

## Evaluation of Operational Performance AY 2020

### 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 in accordance with the “Objectives of the University Corporation” under the leadership of the President, including establishing a foreign university branch on the University campus, creating a city where town (the city) and gown (the students and teachers) work together, and addressing regional issues to realize the SDGs.

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

In AY2020, 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.

With the aim of creating new research areas in collaboration with other institutions and cultivating next-generation research leaders who are able to responsibly conduct research activities in the new areas, the RIKEN-Hiroshima University Collaboration Research Facility, a collaborative research center, has conducted open recruitment for its matching fund, the “RIKEN-Hiroshima University Science and Technology Hub Joint Research Program.” In addition, the Hiroshima University Network for Education and Research on Peace and Sustainability (NERPS) assigned four international cross-appointment faculty members with research grants to areas that HU decided to prioritize, creating opportunities for the four researchers and the University’s existing researchers to carry out interdisciplinary research. (Efforts relating to the unit “Actions to Become a Top 100 University in the World University

## Rankings)

To provide Chinese college students interested in the Japanese language and culture with education that will improve their practical Japanese language skills and understanding of Japanese culture, HU concluded a memorandum of understanding with China's Capital Normal University and has established Hiroshima University Morito Institute of Global Higher Education in Beijing. (Efforts relating to the unit "Actions to Become a Top 100 University in the World University Rankings)

## 2 Evaluation by Element

### <Overview of Evaluation Results>

	Notable achievement	Some achievement	Progressed as planned	Progressed mostly as planned	Delayed	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						

### 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 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.

**(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.

The following are notable activities implemented in AY2020:

**○ Introducing a new teacher evaluation system**

HU reviewed its conventional teacher evaluation system, which is implemented by each department, and will introduce a university-wide integrated system to fairly and appropriately evaluate the abilities and achievements of faculty members regardless of their age and position. Under the new system, the activities of faculty members are classified into five categories: “Educational activities,” “Research activities,” “Medical activities,” “Campus operational activities,” and “Academic/social activities,” and faculty members are individually evaluated based on new criteria, the “PI Standard Table” (Professional-Indicator) consisting of 85 evaluation items. HU has decided on a policy that salary is to be determined on the basis of evaluation results (salary increase and diligence allowance) with incentives other than salary (assignment of contract staff, securing of research time, enhancement of research facilities, etc.) to be provided to outstanding faculty members

**(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) All six 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.” In addition, efforts have been made to solve the issues pointed out by the Evaluation Committee in the AY 2019 evaluations. The general evaluation was determined based on comprehensive consideration of these factors.

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

**Joint usage and joint research centers**

## **Hiroshima University Hospital**

### **(Education and research activities)**

#### **○ Establishment of Endoscope Training Center**

HU has launched the Endoscopy Training Center in May for undergraduate students, medical interns, and young doctors to improve their endoscope operation skills. The Center is equipped with a variety of training equipment including models that can be handled by beginner students, as well as the latest devices such as electronic endoscope systems, providing an environment where experienced specialists can instruct students and medical interns.

### **(Medical services)**

#### **○ Strengthening support for foreign patients by measures such as establishment of the Division of International Medical Support**

In order to enhance medical services for the increasing number of foreign patients and to reduce the burden on the Hospital's staff, HU established the Division of International Medical Support in May to create a system that ensures foreign patients can receive medical care safely and smoothly. In addition, in January, the University Hospital received a recommendation from Medical Excellence Japan (MEJ), a core organization that promotes the international development of medical care, to become a Japan International Hospitals (JIH) certified hospital. Thus, HU has a system delivering state-of-the-art medical services both domestically and internationally.

### **(Operations)**

#### **○ Efforts to deal with the novel coronavirus pandemic**

In response to the temporary closure of elementary schools due to the novel coronavirus pandemic, HU opened an emergency afterschool childcare center on campus to help medical staff raising children to continue to work. In addition, the University held workshops for doctors and other medical specialists working at medical institutions in Hiroshima Prefecture that are designed to cultivate personnel who can provide artificial respiration management and ECMO therapy for patients in serious condition, and dispatched medical specialists to the triage outpatient clinic set up by the prefecture, contributing to the prevention of the spread of the coronavirus.