KYUSHU UNIVERSITY MID-TERM PLANS

I. Measures to Achieve Objectives Related to Quality Enhancement of Education and Research.
1．Measures to Achieve Objectives Related to Education
(1) Measures to Achieve Objectives Related to Contents and Outcomes of Education
① Undergraduate Courses
(Contents and Methods of Education)

1. Clarify attainment objectives of each faculty and develop a systematical curriculum that will increase students' awareness of the process to fulfill requirements of the degree.

2. Develop educational contents especially to nurture talent that will thrive on the front lines of international society, and to nurture professional competencies based on the sophisticated knowledge and skills while respecting humanity, sociality, international ways of thinking and expertise.

3. Improve methodologies to provide interactive education through the participatory learning and the utilization of information and communication technology as well as internships and other experience-based learning, in order to nurture learning capacity and practical competencies.

4. Develop and improve educational materials, especially in English, that stimulate active learning and secure sufficient time for sustained learning while satisfying international quality assurance standards.

(Learning Outcomes)

5. Develop an appropriate evaluation system to assess students' attainment levels in terms of comprehension and autonomous learning capacity.

6. Maintain high levels in qualitative and quantitative indices in terms of subjects studied, qualifications and career choices in accordance with characteristics of each faculty's learning outcome goals.

7. Maintain high levels in internal and external evaluations for learning outcomes.

② Graduate Courses
(Contents and Methods of Education)

8. Develop systematical curriculum in accordance with attainment objectives of each faculty and clarify the process to earn degrees.

9. Provide theoretical and practical education in profound manners to cultivate creativity in research and development, high expertise and broad perspectives that will provide broad perspectives toward the society.

10. Provide interdisciplinary learning based on new academic fields as well as established fields to respond to the current of the times and to meet social demands.

(Learning Outcomes)

11. Develop an appropriate evaluation system to assess students' attainment levels in terms of knowledge, skills and the abilities to apply them.

12. Maintain high levels in quality and quantity of conferred degrees and graduates' career choices according to the characteristics of each faculty's learning outcome goals.

13. Maintain high levels in domestic and international evaluations for learning outcomes.

(2) Measures to Achieve Objectives Related to Implementation Structure of Education
(Educational Organizations and Implementation system)

14. Restructure and strengthen educational systems in accordance with the picture of human resources aimed to be fostered by utilizing the graduate school / graduate faculty system, and review student quotas if necessary.
Particularly, take active steps to optimize the student quota for the Department of Dentistry in the school of Dentistry. In addition, from the standpoint of promoting internationalization of the university's educational systems, develop a framework for discussion and prepare for the institutional design necessary for the establishment of the School of Liberal Arts and Science (tentative name) in the first half of the period for the third mid-term objectives, in collaboration with other universities in North America and Europe.

15. Develop and enrich the overall structure of bachelor programs, especially within the Faculty of Arts and Science, to consistently provide education that connects advanced general education and professional education in keeping with international standards and practices.

(Improvement of Educational Activities)
16. Improve contents and methods of education by continuously conducting quantitative and qualitative analyses on actual status and outcomes of education.

17. Reinforce professional competencies development programs for faculty members and staffs with an evaluation system of educational activities and through examination of improvement cases in education.

(3) Measures to Achieve Objectives Related to Support for Students
18. Develop and enrich environments and support systems to facilitate students' autonomous learning and extracurricular activities.

19. Provide appropriate career development support in each academic stage that will enable students to consistently pursue their personal-development throughout their lives.

20. Enrich counseling and support systems related to campus life to maintain students' physical and mental health.

2．Measures to Achieve Objectives Related to Research
(1) Measures to Achieve Objectives Related to the Levels and Outcomes of Research
① Levels and Outcomes of Research
(Basic Research)
21-1. Promote basic research at the highest global standards and produce significant results.

21-2. Promote leading-edge research related to the carbon-neutral energy research domain in collaboration with the University of Illinios, which is conducted at the International Institute for Carbon-Neutral Energy Research (I2CNER). I2CNER is one of the research centers funded by the "World Premier International Research Center Initiative (WPI)" of MEXT and possesses the strength and unique characteristics of Kyushu University.
In addition, invite foreign researchers from the top universities in the world, such as the Massachusetts Institute of Technology, and conduct the international joint research of the world's highest level.

(Assigned Research)
22. Promote research and development that deal with national and social policy matters and produce original and leading-edge results by taking the advantage of characteristics as a university.

(Development of New Fields)
23. Promote integrated or interdisciplinary research that lead the world and produce results in a wide range of areas from humanities and social science to natural science and design.

② Returning of Research Outcomes to Society
24. Plan and implement research projects internationally, domestically and cross-regionally to address issues confronting society and humanity along with industries, governments and private sectors and publicize the research outcomes to return their fruits to society at large.

(2) Measures to Achieve Objectives Related to Research Implementation Structure
① Organizations and Implementation Structure for Research
(Organizations)
25. Lead academic fields in each faculty (listed below) and establish research systems that can flexibly and swiftly adjust to the needs of the times through the utilization of the graduate school / graduate faculty system.

Faculty of Humanities
Faculty of Social and Cultural Studies
Faculty of Human-Environment Studies
Faculty of Law
Faculty of Economics
Faculty of Languages and Cultures
Faculty of Sciences
Faculty of Mathematics
Faculty of Medical Sciences
Faculty of Dental Science
Faculty of Pharmaceutical Science
Faculty of Engineering
Faculty of Design
Faculty of Information Science and Electrical Engineering
Faculty of Engineering Sciences
Faculty of Agriculture
Institute for Advanced Study

(Personnel Administration)
26. Conduct fair and transparent personnel administration from a strategic perspective and secure excellent researchers to enhance the sophistication of academic research activities. Invite world-famous, front-line faculty members from the world's leading universities so as to internationalize the university's faculty system. In addition, increase the rate of female researchers to more than 10 percent.

(Common Use of Facilities and Equipment)
27. Promote internal and external university sharing of research facilities and equipment to strengthen the system and function to conduct leading-edge research.

② Research Support System
(Support System)
28. Promote organizational supports for the implementation of advanced research systems.

(Fostering Researchers)
29. Reinforce the organizational support structure to foster prominent young researchers and female researchers.

(Evaluation and Support)
30. Develop an evaluation system that gives due recognition to competencies and accomplishments of researchers to encourage the cultivation of prominent researchers and to contribute to their excellent academic performance.

3. Measures to Achieve Objectives Related to Clinical, Social, International Cooperation and Academic Information Infrastructure
(1) Measures to Achieve Objectives Related to Social Cooperation and Social Contribution
31. Utilize various resources and functions in the university to actively conduct diverse projects, open lectures and seminars in collaboration with industries, national and local governments, and domestic and overseas universities.

32. Open the university's various facilities and equipment to society.

33. Establish sustained collaboration and cooperation systems with relevant organizations to facilitate social activities while reinforcing the support system and public relations system within the university.

(2) Measures to Achieve Objectives Related to Internationalization of University

(Internationalization of Education)

34. Promote exchange of students, enhance active participations in international programs and projects, and conduct on-the-spot or experience-based learning to foster human resources who are capable of taking active roles in the international society.

35. Develop and enrich programs that attract students, by expanding and developing the number of courses held in English, to enhance the internationalization of education.

36. In order to strengthen the classes held in English in a well-planned manner, increase the acceptance of excellent foreign faculty members to more than five percent of the entire faculty to have them play central roles in the internationalization of education while enhancing qualifications and competencies of Japanese faculty members. Newly recruited faculty members are in principle required to give classes in English for the first five years.

(Academic Exchanges)

37. Increase the number of undergraduate and graduate school students sent to overseas universities to foster human resources who are capable of playing active roles in the international society.

38. Double the number of overseas student acceptance from 1,300 in 2008 to 2,600 through the expansion of programs for overseas students and the sophistication of the acceptance system.

39. Strengthen the internationalization promotion structure to stimulate exchange of overseas students and the acceptance of overseas teachers and researchers.

40. Implement international academic exchange on a global scale by taking the advantage of the university's geographical proximity to other Asian countries with the view of further strengthening its function as a research center.

(International Cooperation and University-Industry Collaboration)

41. Promote joint projects in collaboration with other universities, research institutions, industries and private organizations, domestically and internationally, while improving the environment for these activities both internal and external the university.

42. Implement international technological development support and international cooperation efforts to foster human resources overseas.

(Top Global University Project)

79. Based on the theme "Strategic Hub Area for top-global Research and Education, Kyushu University (SHARE-Q)," promote the implementation of the initiatives to achieve the following goals for the Top Global University Project: "Internationalization of education", through using the Course Numbering System for all subjects of the undergraduate courses, the establishment of the Global Student Exchange Center and new overseas offices(more than three); "Governance reforms to support internationalization" through the establishment of the Project Headquarter and SHARE office; and "Enhancement of international reputation", through launching the Reputation Management Unit with a specialist from overseas university to improve the university's international visibility and reputation.

(3) Measures to Achieve Objectives Related to the Academic Information Infrastructure

(University Library)

43. Promote the systematization of book collection and improve the user-friendly environment while providing network-oriented services linked with research and educational activities.

44. Further promote classification of library materials to fit with specific characteristics of each field of study and reinforce the academic information transmission function through the utilization of an organizational repository.

45. Develop an organizational administration structure to enhance usability of library services for students, faculty members and staffs while facilitating smooth implementation of the relocation plan to the new Ito Campus.

(Information Infrastructure Initiative)

46. Promote the development of a secure and safe information environment that serves as a foundation to gather, accumulate, network, share, process and transmit academic information.

(4) Measures to Achieve Objectives Related to the University Hospital
(Provision of Highly Advanced Medicine)
47. Enhance partnerships with local medical institutions as a medical hub in Japan.

48. Enhance open, international partnerships with medical institutions in Asia and other regions of the world.

49. Develop and introduce innovative, cutting-edge medical science, including translational research (TR) in order to provide the most highly-advanced medicine.

(Reinforcement of Safe and Secure Medical Systems)
50. Reinforce clinical systems and safety management programs that raise the quality of healthcare.

51. Enhance services for patients by improving the medical environment and promoting public relations efforts to increase the level of patient satisfaction.

(Enrichment of Education to Foster Comprehensive Medical Profession)
52. Foster clinical instructors and medical professionals who are capable of conducting team medicine that respects both the physical and mental health of our patients.

(Reinforcement of detailed Operating Systems and the Establishment of Sound Management Practice)
53. Establish an efficient and rational system of operation by enhancing cooperation among the hospital divisions so that we can fulfill the function of the university hospital as a medical hub.

54. Ensure sufficient revenue and keep spending under appropriate control in order to establish a sound financial management foundation for the university hospital.

Ⅱ. Measures to Achieve Objectives Related to the Improvement and Efficiency of Administration

1. Measures to Achieve Objectives Related to the Improvement of Organizational Operations
(Organizations)
55. Strengthen the cooperative function between the institutional headquarter and departments under the leadership of the university president to contribute to the realization of future goals.

56. Under the President's leadership and based on analysis of self-assessment, flexibly adjust to changes in society and the academic world, strengthen and reorganize the structure of the educational and research organization in a strategic and focused manner, and reallocate the resources within the university.

(Human Resources)
57-1. Improve the flexibility of the human resource/payroll system so as to secure a variety of human resources. In particular, develop an appropriate performance assessment system, and introduce and promote the annual salary system.

57-2. To accelerate the globalization of Kyushu University, we aim to promote employment of competent foreign academics in organized and strategic ways in order to increase the number of foreign faculty members, mainly by inviting them from universities with which we have concluded official international academic cooperation agreements and other partner institutions.

58. Examine and implement training programs to nurture knowledge and competence that contribute to the improvement of organizational operations.

59. Improve and consolidate the performance evaluation system for faculty members and administrative staffs while utilizing evaluation activities and their results.

2. Measures to Achieve Objectives Related to the Improvement of Efficiency and Rationalization of Office Works
60. Conduct a continuous and comprehensive review of the administrative system in step with the relocation plan to the new Ito Campus and reestablish an administrative system that facilitates efficient and effective operation.

61. Conduct a continuous review of operations to promote collective handling of common works, effective outsourcing, computerization of office work, introduction of a one-stop service system and optimization of commissioned businesses.

Ⅲ. Measures to Achieve Objectives Related to the Improvement of Financial Affairs
1. Measures to Achieve Objectives Related to the Increase of External Research Funds, Donations and Other Independent Revenues.
62. Reinforce the structure to obtain external funds and other Independent Revenues while promoting strategic and effective distribution of internal resources to stimulate these efforts.

2. Measures to Achieve Objectives Related to Cost Containment
(1) Reduction of Personnel Costs
63. Conduct a drastic review of personnel costs to bring them close to the level of national government officers implemented under the Act on the Promotion of Administrative Reform for the Realization of a Small and Efficient Government (Act No.47 of 2006) and reduce the costs by five percent or more within five years compared with the level in 2006. In the meantime, conduct a continuous review of personnel costs until 2011 with reference to civil-service reform programs implemented under the Basic Policies for Economic and Fiscal Management and Structural Reform in 2006 (approved by Cabinet on July 7th, 2006).

(2) Containment of management Costs
64. Raise cost-consciousness among faculty members, staffs and students by publicizing the actual status of management costs to contain those costs.

3. Measures to Achieve Objectives Related to the Improvement of Asset Management
65. Consolidate information concerning assets of the university including land, buildings and internal funds to promote efficient and effective use of them.

Ⅳ. Measures to Achieve Objectives Related to Provision of Information Concerning Self-Inspection, Self-Evaluation and Relevant Information
1. Measures to Achieve Objectives Related to the Improvement of Evaluation
(Enhancement of Quality Assurance and Improvement)
66. Strengthen the function to efficiently gather and analyze data that shows the actual status of the university's activities in terms of quality assurance.

67. Effectively facilitate improvement in educational and research activities through inspection and evaluation to establish a system that facilitates their implementation.

2. Measures to Achieve Objectives Related to the Promotion of Disclosure and Provision of
(Accountability)
68. Constantly and continuously release and transmit information both domestically and internationally concerning ongoing educational and research activities as well as results of self-inspection and self-evaluation.

Ⅴ. Measures to Achieve Priority Objectives Related to Campus Development and Other Administrational
1. Measures to Achieve Objectives Related to the Development and Utilization of Facilities and Equipment
(Development of Environment for Research and Education)
69. Facilitate the second and third stages of the relocation plan to the new Ito Campus in line with fiscal measures of the national government.
Steadily advance the improvement projects of the Research and Education Building, International Students Residence and experiment facilities as PFI projects.

70. Facilitate improvement of educational and research environments at existing campuses.
Steadily advance the remodeling of the Kyushu University Biomedical Research Station in Hospital Campus as a PFI project.

71. Strengthen the function of campuses to bridge the university and the community.

(Effective and Efficient Use of Facility and Equipment)
72. Promote efficient use of energy and conservation of resources.

73. Conduct proper maintenance and efficient use of facilities and equipment.

2. Measures to Achieve Objectives Related to Safety Management
74. Ensure compliance with laws and other regulations under the concentrated management system and implement proactive and systematic activities for safety and well-being in each workplace.

3．Measures to Achieve Objectives Related to Regulatory Compliance

75. Keep students, faculty members and staffs informed about regulatory compliance and provide relevant training to boost awareness.

76. Enrich the authentication infrastructure, review information security policies, and provide lectures for university members to raise the information security level and to ensure compliance of information regulations among students, faculty members and staffs.

4．Measures to Achieve Objectives Related to Public Relations and 100th Anniversary Celebrations

(Public Relations)

77. Strengthen systems and methods to effectively gather and transmit information in and out of the university to supply a wide range of information about the university.

(100th Anniversary Celebrations)

78. Plan and implement improvement projects for educational and research environments as part of 100th anniversary celebrations.