

Hiroshima University
AY2015 Performance Evaluation Results

1 Overall Evaluation

Hiroshima University (HU) has five guiding principles: "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." In the period of the Second Mid-Term Plan, based on the Hiroshima University Long-term Vision adopted in June 2009, HU aims to achieve the fundamental goal of developing world-class education and research centers in the fields where HU excels. While doing so, as a comprehensive research university that functions both as a world-leading national center and the regional center of the Chugoku-Shikoku region, HU seeks to fulfill the mission commonly expected of all universities by further enhancing its liberal arts education.

To achieve these goals, under the leadership of the President, HU increased the target countries of START, a study-abroad-experience program geared for newly-admitted undergraduate students, and of the Special Japanese Language and Culture Program designed for international students. HU also took steps to enhance international collaborative research at its various research centers, thereby diversifying efforts toward its overall international development. All these endeavors demonstrate that HU has made systematic progress toward achieving the University's Fundamental Goals.

Implementation Statuses of the Strategic and Ambitious Plans

In the period of the Second Mid-Term Plan, with the aim of realizing the "Hiroshima University Reform Concept to Grow into a University That Operates Worldwide," HU has taken such steps as giving numbered codes to all courses offered at the University and providing English translations of all syllabuses to make its education more accessible for international students. Also, to attract outstanding individuals from around the world, HU has taken proactive measures such as introducing the quarter system and other relevant systems, and drawing up "Strategic and Ambitious Plans," aimed at dispatching more Japanese students overseas and admitting more international students.

In AY2015, HU worked on translating syllabuses into English and is expected to have English versions of all syllabuses ready by the beginning of AY2016. Revision of the student information system has been completed and preparation is underway for the full-fledged introduction of the quarter system. HU also diversified its efforts to further its international development by increasing the destination and host countries in START, the study-abroad-experience program targeting newly-admitted undergraduate students, and of the Special Japanese Language and Culture Program geared to international students.

Implementation Statuses of Measures for the University's Functional Reinforcement

Under the President's leadership, HU studied the feasibility of developing educational/research units that would lead to HU's functional reinforcement, and drew up a proposal for establishing such educational/research units in life- and bio-related disciplines, humanities and social sciences, and interdisciplinary disciplines. HU has also carried out various personnel and remuneration system reforms. For instance, HU decided to implement from AY2016 a university-wide centralized personnel cost management system for the faculty, switching from an educational/research unit-based system. HU also decided to conduct strategic personnel appointments from a university-wide perspective in accordance with decisions to be made by the Personnel Committee reporting directly to the President. Moreover, to visualize the full spectrum of activities by the faculty members, HU adopted new achievement indicators to measure the faculty members' efforts in executing their tasks using university-wide common criteria, namely the Basic Effort Key Performance Indicators (B-KPI).

2 Evaluation by Category

<Evaluation Results Overview>	Remarkable	Smooth	Mostly smooth	Slightly behind	Major issue needing improvement
(1) Goals relating to operational improvement and efficiency enhancement					
(2) Goals relating to financial improvement					
(3) Goals relating to self-monitoring/evaluation and information dissemination					
(4) Other goals relating to operational management					

I. Operational Management and Financial Statuses

(1) Goals relating to operational improvement and efficiency enhancement

<1> Organizational management improvement, <2> Efficiency enhancement and rationalization of clerical work, etc.

[Evaluation]

Progress toward achieving the Mid-Term Plan goals is mostly smooth.

(Reasons)

HU is recognized to have “produced better results than the goals set in the Annual Plan” or “sufficiently implemented the Annual Plan” in all of the nine items in the Annual Plan. Meanwhile, HU failed to achieve an enrollment rate of 90% in professional degree courses. Considering all these results, we came up with the above evaluation.

Of the results achieved in AY2015, the following is **worth noting**.

O The percentage of international open calls for teaching posts reached 100%

Based on the policy of making international open calls for applicants for all teaching posts that HU adopted to attract faculty members with outstanding educational and research capabilities regardless of nationality, HU made international open calls and followed relevant selection processes, including interviews, for all faculty members to be hired as of April 1, 2016.

Of the results achieved in AY2015, the following **needs improvement**.

O Short enrollment

In the AY2014 Evaluation, the Evaluation Committee pointed out the problem of short enrollment in professional degree courses. In AY2014-2015, the enrollment rate remained below 90% in professional degree courses. In the years to come, drastic measures need to be taken quickly under the leadership of the President to ensure full enrollment.

(2) Goals relating to financial improvement

- <1> Increase in external research funds and other sources of income,
- <2> Cost control,
- <3> Improvement in asset utilization and management

[Evaluation]

Progress toward achieving the Mid-Term Plan goals is smooth.

(Reasons)

HU is recognized to have “sufficiently implemented the Annual Plan” in both of the two items in the Annual Plan. Considering this and all the following results, we came up with the above evaluation.

Of the results achieved in AY2015, the following is **worth noting**.

O Establishment of the Hiroshima University Sponsored Project Fund

HU established the Hiroshima University Sponsored Project Fund to finance student support projects to train highly cultured individuals with a global outlook who will work for peace. Projects include scholarships for international students and support projects for Japanese students studying abroad and will be named after donators who commit to a continuous donation in units of 50,000 yen per month. Because of staging vigorous fundraising campaigns making the most of opinions from outside members of the Hiroshima University Fund Management Committee, 25 donators committed to 32 units of donations. Accordingly, in and after AY2016, HU can expect a continuous annual contribution of 19.2 million yen to the Hiroshima University Sponsored Project Fund.

(3) Goals relating to self-monitoring/evaluation and information dissemination

<1> Evaluation improvement, <2> Promotion of information disclosure, information dissemination, etc.

[Evaluation]

Progress toward achieving the Mid-Term Plan goals is smooth.

(Reasons)

HU is recognized to have “produced better results than the goals set in the Annual Plan” or “sufficiently implemented the Annual Plan” in both of the two items in the Annual Plan. Considering these and all the following results, we came up with the above evaluation.

Of the results achieved in AY2015, the following is **worth noting**.

O Educational quality assurance based on international criteria and standards

HU joined SERU (Student Experience in the Research University), an international consortium of universities, in order to assure the quality of its education in light of international criteria and standards, collect individual data that HU can use for benchmarking itself with overseas universities, conduct benchmarking against Japanese universities and overseas universities, and eventually use the benchmarking results nationwide to contribute to Japanese universities' quality assurance activities. In AY2015, HU invited SERU executives and exchanged information with them with an eye to constructing international evaluation indices.

O Commencement of full-scale operation of a system that makes sophisticated IR analyses possible

HU constructed an education and research information gathering system (DWH) that

makes it possible to extract and retrieve academic information from external databases automatically or through name sorting. Using this system, one can put together, centrally manage, and conduct sophisticated IR analyses of such information as faculty members' publications and articles, history of acquiring external funds, and social contributions. Full-scale operation of the DWH system has commenced in all units of HU. Currently, DWH data on individual faculty members are being used for their performance evaluations and reflected in their treatment. In the future, HU intends to use a variety of data accumulated in its DWH for important management decision making and evaluation of the education/research units.

(4) Other important goals relating to operational management

<1> Facility development, utilization, etc., <2> Environment management, <3> Security management, <4> Legal compliance, and <5> Enhancement of cooperation with university supporters, etc.

[Evaluation]

Progress toward achieving the Mid-Term Plan goals is smooth.

(Reasons)

HU is recognized to have "sufficiently implemented the Annual Plan" in all of the six items in the Annual Plan. Considering this and all the other results, we came up with the above evaluation.

II. Qualitative Improvement of Education, Research, and Other Activities

Of the results achieved in AY2015, the following are **worth noting**.

O Enhanced convenience for applicants by promoting online application

HU carried out vigorous PR activities concerning online application. Specific activities include briefing sessions on the online application system, the production of leaflets and PR video clips, and presentations at education boards. As a result, the percentage of online applications for general entrance examinations at the undergraduate level reached about 22% of admissions in AY 2016. HU also decided to completely switch to online applications starting with the AY2016 entrance examinations for privately-financed international students. Moreover, as a model national university accepting online applications, HU provides other national universities with relevant information.

O Activities to develop international joint research centers

To increase the number of international joint research projects conducted at the HU research centers where resources have been strategically allocated, HU actively applied for domestic and international governmental funds intended for international joint research center development projects and succeeded in having one application accepted, laying the groundwork for even more applications being accepted in the years ahead. HU also signed comprehensive agreements with overseas universities in preparation for joint applications in the future.

O Enhancement of center programs for further promoting international exchange

As its new overseas base, HU established the HU-PE rn TD[dAs baCca)-cg a

precision of high-resolution angle-resolved photoemission spectroscopic experiments. Measuring the kinetic energy and momentum of electrons to determine physical properties of substances with the world's highest precision, this instrument sheds light on the expression mechanism of high-temperature superconductivity.

Hiroshima University Hospital (HUH)

(Education and research)

O Promotion of international exchange based on inter-departmental exchange agreements with overseas institutions

HUH signed inter-departmental exchange agreements with the Faculty of Medicine at Airlangga University and with Dr. Soetomo Regional General Hospital, both in Indonesia, to enable faculty members to visit each other's institutions and conduct training and opinion exchange concerning rehabilitation, thereby promoting international exchange with overseas institutions.

(Treatment)

O Operation of Hiroshima High-Precision Radiotherapy Cancer Center (HIPRAC) based on role-sharing and collaboration among four key hospitals

As a project based on the Hiroshima Prefecture Community Medicine Regeneration Plan that HUH promotes in collaboration with Hiroshima Prefecture, Hiroshima City, medical associations, and other parties, the four key hospitals in Hiroshima City (Hiroshima University Hospital, Hiroshima Prefectural Hospital, Hiroshima Citizens Hospital, and Hiroshima Red Cross Hospital & Atomic-bomb Survivors Hospital) enhanced their role-sharing and collaboration and, in October 2015, commenced operation of the Hiroshima High-Precision Radiotherapy Cancer Center (HIPRAC), where advanced radiotherapy functions are concentrated. By March 2016, HIPRAC had provided treatment for 170 patients (about half of whom were sent from medical institutions other than HUH).

O Hiroshima University Hospital Family House for children with cancer and their families commenced operation

As a childhood cancer base hospital, HUH commenced operation of the Hiroshima University Hospital Family House, a long-term residential facility for child cancer patients and their families. The Family House provides an environment that allows children with cancer to receive medical care while living with their families in a home-like setting.

(Administration)

O Enhancement of systems for providing advanced radiation emergency medical support and nuclear disaster medical support

At the 25th meeting of the Nuclear Regulation Authority (NRA), HU was designated as

an Advanced Radiation Emergency Medical Support Center, joining a nationwide network of institutions specializing in nuclear disaster medicine, as well as a Comprehensive Nuclear Disaster Medical Support Center. In these capacities, HU provides specialized medical consultation for internally radiated patients and coordinates dispatches of nuclear disaster medical support teams, enhancing the systems for advanced radiation emergency medical support and nuclear disaster medical support.