversity and Inclusion in Recruitment

Kyushu University Action Plan 2015-2020 | 1) Promoting Outstanding Worldclass Research

### Diversity and Super Global Training Program for Female and Young Faculty "SENTAN-Q"

[MEXT (The Ministry of Education, Culture, Sports, Science and Technology) 2019 Initiative for Realizing Diversity in the Research Environment]

- ◆ This program nurtures outstanding female and young faculty members to become a world's top class and competitive researcher.
- ◆ This program aims to improve international research skills of trainees and accelerate their early promotion after the completion of 2 or 3 years program of 6 domestic and international training course.
- ◆ Successful trainees who reach the targeted learning level will receive certificates and tenure or a one-level promotion will be given within one year of completion of the program, as a rule. → Trainees are selected through a highly transparent screening process from among candidates who have outstanding research achievements and are recommended by each department after substantial promotion review.
- ◆ Among 16 young or female faculty members with considerable research results, 10 who passed substantive promotion reviews by their departments were selected as trainees (8 women and 2 young men). (Dec. 2019)



**First Lecture**  
Lecturer: Professor Andrew T.S. Wee, Singapore National University Vice-President  
Dates: January 15th and 16th, 2020  
Place: Inamori Memorial Hall, Ito Campus\*

**Second Lecture**  
Lecturer: Professor Jean-Luc Bredas, University of Arizona (former department head)  
Dates: Wednesday, February 12th and Thursday, February 13th, 2020  
Venue: Room 110, Open Campus Comprehensive Learning Plaza, 2nd floor of the Institute for Social Innovation

STEP 2 A typical lecture

### The System of Employment for Faculty Members with Accompanying Spouse

- ◆ For researcher couples who wish to live together, Kyushu University hires both simultaneously or continuously. Aiming to recruit and retain talented researchers, Kyushu University was the first university in Japan to introduce this system in FY 2017.
- ◆ The 1st researcher couple came in FY 2018 and the 2nd researcher couple came in FY 2019



**Winner of the 1st JST Award for an Organization Supporting Brilliant Female Researchers (the Jun Ashida Award)**

- In 2009, Kyushu University launched an employment and training system for faculty members by setting up female faculty posts, ahead of other universities in Japan.
- The System of Employment of Faculty Members with Accompanying Spouse
- Through quantitative verification of women's research skills by the Office of Institutional Research, unconscious bias in the hiring and promotion of female researchers was visualized and validated at international conferences like WSSF (FY 2019)

### Introducing a Faculty Evaluation System based on performance and a New Annual Salary System

- ◆ To promote personnel-related payroll management reform, Kyushu University introduced the Performance Evaluation System and a new Annual Salary System in April of 2020.
- ◆ For performance evaluations, clear criteria were established to secure talented young researchers and raise their motivation, taking into account department characteristics and discipline.
- ◆ Under the new annual salary system, the results of performance evaluations are reflected in the calculation of the main salary and performance pay.

Reference: The Annual Salary of 339 Faculty Members, as of April 1, 2020

### Specialized Academic Administrator: Establishment and Activities

- ◆ These were established in FY 2018 as high-skilled positions for hiring diverse staff with advanced specialization as well as research backgrounds in the fields required to promote Kyushu University's academic activities.
- ◆ In FY 2019, a native English speaker involved in international PR was hired as Associate Director of Academic Advancement for Science Communicators, and a Specialized Academic Administrator for the Office of Institutional Research (IR) was also hired. Kyushu University promptly started the international public relations of its activities as a global hub of world-wide academic research and education as well as the promotion of institutional research.

Associate Director of Academic Advancement for Science Communicators

- "Revamped the English website "Research" page (The number of hits doubled from March of 2019 to March of 2020) Won the QS-APPLE 2019 Bronze Award in website design"
- Started contributing English press releases to "EurekAlert!"
- Wrote a new article for "Research Close-up" (receiving 9,508 hits from June 28 to August 21, 2020)

⇒ Contributed to improve Kyushu University's research reputation

Specialized Academic Administrator for the Office of Institutional Research

- Supported executive branch decision-making in "Identifying and Analyzing Cutting-Edge Research Areas", by taking into account not only citations but also the Altmetric index
- Collaborated in building Q-RADeRS and researchmap systems

⇒ Supports academic research by constructing systems based on data analysis



# Matters of Focus in FY 2019



## Matters of Focus Measures Relating to Finances

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### Measures to Strengthen the University's Financial Foundation (Strategic Budget Allocation, Income Growth Strategies, Cost Reduction Measures)

Kyushu University Action Plan 2015-2020 V2 Creating the Kyushu University Functional Enhancement System for Flexible and Optimal Resource Allocation and Distribution"

#### [Budget Allocation] Strategic Budget Allocation

The existing budget structure, which had been uniformly distributed according to the number of students and faculty, has been radically revised since the beginning of the 3rd stage of reforms.  
→ Transformed to a system prioritizing the university's vision and strategy in allocation

##### ● Expanding the President's Discretionary Expenditures

- In addition to the president's existing discretionary expenditures, expenses related to achieving the University's visionary and strategic goals are defined as "discretionary", thus enabling the president to exercise his leadership

**1.56 Billion JPY (FY 2015) → 4 Billion JPY (since FY 2016)**

##### ● Expanding Expenditures for Promoting University Reform (Incentive Expenses)

- Prioritized allocation to departments contributing to the University's overall revitalization.
- Introduced indicators to evaluate the status of each department's activities, in line with the mid-term plans and vision for the Kyushu University Functional Enhancement System
- The indicators are reviewed annually. We enhance department incentives for activities that directly impact the progress of the University's strategy.

**260 Million JPY (FY 2015) → 1.08 Billion JPY (From FY 2016)**

##### [Evaluation Indicators]

- Acquisition of Joint Research and Academic Expenses
- Doctoral Degree and Overseas Study Conditions
- Enrollment of Young, Foreign and/or Female Faculty

##### ● Supporting the Research Environment for Young Researchers

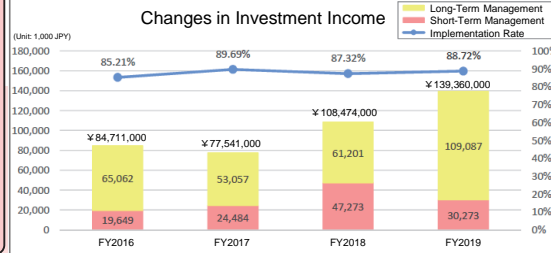
- Based on the mid-term evaluation of the second stage of reforms, the functional enhancement expense allocations (support for corporate management revitalization) are defined as discretionary expenses by the president.
- By creating an environment for self-sustaining research, the budget for the Kyushu University Renaissance Project, an overall administrative reform project emphasizing people, supporting young researchers (e.g., employment expenses for research supporters, research environment improvement expenses, etc.) is used effectively to enhance the University's functions.

#### [Income Growth Strategies]: New Strategies for Raising Revenue, Effective Asset Management

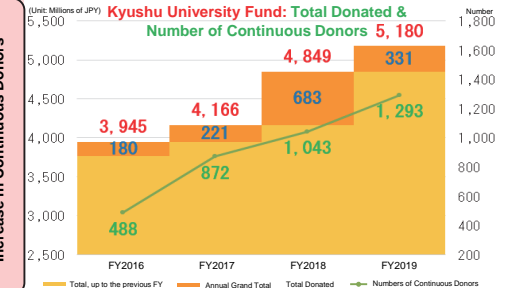
##### New Strategies for Raising Revenue

- ◆ **Crowdfunding** : In addition to securing financial resources, this fund-raising method promotes and disseminates information about the University's educational and research activities, thereby enhancing public understanding.  
→ From its introduction in FY 2017 to FY 2019, 11 projects were completed, raising approximately 30 Million JPY.
- ◆ **Naming Rights** : As an effort to increase revenue while supporting the employment prospects of University students, publicly solicited naming rights agreements are concluded. **These agreements capitalize on corporate needs for human resources and recruitment purposes.**  
→ A 3-year contract, worth approx. 2 Million JPY per year, was signed. The same kind of solicitation was conducted in FY 2020.

##### Effective Asset Management



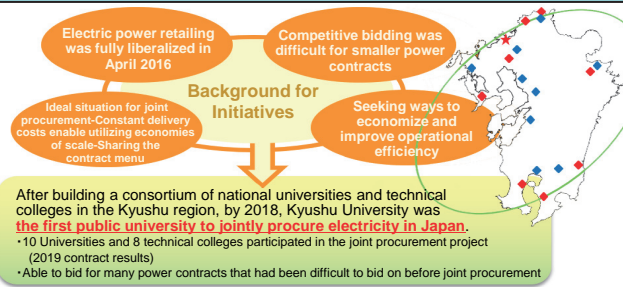
##### Increase in Donation Amounts, Increase in Continuous Donors



Continuous donors and donation amount increased due to factors such as the activities of the fundraisers, which increased in FY2018

Responding to expansion of the scope of asset investment in FY 2018, our strategic investment was promptly approved by MEXT (the Ministry of Education, Culture, Sports, Science and Technology). With low interest rates, we obtained an investment profit of about 108 million JPY (at an implementation rate of approx. 87%).  
In FY 2019, we achieved further growth by managing highly profitable financial instruments, with investment gains of about 139 million JPY (at an implementation rate of approx. 89%).

#### [Expense Reduction Measures] Joint Improvement and Business Procurement Projects in the Kyushu Region



Helping revitalize the retail market for electricity bidding while expanding green energy contracts. Achieving cost reductions and improving administrative efficiency

##### Reducing Operational Costs through Business Improvement Projects

Operational cost reductions were achieved through financial business improvement projects that were implemented from FY 2016 to FY 2018 (at a reduction of more than 20,000 hours per year)  
→ Personnel-related operations were improved by lateral expansion (launched in FY 2018, saving approx. 2,700 hours annually)

##### Joint Procurement of Electricity: Implementation and Results

- ① **Carrying out Bidding, Green Energy Contracts**  
Over 2 years, 50 million kWh, 200 contracts have been converted into bids  
→ **Cost reductions achieved through economies of scale**  
2018: 175 million JPY reduction  
2019: 225 million JPY reduction  
→ **CO2 Reduction from small-scale exemption:**  
CO2 reduction of 1,440 tons per year

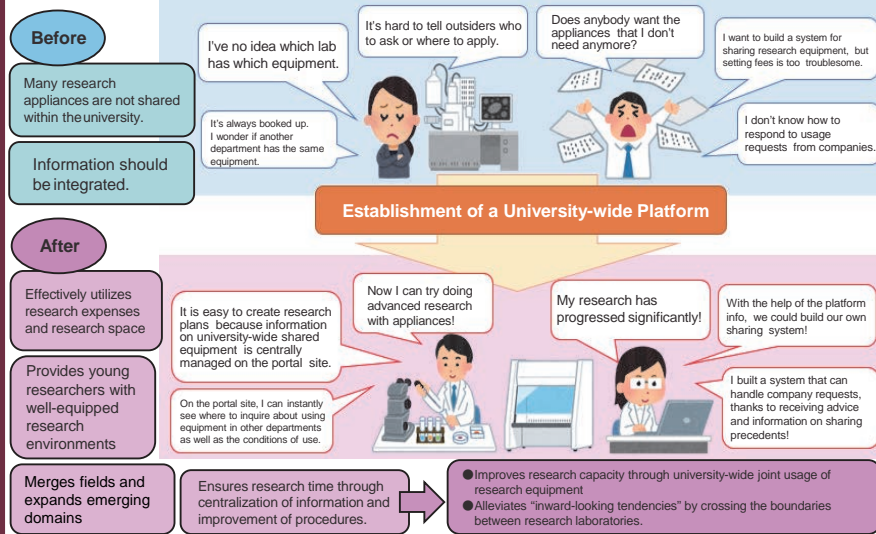
- ② **Improving Administrative Efficiency**  
With our bidding and exemption expertise in green contracting, Kyushu University centralizes contract administration, thereby cutting the administrative costs of the participating institutions.  
→ Workload reduction of approx. 125 labor-days per year

- ③ **Kyushu University won the 20th Green Purchasing Grand Prize and the Environment Minister's Award (2019)** for our contributions to green contracting

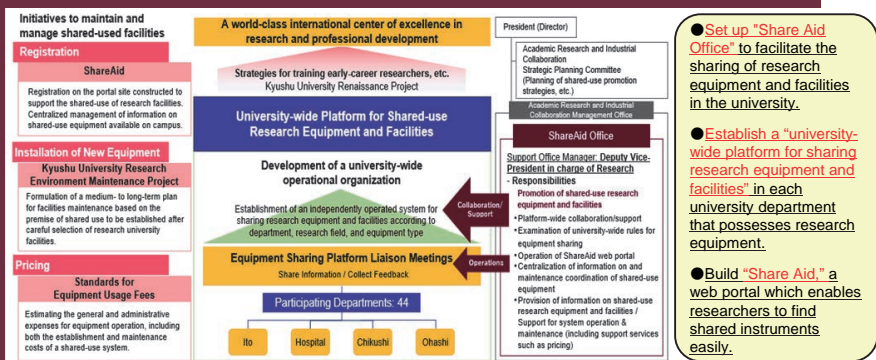
**Building a Platform for Shared Use of Research Equipment and Facilities**

Kyushu University Action Plan 2015-2020

V 2) Creation of a "Kyushu University Function-Strengthening System" for Flexible and Optimal Distribution and Redistribution of Resources



**Building a University-wide Platform for Sharing Research Equipment and Facilities**



**Planning Strategy for Medium to Long-term Facility Maintenance (Research Environment Maintenance Task Force)**

- After identifying facilities to be maintained by the University, it is necessary to strategically carry out the following:
  - Establish a Task Force for Research Environment Maintenance
  - Formulate a **Medium to Long-term Facility Maintenance Plan** (collaborating with Share Aid). This plan shall be based on the department's list of shared equipment and facilities, for large equipment that is not covered by the regular departmental research budget. This is done in order to bring in cutting-edge equipment designed to enhance research capabilities, on the premise that shared facilities are easier for younger researchers to use, from the viewpoint of achieving preferential ranking in evaluation.

**Formulation of a Facility Usage System**

Kyushu University Action Plan 2015-2020

V 2) Creation of a "Kyushu University Function-Strengthening System" for Flexible and Optimal Distribution and Redistribution of Resources

**Establish the "Space Management System"**

[Map Screen (Floor Plan)]



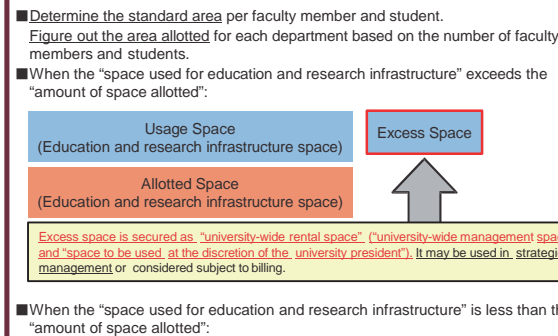
**Building a System within the Internal Network**

→ Accurately grasp the areas used by each department and its actual conditions through input by each faculty member on their own.

**Establish a "Facility Usage System", stipulated in the Mid-term Plan, within the "Policies on Effective Utilization of Facilities at Kyushu University."**

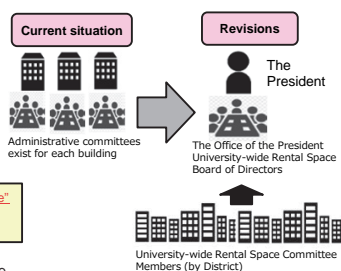
- This is a breakthrough policy that eliminates monopolies and vested interests relating to department spaces, which had been fixed within the university for a long time, by efficiently managing and operating spaces using strategic facility management policies, under the basic concept of **"facilities are assets shared by the entire university."**
- To flexibly meet the demand for facilities brought about by the expansion of research and education activities, we are using existing spaces more effectively, **instead of constructing new buildings or remodeling older ones.**
  - Supporting the new organizations created by the System for University Reform
  - Responding to the needs of new organizations established by the University Revitalization & Reforms System (spaces are distributed to: the School of Interdisciplinary Science and Innovation, the Platform of Inter/Transdisciplinary Energy Research, the Institute for Asian and Oceanian Studies, and Ito Clinic)

**Establishment of the "Facility Usage System"**



Excess space is secured as "university-wide rental space" ("university-wide management space" and "space to be used, at the discretion of the university president"). It may be used in strategic management or considered subject to billing.

**Revisions for Optimizing the Administration of University-wide Rental Spaces**



**University-wide Rental Spaces**

- To manage rental spaces strategically and effectively, as well as optimize administrative procedures, buildings will no longer be managed one by one. The current system is being revised to grant the President decision-making authority over all renters.



# Matters of Focus in FY 2019

## Enhancing Governance

Kyushu University Action Plan 2015-2020 V 1) University-wide, Integrated, Internal Reform as an International Research and Education Hub

### Institutional Research (IR) Strategic Support Council

**[Purpose of Establishment]**  
To improve the framework for contributing to evidence-based university administration by establishing routes to provide the university president and executives with information.

① **Management Indicator Progress Reports**

**[Overview]**  
The university president and executives are regularly provided with "Management Indicator Progress Reports" and "Analysis Reports by Theme" based on the result of data analysis conducted by the Office of Institutional Research, and when necessary, instructions from the president and executives are used in improving future analyses and reports.

**Institutional Research (IR) Strategic Support Council Concept Diagram**

② **Analysis Reports by Theme**

- **Selecting the Candidate Clusters for the Institute of Asian and Oceanian Studies**  
Analyze the current status of research and education development among Kyushu University and our partners in Asia  
→ Analysis results are utilized to determine the Institute's component clusters, offering important indicators of preparation for establishment of the Institute.
- **To maintain and improve research capabilities, determine benchmarks by field**  
Select benchmark universities to monitor our comprehensive research capabilities  
→ Information was provided to members of the Task Force for Designated National University Corporations to assist in selecting the benchmark universities required for this application
- **Predictive Analysis of the Future Research Capabilities of Young Researchers and Recommendations for Future Systems**  
Considering the Direction of the Kyushu University Renaissance Project and other Support for Young Researchers Currently Promoted by our University  
→ In a joint analysis carried out by the departments in charge of this research support system, a Guaranteed Career Path (tenure track system) and Financial Assistance in Publishing Papers (English paper proofreading fees and paper publishing costs) were found to have an effect, and these are reflected in effective and efficient measures

### The President's Support System

**[The Purpose of Establishment]**  
Touching on recent sharp criticism of universities, as well as the strong demands for university reform from the Japanese government, such as the Office Cabinet or MEXT, aiming to accelerate Kyushu University's administrative reforms, thinking outside the box, with a sense of urgency, is of the greatest importance.

- Overseen by the President, this support system is set up to consider the future overall vision of the University, including research, education and governance, propose plans for this vision, and carry them out.
- Under this system, the President's Support Council will discuss the overall future vision of Kyushu University and advise the President.

**[Effect]**  
"Consult the Designated National University Blueprint (Proposal)" to scrutinize the University's important policies

### Ensuring Implementation of the Kyushu University Action Plan

- **Resource Distribution, based on the Kyushu University Action Plan**  
The Board held hearings on University Revitalization & Reforms System and its budget requests, the plans conceptualized by each department and the measures to be taken under this Action Plan. By confirming, selecting and adopting such measures, the Action Plan's effectiveness was enhanced.
- **Exchanging Views on Promoting the University's Functional Enhancement**  
In order to improve the efficacy of the Kyushu University Action Plan 2015-2020, the President and related Board Members visited every department and research institute on campus to hold an exchange of opinions on promoting the University's functional enhancement.

*Exchanging Views*

The President / Board Members

As a university aiming to be a world-class institution for research and education, opinions were exchanged on the following points for plans to further enhance the University's functions.

- ① Leveraging its strengths as a core university, develop policies to improve Kyushu University's education and research capabilities
- ② Analyzing the University's strengths and weaknesses
- ③ Regarding measures to be taken and other issues

The Board of Directors from each Department  
Young Researchers

Sharing an Awareness of the Problems

➔

Effects

- The 3<sup>rd</sup> University Revitalization & Reforms System  
By establishing a system based on the future vision of each academic department, with faculty proposals at its center, the plans to further enhance and improve the research and educational activities of each department or the University as a whole are promising.
- Accelerating the Joint Education Program for Undergraduate Students in the Four Schools of Letters, Education, Law and Economics  
Based on progress reports, hearings were held with regard to responses to issues and evaluation results regarding the realization of each department's future vision. As a result of advice received for achieving these future visions, the Joint Education Program for Undergraduate Students in the Four Schools was established in FY 2018.
- Sharing the Need for Analysis of Each Department's Research Capabilities  
Based on documents in which data (for each department) was visualized using Business Intelligence (BI) tools, the need for research capability analysis was shared among all departments.

## Kyushu University's Response to COVID-19

Novel Coronavirus Spread Prevention Headquarters (Est. 2/7/2020)  
Novel Coronavirus Crisis Response Headquarters (Est. 3/7/2020)

### Outline of Measures Against COVID-19 (2/25/20)

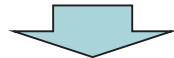
- ◆ Creation of basic policies for tackling the Early Domestic Outbreak, Infection Spread, Epidemic, Recovery, and Remission phases of the virus

### Policy Regarding Closure of Campus due to COVID-19 (3/2/20)

- ◆ Establishment of measures for closing the university (excluding medical activities) to prevent the spread of infection through campus activities

### Countermeasures and Considerations Related to COVID-19 Infection from the Early Domestic Outbreak to the Infection Spread phases (3/16/20)

- ◆ Compiling of initiatives for handling outbreaks, health hazards, and worries about infection as well as additional matters for consideration



**Message from the president, campus advisories, questionnaire**

Kyushu University Action Guidelines for Preventing the Spread of the Novel Coronavirus Disease (COVID-19)

### "Research" "Education" "Extracurricular Activities" "Administration" "Visits to Campus"

Clear notification of restrictions on campus events based on the current outbreak situation

## Kyushu University Emergency Student Support

- ◆ Emergency Tuition Waiver ⇒ for students ineligible for the New Higher Education Support system or others ineligible for support
- ◆ Emergency Student Support Fund ⇒ provides ¥30,000 to students in need of financial assistance, upon application
- ◆ Establishment of a Relief Fund ⇒ funded by university faculty, staff, alumni and other friends of Kyushu University
- ◆ Student Mental Health and Well-Being Services ⇒ established at Center for Health Sciences and Counseling



## Initiatives for Education · Research · Medical Fields

### Education

- ◆ Implementation of **online learning for all spring semester classes** (approx. 4,900 courses)
- ◆ Creation of online class manuals for use by educators and students; Administering workshops and mock classes
- ◆ Application of remote conference system that works with M2B, our learning support system; Consideration of ways to improve our quality of education using big data from learning logs
- ◆ Establishment of "quick Q", a student volunteer organization for system-related support

### Research

- ◆ Faculty of Agriculture (through the Silkworm Research Center)  
⇒ **Successfully developed protein to be a component for use in COVID-19 vaccines**
- ◆ Faculty of Pharmaceutical Sciences-affiliated Green Pharma Research Institute  
⇒ finding COVID-19 cure candidates from previously approved drugs, successfully refined to three types (as of June, 2020)
- ◆ Kyushu University Institute for Asian and Oceanian Studies (Medicine and Health Cluster) held a remote conference on "How to tackle with COVID-19 in Asia" (3/18/20)



Remote Conference

### Medical (University Hospital)

- ◆ While sharing information in real-time with Fukuoka prefecture, Fukuoka city, and various healthcare centers, **we are playing a central role in controlling the spread of infection.** (On 4/21/2020, a joint request was issued by Fukuoka city, Fukuoka University Hospital and Kyushu University Hospital that the government deregulate the administration of the Japanese anti-influenza drug Avigan)

## With-Corona & Beyond-Corona Countermeasures Committee (est. 5/26/20)

With the resolution of COVID-19 firmly in mind, committees have been established for the purpose of considering the possibilities, direction, and concept of a university adapted to these new societal values. Each committee is currently considering its respective tasks.

- ◆ Education ◆ Research ◆ Medical Care · Hospital ◆ International Strategy ◆ Current State of Affairs ◆ Administration ◆ Campus Style
- ◆ Information Environment Maintenance