

Evaluation of Operational Performance: AY2016 Hiroshima University

1. General Evaluation

Based on its founding principle, a single unified university, free and pursuing peace, Hiroshima University (hereinafter, "HU") is committed to continuously developing highly cultured individuals with a global outlook who will work for peace through its traditional and proven liberal arts education and advanced education backed by world-leading research activities. It aims to become a University of Worldwide Repute and Splendor for Years into the Future. In its Third Medium-Term Period, HU sets basic objectives to boldly accelerate innovation and internationalization of the university by steadily implementing its Global Campus Expansion and Innovation Initiative. With a goal to become a TOP 100 comprehensive research university in the World University Ranking, HU focuses on world-level educational and research activities and development of leaders who will play important roles in the international society.

It has been confirmed that HU has systematically implemented measures to achieve these objectives under the leadership of the President, in accordance with the objectives of the university corporation, including development of a system to objectively measure and verify the results of study-abroad programs and establishment of a system that enables assignment of personnel across the university's entire organization.

(Actions for "Strategic and Ambitious Objectives and Plans")

In Academic Year (hereinafter, "AY") 2016, HU conducted the following major activities as part of its Strategic and Ambitious Objectives and Plans for the Third Medium-Term Period, to actively strengthen its functions as a corporation.

- Starting with undergraduate students enrolled in AY2016, an expected English attainment level is set for each student, aiming to encourage students to continuously study English and acquire the English proficiency necessary for studying abroad, a future career, or study in a graduate school. The Hiroshima University student information website MOMIJI was also established so that each student could access and view his/her attainment level online at any time. In graduate schools, 24 degree courses all taught in English were added in AY2016, totaling 57 courses. The percentage of subjects taught in foreign languages reached 27.7%. (Actions relating to the unit "Actions to Become a Top 100 University in the World University Ranking")
- Individual undergraduate schools decided which English qualifications/proficiency tests measuring four skills (reading, listening, writing, and speaking skills) they would use in their admission screening for AY2017. All undergraduate schools used scores from one of these English tests for AO admission screening for AY2017. The online application system was upgraded to include an English interface and an upload function by which each applicant can register, and to save and submit to the University an application form and other related document data. Because convenience for applicants in foreign countries has improved, the number of foreign applicants who have used this online system for applying to graduate schools doubled from the previous year to 106 applicants. (Actions relating to the unit "Actions to Become a Top 100 University in the World University Ranking")

2. Evaluation by Elements

1/

<Overview of Evaluation Results>

- 2/
Notable achievement
- 3/
Some achievement
- 4/
Progressing as planned
- 5/
Progressing mostly as planned
- 6/
Delayed
- 7/
Require serious improvement
- 8/
(1) Improvement of operation and efficiency
(2) Improvement of financial conditions
(3) Self-check/evaluation and information provision
(4) Other operation-related matters

I. Operations and Financial Conditions

(1) Objectives related to improvement of operation and efficiency

- (i) Improvement of organizational operation,
- (ii) Restructuring of educational and research organizations, and
- (iii) Rationalization and improvement of efficiency of administrative operations

[Evaluation] Progressing as planned toward achievement of the Medium-Term Plan

(Reason) All 12 objectives set in the annual plan were evaluated as being “implemented and exceeding the targets in the annual plan,” or “sufficiently implemented as scheduled in the annual plan.” Actions were taken to improve problems pointed out in the evaluation in AY2015 and in the evaluation for the Second Medium-Term Period. The general evaluation was determined based on comprehensive consideration of these and the following conditions.

The following are **notable activities** implemented in AY2016:

○ Establishment of a system that enables assignment of personnel across the university’s entire organization

To maximize performance with limited resources, the organization of teachers was separated from the organization of education and research, and the Academy of Hiroshima University was established as a central organization of teachers. HU shifted to a system in which the President gives final approval for assignment of individual teachers and selection of teacher candidates after discussions at meetings of the Executive Board, by establishing the Central Personnel Committee, an organization directly supervised by the President. To implement strategic and systematic personnel allocation from a holistic viewpoint for the entire university, the Central Personnel Committee has used its achievement-motivated key performance indicators (AKPI®). In addition, in AY2016 the Committee also used Basic Effort Key Performance Indicators (BKPI®), originally scheduled to be adopted in AY2017.

○ Achievements far exceeding the targets of the annual plan

As for item [47] in the annual plan, the percentage of teachers who work under the annual compensation system (including specially appointed teachers) reached 20.1% of all teachers as of March 31, 2017 (an increase of 9.2 points from the previous year),

significantly exceeding the annual plan target of 14.9%.

The following **problems were found** in the evaluation for AY2016:

○ **Delivery of letters of acceptance/failure to wrong addresses in the admission examination with commendation**

In the admission examination with commendation for the Department of Medicine, School of Medicine for AY2017 enrollment, letters of acceptance/failure were delivered to wrong addresses. It is believed that this mistake occurred because the address data were registered based on wrong examinee numbers when they were entered in the admission examination data system and that the addresses to which the letters should have been sent were not checked against the information on the application card. Improving measures must be taken to prevent recurrence of the problem.

(2) Objectives related to improvement of financial conditions

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

[Evaluation] Progressing as planned toward achievement of the Medium-Term Plan

(Reason) All 4 objectives set in the annual plan were evaluated as being “implemented and exceeding the targets in the annual plan,” or “sufficiently implemented as scheduled in the annual plan.” The general evaluation was determined based on comprehensive consideration of these and other factors.

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

- (i) Improvement of evaluation, and
- (ii) Active information disclosure and communication activities

[Evaluation] Progressing as planned toward achievement of the Medium-Term Plan

(Reason) All 4 objectives set in the annual plan were evaluated as being “implemented and exceeding the targets in the annual plan,” or “sufficiently implemented as scheduled in the annual plan.” The general evaluation was determined based on comprehensive consideration of these and other factors.

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

- (i) Improvement and use of facilities,
- (ii) Safety management, and
- (iii) Compliance

[Evaluation] Progressing as planned toward achievement of the Medium-Term Plan

(Reason) All 6 objectives set in the annual plan were evaluated as being “implemented and exceeding the targets in the annual plan,” or “sufficiently implemented as scheduled in the annual plan.” The general evaluation was determined based on comprehensive consideration of these and the following factors:

The following are **notable activities** implemented in AY2016:

○ **Becoming the first university in Japan to acquire certification for cloud security**

HU became the first university in Japan to acquire certification for ISMS cloud security (ISO/IEC 27017: Service Customer), with its information security system recognized as satisfying the unique requirements for cloud services, in addition to general requirements

for information security systems. Acquisition of the certification widely demonstrated to the public that HU maintains information security governance for cloud service use. The unique guideline/checklist for using cloud services created by HU also received high recognition from the certifying body. This guideline/checklist is available for public view, with the aim of promoting its wider use.

II. Improvement in Quality of Education, Research, and Other Academic Activities

The following are **notable activities** implemented in AY2016:

○ **Establishment of a new TA system that fits the contents of activities and quality/abilities of assistants**

From AY2016, HU adopted a new teaching assistant (TA) system, "HIRODAI TA." The HIRODAI TA system is structured with three layers of TAs depending on the quality and competence required by the activities: Phoenix Teaching Assistant (PTA), Qualified Teaching Assistant (QTA), and Teaching Fellow (TF). PTAs perform only auxiliary jobs relating to lessons. QTAs provide supplementary teaching during lessons, such as facilitating discussions and demonstrating experiments, in addition to the assistance provided by PTAs. TFs teach students under the supervision of teachers, in addition to the types of assistance provided by PTAs and QTAs.

○ **Improvement of student support systems by appointing more than one tutor to each student**

The contents of consultations received from students are diverse, not limited to educational issues alone but also problems relating to the use of social networking services and issues related to different lifestyles in Japan as the number of foreign students continues increasing. To address these various consultations, a new "Hiroshima University Guideline for Tutor System and Student Support System" was created, and with more than one teacher being assigned to each student as tutors, in principle, to provide students with more opportunities for consultation. In this multiple tutor system students can receive a second opinion from another tutor. With tutor teachers, solutions can be proposed from a wider perspective by addressing student problems as a team of tutors.

○ **Development of a system to objectively measure and verify study-abroad programs**

The BEVI (Beliefs, Events, and Values Inventory) test is widely used by about 60 advanced education institutions around the world, mainly in the U.S. and a few other countries. To objectively evaluate achievements of students who participated in study-abroad programs, HU developed jointly with the developer of the BEVI test a Japanese version of the BEVI test (BEVI-j). By using BEVI-j, advanced education institutions in Japan can objectively measure and verify the effects that study-abroad experiences had on students in the areas of international awareness, study attitudes, and globalization.

In AY2016, HU conducted a BEVI-j test with about 300 students who had participated in study-abroad programs to verify the results of individual programs and to compare the results with those who had not participated in a study-abroad program. The results of the verification were presented at an international symposium (with about 100 audience members).

○ **Creation of a program to support enrollment of foreign students in graduate schools**

HU created the Morito Higher Education Institution 3+1 Program, a program named after Tatsuo Morito, the first president of Hiroshima University. The program accepts students in the fourth year from foreign undergraduate schools for three terms and provides them education in advanced topics and Japanese language. After completing bachelor courses at their respective home universities, these students will be admitted to graduate schools of HU to develop into advanced experts in their specialized fields. HU also established a system that enables foreign exchange students who have acquired bachelor's degrees from their home universities and complete three terms at HU to stay at HU as researcher trainees until the new graduate school term starts in April of the following year. Through this program, HU created an environment that encourages

enrollment of foreign students to HU graduate schools. (In AY2016, 26 foreign students were accepted as inaugural members in the program.)

Joint usage • Joint research centers

○ Promotion of research activities that will lead to applications in energy-saving next-generation semiconductors

The Hiroshima Synchrotron Radiation Center succeeded for the first time in the world in observing that a spin-polarized surface state exists in an ytterbium compound (YbB₁₂) known as a Kondo insulator, which will lead to applications in the development of energy-saving next-generation semiconductors, spintronics technologies, and in other fields.

○ Expansion of information-sharing by hosting international symposiums

HU actively conducted activities to share information and insights on the latest developments in radiation accidents and medical science research activities, including an international symposium hosted by the Research Institute for Radiation Biology and Medicine on the theme of “Scientific Underpinning for Restoration from a Radiation Disaster.” Thirteen world-leading experts (including five overseas experts) were invited as speakers. The meeting gathered 312 participants, almost double that in previous years.

Hiroshima University Hospital

(Education and research activities)

○ Promotion of research activities to support para-sports

Toward the Olympic and Paralympic Games in 2020, the Sports Medical Center of Hiroshima University Hospital expanded its research projects to improve the performance of para-athletes and to prevent para-athlete injuries. It conducted joint research projects with sports associations for the disabled to deploy research results at actual play venues. Results of these research projects were presented in academic meetings and on other occasions. To promote research activities supporting para-sports, an agreement for collaboration and coordination in para-sports activities was also concluded between four parties: Hiroshima University, the government of Hiroshima Prefecture, the Hiroshima Prefecture Sports Association for the Disabled, and the NPO STAND.

(Medical services)

○ Promotion of team medicine in the fields of cleft lip and inborn errors in upper jaw and facial area

The Hospital established the General Child Health and Development Center for Cheilognathopalatoschisis to provide medical care from a multidisciplinary team to patients with cleft lip and inborn errors in upper jaw and facial area, and to provide appropriate information to patients and their families. The Hospital has held discussions with other major medical centers in Japan to form a national network of medical services for patients with cleft lip and inborn errors in upper jaw and facial area, with the aim of promoting efficient collaboration between the medical centers involved.

○ Implementation of creative epilepsy awareness activities

As a medical center for epilepsy, the Hospital's Epilepsy Center conducted creative awareness activities to communicate accurate information on epilepsy to the public. Because the image color of epilepsy awareness activities is purple, the Center collaborated with Sanfrecce Hiroshima, the local professional soccer team, whose team color is purple, in installing an epilepsy awareness booth at Edion Stadium Hiroshima, the team's home stadium, when official games of the team were played. Awareness buttons and information on epilepsy were distributed at the booth. Video messages from

Sanfrecce Hiroshima players were also presented on the stadium's large screen.

(Operations)

○ Medical services provided as part of support for nuclear disaster reconstruction in Fukushima

The Hospital received a request from Fukushima Medical University to cooperate in establishing a medical care organization in the Futaba area of Fukushima Prefecture, in anticipation of lifting the evacuation order issued following the accident at the Fukushima Daiichi Nuclear Power Station and the return of citizens to the town in the future. In response to this request, Hiroshima University Hospital established the Fukushima Medical Support Center in April 2016. One physician from Hiroshima University Hospital has been stationed at Fukushima Medical University since October 2016 to cooperate in Fukushima Prefecture's restoration through medical support. As a support center for advanced radiation exposure medicine and as a designated general medical and support center for nuclear disasters, the Hospital provided cooperation in disaster reconstruction in Fukushima Prefecture.

○ Strengthened collaboration with major hospitals in the region

To promote establishment of an effective and efficient medical service network of high quality in urban areas of Hiroshima City based on collaboration between major hospitals in the area, eight operators of major hospitals in Hiroshima Prefecture entered into a collaboration agreement. Promoted under this agreement was the division of medical functions and collaboration between the hospitals, and establishment of a system to develop medical professionals supporting regional medical services.