

Hiroshima University The Fourth Mid-term Plans

【approved by the Minister of MEXT on 30th March 2022】

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【approved by the Minister of MEXT on 28th March 2025】

I Measures to be taken to improve the quality of education and research

1 Measures to achieve the goal of co-creation with society

[1]-1 By utilizing the system for continuously creating research centers of excellence in areas such as “Kansei Brain Science,” “Genome Editing,” and “Digital Manufacturing,” which were established during the Third Mid-term Objectives Period through the Program for Promoting the Enhancement of Research Universities, HU will identify core research fields that will contribute to the resolution of both regional and global social issues, the creation of scientific and technological innovations, and the realization of the SDGs and Society 5.0. By utilizing the know-how accumulated through the “Regional Collaboration Platform for the Future”, a program for fostering the next generation of researchers, as well as the University’s own system, “Fostering Assistant Professors”, HU will acquire and foster excellent young researchers focusing on the aforementioned core research fields, including post-doctoral students, and produce human resources who will play an active role in the world, while also providing doctoral students financial support that amounts to their living expenses, as well as enhancing the support for research expenses. Through these efforts, we will enhance our international presence as a comprehensive research university that seeks peace, and build a world-class center that attracts outstanding researchers from around the world.

Evaluation Indicators	[1]-1-1 Increase the number of internationally co-authored papers by 25% from AY 2020. [1]-1-2 Increase the percentage of doctoral students who receive financial support that amounts to their living expenses to 35% overall.
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[1]-2 Further enhance the degree programs of the Graduate Schools that were restructured during the Third Mid-term Objectives Period. In particular, in order to develop international human resources capable of solving global issues such as achieving the SDGs based on the founding principle of pursuing peace, we will promote the establishment of base organizations that implement interdisciplinary courses for graduate schools, and equip human resources with the ability to look at social issues from multiple perspectives and select the most appropriate solutions from a variety of perspectives with the cooperation of each graduate school.

Evaluation Indicators	[1]-2-1 Increase the percentage (average during the Fourth Mid-term Objectives Period) of students, who respond “satisfied with the graduate school education” to 80% in the questionnaire conducted upon completion of the new interdisciplinary graduate degree programs implemented by the base organizations. [1]-2-2 Achieve an 80% employment/advancement rate among graduates who have completed the new interdisciplinary graduate degree programs implemented by the base organizations, and who wish to be employed/continue onto further education.
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[1]-3 We will strategically approach world-leading universities that are engaged in international collaborative research, particularly in the fields of STEM (Science, Technology, Engineering, and Mathematics) and medicine, with a track record of accepting students from Harvard University and the University of Chicago, and further expand our research internship program (Hiroshima University Global Research Internship Program (HU-GRIP)) to actively attract outstanding international students. In addition, the exchange with the students accepted will provide a great stimulus to the students of HU and lead to an increase in the dispatch of students from HU to the world's top universities. In this way, we will develop human resources who have an international outlook and can play an active role in the world.

Evaluation Indicators	[1]-3-1 Increase the number of students accepted and dispatched by HU-GRIP to 30 per year.
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[1]-4 In order to form a base where intellectual assets are accumulated by utilizing research DX (digital transformation), including the remote use of research facilities, we will improve the efficiency, speed and sophistication of research by promoting the development and sharing of cutting-edge facilities, including data bases, and the centralized management of shared facilities.

Evaluation Indicators	<p>[1]-4-1 10% of the shared facilities at the end of the Third Mid-term Objectives Period will be upgraded through remote use, automation of experiments, etc.</p> <p>[1]-4-2 Increase the number of internal and external uses of shared facilities by 10% from the end of the Third Mid-term Objectives Period.</p>
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[1]-5 To develop a hub which is up to international standards, has dual-use facilities, and that is capable of producing vaccines in the event of an infectious disease pandemic, and biopharmaceuticals in times of peace. The hub will be used to train personnel to have a good understanding of the Good Manufacturing Practice (GMP) standards for pharmaceuticals in Japan, the USA and Europe, and to be capable of manufacturing pharmaceuticals to an international standard. While undertaking such training, participants will also contribute to the manufacture of pharmaceuticals to an international standard through contract or joint research with industry and other organizations.

Evaluation Indicators	<p>[1]-5-1 Increase the number of GMP education graduates to 12 (cumulative).</p> <p>[1]-5-2 Conduct three (cumulative) contract or joint research projects on pharmaceuticals and other products.</p>
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[2]-1 In order to realize Hiroshima University's "Carbon Neutral × Smart Campus 5.0 Declaration", we will improve the environment through the use of photovoltaic power generation, geothermal heat, biomass, etc., in cooperation with Higashi-Hiroshima City, Sumitomo Corporation, etc., based on a comprehensive cooperation agreement among the parties above. In addition, we will improve the environment through initiatives such as the implementation of next generation communication technology (local 5G) in the vicinity of the Phoenix International Center, and work to realize a smart campus that implements Society 5.0 through "co-creation" with local governments and companies in the area surrounding the Higashi-Hiroshima Campus. Furthermore, we will establish a mechanism to expand the results of these initiatives to other regions, and play the role of a think-tank for Hiroshima Prefecture, Hiroshima City and other local governments, and the business community.

Evaluation Indicators	<p>[2]-1-1 Achieve a renewable energy ratio of 50% in electricity consumption at the Higashi-Hiroshima Campus.</p> <p>[2]-1-2 Accept personnel from two local governments other than Higashi-Hiroshima City.</p>
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[2]-2 In order to put into practice the new philosophy of peace science, “science that leads to sustainable development,” and to achieve the SDGs in the region, we will create educational and research projects that contribute to solving social issues in the region in cooperation with local governments, and we will support students and local residents in their efforts to solve local problems. In doing so, we will provide learning opportunities for students who have the desire to think seriously about and create the future of society.

Evaluation Indicators	<p>[2]-2-1 Increase the scale of personnel exchanges with local government to four in both directions, and three in the single direction (i.e. those accepted into HU).</p> <p>[2]-2-2 Increase the number of education and research projects conducted in collaboration with Higashi-Hiroshima City and other local communities to a total of 120 during the Fourth Mid-term Objectives Period.</p>
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[2]-3 Hold international exchange events and the like, where the general public, companies, members of the University, etc. can regularly interact, making active use of the facilities of the Phoenix International Center, which serves as a place to interact with top researchers and outstanding international students from overseas. In this way, we will promote realizing a peaceful and comfortable co-existing society by providing a place to foster intercultural understanding and respect for diversity through a wide range of exchanges with people from all over the world.

Evaluation Indicators	[2]-3-1 Increase the number of participants in international exchange events held at the Phoenix International Center to 200 per year.
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2 Measures to achieve education-related goals

[3]-1 Ensure diversity in education and research, and cultivate human resources with a broad perspective who have acquired basic knowledge and a wide range of education, such as data science. To this end, the University will become an educational hub for the Chugoku-Shikoku region, and will utilize digital technology, such as the expansion of “Enhance your knowledge--Hiroshima University 100 Special Lectures” (attractive lectures offered by HU which are accessible to the public from its website) and the sharing of digital teaching materials, to share “knowledge” in a wide range of fields, not only in higher education, but also in primary and secondary education and adult education, going beyond the usual boundaries of universities. In so doing, we aim to create both a new educational environment where knowledge from a wide range of disciplines can be shared, and an information infrastructure in which students can make use of the fruits of their studies.

Evaluation Indicators	<p>[3]-1-1 Increase the percentage of undergraduate courses using the Learning Management System (LMS) to 60%.</p> <p>[3]-1-2 Increase the percentage of students who respond “I have been able to achieve the goals of my Major Program” to 90% (average score during the Fourth Mid-term Objectives Period) in the questionnaire conducted at the time of their graduation.</p> <p>[3]-1-3 Increase the number of educational resources such as digital contents shared with other universities by 50% from the end of the Third Mid-term Objectives Period.</p>
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[3]-2 Introduce a cross-campus educational program in foreign languages, in which Japanese and international students can study together in order to promote cross-cultural understanding and develop internationally-minded individuals with a global perspective.

Evaluation Indicators	[3]-2-1 Increase the percentage of students from the educational program in which Japanese and international students can study together, who respond to the questionnaire at the time of graduation that “compared to the time I entered university, my ability to think from a global perspective about peace, the global environment, and cross-cultural understanding has improved” to 80 % (average score during the Fourth Mid-term Objectives Period).
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[3]-3 To develop world-class advanced information technology specialists who will lead the digital field, we will leverage the University and Technical College Function Enhancement Support Project to increase admission capacity in the School of Informatics and Data Science and Cluster 2 (Electrical, Electronics, System, and Information Engineering) at the School of Engineering. Additionally, by the end of the Fifth Mid-term Objective Period, we will establish a policy by March 2027 to reduce admission capacity in other schools and departments to balance the aforementioned increase.

Evaluation Indicators	[3]-3-1 In AY2025, the School of Informatics and Data Science will increase admission capacity by 30 students, while Cluster 2 (Electrical, Electronics, System and Information Engineering) at the School of Engineering will see an increase of 10 students.
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[4]-1 Verify and improve the graduate school degree programs that were reorganized during the Third Mid-term Objectives Period to ensure that they are selecting students for admission and developing human resources in line with the image of the human resources to be trained in each program.

Evaluation Indicators	[4]-1-1 Increase the percentage of students who answer “satisfied with the graduate school education” in the questionnaire at the end of the Master's program (average during the Fourth Mid-term Objectives Period) to 90%. [4]-1-2 Achieve a 90% employment/advancement rate for students who wish to find employment or advance to higher education.
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[5]-1 Verify and improve the graduate school degree programs that were reorganized during the Third Mid-term Objectives Period, including the nature of dissertation guidance and examination systems, to ensure that they are developing human resources in line with the image of the human resources to be trained in each program.

Evaluation Indicators	[5]-1-1 Increase the ratio of students who answer “satisfied with the graduate school education” in the questionnaire at the end of the doctoral course (average during the Fourth Mid-term Objectives Period) to 90%. [5]-1-2 Increase the average university-wide doctoral degree award rate (number of students awarded/enrollment capacity) to 70% during the Fourth Mid-term Objectives Period.
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[5]-2 We will develop practical training programs for doctoral students so as to promote their activities in a variety of fields. This entails enhancing opportunities for doctoral students to receive on-the-job training (OJT), and promote their understanding of a variety of careers from academia to non-academia, fostering their transferable skills, and providing them with long-term internships in companies and on-campus training.

Evaluation Indicators	<p>[5]-2-1 Increase by 50% from 2020 the total number of participants in the annual practical training program to promote the activities of doctoral students in various fields.</p> <p>[5]-2-2 Increase by 20% the number of qualified teaching fellows (cumulative total) who are able to conduct classes under the guidance of faculty members from the Third Mid-term Objectives Period.</p>
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[6]-1 In order for students to acquire flexible and creative legal judgment, an “Integrated Education Program” (in which legal thinking models are presented and problem finding methods are taught at every stage of legal knowledge accumulation, from basic to applied education) with individualized academic guidance, will be implemented in the Law School and the Legal Profession Course of the School of Law. By doing so, we will promote a shift in learning and practice education that develops legal thinking skills.

Evaluation Indicators	<p>[6]-1-1 The average passing rate of the bar exam within the first year after graduation (including passing while still in school) during the Fourth Mid-term Objectives Period, will be higher than that during the Third Mid-term Objectives Period.</p> <p>[6]-1-2 Increase the average score of the professional evaluation items (contribution to the organization, motivation to pursue improvement, self-reflection, and self-discipline) in questionnaires sent to companies at which graduates have been employed during the Fourth Mid-term Objectives Period, to 4 points or more (on a 5-point scale).</p>
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[7]-1 In order to increase the number of students sent abroad and to actively recruit excellent international students, we will provide a variety of international study opportunities through the following: i) expanding HU’s own various international exchange programs, such as the START Program, in the areas of acceptance, dispatch, and exchange programs; ii) enhancing English information on the University’s website (articles including timely topics, introducing laboratories and campus life); and iii) installing an acceptance system that allows students to complete the application and acceptance process online.

Evaluation Indicators	<p>[7]-1-1 Increase the total number of international students accepted (full year) and the number of students who have studied abroad (including those who have taken introductory classes for Virtual Exchange and the number of students who have studied abroad) (full year) to 4,000 by the end of the Fourth Mid-term Objectives Period.</p>
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[7]-2 As part of our global expansion strategy, we will establish overseas bases in Asia, North America and other regions with the cooperation of overseas alumni associations and stakeholders to attract outstanding international students, conduct joint research with universities, government agencies and companies in each region, and develop businesses through industry-university collaboration. These bases will be used as hubs to organically link the multiple overseas hubs that have been established in each region, and to further expand and enhance our networks with overseas universities and regions.

Evaluation Indicators	[7]-2-1 Increase the number of base locations to three.
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[8]-1 In order to provide students with an environment in which they can learn about diverse cultures and values, and pursue the realization of a free and peaceful international society that fosters diversity, we will promote the globalization of the campus by: i) enhancing inclusive education centers and fostering an inclusive mindset among students through collaboration with the National Institute for Special Needs Education, with which we concluded a comprehensive agreement during the Third Mid-term Objectives Period; ii) further invigorating spaces where Japanese and international students, regardless of nationality, can gather and interact in foreign languages (e.g. Global Commons); and iii) providing a safe and borderless environment for a diverse range of students from all over the world to study by enhancing international student counseling services and holding international exchange events (including short-term educational seminars held jointly with overseas universities).

Evaluation Indicators	<p>[8]-1-1 Increase the number of students enrolled in courses related to accessibility, diversity, and globalization/international cooperation to 50% of the total number of students newly enrolled.</p> <p>[8]-1-2 Increase the total number of participants in the Global Commons and international exchange events to 1,700 per year.</p>
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[8]-2 Establish a system for students to participate as regular members in meetings and other events related to student life and educational programs, thereby incorporating the opinions of students more than ever and creating an environment in which diverse students can study with peace of mind.

Evaluation Indicators	[8]-2-1 Establish five areas of meetings, etc. in which students participate as regular members (education and learning support, extracurricular activities, international exchange, public relations, and facilities).
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3 Measures to achieve research-related goals

[9]-1 Taking advantage of HU's many faculty members in the humanities and social sciences, we will promote joint research that contributes to resolving social issues through cooperation and collaboration between industry, academia, government, and the private sector based on basic theories and knowledge in the humanities, social sciences, and natural sciences, as well as "comprehensive knowledge" that integrates these fields. By doing so, we will establish a mechanism to continuously generate innovations that lead to social implementation, and develop research on radiation hazards as a university that supports the recovery of the nuclear power plant accident in the Great East Japan Earthquake.

Evaluation Indicators	[9]-1-1 Increase the number of joint research projects by 10% from FY2020. [9]-1-2 Establish 18 university-launched ventures (cumulative total). [9]-1-3 Increase the number of joint research projects on radiation hazards by 10% from the end of the Third Mid-term Objectives Period.
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[9]-2 Develop and apply technology to convert and unify various forms of electronic medical record information obtained from medical information management systems, and construct an "information infrastructure system" that can rapidly analyze complex medical information. At the same time, we will develop a "biospecimen system" for integrated management of biospecimens obtained from living organisms and biospecimen information. In the end, the integration of the information infrastructure system and the biospecimen system will unify treatment and research, thereby improving the quality of medical care and increasing the efficiency, speed and sophistication of clinical trials and clinical research, leading to the creation of new innovations.

Evaluation Indicators	[9]-2-1 Increase the number of new specified clinical research projects by 50% from FY2020.
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4 Measures to achieve other important goals related to co-creation with society, education and research

[10]-1 Support degree programs developed at the University by leading overseas universities, such as Arizona State University/Graduate School of Thunderbird Global Management and Hiroshima University Global Initiative, and create attractive opportunities for exchange between students of HU and students of these degree programs.

Evaluation Indicators	[10]-1-1 Increase the percentage of students who respond that they were "satisfied with the event" to 80% in satisfaction questionnaires for students who have participated in international exchange events (average over the Fourth Mid-term Objectives Period).
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[10]-2 Provide a global education and learning environment in educational programs developed by the University at leading overseas universities, such as the Hiroshima University Morito Institute of Global Higher Education in Beijing, to help increase interest in the University.

Evaluation Indicators	[10]-2-1 Increase the number of students who wish to study at Hiroshima University to 50% of those who have completed its educational programs at leading overseas universities and wish to study in Japan.
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[10]-3 With the aim of further upgrading education in line with the new normal, we will establish a “Virtual Classroom Digital Learning (VCDL)” environment that effectively combines real and virtual learning to develop classes beyond the boundaries of the campus and provide an academic environment that transcends the constraints of time and space.

Evaluation Indicators	[10]-3-1 Increase the utilization rate of the Learning Management System (LMS) for courses offered by the University as a whole to 50%.
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[10]-4 Establish strategic partnerships that integrate education and research by stimulating the exchange of researchers and students with leading overseas universities, and create a foundation for the continuous promotion of international joint research focusing on fields in which each university has strengths and achievements.

Evaluation Indicators	[10]-4-1 Increase the number of internationally co-authored papers with partner universities (cumulative total) by 50% from the Third Mid-term Objectives Period.
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[11]-1 At the University's three Joint Usage/Joint Research Centers, i.e., Hiroshima Synchrotron Radiation Center, Research Center for Biomedical Engineering, and Radiation Disaster and Medical Science Research Center, we will collaborate with relevant research communities at home and abroad to produce excellent research results through cross-university collaborative research, such as the creation of new fields through the fusion of existing fields, which will lead to the functional enhancement of the University's strengths and characteristics, and contribute to solving social issues.

Evaluation Indicators	[11]-1-1 Increase the number of joint research projects with external parties at Joint Usage/Research Centers by 10% from the end of the Third Mid-term Objectives Period.
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[12]-1 The University will further promote the Super Science High School (SSH) project, the World-Wide Learning (WWL) Consortium, practical research as a research and development institution, and educational and research activities in collaboration and cooperation with university faculty members. Meanwhile, in order to raise the standards of primary, secondary and higher education in Japan, HU is committed to disseminating the following outcomes:

- i) development of a science education curriculum as a starting point for cultivating human resources who can lead science and technology which is open to society;
- ii) development of a curriculum for cultivating innovative global human resources through cross-curricular and inquisitive learning for solving global social issues; and
- iii) dissemination nationwide of the research and development of an integrated primary and secondary education curriculum that fosters the qualities and abilities that form the basis of the three dimensions (dynamic sensitivity, resilience and cross-cutting knowledge).

Evaluation Indicators	[12]-1-1 Increase by 20% from the Third Mid-term Objectives Period the number of projects commissioned by the national government, such as SSH, WWL, and R&D schools, and the number of cooperation cases (cumulative) related to education and research activities in collaboration with universities based on HU's “Guidelines for Requesting Cooperation in Education and Research between HU and Affiliated Schools”.
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[13]-1 Further develop initiatives such as training for medical personnel and medical support that HU is working on in collaboration with research institutions outside Japan. We will establish an “International Medical House” to serve as a contact point for these international contribution centers, providing support for the training of advanced medical personnel in infectious diseases, genomics, and lifestyle-related diseases, as well as medical technology support, while also undertaking cutting-edge joint medical research.

Evaluation Indicators	<p>[13]-1-1 Increase the number of overseas dispatches for academic and technical guidance by 50% compared to the past six years (AY2015-2020).</p> <p>[13]-1-2 Increase the number of overseas dispatches for the training of international medical personnel by 50% compared to the past six years (AY2015-2020).</p>
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[13]-2 Even in the midst of an expected shortage of physicians due to the promotion of reforms in the way physicians work, we will further contribute to medical care in Hiroshima Prefecture and the adjacent areas through seamless support for career development of medical professionals by strengthening personal relationships with local medical institutions in cooperation with the government.

Evaluation Indicators	[13]-2-1 The number of doctors dispatched from the University to medical institutions in Hiroshima Prefecture and the adjacent areas will be set at the same amount as in 2021.
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II Measures to be taken to achieve the Objectives for improvement and efficiency of operation management

[14]-1 Aiming to create a system in which faculty and administrative members play their respective roles with a sense of unity, HU will share its vision and other information through dialogue with its members, and establish and review an appropriate executive system. In addition, in order to carry out our duties properly, under the leadership of the President, we will improve the effectiveness of internal control by observing the rules and regulations related to compliance, and will operate the internal and external reporting system appropriately. In addition, HU will continue to listen to various opinions and suggestions in order to make use of external knowledge in corporate management, such as by continuing “HU’s own evaluation of departmental organizations by external experts,” which is already being put into practice. We will also continue to appoint people with specialized knowledge from inside and outside the University as directors and promote their participation in the management of the corporation.

Evaluation Indicators	[14]-1-1 The status of compliance with the Governance Code will be announced each academic year after receiving evaluations from internal and external experts.
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[15]-1 The University will deepen its partnerships with diverse stakeholders and strengthen its functions as a university open to society, based on the Campus Master Plan, in order to realize the “Innovation Commons”, a center where the entire campus can organically collaborate and co-create. This entails HU to be engaged in university-wide facility management such as the redistribution of educational and research space, using the University’s own standards and control of the area owned, by improving and maintaining aging educational and research facilities, and establishing a “visualization of facility information” system. Through that process, HU will expand the number of shared spaces that contribute to strengthening the functions of education and research and enhancing collaboration between industry, academia and government.

Evaluation Indicators	<p>[15]-1-1 Increase the area for maintenance and improvement of aging facilities to 3,990m² to extend their service life.</p> <p>[15]-1-2 Expansion of university-wide common space by 40% from the end of the Third Mid-term Objectives Period.</p>
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[15]-2 Under the University-wide research equipment management system by the Natural Science Center for Basic Research and Development and the Facility Management Division, we will formulate a research equipment maintenance plan based on research support performance, strengthen the management system to promote the use of research equipment, and in particular promote the use of remote functions to improve the level of convenience when accessed from outside the University, and increase the number of users from inside and outside HU.

Evaluation Indicators	[15]-2-1 Increase the number of internal and external uses of shared facilities by 10% from the end of the Third Mid-term Objectives Period.
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III Measures to be taken to achieve the goal of improving the financial position

[16]-1 In order to build a stable financial base, we will strengthen the planning and support system for diversifying sources of self-income and promoting the acquisition of external funds, etc., and increase the amount of self-income and external fund income.

Evaluation Indicators	[16]-1-1 The amount of self-income and external fund income (excluding income from HU Hospital) will be increased by 10% compared to the amount in AY2020 (excluding the receipt of external funds in relation to COVID-19 supplementary budgets and reserve funds from the national and local governments, and the receipt of large-scale donations whose use is limited to facility maintenance).
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[16]-2 We will implement the following: support for students in financial need; support for accepting international students and sending students abroad; and ongoing support including that of doctoral students; priority allocations based on the University's vision; and flexible budget allocation based on the results and performance of education and research activities.

Evaluation Indicators	<p>[16]-2-1 Increase the percentage of doctoral students who receive research funding amounting to living expenses to 35% overall.</p> <p>[16]-2-2 Bring the total number of international students accepted (full year) and the number of students who have studied abroad (including those who have taken introductory classes for Virtual Exchange and those who have studied abroad) (full year) to 4,000 by the end of the Fourth Mid-term Objectives Period.</p>
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IV Measures to be taken to achieve the goal concerning self-inspection and evaluation of the status of education and research, organization and management, as well as disseminating information on the aforementioned status

[17]-1 To achieve evidence-based corporate management (EBMgt), IR data will be used for evidence-based planning, self-assessment by the University-wide Assessment Committee and annual assessment by external parties. Visualizing IR data and assessment results through Business Intelligence (BI) tools will allow for the making of informed decisions and the promotion of each HU member's understanding on and participation in the corporate management.

Evaluation Indicators	<p>[17]-1-1 Conduct self-assessment and evaluation by external parties every year.</p> <p>[17]-1-2 Increase the usage rate of the newly developed BI tool to 90%.</p>
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[17]-2 Publish an annual integrated report that organically blends into the University's long-term vision, self-assessment results, and financial and non-financial information. In addition, with the aim of gaining understanding and support for corporate management, we will create opportunities for interactive dialogue with diverse stakeholders by, for example, holding debriefing sessions using the integrated report.

Evaluation Indicators	[17]-2-1 Hold a debriefing session using the integrated report once a year.
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V Measures to be taken to achieve the objectives regarding other important matters related to operations management

[18]-1 Assuming that everything possible can be digitalized in our society, HU will ensure information security and promote a digital campus that creates new value by transforming the very nature of education and research. Based on the “Hiroshima University DX Promotion Basic Plan” (outlined below), HU intends to place more importance on matters that concern the entire university (i.e. use of data and digitization of educational content, business continuity and upgrading of administrative operations, etc.).

- i) clarifying its position in the University's management strategy
- ii) strengthening the training system for existing human resources and digital human resources
- iii) consolidating and standardizing human resources as well as their development and operation
- iv) protecting personal information
- v) addressing information security
- vi) using open standards and open-source software

Evaluation Indicators	[18]-1-1 Increase the rate of LMS (Learning Management System) usage to 50% for all university courses offered. [18]-1-2 Online implementation of various application procedures (payroll-related matters, procurements, research application support) across the University.
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VI Budget (including estimates of personnel costs), Income and Expenditure Plan and Cashflows Plan

See attached sheets

VII Limit on short-term borrowing

1 Limit on short-term borrowing

6.4 billion yen

2 Envisaged reason

It is envisaged that borrowing will be required for urgent countermeasures due to delays in the receipt of Management Expenses Grants and the occurrence of accidents.

VIII Plans to transfer valuable assets to other entities or use any as collateral

1 Plans for transferring valuable assets

Not applicable.

2 Plans to use valuable assets as collateral

Not applicable.

IX Use of Surplus

If any surplus is calculated at the end of any academic year, seek approval from the Minister of Education, Culture, Sports, Science and Technology to use as funds for improving the quality of the University's education and research and the operation of its organizations.

X Miscellaneous

1 Plan for facilities and equipment

Details of facilities and equipment	Estimated amount (millions of yen)	Sources of funds
• (Kasumi) Animal experiment facilities	Total amount 846	Subsidy for facilities and equipment (414)
• Small-scale renovation		Subsidy for facilities from the National Institution for Academic Degrees and Quality Enhancement of Higher Education (432)

2 Plans for personnel

- As a university that contributes to the realization of a free and peaceful international society that fosters diversity, we will secure excellent and diverse human resources from home and abroad, regardless of gender, nationality, age or disability, with reference to the 6th Science, Technology and Innovation Basic Plan, etc.
- We will develop a system for allocating faculty members that goes beyond the framework of education and research organizations in accordance with the centralized university-wide management of faculty personnel under the leadership of the President, which was established and achieved in the Third Mid-term Objectives Period. In addition, in order to further promote the strengthening of the university's functions, 'A Faculty Allocation Plan for the Fourth Mid-term Objectives Period' will be formulated, taking into account the characteristics of each field, and strategic and systematic personnel appointments will be made.
- In order to secure human resources with excellent and diverse backgrounds who practice 'Science for Sustainable Development', the annual salary system, tenure-track system and cross-appointment system, which were established and applied to newly-recruited faculty members during the Third Mid-term Objectives Period, will be routinely reviewed and effectively utilized.
- In accordance with 'the Policy for the Development of Human Resources for Corporate Management at Hiroshima University', which was formulated to realize corporate management based on Hiroshima University's Guiding Principles and long-term vision, we will systematically develop faculty members who can be in charge of corporate management from a long-term and multifaceted perspective.
- In order to enhance the quality of life of faculty and administrative members, we will routinely review systems related to personnel matters and create an environment that facilitates the use of such systems.

3 Compliance-related plans

- Based on the development of a system for the prevention of misconduct in research activities, education on researcher ethics, laws and regulations pertaining to research activities will be provided to those involved in research at the University, and research misconduct will be prevented by fostering a normative awareness.
- Under the strong leadership of the President, the relevant offices or departments in charge of promoting the Fraud Prevention Plan, in cooperation with the Auditors and the Internal Audit Department, will implement fraud prevention measures such as compliance education and collection of written confirmation, as well as awareness-raising activities on a university-wide basis, in order to raise awareness and spread information on the proper use of research funds, with a view to eradicating the misuse of research funds, etc.

- In order to ensure the lawful and proper execution of operations and to maintain social trust, inspections of the management of personal information are carried out every academic year, while ensuring complete compliance with laws and regulations by providing training on the handling of personal information and continuing awareness-raising activities.
- On the basis of ‘the Basic Plan for Information Security Measures’, which was revised in the Third Mid-term Objectives Period, information security education and training and awareness-raising activities, as well as self-inspections and internal audits concerning information security measures, shall be routinely conducted, while making revisions based on evaluation and analysis. In addition, information security certification based on ISO/IEC 27001 and 27017 will be continued as an external audit.

4 Plans for safety management

- The University will raise awareness of risk management and health and safety management by conducting annual training courses on health and safety for students and faculty/administrative members, based on the Occupational Health and Safety Act, etc.

5 Debt burden beyond the Mid-term Objectives Period

- As for the debt burden to be carried over beyond the current Mid-term Objectives Period, HU will only do so when such action is deemed reasonable after considering its necessity and impact on the Cashflows plan.

6 Use of reserves

- The reserve funds carried over from the previous Mid-term Objectives Period shall be used to finance the following projects:
 - (1) Humanities and social sciences center development project with legal training at the Higashi-Senda Campus as a core.
 - (2) Medical personnel training center project at Kasumi Campus.
 - (3) Animal experimentation facility development project at Kasumi Campus.
 - (4) Medical equipment development project to improve the medical treatment environment at HU Hospital.
 - (5) Facility development projects including building repairs to improve the education and research environment.
 - (6) Other projects related to education, research and medical treatment, as well as their incidental projects

7 Plans for the promotion of the use of the My Number Card

- Information on the My Number Card will be given to HU students and faculty and administrative members by means of posters and pamphlets in order to promote its utilization.

Appendix. Table 1. Schools, Graduate Schools and Admission capacity

Undergraduate Schools	<p>School of Integrated Arts and Sciences 640 students</p> <p>School of Letters 540 students</p> <p>School of Education 1,700 students</p> <p>School of Law 700 students</p> <p>School of Economics 790 students</p> <p>School of Science 940 students</p> <p>School of Medicine 1,164 students</p> <p>School of Dentistry 478 students</p> <p>School of Pharmaceutical Sciences 316 students</p> <p>School of Engineering 1,840 students (amendment to the admission capacity in AY2025)</p> <p>School of Applied Biological Science 380 students</p> <p>School of Informatics and Data Science 730 students (amendment to the admission capacity in AY2025)</p> <p>(Total admission capacity) 10,218 students</p>
Graduate Schools	<p>Graduate School of Humanities and Social Sciences 1,369 students 【39 students allocated to IPSS】</p> <p>Graduate School of Advanced Science and Engineering 1,354 students 【47 students allocated to IPSS】</p> <p>Graduate School of Integrated Sciences for Life 550 students 【30 students allocated to IPSS】</p> <p>Graduate School of Biomedical and Health Sciences 615 students 【7 students allocated to IPSS】</p> <p>Graduate School of Innovation and Practice for Smart Society (IPSS) [123 students].</p> <p>(Total number of students) Master's programs 2,306 students Doctoral programs 1,074 students Integrated doctoral programs 388 students Professional degree programs 120 students</p> <p>N.B. The figures inside brackets show the number of students to be allocated to and counted as the admission capacity of the Graduate School of Innovation and Practice for Smart Society (the basic organization for the implementation of the interlinked courses of the Graduate School and others).</p>

Appendix. Table 2.
Joint Usage and Research Centers and Education-Related Joint Usage Centers

Joint Usage and Research Centers	<ul style="list-style-type: none"> • Center for Radiation Disaster Medical Science (Research Institute for Radiation Biology and Medicine) • Research Center for Synchrotron Radiation Physics (Research Institute for Synchrotron Radiation Science) • Research Center for Biomedical Engineering (Research Institute for Semiconductor Engineering)
Education-related Joint-use Center	<ul style="list-style-type: none"> • On-Ship Education Platform for Sustainable Coexistence and Development of Human and Ocean (Training and Research Vessel TOYOSHIO MARU owned by the School of Applied Biological Science) • Education Center for Production Environment and Food Safety at Resource-Cycling Dairy Farm (Livestock Research Center of the School of Applied Biological Science). • Education Center for Sustainability and Resilience at Satoumi (Fisheries Laboratory, Blue Innovations Division, Seto Inland Sea Carbon-neutral Research Center). • Learn Beyond Time and Space: Shimanami-Kaido Broad Area Marine Biology Education Joint Usage International Hub (Marine Biological Laboratory, Blue Innovation Division, Seto Inland Sea Carbon-neutral Research Center).

(Appendix)**Budget (including estimates of personnel costs); Income/Expenditure Plan and Financial Plan****1. Budget**

AY2022 - AY2027 Budget

(Unit: millions of yen)

Category	Amount
Income	
Management Expenses Grants	150,876
Subsidy for facility development	414
Subsidy for shipbuilding	0
Subsidy for facilities from the National Institution for Academic Degrees and Quality Enhancement of Higher Education	432
Own income	238,397
Tuition and entrance examination fees	56,562
University hospital	179,359
Disposal of property	0
Miscellaneous income	2,476
Industry-academia collaborative research/Donations etc.	40,471
Income from long-term borrowings	0
Total	430,590
Expenditure	
Business expenses	379,656
Education and research expenses	209,914
Medical expenses	169,742
Facility maintenance costs	846
Expenditure on ship construction	0
Research costs related to Industry-academia collaboration and endowment project costs	40,471
Long-term debt redemption	9,617
Total	430,590

[Estimated personnel costs]

A total of JPY 224,489 million will be spent during the Mid-term Objectives Period. (Excluding retirement allowances).

2. Income and Expenditure Plan

Income and Expenditure Plan for AY2022 - AY2027

(Unit: millions of yen)

Category	Amount
Expenses	427,054
Ordinary expenses	427,054
Business expenses	396,456
Education and research expenses	56,180
Medical expenses	74,627
Commissioned research expenses, etc.	27,101
Personnel expenses for board of directors	1,050
Personnel expenses for faculty members	143,307
Personnel expenses for administrative members	94,191
General and administrative expenses	8,191
Financial expenses	1,185
Miscellaneous losses	0
Depreciation and amortization	21,222
Non-recurring losses	0
Revenue	429,745
Ordinary income	429,745
Management Expenses Grants	150,876
Tuition fees	42,566
Admission fee	6,756
Entrance examination fee	1,292
University hospital	179,359
Grants for commissioned research	27,101
Donations	12,469
Financial revenue	198
Miscellaneous income	2,278
Reversal of Contra-accounts for assets	6,850
Extraordinary income	0
Net profit	2,691
Gross profit	2,691

3. Cash Flows Plan

Cash Flows Plan for AY2022 - AY2027

(Unit: millions of yen)

Category	Amount
Cash Outflow	446,125
Payment for business activities	404,647
Payment for investment activities	16,327
Payment for financing activities	9,617
Cash carried forward to the next Mid-term Objectives Period	15,534
Cash Inflow	446,125
Proceeds from operational activities	429,745
Proceeds from Management Expenses Grants	150,876
Proceeds from tuition fees and entrance examination fees	56,562
Proceeds from affiliated hospitals	179,359
Proceeds from commissioned research	27,101
Proceeds from donations	13,371
Other Proceeds	2,476
Proceeds from investment activities	846
Proceeds from facility costs	846
Other proceeds	0
Proceeds from financing activities	0
Carry-over from the previous Mid-term Objectives Period	15,534