

## Evaluation of Operational Performance : AY 2018

### 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 by steadily implementing its Global Campus Expansion and Innovation Initiative. With the goal of becoming a TOP 100 comprehensive research university in the World University Rankings, HU focuses on world-class educational and research activities and the development of leaders who will play important roles in international society.

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 providing educational programs in collaboration with overseas universities and developing its own system to evaluate and recognize young researchers.

#### **(Actions for “Strategic and Ambitious Objectives and Plans”)**

In AY2018, 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.

To develop young researchers and human resources who will be able to make innovations, HU has developed its system to evaluate and recognize ambitious and creative researchers. Specifically, the potential and possibilities for future growth are also taken into consideration when evaluating personnel at research centers on campus, in addition to the existing evaluation using AKPI, the University’s unique Achievement-motivated Key Performance Indicators that monitor the performance of the educational and research activities. (Efforts relating to “Actions to Become a Top 100 University in the World University Rankings”) HU has implemented the Morito Institute of Global Higher Education 3 + 1 Program of Hiroshima University, which accepts fourth-year international undergraduate students

from all over the world who aim to go on to graduate school, including Graduate Schools of Hiroshima University, for a three-term period. In the program, students are provided advanced education and language education, and acquire a degree in their home countries. As a result of a thorough public relations campaign, the number of the students who have joined the program has increased dramatically (26 students in AY 2016; 90 students in AY 2017; and 146 students in AY 2018). More than half of the fourth-year undergraduate students who completed the program have entered Graduate Schools of Hiroshima University (including those who wish to do so), which proves that the program has played an important role in encouraging students to go to graduate school. (Efforts relating to the “Actions to Become a Top 100 University in the World University Rankings)

## 2 Evaluation by Element

<Overview of Evaluation Results>



### I. Operations and Financial Position

#### **(1) Objectives relating to “Improvement of operations and efficiency”**

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

**[Evaluation] Progressed 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.” The general evaluation was determined based on comprehensive consideration of these and other factors.

#### **(2) Objectives relating to “Improvement of financial position”**

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

**[Evaluation] Progressed as planned and produced some achievement toward achievement of the Medium-Term Plan**

(Reason) All four 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,” and some achievement was made. The general evaluation was determined based on comprehensive consideration of these and other factors.

The following are notable activities implemented in AY2018:

**○ Raising funds in preparation for the University’s 75th anniversary**

Having established The Fund for Uplifting Hiroshima University and Energizing the Local Communities of Hiroshima in AY 2017 in preparation for the University’s 75th anniversary, HU started raising start-up funds from members within the University, and subsequently, in April 2018, started to accept donations from outside parties. In addition to the existing student support and international exchange programs, the fund is also used for a research support program, an education and research environment improvement program, and a social contribution program. As a result of active promotion of donations, the fund has increased considerably compared to the previous academic year, with 14 donations totaling 72.03 million yen.

**○ Leasing lands that were newly permitted to be leased to third parties**

Based on Article 34-2 of the National University Corporation Act, HU obtained approval from the Minister of Education, Culture, Sports, Science and Technology in March 2019 to lease the site of its former employee housing, which will not be used for a while, to the private sector as a parking lot. Revenues of approximately 30 million yen are expected over ten years.

**(3) Objectives relating to “Self-check/evaluation and provision of information”**

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

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

(Reason) All four 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 relating to “Other operation-related matters”**

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

**[Evaluation] Progressed as planned toward achievement of the Medium-Term Plan**  
(Reason) A

The following are notable activities implemented in AY2018:

○ **Response to the torrential rain**

In response to the torrential rain that hit many parts of western Japan from June 28 to July 9, 2018, HU established on July 11 the Hiroshima University Disaster Investigation Team for July Torrential Rain of 2018. It held a general meeting and a press briefing to announce specialists at the University who are involved in disaster prevention research activities and to expand the researcher network. To further promote research on disaster prevention and mitigation and to contribute to society more practically through disaster mitigation, HU has established the Hiroshima University Resilience Research Center as a base for collaboration between researchers and continuing organizational activities.

and support center for nuclear disasters, the Hospital has endeavored to develop human resources capable of providing medical care in the event of a nuclear disaster. The Hospital has also promoted the development of human resources who will be able to work globally as a member of a world-class radiation therapy team.

### **(Medical services)**

#### **○ Reinforcing the allergic disease medical care system**

The HU Hospital was designated by the government of Hiroshima Prefecture as a center for allergic diseases, the first in the prefecture. It diagnoses and treats patients with atopic dermatitis or other severe allergic symptoms, and endeavors to improve the knowledge and expertise of medical professionals specializing in allergic diseases.

### **(Operations)**

#### **○ Activities in response to the torrential rain disaster**

After the torrential rain disaster in 2018, the HU Hospital established the Disaster Taskforce and dispatched a total of 260 medical professionals to the disaster-stricken areas for 97 days, including a DMAT (disaster medical assistance team) coordinators of the Hiroshima Medical Rescue Team Coordination Group, a JMAT (Japan Medical Association Team) an infection control team, disaster assistance nurses, a DPAT (disaster psychiatric assistance team) a JRAT (Japan Disaster Rehabilitation Assistance Team) an oral care team, and others.

#### **○ Improvement of hospital management**

The Hospital has endeavored to improve its management by taking various measures: 1) calculating the monthly costs of each clinical department and each function by using the University Hospital Management Accounting System (HOMAS2) to identify departments where operating profit increased or decreased significantly from the same period of the previous year to analyze the factors behind these changes; 2) analyzing the monthly medical treatment fees of each clinical department for hospitalized and discharged patients treated under the DPC/PDPS (Diagnosis Procedure Combination/Per Diem Payment System) and 3) analyzing surgical technique levels by using the system proposed by Gaihoren (Federation of Social Insurance Committees of Surgical Societies).”