

Evaluation of Operational Performance:  
The Second Period for Medium-Term Objectives  
Hiroshima University



## 1. General Evaluation

Hiroshima University upholds five guiding principles in its activities: Pursuit of Peace; Creation of New Forms of Knowledge; Nurturing of Well-Rounded Human Beings; Collaboration with the Local, Regional and International Community; and Continuous Self-Development. The main objectives of Hiroshima University for the second period of the medium-term objectives (hereinafter referred to as the “Second Medium-Term Period”) were to fulfill its universal missions as a comprehensive educational and research institute, serving as a national center representing Japan and leading the world and as a regional center for the Chugoku and Shikoku Regions in Japan, to promote liberal arts education and at the same time pursue its function as a world-class educational and research center in specific academic fields, in line with the Hiroshima University Long-Term Vision established in June 2009.

During the Second Medium-Term Period, the attainment levels of these objectives were “Good” or “Generally Good” in all operational items.



Hiroshima University

Major achievements that should be noted are as follows:

**(Improvement in the quality of education, research and other academic activities)**

In addition to the traditional Hiroshima University Study Abroad Program (HUSA Program), the University has expanded student exchange programs, including student exchanges with universities, in the Association of Southeast Asian Nations (ASEAN).

Under the Hiroshima University Excellent Student Scholarship Program, qualified students with outstanding academic performance or activities are exempted from part of the tuition fees. In addition, the University has established the Center of KANSEI Innovation Nurturing Mental Wealth (hereinafter, "KANSEI COI Base"). It has conducted research and development activities in collaboration with local private companies, the National Institute for Physiological Sciences, which serves as a satellite institute, and Shizuoka University (industry-academic-government collaboration). By fiscal 2015, the first phase of this collaboration had worked to establish a basic technology for visualizing or remotely reproducing mental and sensory perception.

**(Operations and financial conditions)**

To define the path to follow in order to achieve the goal of becoming one of the World's Top 100 universities in 10 years, the University has developed achievement-motivated key performance indicators (A-KPIs\*). A-KPIs evaluate elements that should be achieved by a Top 100 university using point scores. The University will continue to monitor the attainment level of these elements until it becomes a Top 100 university. The total points that should be achieved by the whole organization of the University are converted into points per teacher, which is set as a target. The administrative department has established a system to utilize A-KPIs to ensure the proper deployment of faculty members under its central control based on the actual results achieved by the entire organization, individual academic fields and individual departments. Moreover, a survey was conducted to review how the facilities were used and how they could be effectively used. Based on the results of this survey, flexibly usable spaces of 2,591 m<sup>2</sup> were added during the Second Medium-Term Period, totaling 9,015 m<sup>2</sup>.

On the other hand, under-enrollment of students in specialist courses of the graduate schools and other problems have been pointed out several times in the evaluations in previous years. Actions to improve these problems should be taken in the future.

\* "A-KPI" was registered as a trademark, "AKPI®," in 2017.

**(Actions for "Strategic and Ambitious Objectives and Plan")**

Please see Attachment.

## 2. Evaluation by element

### I. Improvement in quality of education, research and other academic activities

#### <Overview of Evaluation Results>

	Excellent	Good	Generally Good	Insufficient	Require serious improvement
(I) Objectives relating to education			○		
(1) Screening for admission			○		
(2) Contents of educational activities and achievements			○		
(3) Organizations for providing education			○		
(4) Support to students			○		
(II) Objectives relating to research activities			○		
(1) Levels of research activities and their results		○			
(2) Establishment of organizations for research activities			○		
(III) Other objectives			○		
(1) Community-focused education and research activities		○			
(2) Social collaboration and social contribution			○		
(3) Globalization			○		

#### (I) Objectives relating to education

##### 1. Evaluation results and reasons for judgment

[Evaluation Results] The general attainment status of medium-term objectives was Generally Good.

(Reason for judgment) The attainment statuses of all of four medium-term objectives relating to education were “Generally Good.” The judgment was made by comprehensively reviewing these results.

##### 2. Attainment of each medium-term objective

###### (1) Objectives for screening for admission

[Evaluation Results] The general attainment status of medium-term objectives was Generally Good.

(Reason for judgment) The attainment statuses of the two specific medium-term objectives relating to screening for admission were “Generally Good.” The judgment was made by comprehensively reviewing these results.

<Notable activities>

(Excellent activities)

○ Active acceptance of foreign students

The University has actively accepted foreign students. At the Beijing Research Center and other overseas locations of the University, the University has conducted admission examinations of foreign students, sessions of the “Study in Japan Fairs: Six Universities in the Chugoku and Shikoku Regions,” explanation meetings relating to the Graduate School of Hiroshima University, and other activities. Moreover, in response to the globalization of the University, online application was introduced in fiscal 2014. As a result of these activities, the number of foreign students has increased from 341 in fiscal 2010 to 406 in fiscal 2015. In particular, students from countries where the University has local centers have increased from 181 to 278.



Study in Japan Fairs: Six Universities in the Chugoku and Shikoku Regions

(2) Objectives relating to the contents of educational activities and educational achievements

[Evaluation Results] The general attainment status of medium-term objectives was Generally Good.

(Reason for judgment) The attainment status of two specific medium-term objectives relating to the contents of educational activities and educational achievements was “Good,” and that of four objectives was “Generally Good” (six items in total). The judgment was made by comprehensively reviewing these results.

<Notable activities>

(Excellent activities)

○ Promotion of student exchange programs with universities in ASEAN countries

The University has introduced the Core-Human Resource Education program for economic development, trustbuilt, and peace in Asia (CHREA), a project to promote the globalization of universities endorsed by the Ministry of Education, Culture, Sports, Science and Technology (MEXT). Under this project, programs to exchange undergraduate students between Hiroshima University and universities in ASEAN countries have been promoted and expanded. Combined with students dispatched under the traditional Hiroshima University Study Abroad Program (HUSA Program), the number of students sent to these ASEAN countries has increased from 18 in fiscal 2010 to 57 in fiscal 2015.



HUSA Program

(Unique activities)

- Evaluation of attainment statuses of students in all academic subjects

In fiscal 2006, the University introduced the HiPROSPECTS (R) (Hiroshima University Program of Specified Education and Study), a program to evaluate the academic attainment level of students with respect to the knowledge and competence they should acquire to receive a diploma. To maintain and improve the quality of education, information exchange and discussion meetings have been held between the persons in charge of major academic subjects to find and address problems in this program. Based on these discussions, improvements have been made to the program. For students admitted in and after fiscal 2015, their attainment statuses in all academic subjects requiring credits to receive a diploma, including liberal art subjects, are evaluated.



Hiroshima University Program of Specified Education and Study ( HiPROSPECTS (R) )

(3) Objectives relating to organizations for providing education

[Evaluation Results] The general attainment status of medium-term objectives was Generally Good.

(Reason for judgment) The attainment statuses of all three specific medium-term objectives relating to organizations for providing education were “Generally Good.” The judgment was made by comprehensively reviewing these results.

#### (4) Objectives relating to support to students

[Evaluation Results] The general attainment status of medium-term objectives was Generally Good.

(Reason for judgment) The attainment status of two specific medium-term objectives relating to support to students was “Good,” and that of the other two objectives was “Generally Good” (four items in total). The judgment was made by comprehensively reviewing these results.

#### <Notable activities>

#### (Excellent activities)

##### ○ Scholarship for excellent students

By fiscal 2015, under the Hiroshima University Excellent Student Scholarship Program, a total of 682 qualified graduate school students and 39 undergraduate students with outstanding academic performance or activities have been commended, and they were exempted tuition fees for the second semester of the commended year. In fiscal 2014, the Campus Work Study Program was started. In this program, some undergraduate students who are exempted from tuition fees are employed as campus staff by the University. By the end of fiscal 2015, a total of about 11,600,000 yen in compensation was received by 104 student workers.



Scholarship for excellent students

(II) Objectives relating to research activities

1. Evaluation results and reasons for judgment

[Evaluation Results] The general attainment status of medium-term objectives was Generally Good.

(Reason for judgment) The attainment status of one medium-term objective relating to research activities was “Good,” and that of the other objective was “Generally Good” (two items in total). The judgment was made by comprehensively reviewing these results.

2. Attainment of each medium-term objective

(1) Objectives relating to levels of research activities and their results

[Evaluation Results] The general attainment status of medium-term objectives was Good.

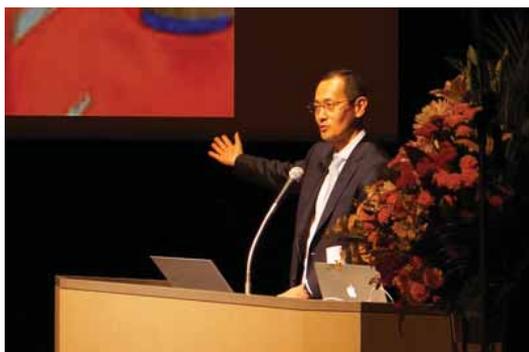
(Reason for judgment) The attainment status of two specific medium-term objectives relating to levels of research activities and their results was “Good,” and that of the remaining objective was “Generally Good” (three items in total). The judgment was made by comprehensively reviewing these results.

<Notable activities>

(Excellent activities)

○ Setting international research as a key element of the evaluation

The Basic Policy for Strengthening the Research Abilities of the University sets as a goal to “create competitive environments to retain and develop excellent researchers.” To achieve this goal, the University has designed a personnel evaluation system that encourages faculty members to demonstrate their maximum abilities, by expressing the evaluation results by score points and determining their compensation based on these scores. In fiscal 2014, it was stipulated in the basic policy to add international research activities as a key evaluation element and reflect the results of the evaluation of these activities into the compensation of the researchers.



Lecture by Nobel Laureate, Professor Shinya Yamanaka



Lecture by Nobel Laureate, Sir John B. Gurdon

- Promotion of research in the Graduate School of Biosphere Science, the School of Applied Biological Science

The Graduate School of Biosphere Science, the School of Applied Biological Science established the Research Center for Animal Science in fiscal 2013 and the Research Center for Japanese Foods in fiscal 2014, as incubation research centers of Hiroshima University. By conducting international symposiums and seminars, these centers have promoted collaborative research activities with overseas institutes. The number of granted patents increased from 17 during the First Medium-Term Period (fiscal 2004 to 2009) to 109 during the Second Medium-Term Period (fiscal 2010 to 2015).



The Graduate School of Biosphere Science ( HiroshimaUniversity ) has concluded international exchange agreements with Faculty of Agriculture ( Gadjah Mada University )

- Promotion of research activities at the Hiroshima Synchrotron Radiation Center

At the Hiroshima Synchrotron Radiation Center, the newest quasi-periodic variably polarizing undulator, generating extremely strong radiation light, was installed for “research of the fine electronic structure” in Physicality II, which resulted in the discovery of a new topological insulator, a new superconductive state via orbital fluctuation, and a rule that exists between the strength of electron pairs bearing superconductivity and the superconductivity transition temperature. In the “research of physical properties of quantum spin” project, activities to pursue pioneering achievements have been conducted, including research for the creation of a high-efficiency spin-and-angle-resolved photoemission spectrometer.



Hiroshima Synchrotron Radiation Center

(2) Objectives relating to the establishment of organizations for research activities

[Evaluation Results] The general attainment status of medium-term objectives was Generally Good.

(Reason for judgment) The attainment status of one specific medium-term objective relating to the establishment of organizations for research activities was “Good,” and that of the other two objectives was “Generally Good” (three items in total). The judgment was made by comprehensively reviewing these results.

<Notable activities>

(Excellent activities)

- Promotion of collaboration in establishing international education and research centers for radiation disaster medicine

The Research Institute for Radiation Biology and Medicine promoted collaboration with other institutes in establishing international education and research centers for radiation disaster medicine. Two facilities of this research institute, which were designated as centers for joint usage and joint research activities, were evaluated as “A” at the end of the period. These activities have also led to the designation of the “Research Base for Radiation Accidents and Medical Science,” a network of joint usage and research centers with Nagasaki University and Fukushima Medical University for the Third Medium-Term Period (fiscal 2016 to 2021).



Research Institute for Radiation Biology and Medicine , Hiroshima University International Symposium  
-Biological Effects of Low Does Radiation-

### (III) Other objectives

#### (1) Objectives relating to social collaboration, social contribution and globalization

##### 1. Evaluation results and reasons for judgment

[Evaluation Results] The general attainment status of medium-term objectives was Generally Good.

(Reason for judgment) The attainment status of one of the medium-term objectives relating to other objectives was “Good,” and that of the other two objectives was “Generally Good” (three items in total). The judgment was made by comprehensively reviewing these results.

##### 2. Attainment of each medium-term objective

###### (1) Community-focused education and research activities

[Evaluation Results] The general attainment status of medium-term objectives was Good.

(Reason for judgment) The attainment status of the specific medium-term objective relating to community-focused education and research (one item) was “Good.” The judgment was made by comprehensively reviewing this result.

#### <Notable activities>

##### (Excellent activities)

- Provision of opportunities for peace-building activities in collaboration with the local government

In fiscal 2013, the Hiroshima Initiative to Nurture a Peaceful Society for All People was designated by the MEXT as a Center of Communities (COC) project. This Initiative has provided educational programs in collaboration with the local government, such as community-based experience-type learning in liberal art seminars and internship programs. In particular, in addition to “peace education lectures” that all students must take, the University has established educational courses to broaden the understanding of students of communication on peace messages throughout their years at the University and has provided opportunities to participate in activities related to peace building, as part of student activities to address problems faced by the Hiroshima Peace Memorial Museum and to pass on the reality of exposure to radiation to future generations.



peace-building activities in collaboration with the local government

(2) Objectives relating to social collaboration and social contribution

[Evaluation Results] The general attainment status of medium-term objectives was Generally Good.

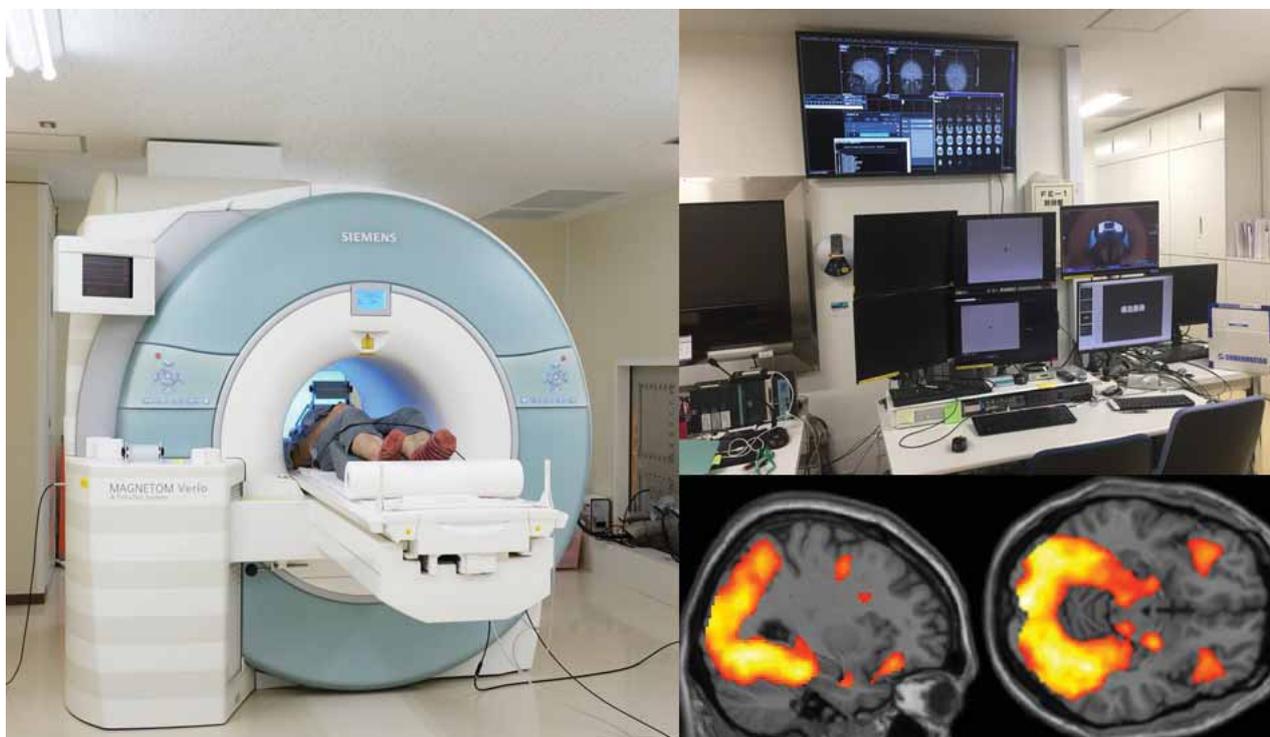
(Reason for judgment) The attainment status of the specific medium-term objective relating to social collaboration and social contribution (one item) was “Generally Good.” The judgment was made by comprehensively reviewing this result.

<Notable activities>

(Excellent activities)

- Promotion of industry-academic-government collaboration in research and development activities

In fiscal 2013, MEXT selected the Center of KANSEI Innovation Nurturing Mental Wealth as a program of the Center of Innovation Stream. The University established the KANSEI COI Base as a management organization to promote this program. It has conducted research and development activities in collaboration with local private companies serving as lead players, the National Institute for Physiological Sciences, which serves as a satellite institute, and Shizuoka University (industry-academic-government collaboration). By fiscal 2015, the first phase of this collaboration had worked to establish a basic technology to visualize or remotely reproduce mental and sensory perception.



The Center of KANSEI Innovation Nurturing Mental Wealth

### (3) Objectives relating to globalization

[Evaluation Results] The general attainment status of medium-term objectives was Generally Good.

(Reason for judgment) The attainment status of both of the two specific medium-term objectives relating to globalization was “Generally Good.” The judgment was made by comprehensively reviewing these results. One of these two elements evaluated as “Generally Good” was a project designated as a “strategic and ambitious objectives and plan.”

#### <Notable activities>

##### (Excellent activities)

- Promotion of global activities utilizing overseas locations and overseas alumni associations

The number of overseas locations has increased from six locations (in five countries) in fiscal 2010 to 11 locations (in nine countries), including the Bandung Center in Indonesia. The University implemented the Study in Japan Fair in these overseas locations. From about 100 to 800 local students participated in these fairs in each location. In fiscal 2014, the University developed a proposal for globalization utilizing the networks of overseas locations and overseas alumni associations. It has worked to strengthen the functions of these overseas locations to promote globalization through collaboration with overseas alumni associations.



Inauguration Ceremony of Hiroshima University Cambodia Alumni Association

##### (Unique activities)

- Activities to strengthen the internationality of education

In terms of the numbering of subjects, 90.4% of all courses were assigned identification numbers as of the end of fiscal 2015. Some 82.0% of syllabuses had English translations. Although 100% was not achieved in these elements, the implementation rate for international recruitment was 100% for new faculty members employed on April 1, 2016. The number of foreign students increased by 13.2% from fiscal 2013 to fiscal 2015, and students dispatched to overseas affiliated universities increased by 12.5%, both figures exceeding the targets.

In addition, the University has decided to adopt a new academic year comprising quarters. From fiscal 2015, a quarter system has been adopted on a trial basis.



The Plaque Unveiling Ceremony of Hiroshima University and Capital Normal University's Joint Graduate School Program

## (2) Objectives relating to Hiroshima University Hospital

Training programs and working conditions for residents have been reviewed and improved. The Hospital, as a regional tertiary medical center for radiation exposure, has worked to develop human resources who can provide emergent medical care for radiation exposure. Moreover, additional researchers were employed and the organization was restructured to promote clinical research activities. In the medical service area, the Hospital collaborated with the governments of Hiroshima Prefecture and Hiroshima City, doctors' organizations and other relevant parties to find solutions to problems in community-based medical services, including retaining sufficient numbers of doctors in local areas, collaboration and division of functions between major hospitals, the establishment of a "Doctor in Helicopter" system, and the establishment of an environment where emergency medical care is available to children.

<Notable activities>

(Excellent activities)

(Education and research activities)

- Provision of a clinical training environment for graduates and the development of emergency medical practitioners for radiation exposure

A questionnaire-based survey was conducted among residents. Based on the results of the survey, changes in trends in career path desire were analyzed, and training programs were revised and working conditions for residents were improved accordingly. A clinical training environment for graduates has been provided, including training seminars designed for residents in the first and second years, which are held about twice a month. As a regional tertiary medical center for radiation exposure, the Hospital has had doctors, nurses, clinical radiation technologists and other medical service providers participate in overseas training programs and special seminars in order to produce medical practitioners who can provide emergency medical care and service for radiation exposure.



Provision of a clinical training environment for graduates

- Reinforcement of the clinical research support organization

To strengthen the support organization for clinical research activities, nine additional clinical research coordinators (CRCs) were employed and a biological statistics expert was employed as a lecturer. Moreover, to address the establishment of the core clinical research hospital approval system under the Medical Service Act, in fiscal 2014, the clinical research department was restructured into the Center for Integrated Medical Research, and additional faculty members, pharmacists, nurses and other medical professionals were employed. In fiscal 2015, a center director (professor) who takes charge of the Center full time was appointed.

(Medical service)

- Concentration of the outpatient and medical service sections of the medical and dentistry departments and the opening of a new center to reinforce the function of the medical service

The construction of a new medical service building was completed in fiscal 2013. Upon the move to the new building, the outpatient and medical service sections of the medical and dentistry departments were concentrated, surgery rooms were added (from 13 to 17), the chemotherapy rooms were expanded (from 14 to 28 beds), new surgical intensified care units (SICUs) designed exclusively for post-operation were added (six beds) and other actions were made to reinforce the functions of the medical service. Moreover, the new medical service building also houses the “Futuristic Medical Care Center,” engaged in cell therapy, regenerative medicine and other advanced medical care; and the “Sports Medical Center,” which serves the particular needs of the area as the home town of a professional baseball team and a professional soccer team. By developing translational medicine and practicing advanced medicine, the Hospital has been developing a system to reflect research results into its medical practice.



Hiroshima University Hospital

- Establishment of a regional medical support network for cardiac failure in collaboration with other medical institutions in Hiroshima Prefecture

Centered around the Cardiac Failure Center of Hiroshima University Hospital, a network has been established with the heart health centers of six hospitals in Hiroshima Prefecture (Asa Citizens Hospital, Chugoku Rosai Hospital, JA Onomichi General Hospital, Miyoshi Medical Association Hospital, Fukuyama City Hospital, and JA Hiroshima General Hospital) to provide region-wide health services for cardiac failure patients, including post-attack cardiac rehabilitation programs and health counseling. Moreover, aiming to prevent the recurrence of chronic cardiac failure and improve the quality life of patients in Hiroshima Prefecture, Heart Health Caravan Workshop sessions have been provided inviting participants from various fields to engage in panel discussions. By this and other collaborations with medical institutions within Hiroshima Prefecture, Hiroshima University Hospital has endeavored to develop medical service practitioners who can properly treat cardiac failure.



Heart Health Caravan Workshop sessions

- Activities as a core regional center for disaster medical care

When a landslide disaster occurred in the northern part of Hiroshima City in August 2014, the Hospital dispatched a disaster medical assistance team (DMAT) comprising 11 members, 15 nurses, a disaster psychiatric assistance team (DPAT) comprising two members, and one member from the Hiroshima Prefecture disaster public health team. In addition, 20 staff members were dispatched to jointly conduct deep-vein thrombosis screening tests at shelters with teams from Niigata University, Fukui University and other universities.

In November of the same year, the Hospital held a meeting with representatives from the administrative departments, the fire departments of Hiroshima, Yamaguchi and Shimane Prefecture, and hospitals that are to serve as medical centers in the event of disaster in these prefectures, to discuss the effectiveness of DMAT activities in coping with the landslide disaster in Hiroshima City. Through these activities, the Hospital has played a core role in regional disaster medical care.



Disaster Medical Assistance Team (DMAT)

(Operations)

- Reinforcement of collaboration with related parties in emergency medical care for radiation exposure

The University, as a regional tertiary medical center for radiation exposure, has reinforced its collaboration with relevant parties. The local radiation emergency medical preparedness and assistance network was established between prefectures in Western Japan that have nuclear power plants and neighboring prefectures. As a collaborative program with this network, the Hospital has dispatched lecturers to nuclear disaster drills carried out in these prefectures. In addition, training programs and decontamination drills have been provided to educate and provide information on emergency medical care for radiation exposure. The Hospital also actively participates in the Response and Assistance Network (RANET) established by the International Atomic Energy Agency (IAEA).



Yukiya Amano ( Director General of the International Atomic Energy Agency )  
Visited Hiroshima University

### (3) Objectives relating to schools attached to the University

The kindergarten, elementary, junior high and high schools attached to the University have objectives to develop educational curricula to develop talented individuals who will lead the region, Japan and the world in the future, in collaboration with the University.

As for collaboration with the undergraduate schools of the University, faculty members of the University and teachers of the attached schools conduct joint research activities (about 30 research projects every year) and practice research projects covering various fields at the attached schools. As for educational tasks, the attached schools serve as venues for training teachers in Western Japan, and contribute to the improvement of the national education level by widely communicating a teacher training model.

#### <Notable activities>

##### (Excellent activities)

- Implementation of joint research programs between the University and attached schools and communication of their results

To promote the advancement of research on education, the University seeks proposals for research projects to be conducted jointly by the University faculty members and teachers of the attached schools. About 30 joint projects are implemented every year. Each research project is led by a teacher of the attached school, jointly conducted by teachers of the attached school and faculty members of the University. These projects cover the development of advanced educational programs, teaching methods and evaluation methods, and the training of teachers, such as “Structuring lessons to promote understanding of a sustainable environment through the creation of a ‘safe place.’” The results of these research projects are summarized and distributed widely throughout Japan. Abridged English translations are also created and made available to foreigners.

- Activities for playing a role as a wide-area model school

Because almost all attached schools are designated as research development schools, they develop and practice new curricula and educational approaches for future generations. Teachers from prefectures in Western Japan are accepted in teacher exchange programs. The exchange teachers learn from these development and practice activities and take them back home. By fiscal 2015, these attached schools had concluded agreements for teacher exchange with eight prefectures and three cities. When the teachers returned to their home schools after the exchange program, they not only actively participated in activities of their schools but also gave research lessons open to the public. These teacher exchange programs have contributed to the improvement of the quality of teachers in the region.

## II. Operations and financial conditions

### <Overview of Evaluation Results>

	Excellent	Good	Generally Good	Insufficient	Require serious improvement
(1) Improvement of operation and efficiency		○			
(2) Improvement of financial conditions		○			
(3) Self-check/evaluation and provision of information		○			
(4) Other operation-related matters			○		

#### (1) Objectives relating to improvement of operation and efficiency

##### (i) Improvement of operation of the organization

[Evaluation Results] The general attainment status of the medium-term objectives was Good.

(Reason) All of the 13 objectives set in the Medium-Term Plan were evaluated as being “implemented and exceeding the target,” or “sufficiently implemented.” Although many excellent activities were conducted, the number of enrollments in the specialist course of the graduate school was below the quota. The general evaluation was determined comprehensively considering these results.

### <Notable activities>

#### (Excellent activities)

- Allocation of key resources based on medium-term analysis of financial conditions

From fiscal 2010, the “President’s discretionary expenses” have been budgeted. The President may decide the allocation of these expenses at his/her discretion. In fiscal 2011, educational & research facility expenses and other common resources, which had been individually budgeted, were consolidated into “special project expenses” based on analysis of medium-term financial positions. These expenses have been allocated to strategic activities. As a result, the Hiroshima Astrophysical Science Center of Hiroshima University could contribute to the operation of a Fermi satellite jointly developed with NASA and JAXA, and the publication of 20 peer-reviewed papers. The University has also endeavored to engage in social contribution and social collaboration. The Higashi-Senda

Innovative Research Center was opened and has provided four sessions of open lectures (joined by about 120 people) as a pioneer collaborative educational and research project between universities and industrial sectors.

- Adoption of an effective labor cost management system

In order to promote appropriate and efficient labor cost management and the strategic allocation of personnel from a holistic view point for the entire University, based on the Basic Policy for Allocation of Faculty Members in and after Fiscal 2010, the allocation method of faculty members was changed from a headcount-based method to a cost-based method in which the average labor cost for each job position is converted into points, and an amount equal to 1% is appropriated to the labor cost reduction each year, and another 1% is appropriated to programs to promote the employment of foreign teachers and young researchers and other strategic activities. As a result of these efforts, the percentage of foreign teachers has increased from 2.3% (fiscal 2010) to 4.6% (fiscal 2015) during the Second Medium-Term Period.

- Establishment of a competitive environment to retain and develop excellent researchers

The University has implemented measures to create a competitive environment that promotes the retention and development of excellent teachers and researchers. The University conducts accurate performance evaluation for all faculty members and adopts a personnel evaluation system that expresses the performance of an individual through a point score and reflects the evaluation results into compensation, with the aim of encouraging faculty members to demonstrate their maximum abilities. The University also selects and gives financial support to distinguished professors and distinguished researchers who are engaged in excellent research activities, based on the number of papers, impact factors, externally available funds, award-winning history, and other factors.

- Promotion of reform of the entire University based on KPIs

To define the path to follow in order to achieve the goal of becoming one of the World's Top 100 universities in 10 years, in fiscal 2014, the University developed achievement-motivated key performance indicators (A-KPIs\*). A-KPIs evaluate elements that should be achieved by a Top 100 university, such as internationality, the acceptance of externally available funds, and the number of papers, by point scores. The University will continue to monitor the attainment level of these elements until it becomes a Top 100 university. The total points that should be achieved by the whole organization of the University are converted to points per teacher, which is set as a target. The administrative department has established a system to utilize A-KPIs to ensure the proper deployment of faculty members under its central control based on the actual results achieved by the entire organization, individual academic fields, and individual departments.

\* "A-KPI" was registered as a trademark, "AKPI®," in 2017.

- Active child care support and employment of female teachers

In fiscal 2010, the University was designated as an "authorized business operator in 2010" under the Act on Advancement of Measures to Support the Raising of Next-Generation Children, as the first university in Chugoku Region. Following this designation, the University developed the Action Plan for the Second Phase (from April 1, 2010 to September 30, 2014). All the targets set in the Action Plan were achieved by operating an in-house childcare center intended for taking care of young elementary school children of faculty members during long school vacation periods and babies until they are enrolled in public or private childcare centers, reviewing and modifying the upper time limit and the time unit for taking partial childcare leave based on opinions received from interviews with faculty members, and implementing other programs. In addition, during the Second Medium-Term Period, the percentage of female teachers increased from 11.5% (fiscal 2010) to 15.8% (fiscal 2015), exceeding the goal of the Medium-Term Plan, by promoting Positive Actions, advertising the public offering of teacher positions, utilizing the total labor cost adjustment points (to promote the

recruitment of female teachers) and implementing other programs.

<Issues that require improvement>

- Under-enrollment of students in the specialist course of the graduate school

The enrollment rate of the specialist course of the graduate school was below 90% in fiscal 2013, 2014 and 2015. Fundamental actions under the leadership of the President are needed to achieve a full enrollment rate.

(2) Objectives relating to improvement of financial conditions

- (i) Increase of external funds, donations and internally generated funds for research activities, (ii) cost reduction, and (iii) improvement in asset management

[Evaluation Results] The general attainment status of medium-term objectives was Good.

(Reason) All of the four objectives set in the Medium-Term Plan were evaluated as being “sufficiently implemented.” The general evaluation was determined comprehensively considering these results.

(3) Objectives relating to self-check/evaluation and provision of information

- (i) Improvement of evaluation, (ii) active information disclosure and communication activities, and (iii) active implementation of strategic PR activities

[Evaluation Results] The general attainment status of medium-term objectives was Good.

(Reason) All three objectives set in the Medium-Term Plan were evaluated as being “implemented and exceeding the target,” or “sufficiently implemented.” The general evaluation was determined comprehensively considering the following conditions:

<Notable activities>

(Excellent activities)

- Commencement of full-scale operation of a system capable of advanced IR analysis

In fiscal 2015, the University established and commenced full-scale operation of an educational & research information collection system in all departments (Data Warehouse, or DWH) that retrieves data relating to educators and researchers automatically or by name filtering from external database websites related to academic information, such as “researchmap” operated by the Japan Science and Technology Agency (JST) and others. Data retrievable by the DWH include books and papers, the acquisition of external funds, presentations in meetings of international academic societies, award-winning records, other research activities, educational activities at undergraduate and graduate schools and other educational institutes, patents acquired, open lectures and other social activities. The system also centrally manages and performs advanced IR analysis of these data. Specifically, data relating to the educational, research and social activities of individual teachers retrieved from the DWH are reflected into their compensation. In the future, the University plans to utilize the system for making important management decisions and evaluating educational and research organizations by analyzing data accumulated in the system.

○ Strengthening of information transmission to the Tokyo metropolitan area

At the Tokyo Office, a Vice Executive serves as a full time director of the office, supported by coordinators and office staff members. The Tokyo Office has strengthened its function as an information center in the Tokyo metropolitan area by holding press meetings to present the research results of the University. It also exchanges information with the Tokyo Office of Hiroshima Prefecture to provide information to graduates living in the Tokyo area. Some of the activities are as follows: press meetings were held 6.5 times per year on average in Tokyo during the Second Medium-Term Period to present the research results of the University. About 2,500 copies of monthly newsletters were sent to graduates, partner companies and other related parties in the Tokyo area to provide company information related to Hiroshima and promote products developed by academic-industrial collaboration.

(4) Important objectives relating to other operation-related matters

(i) Universal design, (ii) safety management and (iii) compliance

[Evaluation Results] The general attainment status of the medium-term objectives was Generally Good.

(Reason) All six objectives set in the Medium-Term Plan were evaluated as being “sufficiently implemented.” Although actions were taken to improve the problems pointed out by the evaluation committee in the evaluation of the First Medium-Term Period, there were issues that were pointed out several times in previous evaluation reviews. The general evaluation was determined comprehensively considering these conditions.

<Notable activities>

(Excellent activities)

- Expansion of common use spaces by effective facility management

A survey was conducted to review how facilities were used and how they could be effectively used. Based on the results of this survey, flexibly usable spaces covering 2,591 m<sup>2</sup> were added during the Second Medium-term Period, totaling 9,015 m<sup>2</sup>. The percentage of common use spaces of the total area, including flexibly usable spaces, incubation spaces, common laboratories and other common spaces increased from 6.01% (fiscal 2010) to 11.28% (fiscal 2015).

<Issues that require improvement>

- Problems pointed out several times in the previous evaluation reviews

The evaluation committee pointed out that personal information was not properly managed (evaluation reviews in fiscal 2010, 2012 and 2013). Although actions for improvement have been taken, further active efforts are needed to prevent the recurrence of mistreatment of personal information and strengthen the information security management system.

## Attachment

### Actions for “Strategic and Ambitious Objectives and Plan”

○ To realize the Hiroshima University Global Campus Expansion and Innovation Initiative and to enhance the internationality of its education, the University has established a goal to assign ID numbers to all subjects and make English translation available for all syllabuses. The University has also established a plan to introduce a quarter system and promote student exchange programs and accept more foreign students in order to gather and retain excellent students.

In terms of the numbering of subjects, 90.4% of all courses were assigned identification numbers as of the end of fiscal 2015. Some 82.0% of syllabuses had English translations. Although 100% was not achieved in these elements, the implementation rate for the international recruitment was 100% for new faculty members employed on April 1, 2016. In fiscal 2015, the number of foreign students increased by 13.2% from fiscal 2013 exceeding the target of 10%, and students dispatched to overseas-affiliated universities increased by 12.5%, exceeding the target of 12%.

In addition, the University has decided to adopt a new academic year comprising quarters. From fiscal 2015, a quarter system has been adopted on a trial basis.



“Cross-cultural Exchange Event” with International Students