KYOTO UNIVERSITY
FOUNDED 1897
KYOTO CITY JAPAN

2
by 2o2o

2×
INTERNATIONAL
STRATEGY
国際戦略
2013

2
by 2o2o

京都大学
KYOTO UNIVERSITY

京都大学
KYOTO UNIVERSITY

世界に通じる知を、
この地、京都から

Knowledge,
from Kyoto to the World.

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新たな国際戦略策定にあたって
——「2x by 2020の提言」

Establishing a New International Strategy:
The 2x by 2020 Initiative

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京都大学は、1897年の創立以来、自由の学風のもと闊達な対話を重視し、世界都市・京都において自重自敬の精神を涵養し、地球社会の調和ある共存に貢献すべく、優れた人材を育成するための教育、真理の探究のための研究、多岐に亘る社会貢献に取り組んで参りました。

私は「学問とは真実をめぐる人間関係である」と考えています。学問は、先人が築き上げた業績、それを継承し授ける師、仲間やライバルとの出会いがあってこそ、成就させることができます。これを仏教で「縁(よ)りて起こる」という意味で「縁起」といいます。本学では、その真実をめぐる人間関係である「縁」をより豊かにし、質の高い高等教育と先端的学術研究を実現する豊饒な土壌を構築するために、積極的に国際化を推進してきました。

急速にグローバル化が進む中、さらに強固で確実な国際化を展開していくために、京都大学の国際戦略「2x by 2020」を策定しました。また、国際戦略の実施に向け、京大グローバルアカデミー(仮称)構想の検討も進めています。真の国際化によって、世界トップレベルの大学となり、皆様と教育・研究・社会貢献の「縁」を享受することができればと願っております。

Since its founding in 1897, Kyoto University has emphasized open-minded dialogue based on a philosophy of academic freedom. Located in the cosmopolitan city of Kyoto, the university has cultivated a scholarly tradition founded on a spirit of independence and self-reliance, and has made significant social contributions by conducting education to foster outstanding human resources and ethical research to promote harmonious coexistence within the Earth's human and ecological community.

I believe that "scholarship" can essentially be described as "human relationships revolving around the search for truth." Our mentors, who inherit the accumulated wisdom and achievements of their predecessors and pass it down to us, our colleagues, and even our rivals—it is through our interactions with such people that "scholarship" is attained. The direct relationship between those encounters and the quality and nature of the resulting scholarship can be likened to Buddhism's karmic law of cause and effect, wherein nothing occurs without the corresponding circumstances to bring it about. At Kyoto University, we endeavor to influence that natural process of cause and effect by providing the most fertile ground possible in which those vital human relationships can begin and thrive. The university's pro-active stance in promoting internationalization is a key part of that effort.

In the midst of rapidly advancing globalization, Kyoto University has formulated a new international strategy, The 2x by 2020 Initiative, to ensure that the university's internationalization continues to progress with stability and a sense of purpose. To advance the aims of the new strategy, we are currently in the process of establishing the Kyoto University Global Academy, a diverse suite of innovative internationally-oriented education and research programs and initiatives. It is my sincere hope that through these efforts to promote true internationalization, Kyoto University will further consolidate its status as one of the world's leading academic institutions and that it will become an ever richer and more fertile environment for education, research and social contribution.

国際戦略「2x by 2020」は、京都大学の基本理念を前提に、本学が世界に誇る伝統、文化の蓄積、独創力を原動力とし、「研究」「教育」「国際貢献」の3つの柱で構成されています。

「研究」では、世界をリードする学術研究を推進し、世界レベルの研究競争を勝ち抜く力を培うために大学間連携や国際共同研究の促進、若手人材の海外派遣や外国人研究者の採用等による人材の国際化、研究成果の情報発信による国際的評価の向上を図ります。

「教育」では、異文化理解力、交渉力、専門力を併せ持つ国際力豊かな人材を輩出するために質の保証を行いつつ、学生海外派遣、留学生受け入れ態勢の強化等、世界を牽引するリーダーに必要不可欠な「国際性」を涵養します。

「国際貢献」では、地球規模の課題である人口、食糧、環境、資源・エネルギー、医療等の問題の解決において、本学の総合力を駆使して、地球社会に一層の貢献を果たすよう努力します。

京都大学の優れた知財を結集させ、そのパワーを最大限に発揮するために、皆様のご協力・ご指導を賜りますよう、よろしくお願い申し上げます。

本冊子が国際戦略をご理解頂く一つの手掛かりとなれば幸いです。

Based on our mission statement, Kyoto University's new International Strategy, The 2x by 2020 Initiative, is formed around three central pillars of Research, Education, and International Service, and its driving force can be found in the academic traditions, creativity, and rich accumulation of culture for which the university is internationally renowned.

Research: We will strive to promote academic research which is at the vanguard of international standards, emphasizing a collaborative approach to ensure our competitiveness in the international arena. We will seek to internationalize our faculty and staff by providing opportunities for overseas experience and recruiting internationally, and we will raise the university's international profile through the dissemination of our research results.

Education: We will maintain a high standard of quality assurance to ensure that our graduates have highly developed international skills, which combine cross-cultural understanding, negotiation abilities, and specialized skills. And through measures such as the enhancement of our systems and opportunities for student mobility, we will seek to foster within our students the international awareness vital to playing leading international roles.

International Service: We will apply the combined strength of the university to seeking solutions to global-scale problems relating to population, food, the environment, resources, energy, and medical care. In doing so, we will further enhance our contribution to global society.

I hope that this publication will provide you with an insight into our efforts under the new international strategy, and I hope that you will lend us your support and guidance in those endeavors, so that we can most effectively gather and exercise the combined strength of our intellectual assets for the benefit of the entire international community.

「2x by 2020」の概要

Overview: The 2x by 2020 Initiative

本学が新たに提唱する国際戦略「2x by 2020」。これは今日の社会における急速なグローバル化の流れを受け、世界に卓越した知の創造を行う大学としての本学の一層の発展と、世界トップレベル大学 —WPU（World Premier University）—としての地位確立を目標としたものです。新しい国際戦略は本学の使命に呼応し「地球規模の視野と多様な地域文化への理解と敬意を根底にすえた教育研究の伝統」、「京都における1200年に及ぶ東西交流が生みだした重層的な文化の蓄積」、「京都大学が培ってきた、新しいパラダイムを提唱できる独創力」を国際化推進の原動力とすることを基本理念とします。

戦略の推進にあたっては3つの基本目標として研究・教育・国際貢献を掲げ、その実現に向けた具体的な施策と数値目標、当面の重点施策を策定します。また国際戦略の実現にあたり、京大グローバルアカデミー（仮称）を創設します。同時に国際戦略委員会の設置など全学的、中長期的な観点での体制強化も図り、2020年までに国際化の指標を2倍にすることで、確固たる数値に裏付けられた本学の「真の国際化」を目指します。

「2x by 2020」(Double by Twenty-Twenty) とは
What is "2x by 2020" (Double by Twenty-Twenty)?

研究・教育・国際貢献に関する国際化の指標となる数値を2020年までに2倍にするという新たな国際戦略のスローガンです。

"2x by 2020" is the slogan of the new International Strategy by means of which Kyoto University aims to double its international indices in research, education and international service by the year 2020.

×2

As globalization continues to advance at a rapid pace, Kyoto University has launched The 2x by 2020 Initiative as its new International Strategy to promote the further development of the university as a world-class institution of higher learning, and consolidate our global position as a World Premier University (WPU). The new International Strategy is premised on Kyoto University's mission statement, with its fundamental principles to promote internationalization motivated by "an education and research tradition rooted in understanding and respect for global perspectives and diverse regional cultures," "the rich, multifaceted culture that has evolved in Kyoto through 1,200 years of interaction between East and West," and "creativity that can put forth a new paradigm developed by Kyoto University."

The new International Strategy sets forth three key objectives in research, education and international service. It delineates specific measures and numerical targets to achieve those objectives, as well as measures that will be given immediate priority. To achieve the goals of The 2x by 2020 Initiative, Kyoto University is establishing the Kyoto University Global Academy (provisional name). We will also radically enhance our systems and infrastructure at the university-wide level, and with a mid- to long-term perspective. This will include such measures as the establishment of the International Strategy Committee, and efforts to double our internationalization indices by 2020. Through those efforts we aim to achieve a "true internationalization" that is founded on the achievement of concrete numerical targets.

3つの原動力
Three Driving Forces

伝 統 Tradition

文化の蓄積 Culture

独創力 Creativity

体制の強化 Enhancement of Systems and Infrastructure [▶ P.19]

重点施策の実施 Implementation of Priority Measures [▶ P.17]

3つの基本目標 & 施策・数値目標
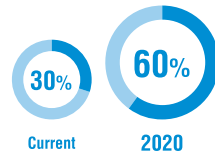## Three Key Objectives / Strategic Measures and Numerical Targets

■ 研究 Research [▶ P.7]
世界的に卓越した国際競争力のある研究の推進
Promoting Globally Competitive Top-Class Research

外国人研究者・教員
International researchers and faculty members
3,190 Current → 6,500 2020
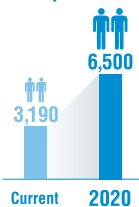
国際共著論文比率
Multinationally authored academic papers
30% Current → 60% 2020

大学主催の国際シンポジウムを毎年5回程度開催
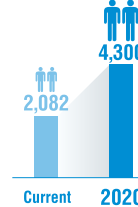Five international symposia annually
5 Symposia Annually

■ 教育 Education [▶ P.11]
世界に通用する国際力豊かな人材の育成
Cultivating Human Resources with Strong International Skills

海外留学者（中長期・短期）
Students studying abroad (short-, medium-, and long- term)
779 Current → 1,600 2020

留学生
International students
2,082 Current → 4,300 2020
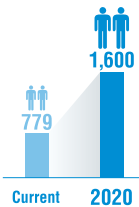
英語講義の実施率
Ratio of lectures in English
5.1% Current → 30% 2020
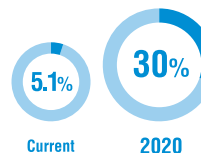
■ 国際貢献 International Service [▶ P.15]
地域社会の調和ある共存に資する国際貢献の推進
Contributing to Harmonious Coexistence within the Human and Ecological Community on this Planet

京大グローバルアカデミー（仮称）構想
Kyoto University Global Academy
[▶ P.20]

国際化の指標となる数値を2020年までに2倍に
Double internationalization indices by 2020

確固たる数値に裏付けられた「真の国際化」を実現
Achieve "true internationalization" founded on the achievement of numerical targets

京都大学の「知」の使命
Kyoto University's mission of knowledge

創 造 Creation

伝 承 Transmission

還 元 Contribution

基本目標 / 施策・数値目標 Key Objectives / Strategic Measures and Numerical Targets

研究 Research

世界的に卓越した国際競争力のある研究の推進
Promoting Globally Competitive Top-Class Research

世界的に卓越した知の創造。これは本学の基本理念であるとともに、世界において本学が果たすべき使命でもあります。グローバル競争が激化する今日、世界をリードする研究大学であり続けるために更なる国際化を推進します。

The generation of world-class knowledge is one of the aims specified in Kyoto University's Mission Statement, and a fundamental duty of the university as an international academic institution. Kyoto University will promote internationalization to maintain its position as a front-runner in today's increasingly competitive international higher education environment.

1 海外大学などとの共同研究の推進
International Collaborative Research with the World's Leading Universities

本学の研究をより一層国際化するために、国際競争力のある海外大学などとの共同研究を推進します。具体的には、国際的な研究力を示す指標の一つである国際共著論文について、被引用数の増加と論文比率60%を目指します。

In order to further accelerate the internationalization of our research, we will promote collaborative research with competitive universities overseas. The number of multinationally authored academic papers is one indicator of international research capacity. We aim to raise the ratio of multinationally authored academic papers to 60 percent by 2020, and increase the number of citations.

1 Research Collaboration

国際共著論文比率
Multinationally Authored Academic Papers

30% Current
60% 2020

Overseas Experience 2

2 ジョン万プログラム（若手研究者の海外派遣）の拡充・整備
Further Develop the John Mung Program (The Kyoto University Young Scholars Overseas Visit Program)

海外大学での研究活動は、研究者の国際的なネットワークの形成や学術的なグローバルマインドを磨く一助となります。若手研究者（博士後期課程学生・ポスドク・特別研究員を含む）の海外派遣促進のため、「ジョン万プログラム」の拡充・整備を行います。

Engaging in research activities at institutions overseas will enable researchers to form international networks and develop an academically global mentality. We will promote the overseas posting of young researchers through the development and expansion of the John Mung Program (The Kyoto University Young Scholars Overseas Visit Program) and other initiatives.

ジョン万プログラム The John Mung Program	本学の次世代を担う若手人材（研究者・学生・職員）を対象に、海外経験などの機会を支援し、国際的な活動を奨励・促進することを目的として、大学が主体となって次世代のグローバル人材を積極的に養成する全学的プログラム A university-wide program to proactively foster the next generation of global human resources by sending young faculty, students, and staff abroad in order to encourage and promote their international activities.

John Mung (real name Nakahama Manjirō [1827-1898]): After being rescued from a shipwreck in 1841, John Mung became one of the first Japanese to set foot on American soil. After returning to Japan in 1851, he became a pioneering figure in developing the country's international relations.

3 外国人研究者・外国人教員の受け入れ体制・制度の充実
Enhance the University's System and Infrastructure for Hosting International Researchers and Faculty Members
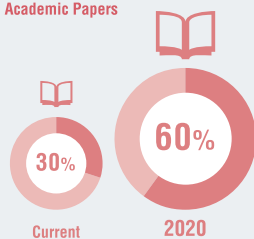
2020年までに外国人研究者の年間受け入れ数6,000人、外国人教員数500人を目指します。施策としては、外国人研究者用宿泊施設などのインフラをはじめとする生活支援体制の充実を図るとともに、積極的な国際公募や国際シンポジウムを通じた招へいを行います。また教員については年俸制などの柔軟な雇用制度を導入します。

In order to increase the number of international researchers hosted by Kyoto University to 6,000 per year, and the number of international faculty members to 500 per year, we will enhance the support infrastructure for international researchers and faculty, such as housing for international researchers. We will also proactively engage in global recruitment, introduce a flexible employment system, and invite researchers to international symposia.

3 Enhance System and Infrastructure for International Researchers and Faculty Members
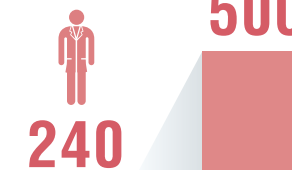
外国人研究者の受け入れ
International Researchers

6,000

外国人教員
International Faculty Members

240 Current
500 2020

2,950 Current
6,000 2020

4 最先端の知が集う拠点の形成
Establish the University as a Leading Global Knowledge Base

世界から第一線級の研究者が集まり最先端の学術研究が行われる優れた環境と、トップレベルの研究水準を誇る拠点を形成します。

We will gather top-class researchers from around the world, and strive to form a world-class research center that offers an exceptional research environment and fosters research of the highest quality.

4　Top-Class Researchers
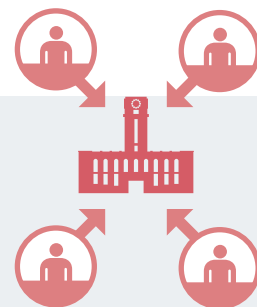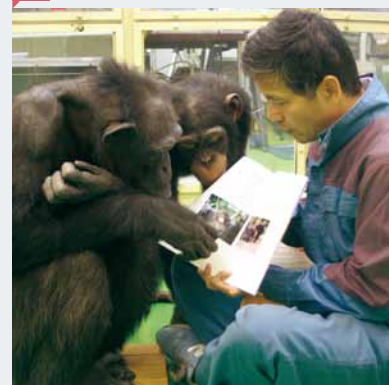
5 Symposia Annually

5　International Symposia

5 シンポジウム開催による国際社会への積極的な情報発信
International Symposia: Proactively Sharing Information with the International Community

本学主催の国際シンポジウムを毎年5回程度開催し、世界における本学のプレゼンスを高めます。ひいては学術成果の発信により、海外大学との国際共同研究を推進します。

In order to improve the university's international presence, share our academic achievements internationally, and promote international collaborative research, we will host approximately five international symposia annually in different fields and at different venues around the world.

6 コンソーシアムを介した大学間国際ネットワークの強化
Strengthening Our Global Network through International University Consortia

APRU（環太平洋大学協会）、AEARU（東アジア研究型大学協会）をはじめとした本学が参加する大学間国際コンソーシアムを介し、積極的なネットワークの構築と連携強化を進めます。

We will work proactively to create a global network and strengthen our collaboration with leading universities worldwide by building upon the international consortia of universities in which Kyoto University already plays an active role, including the Association of Pacific Rim Universities (APRU) and the Association of East Asian Research Universities (AEARU).

6　International University Consortia
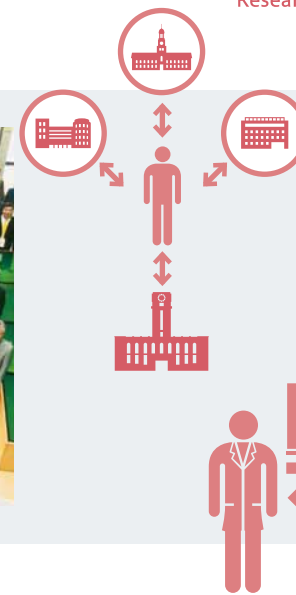
7　Outstanding Research Environment

7 世界トップレベルの研究者が集う拠点にふさわしい魅力ある環境の整備
Increase the University's International Appeal to Facilitate a Positive Cycle of "Brain Circulation"

海外で学んだ研究者が、本学に戻ってからもその経験を活かした教育研究活動ができるよう、国際的にも魅力ある研究環境や待遇の整備・充実を図ります。

To encourage researchers who have studied overseas to return to Kyoto University and engage in teaching and research activities that fully utilize their experiences abroad, we will enhance the research environment, employment system, and other provisions to make the university more internationally appealing.

教育 Education

世界に通用する国際力豊かな人材の育成
Cultivating Human Resources with Strong International Skills

国際社会で必要不可欠な異文化理解能力、英語での交渉力、専門活用力。これらを併せ持つ国際力豊かな人材の育成は本学の責務であります。世界水準の教育を提供することで、次世代のリーダーに求められる国際性、課題解決力を涵養します。

We will provide world-class education to foster the internationalism and problem-solving capabilities that are essential in global leaders: the ability to understand different cultures, the ability to conduct discussions and negotiations in English, and practically applicable expertise.

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1 学生の海外留学者数の増加
Increase the Number of Students Studying Abroad

学生交流協定締結の促進、奨学金制度の拡充、留学前相談体制の充実などを通して、「ジョン万プログラム」[▶ P.7]をはじめとする多様な留学プログラムを実施します。これにより中長期の海外留学者数600人、短期留学者数1,000人を目指します。

Starting with the John Mung Program [▶ P.7], we will implement a variety of study abroad programs by promoting the conclusion of student exchange agreements with institutions overseas, expanding the scholarship system, improving the pre-departure consultation system for students studying abroad, and other measures. Our objective is to have 600 students participate in medium- to long-term study abroad programs and 1,000 students participate in short-term study abroad programs.

1 Overseas Study Experience

学生の海外留学者（中長期）
Students Studying Abroad (Medium- to Long-Term)

1,000

学生の海外留学者（短期）
Students Studying Abroad (Short-Term)

600

544

235
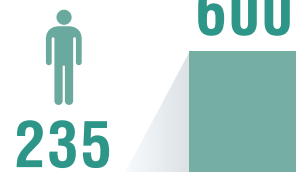
Current　2020

Current　2020

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2 国際社会に通用する語学力の涵養
Strengthen Students' English Language Proficiency

国際社会における優秀なリーダーを輩出するため、英語能力を測る指標の一つであるTOEFL iBTで80点以上（IELTSの場合は6.0点以上）を学部卒業時までに達成する学生の比率を50%に引き上げます。

In order to produce capable leaders for the international community, our goal is to have 50 percent of our undergraduate students achieve a score of 80 or above on the TOEFL-iBT exam (or a 6.0 or greater on the IELTS) by the time they complete their studies.

2 Language Skills

50%

TOEFL-iBT Score 80

3 Internship Opportunities

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3 国際インターンシップを通じたグローバルなキャリアパスの形成
Promote International Internships

海外での就労体験は、世界を見据えたキャリアパスを形成する一助となります。国内外の研究機関や企業との連携により中長期にわたる国際的なインターンシップを進め、グローバルな視点でのキャリアパス形成を支援します。

Work experience overseas helps to develop a rewarding career path. We will work together with research institutions and corporations in Japan and abroad to increase the opportunities for students to participate in medium- to long-term international internships and support the development of international career paths.

4 より多くの国・地域からの留学生受け入れ推進
Host International Students from a Broader Range of Countries and Regions

留学生の受け入れ環境整備や授業料免除枠の増加、宿泊施設などのインフラをはじめとする生活支援体制を充実させ、学位取得・コース認定型の留学生数4,000人、受入交換留学生数300人を目指します。

We will enhance the university's environment for international students, broaden the scope of students eligible for tuition exemption, and enhance the support systems that facilitate university life, beginning with such infrastructure as international student housing. Our objective is to have 4,000 international students enrolled in degree and other certificate-bearing programs at our university and 300 exchange students.

4 Hosting Students from Diverse Countries and Regions

4,000 International Students
300 International Exchange Students

1,912 International Students
170 International Exchange Students

ENGLISH

5 Courses Taught in English

5 全学共通科目・専門科目における英語講義の充実
Expand and Improve Liberal Arts and General Education Courses, and Specialized Courses Taught in English

全学共通科目・専門科目における英語による講義の実施率を30%に引き上げます。これにより教育の国際化を一層加速させるとともに、より多くの留学生と日本人学生がともに学ぶ機会を設けます。

In order to further accelerate the internationalization of the university's education, and provide more opportunities for international students and Japanese students to study together, our goal is to conduct 30 percent of our liberal arts and general education courses, and specialized courses in English.

5.1%   30%

6 教育現場におけるICT*の積極的な活用
Provide Lectures Using Information and Communications Technology (ICT)

学術交流協定校との遠隔講義システムによる講義など、ICTを活用した教育を推進します。

We will promote education that utilizes ICT with Kyoto University's overseas partner institutions, for example through distance learning systems.

＊ICT…Information and Communication Technology（情報通信技術）

6 Lectures Utilizing ICT

KYOTO JAPAN
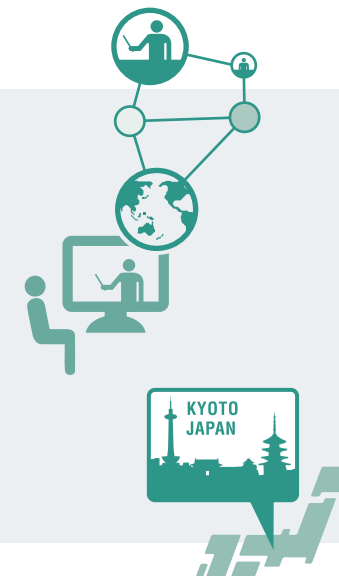
7 Japanese and Asian Studies in Kyoto

7 系統講義「京都で学ぶ日本学・アジア学」の開設
Establish the Interfaculty Course: "Japanese and Asian Studies in Kyoto"

京都にある本学の特徴を活かし、留学生が日本理解を深め、かつ日本人学生が日本について英語で語ることができるよう、系統講義「京都で学ぶ日本学・アジア学」を開設します。この講義では課外授業を広く提供し、日本語・日本文化教育などの留学生教育も拡充します。

We will establish the interfaculty course, "Japanese and Asian Studies in Kyoto," that will draw on the unique characteristics of our university's location in Kyoto to deepen international students' understanding of Japan and to enable Japanese students to talk about Japan in English. This course will offer extracurricular lessons, and broaden Japanese language and culture education for international students.

基本目標 / 施策・数値目標 Key Objectives / Strategic Measures and Numerical Targets

国際貢献
International Service

地球社会の調和ある共存に資する国際貢献の推進
Contributing to Harmonious Coexistence within the Human and Ecological Community on this Planet

日本を代表する総合研究大学である本学の研究成果と人的資源。長年にわたり蓄積してきた国際的なネットワークなどの総合力を駆使し、これらを世界に還元することで、地球社会へのより一層の貢献を果たします。

Utilizing a comprehensive network of international connections that has been cultivated over decades, Kyoto University will bring its research capabilities and human resources to the world as a comprehensive academic institution representing Japan.

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1 地球規模の課題解決に寄与する人材・研究成果の輩出
Foster Talented Human Resources and Deliver Outstanding Research Achievements to Address Global Issues

留学生を含む優秀なグローバル人材の輩出や、優れた研究成果による地球規模での課題解決に取り組みます。

We will foster talented, internationally-minded human resources (including international students), and produce excellent research results which will contribute to the development of solutions to global issues.

1 Outstanding Research Achievements to Address Global Issues

2 International Cooperation with Industry

2 知を深化させる国際産学連携の推進
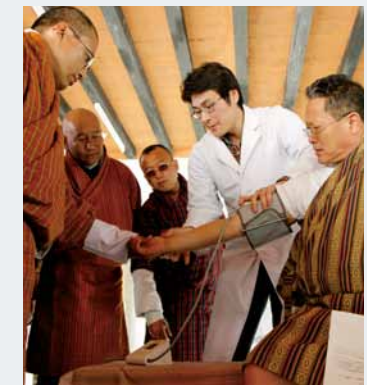**Deepen Knowledge through International Cooperation with Industry**

本学の優れた研究成果を活用した海外の有力大学やTLOなどとの連携を強め、国際的企業との技術移転・国際共同研究を進めます。また国際産学連携を通じ、人的交流による相互理解の醸成や異文化・異分野との融合による研究活動の新たな展開、それにともなう教育の活性化、国際的な人材育成を推進します。

Through enhanced collaboration with leading universities overseas, the Technology Licensing Organization (TLO), and other organizations which have utilized the products of Kyoto University's outstanding research, we will promote technology transfer and joint research with international corporations. Furthermore, the individual exchanges entailed in international industry-university collaboration will facilitate the development of new research initiatives that draw on mutual understanding and a fusion of diverse cultures and fields, which in turn will lead to the invigoration of our education and the development of international human resources.

3 人や情報をグローバルにつなぐネットワークの構築
Create a Global Network to Connect Human Resources and Information

海外の有力大学やTLOとの連携、企業ニーズ紹介や仲介サービスなどにおけるシンクタンクの利用、同窓会組織の活用を積極的に進めます。それによりグローバルで継続的かつ実効的な人的ネットワークおよび情報収集・発信ネットワークを構築し、国際的な知的財産の戦略的確保や技術移転活動を進めます。

In order to promote the strategic acquisition of international intellectual property and pursue technology transfers, we will cooperate with leading universities overseas, as well as with the Technology Licensing Organization (TLO), utilize think tanks to introduce corporate needs and provide intermediary services, make use of alumni associations, and take other steps to create global, sustained, and effective human networks as well as networks for gathering and disseminating information.

3 Global Information Network

4 Senior Academy of Kyoto University

5 International Contribution in Medical Fields

4 シニアアカデミーSAKUの制度化による国際貢献
International Contribution through the Senior Academy of Kyoto University (SAKU)

本学の名誉教授により組織化するSAKU（Senior Academy of Kyoto University）を制度化し、海外大学や本学の海外拠点などに派遣することで国際貢献に寄与します。

We will institutionalize the Senior Academy of Kyoto University (SAKU), an organization comprised of Kyoto University's professors emeriti, and will contribute internationally by sending those scholars to international universities or to Kyoto University's overseas centers.

5 国際的な医療貢献の実施
International Contribution in Medical Fields

医療制度や体制の整備が不十分な海外地域に対し、スタッフや技術の提供による医療貢献を行います。

We will contribute to the international community by providing medical staff and technology to regions around the world with inadequate healthcare organizations and systems.

重点施策
Priority Measures

～ 3つの基本目標達成のため、優先的に取り組まれる施策 ～
Priority Measures to Achieve Three Key Objectives

1 学生・教員・職員の国際化
Internationalization of Students, Faculty, and Staff

学生に多くの留学機会を提供するとともに、教職員の国際化も推進します。教員については海外大学で共同研究を行う機会となるサバティカル制度の普及を図り、職員については一定の英語力を有する者の数を140名に引き上げます。

We will provide substantial opportunities for students to study abroad, and promote the internationalization of teachers and staff. We will use the sabbatical leave system as a means to provide our faculty members with opportunities to conduct collaborative research at universities overseas, and increase the number of staff who are competent in English to 140 people.

TOEIC Score 800
49 → 140
Current / 2020
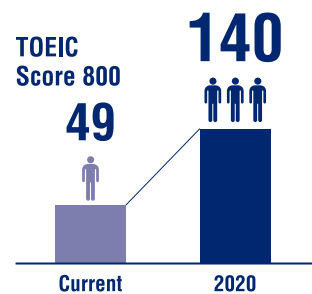
2 大学ランキングの向上
Improve our Position in the World University Rankings

国際共著論文比率や外国人教員比率、留学生比率といった国際化の指標となる数値を向上させるとともに、論文の被引用数の増加や競争的研究資金の獲得にも取り組み、THE*の世界大学ランキングTOP10入りに挑戦します。

We will strive to improve our performance in the internationalization indices including the ratio of multinationally authored academic papers, the ratio of international faculty members, and the ratio of international students. We will also endeavor to increase the number of citations and obtain competitive research funding, in order to enter the top ten in the Times Higher Education (THE) World University Rankings.

＊ THE…Times Higher Education

THE World University Rankings
54 in THE
Current / 2020
TOP 10
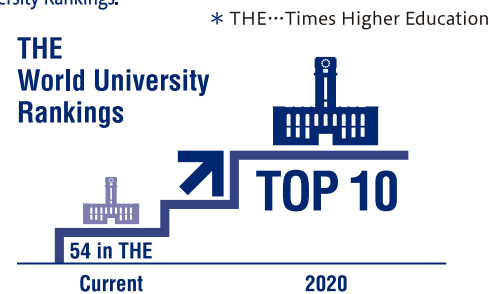
3 インフラの整備
Improve the Infrastructure for Internationalization

外国人研究者や留学生に対する環境整備の一環として、宿泊施設を800戸に拡充します。併せて全学的な海外拠点5カ所の設置を目指し、国際化推進に必要なインフラの充実を図ります。

To improve our environment for receiving international researchers and students, we will create 800 units of housing facilities. We will also improve the infrastructure necessary to promote internationalization in order to establish five overseas centers for the university as a whole.

400 → 800 Housing Facilities

4 交流協定締結数の拡大
Increase the Number of Academic Cooperation and Student Exchange Agreements

人的交流の活性化や国際共同研究の推進のため、学術交流協定締結200件、学生交流協定締結150件を目指します。

To promote the mobility of students, faculty, and staff, and promote international collaborative research, we will increase the number of academic cooperation and student exchange agreements with a target of 200 academic exchange agreements and 150 student exchange agreements.

Academic Exchange Agreements
93 → 200

Student Exchange Agreements
69 → 150
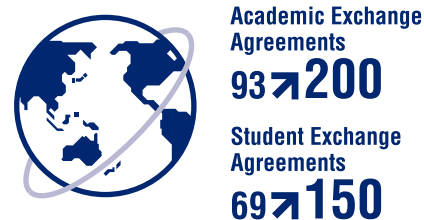
5 海外大学・研究機関・企業との連携強化
Strengthen Collaboration with Overseas Universities, Research Institutions, and Corporations

専門知識を有する国際法務職員や国際技術移転職員の雇用と配置を積極的に進め、海外大学や研究機関、企業との密なネットワークを構築します。

We will actively pursue the hiring and deployment of international legal staff and international technology transfer staff with specialized knowledge, and we will create close networks with overseas universities, research institutions, and corporations.

University
Research Institution ↔ Corporation
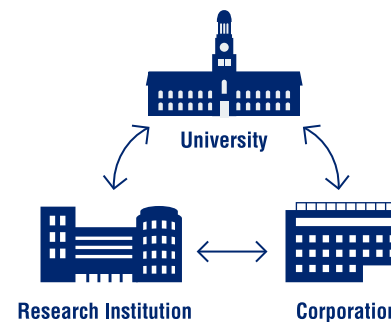
6 海外同窓会の充実
Enhance Alumni Associations Overseas

本学のプレゼンス向上に資するため、海外同窓会の充実と機能強化を図ります。

To heighten the international presence of the university, we will work to enhance our alumni associations overseas and enhance their functions.

7 危機管理体制の支援
Enhance the Risk Management System

国際化にともなう学生、教職員にかかる海外渡航、および、外国人研究者や留学生の危機管理支援のための全学的な対応に取り組みます。

The university will provide the assistance needed to manage the risks that accompany internationalization, including risks for Kyoto University students and faculty members who travel overseas, as well as for international researchers and students who come to study at Kyoto University.

Risk Management

8 組織体制の整備・強化
Strengthen the Structure for Promoting the International Strategy

国際戦略推進体制の強化と国際関係事務組織体制の機能強化を図るため、国際化を戦略的に推進する組織の体制整備を行います。

In order to strengthen the structure for promoting our international strategy and the international affairs-related administrative system, we will establish an organizational structure that strategically promotes internationalization.

Research / Implementation / Planning
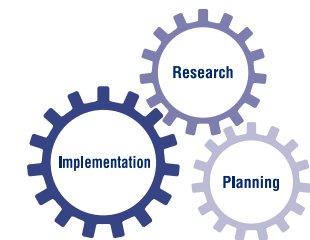
国際戦略委員会の設置　Establish the International Strategy Committee

本学の国際化に関して、各部局による取り組みを調整・支援し、全学的・中長期的な視点で施策を進めるため、関係する理事および部局長などで組織する「国際戦略委員会」を設置しました。併せて本学の国際交流を進める全学組織である国際交流推進機構の機能強化、並びに国際関係事務組織の体制見直しと効率化を進めます。

In order to coordinate and support the diverse initiatives being conducted at the departmental level, and implement the necessary measures for internationalization at the university-wide level and with a medium- to long-term perspective, we will establish the International Strategy Committee composed of the relevant executive directors, and the deans and directors of individual departments. We also plan to enhance the functions of the university-wide Organization for the Promotion of International Relations (OPIR) and the university's international-affairs related administrative sections by reviewing their structure and making them more effective.

各部局
Individual Departments

国際戦略委員会
International Strategy Committee

2x by 2020

ICTの活用　Proactive Use of ICT

国際化に向けた施策実施に際し、ICTの積極的な利用を進めます。外部に向けた取り組みとしては、本学の外国語ホームページを充実させるとともに研究・教育内容の国際的な発信を行い、海外の研究者・学生への知的情報伝達の機会を充実させます。その他にも、教育研究活動データベースや海外大学の動向などの分析ツールの活用、さらに海外大学などとのネットによる講義やミーティングの実施にあたり、ICTを活用します。

We will further promote internationalization through the application of ICT. We will improve the university's foreign-language web pages, proactively disseminate research and educational content globally, and increase the opportunities to convey intellectual information from our university to researchers and students overseas. We will also proactively apply ICT in various other ways, including the utilization of databases of education and research activities, the use of analytical tools to examine international university trends, and the implementation of lectures and meetings via the Internet with universities and other institutions overseas.

京大グローバルアカデミー（仮称）構想
Kyoto University Global Academy

京大グローバルアカデミー（仮称）構想 Kyoto University Global Academy*

国際戦略の実現にあたって、学部段階からグローバルに活躍できる人材を育てるとともに、質の高い国際共同研究を拡充するため、「京大グローバルアカデミー」（仮称）を創設します。この取り組みでは日本の中長期にわたる成長をけん引する分野を中心に、研究と教育両面における海外大学との連携・協力関係の強化を図ります。

To achieve the goals of The 2x by 2020 Initiative, Kyoto University is establishing the Kyoto University Global Academy*, a suite of innovative education and research programs and initiatives that seek to instill international competence in our students from the undergraduate level and expand our international cooperative research undertakings. Through these initiatives, we seek to focus on fields vital to future national development and enhance education and research cooperation with our international partners.

京大グローバルアカデミー（仮称）
Kyoto University Global Academy*

教育機能 / Education

国際高等教育院
Institute for Liberal Arts and Sciences

英語運用能力育成のための国際言語実践教育プログラムを実施します。

Liberal arts programs to foster practical international communication skills and English language proficiency.

学部・大学院スーパーグローバルコース
Advanced Global Course (Undergraduate / Graduate)

英語のみで卒業・修了可能な学部・大学院国際コースを実施します。

Undergraduate and graduate degree programs which are taught, administered, and supported entirely in English.

思修館等のリーディングプログラム
Leading Programs at the Graduate School of Advanced Leadership Studies and Other Graduate Schools

国際機関との連携を強化し、グローバル人材の新たなキャリアパスを構築します。

Through enhanced cooperation with international industry, organizations, and academic institutions, these programs will forge new career paths for international human resources.

国際連携スーパーグローバル学位プログラム（仮称）
Advanced Global Degree Program in International Cooperation*

世界トップレベルの大学から研究者を教員に迎えて「国際連携スーパーグローバルコース（仮称）」を開設し、世界と競う人材を育成します。また、ジョイントディグリープログラム「国際連携スーパー大学院プログラム（仮称）」の開設を目指します。

Taught by world-class researchers from leading institutions overseas, the Advanced Global Degree Program in International Cooperation* will foster internationally competitive, talented individuals. A joint degree program, the Graduate Program of Advanced International Cooperation*, is also currently in development.

研究機能 / Research

スーパージョン万プログラム
The John Mung Advanced Program (Kyoto University Young Scholars Overseas Visit Program)

次世代を担う若手人材（研究者、職員および学生）を対象に、海外の大学や研究機関への留学・研修の機会をさらに支援します。

A university-wide program for researchers, staff, and students, which seeks to cultivate the next generation of leading internationally-minded talent. The advanced program will offer enhanced study and training opportunities at overseas universities, research institutions, and other organizations.

白眉プロジェクト
Hakubi Project

優秀な若手研究者に、自由な研究環境を5年間にわたり提供します。知的創造活動の場を十分に確保することで、学問分野や国籍を越えた世界トップレベルの研究者を養成します。

A five-year program which provides outstanding young researchers with the ideal environment to fully devote themselves to their research. By providing the perfect conditions for intellectual creativity, the program seeks to foster world-leading researchers regardless of nationality or field of study.

国際高等科学院（仮称）
International Center for Emerging Sciences*
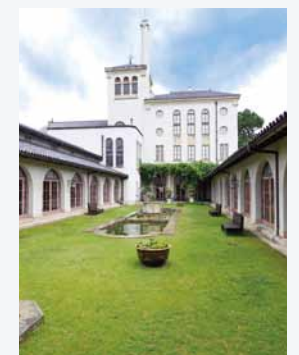
本学と海外大学の世界トップレベルの研究者による共同研究ユニットを設け、世界最高峰の研究拠点を整備します。

A collaborative research unit for cooperative projects between leading researchers from Kyoto University and institutions overseas, the International Academy of Advanced Sciences will represent the pinnacle of international collaborative research.

* Denotes provisional name

学生
Students
本学における学生数
The number of students
at Kyoto University

教職員
Faculty and Staff
本学における教職員数
The number of faculty and staff
members at Kyoto University

組織・施設・環境
Facilities and Environment
本学における組織・施設数
The number of departments and
other facilities at Kyoto University

その他
Others
本学における実績数
Other Data and Statistics

学部生
Undergraduate Students
13,421人

大学院生（修士課程）
Master's Course Graduate Students
4,846人

専門職学位課程
Professional Course Students
728人

大学院生（博士課程）
Doctoral Course Graduate Students
3,682人

外国人留学生
International Students
1,733人

海外留学者（2011年度）
Students Studying Abroad（FY2011）
779人

教員（特定含む）
Faculty Members
3,406人

職員
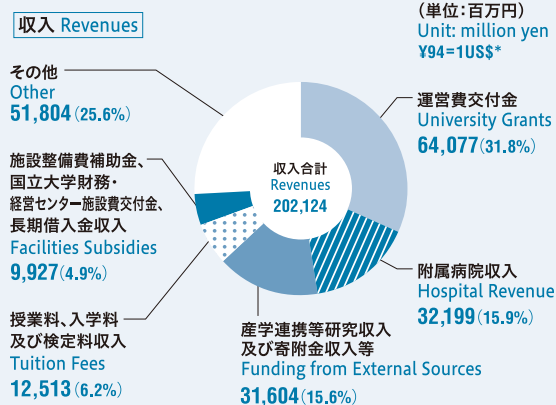Non-Teaching Staff Members
2,655人

外国人教員（2012年5月1日現在）
International Faculty Members（As of May 1,2012）
240人

外国人研究者年間受入（2011年度）
International Researchers Hosted Annually（FY2011）
2,950人

学部
Faculties
10

附置研究所
Research Institutes
14

教育研究施設など
Education and
Research Centers
21

海外交流拠点
Overseas Offices and
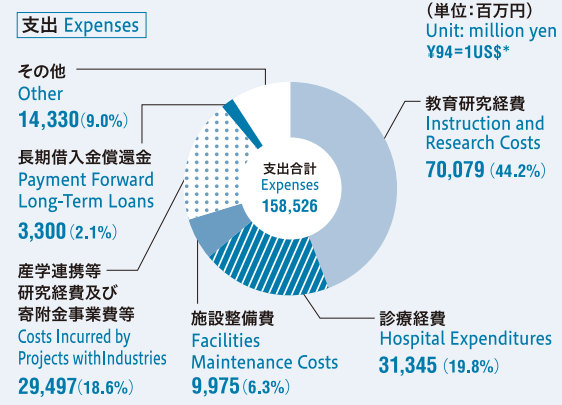Facilities
50

大学院
Graduate Schools
18

教育院など
Intra-University Networks
and Organizations
6

外国人研究者・
留学生用宿泊施設
Units of Housing for
International Researchers
and Students
約**400**戸
(Approx. 400 Units)

英語講義実施率
（2012年度）
Ratio of Lectures in English
（FY2012）
5.1%

被引用論文
Academic Paper Citations
281,948件
2007-2011年統計（出典：In Cites TM,Thomson Reuters）

特許権実施等収入
（2011年度）
Revenue from Patent Licenses
（FY2011）
2.2億円
（JPY 220 million
≒ 2.7 million USD）

大学間学術交流協定校
Academic Exchange Agreements
93大学 **4**大学群**1**機関
（93 Universities, 4 University Associations, 1 National Academy）

国際的な賞の受賞数
International Accolades

ノーベル賞
Nobel Prize
8件

フィールズ賞
Fields Medal
2件

ガウス賞
Gauss Prize
1件

ラスカー賞
Lasker Award
4件

[決算]（2012年度）Finance（FY2012）

収入 Revenues

（単位：百万円）
Unit: million yen
Y94=1US$*

その他
Other
51,804（25.6%）

施設整備費補助金、
国立大学財務・
経営センター施設費交付金、
長期借入金収入
Facilities Subsidies
9,927（4.9%）

授業料、入学料
及び検定料収入
Tuition Fees
12,513（6.2%）

収入合計
Revenues
202,124

運営費交付金
University Grants
64,077（31.8%）

附属病院収入
Hospital Revenue
32,199（15.9%）

産学連携等研究収入
及び寄附金収入等
Funding from External Sources
31,604（15.6%）

支出 Expenses

（単位：百万円）
Unit: million yen
Y94=1US$*

その他
Other
14,330（9.0%）

長期借入金償還金
Payment Forward
Long-Term Loans
3,300（2.1%）

産学連携等
研究経費及び
寄附金事業費等
Costs Incurred by
Projects withIndustries
29,497（18.6%）

支出合計
Expenses
158,526

教育研究経費
Instruction and
Research Costs
70,079（44.2%）

施設整備費
Facilities
Maintenance Costs
9,975（6.3%）

診療経費
Hospital Expenditures
31,345（19.8%）

＊ Based on the exchange rate as of March 29, 2013

京都大学の国際戦略 Kyoto University's International Strategy

はじめに

新たな国際戦略策定にあたって－「2x by 2020の提言」

京都大学では、平成12年に公表の「京都大学における国際交流の在り方について」により国際交流についての理念が提案され、また平成17年度には諸外国の教育研究組織等と緊密に連携しつつ国際化を展開するための要綱として「国際戦略」が策定され、積極的な国際交流が展開されてきた。

しかしこの間、社会・経済のグローバル化が急速に進み、今後さらに国際競争が激化していくことが想定される中、本学が世界に卓越した知の創造を行う大学として一層の発展をなしていくためには、新たな「国際戦略」の策定と具体的なアクションを強力に推進していくことが不可欠である。

このため、本学が真の世界トップレベル大学－WPU（World Premier University）－としての地位確立を目標に、これまでの「国際交流の推進」から、数値目標の達成に裏付けられた真の「国際化の実現」へとシフトし、2020年度（平成32年度）に達成すべきまたは目指すべき目標を定め、その取り組みや方向性を「2 by 2020（国際化の指標を2020年度までに2倍）」とする戦略をここに提示するものである。

なお、この「国際戦略」は2020年度（平成32年度）に向け本学の国際化の方策を提示するもので、平成27年度までの第二期中期計画に続く次期の第三期中期計画期間の平成28年度以降においても継続して取り組んでいくよう、中長期的視点を持って策定する。

また、海外大学との連携による国際大学院の設置や海外へのキャンパス展開等国際化の更なる進展を目指すため、またその取り組みのスピードを加速させるために、本戦略の見直しを適宜行うものとする。

1. 京都大学の国際化推進の基本理念

京都大学の基本理念（平成13年12月4日制定）は、その前文において、「創立以来築いてきた自由の学風を継承し、発展させつつ、多元的な課題の解決に挑戦し、地球社会の調和ある共存に貢献するため、自由と調和を基礎に、ここに基本理念を定める。」と掲げている。

新しい国際戦略もこれを前提とし、「地球規模の視点と多様な地域文化への理解と敬意を根底にした教育研究の伝統」及び「京都における1200年に及ぶ東西交流が生みだした重層的な文化の蓄積、そして「京都大学が培ってきた、新しいパラダイムを提唱できる独創力」を原動力としていくことを国際化推進の基本理念とする。

この国際戦略では、その推進にあたり実現すべき3つの基本目標を掲げ、その実現に向けた具体的な施策と目標、さらに当面、重点的に実施すべき施策を策定する。

また、この国際戦略の実施にあたっては、全学的な観点と中長期的な視点で必要な施策について検討し具体化するために、役員会の諮問に応じる「国際戦略委員会」を新たに設置するとともに、国際交流推進機構及び国際関係事務体制の機能強化を図る等、2020年に本学が真の「国際化」の実現を目指すための体制を抜本的に強化する。

2. 基本目標

① 研究－世界的に卓越した国際競争力のある研究の推進－

京都大学は、日本を代表する研究大学として世界から高い評価を受けてきた。しかしながら、昨今の大学間グローバル競争の激化の中で、世界における相対的な評価が低下し続けており、その大きな要因は本学の国際化の遅れにあると言える。基本理念に掲げる「世界的に卓越した知の創造」を目指して、世界をリードする学術研究を推進し、世界レベルの研究競争を勝ち抜いていくことは、本学の使命であり、世界的に卓越した国際競争力ある研究を推進していく必要がある。

このためには、国際的な大学間連携や国際共同研究の促進、若手人材の海外派遣や外国人研究者の採用等、研究人材の国際化を積極的に推進するとともに、優れた研究成果の国際

Introduction

Establishing a New International Strategy: The 2x by 2020 Initiative

In 2000, Kyoto University announced the "Future of International Exchange at Kyoto University," which proposed new principles for international exchange. In 2005, the university set forth its "International Strategy," an outline for promoting internationalization and close cooperation with education and research institutions abroad, under which it began proactively developing international exchanges.

Since that time, however, the globalization of our societies and economies has proceeded at a rapid pace, and international competition is expected to intensify further in the future. Given that context, in order to promote the further development of the university as an institution of higher learning that produces world-class knowledge, it is essential that Kyoto University produce a new "International Strategy" and aggressively pursue concrete action.

For that purpose, we are seeking to establish Kyoto University's global position as a truly top-level university—a World Premier University (WPU)—by shifting from "the promotion of international exchange" to an approach that emphasizes a true "achievement of internationalization" that is founded on the achievement of numerical targets. We are therefore presenting a new strategy whereby we will set specific goals to be achieved by 2020. The efforts and orientation of the strategy have been developed to achieve the goal of "The 2x by 2020 Initiative"—or in other words, the doubling of our internationalization indices by FY2020.

This International Strategy lays out the direction of the university's internationalization efforts as we look ahead to FY2020. It was developed with a mid- to long-term perspective and our objective is to carry it out both under the Second Kyoto University Mid-Term Plan, which extends through FY2015, and the subsequent Third Kyoto University Mid-Term Plan, which will begin in FY2016.

In addition, we will review this strategy as appropriate in order to promote further steps toward internationalization—such as the establishment of an international graduate school through cooperation with overseas universities or the development of campuses in other countries—and to further accelerate those initiatives.

1. Fundamental Principles of Kyoto University's Promotion of Internationalization

According to the first paragraph of Kyoto University's Mission Statement (December 4, 2001), Kyoto University states that its mission is "to sustain and develop its historical commitment to academic freedom and to pursue harmonious coexistence within the human and ecological community on this planet."

Our new International Strategy is premised on that statement, and the fundamental principles behind the promotion of internationalization are motivated by "an education and research tradition rooted in understanding and respect for global perspectives and diverse regional cultures," "the rich, multifaceted culture that has evolved in Kyoto through 1,200 years of interaction between East and West," as well as "the creativity that can put forth a new paradigm developed by Kyoto University."

The International Strategy sets forth three key objectives, specific measures and targets for achieving those objectives, and measures that should be given immediate priority.

In addition, the International Strategy Committee will be established as an advisory body to the Board of Executive Directors in order to discuss and implement the necessary measures to carry out this International Strategy with a mid- to long-term perspective and from a perspective that incorporates the entire university. We also plan to strengthen the functions of the Organization for the Promotion of International Relations (OPIR) and the university's administrative system for handling international affairs. Through such measures, we intend to drastically strengthen our organization to achieve the "true internationalization" of Kyoto University by 2020.

2. Key Objectives

① Research: Promoting Globally Competitive Top-Class Research

Kyoto University is highly acclaimed worldwide as one of Japan's leading research universities. However, as the global competition among universities has heightened in recent years, our relative reputation around the world has declined, and we believe one major factor in that trend has been the fact that the university is lagging in its internationalization.

It is the mission of Kyoto University to "generate world-class knowledge," as stated in our Mission Statement, to promote academic research that is at the global vanguard, and to excel in research competition at the global level. It is critical, therefore, that we promote world-class, globally competitive research.

For that purpose, we must encourage cooperative initiatives and research with universities worldwide, and must proactively promote the internationalization of our

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情報発信により世界的な評価を高めていくことが必要である。さらに海外の研究者からも魅力と実力ある大学として評価される中で、個々の研究者が自由闊達な研究を推進し、成果を世界に問える環境整備を行っていくことが肝要である。

② 教育－世界に通用する国際力豊かな人材の育成－

京都大学は、国際社会において、リーダーとして世界を牽引する異文化理解力、英語での交渉力、専門活用力を併せ持つ国際力豊かな人材を育成し輩出していく責任があり、世界水準の教育を提供する必要がある。このため、海外大学との学術・学生交流協定、国際的なネットワーク等の活動を通した教育連携を進め質の保証を行いつつ、学生の海外派遣制度充実、留学生の受入れ体制強化、留学生と日本人学生がともに学べる英語による講義の増加等の多様なプログラムを組成することにより、国際的なリーダーに必要不可欠な「国際性・課題解決力を涵養する。

③ 国際貢献－地球社会の調和ある共存に資する国際貢献の推進－

京都大学は日本を代表する総合研究大学として、また、国際社会を構成する一員として、研究の成果と教育による人材育成を様々な形で国際社会に還元する国際貢献が求められている。

特に、地球規模での課題である人口問題、食糧問題、環境問題、資源・エネルギー問題、医療問題等の解決において、本学の優れた研究成果を基にした課題解決のための研究開発、医療人材や技術の提供、国際的な産学連携による海外への技術移転、留学生を含むグローバル人材の育成と輩出等の人的資源による国際貢献、長年にわたり蓄積されてきた国際的なネットワーク等の総合力を駆使して、地球社会に一層の貢献を果たしていく。

3. 施策と数値等目標

研究・教育・国際貢献の分野での施策と数値等目標を設定する。

① 世界的に卓越した国際競争力のある研究推進のために

(1)国際競争力ある海外大学等との国際共同研究の推進
国際的な研究力の指標のひとつである「世界大学ランキング」を向上させることは極めて重要である。中でも指標項目のうち、とりわけ大きな比重を占める国際共著論文数と被引用数の増加に向けた取り組みとして、国際競争力のある海外大学等との国際的な共同研究を推進する。

(2)若手研究者の海外派遣支援の強化
海外大学等で研究を進めることにより、研究者が国際的な研究者ネットワークを構築することや学術的なグローバルマインドに磨きをかけることを推奨する。
特に若手研究者の海外派遣を促進することを目的とした「ジョン万プログラム」の拡充・整備をはじめとして、若手研究者（博士後期課程学生・ポスドク・特別研究員等を含む。）の海外派遣を推進する。

(3)外国人研究者・外国人教員の受入れ体制・制度の充実
外国人教員の積極的な雇用に対応するため、外国人研究者の受入れ環境を整備し、外国人研究者用宿泊施設等のインフラをはじめとする生活支援体制の充実を図る。
また、年俸制等の柔軟な雇用制度の導入や、研究者採用における国際公募の充実を図るとともに、国際シンポジウム等での積極的な招へいを行い、短期・長期の外国人研究者の年間受入れ数6,000人、外国人教員数500人を目指す。（平成23年度年間受入れ外国人研究者数2,950人、平成24年5月1日現在外国人教員数240人）

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human resources in research through the overseas posting of young scholars, the hiring of international researchers, and other measures. At the same time, we must improve our global reputation by disseminating exceptional research results worldwide. In order to be acknowledged as an appealing, high-quality university by international researchers, it is also vital that we create an environment in which individual researchers can freely pursue their research and can present their findings to the world.

② Education: Cultivating Human Resources with Strong International Skills

Kyoto University has a responsibility to train and produce human resources with the strong international skills necessary to serve as global leaders: the ability to understand different cultures, the ability to conduct discussions and negotiations in English, and practically applicable expertise. We must also offer education of the highest global standard. To do so, Kyoto University is striving to foster the internationalism and problem-solving capabilities that are essential in global leaders through diverse initiatives such as enhancing the study abroad system for students, strengthening the system for accepting international students, increasing the number of courses taught in English wherein international students and Japanese students can learn together, ensuring quality, promoting educational cooperation with universities abroad, pursuing academic cooperation and student exchange agreements with universities overseas, forming international networks, and other activities.

③ International Service: Contributing to Harmonious Coexistence within the Human and Ecological Community on this Planet

As a comprehensive research university representing Japan, and as a member of the international community, Kyoto University must contribute to the international community in various ways through the results of its research and through the cultivation of human resources.

In particular, the university's exceptional research results should be utilized in the search for solutions to the various issues facing mankind on a global scale, such as population issues, food supply issues, environmental issues, energy and resource issues, and medical issues. Through problem-solving research and development, the provision of medical personnel and technologies, the transfer of technologies abroad through international cooperative initiatives involving industry and academia, the training of global human resources (including international students) who can contribute internationally, and international networks that have been cultivated over decades, Kyoto University will utilize its comprehensive strengths to contribute to the global community.

3. Strategic Measures and Numerical Targets

We have established various strategic measures as well as numerical and other targets in the areas of research, education, and international service.

① Promoting Globally Competitive Top-Class Research

(1) Conduct international collaborative research with the world's leading universities
It is extremely important to improve our position in the world university rankings, which is one indicator of international research capacity. We will strive to increase the number of multinationally authored academic papers and the number of citations, which are particularly heavily weighted among the index categories, and will promote collaborative research with competitive universities overseas.

(2) Strengthen support for sending young researchers abroad
We will encourage researchers to create international networks and develop an academically global mind by carrying out research at universities and other institutions overseas.
We will promote the overseas posting of young researchers (including doctoral students, post-doc students, and recipients of the Japan Society for the Promotion of Science (JSPS) Research Fellowship for Young Scientists) through the development and expansion of the John Mung Program (The Kyoto University Young Scholars Overseas Visit Program) and other initiatives.

(3) Enhance the organization and system for accepting international researchers and faculty members
In order to proactively recruit international faculty members, we will create the necessary environment for hosting international researchers and enhance the support systems that facilitate life at the university, starting with such infrastructure as housing for international researchers.
In addition, we will introduce a flexible employment system in terms of annual salary and other aspects, work to expand the global recruitment of researchers, and at the same time will proactively invite researchers to international symposia and other venues so that we can increase the number of short- and long-term international researchers annually to 6,000 people and the number of international faculty members to 500. (The number of international researchers working at Kyoto University in FY2011 was 2,950, and as of May 1, 2012, the number of international faculty members was 240.)

（4）世界トップレベルの研究拠点の形成
世界をリードする学術研究を推進し、世界から第一線級の研究者が集まり、優れた研究環境と高い研究水準を誇る世界トップレベルの研究拠点の形成を推進していく。

（5）国際シンポジウムの開催等による大学のレピュテーションの向上
国際社会における本学のプレゼンス向上から、国際共同研究の推進に寄与することを目的として、学術成果の世界への発信・広報、並びに海外大学等との教育・研究の連携体制の強化を図るため、大学主催の国際シンポジウムを毎年5回程度開催することを目指す。

（6）大学間国際ネットワークの強化
APRU（環太平洋大学協会）、AEARU（東アジア研究型大学協会）をはじめとする本学が参加する大学間国際コンソーシアムを介した積極的な国際ネットワークの構築を図るとともに、連携強化を進める。

（7）研究者（頭脳）の好循環のための環境整備の充実
本学から多くの研究者が海外に転出している。これらの研究者が再び本学に戻り、海外経験を活かした教育研究活動ができるよう、国際的にも魅力ある研究環境や待遇等の整備・充実を進める。

②世界に通用する国際力豊かな人材育成のために

（1）学生の海外留学者数の増加
学生交流協定締結の促進、奨学金制度の拡充、留学前相談体制の充実等を通して、「ジョン万プログラム」をはじめとする多様な留学プログラム（短期留学を含む）を実施する。学生の海外留学者数について、中長期留学で600人（平成23年度実績235人）、短期留学で1,000人（平成23年度実績544人）を目指す。

（2）学生の英語能力の強化
国際社会における優秀なリーダーを輩出するため、学部卒業時までに英語能力を測る指標のひとつであるTOEFL iBTで80点以上（IELTSの場合は6.0点以上）を達成する学生の比率50%を目指す。

（3）国際インターンシップの推進
海外において就業体験を積むことで、併せて効果的なキャリアパス形成の一助とすべく、国内外の研究機関や企業と連携しながら、中長期にわたる国際的なインターンシップを一層進める。

（4）留学生の質保証と受入人数及び国・地域数の増加
留学生の受入れ環境を整備し、授業料免除枠の増加等による経費支弁のほか、留学生用宿泊施設等のインフラをはじめとする生活支援体制を充実させ、学位取得・コース認定型の留学生数4,000人（平成24年度実績1,912人）、受入交換留学生数300人（平成24年度実績170人）を目指す。
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（5）全学共通科目・専門科目の英語による講義の増加と充実
教育の国際化を一層加速し、留学生と日本人学生がともに学べる機会を増やすため、全学共通科目・専門科目について英語による講義の実施率30%を目指す。（平成24年度実績5.1%）

（6）ICTを活用した英語による講義
学術交流協定校との遠隔講義システムによる講義等、ICTを活用した教育を推進する。

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(4) Create one of the world's top research centers
We will promote academic research that is on the cutting edge worldwide, gather top-class researchers from around the world, and promote the creation of a world-class research center that offers an exceptional research environment and high-level research.

(5) Improve the university's reputation by convening international symposia and other events
In order to improve the university's presence in the international community and contribute to the promotion of collaborative international research, we will aim to host approximately five international symposia annually as a way to strengthen the dissemination of our academic findings to the world, and improve our system for implementing educational and research cooperation with universities overseas.

(6) Strengthen our network with universities around the world
We will work proactively to create a global network by building upon the international consortia of universities in which Kyoto University already participates, including the Association of Pacific Rim Universities (APRU) and the Association of East Asian Research Universities (AEARU), and will strive to strengthen our collaboration with leading universities worldwide.

(7) Enhance the university environment to maintain a positive cycling of researchers (brain circulation)
Many researchers leave Kyoto University for positions overseas. To enable those researchers to return to Kyoto University and engage in teaching and research activities that fully utilize their experiences abroad, we will create and enhance the research environment, employment system, and other aspects to make our university more appealing internationally.

② Cultivating Human Resources with Strong International Skills

(1) Increase the number of students studying abroad
Starting with the John Mung Program, we will implement a variety of study abroad programs (including short-term study abroad) by promoting the signing of student exchange agreements with institutions overseas, expanding the scholarship system, improving the pre-departure consultation system for students studying abroad, and other measures. Our objective is to have 600 students per year participate in medium- to long-term study abroad programs (235 students participated in FY2011) and 1,000 students per year participate in short-term study abroad programs (544 students participated in FY2011).

(2) Strengthen students' English abilities
In order to produce capable leaders for the international community, our goal is to have 50 percent of our undergraduate students achieve a score of 80 or above on the TOEFL-iBT exam (or a 6.0 or greater on the IELTS)—a measure of English ability—by the time they complete their studies.

(3) Promote international internships
We will work together with research institutions and corporations in Japan and abroad to increase the opportunities for students to participate in medium- to long-term international internships that will provide them with work experience overseas and help them develop a rewarding career path.

(4) Increase quality assurance for international students, as well as the number of students accepted and the number of countries and regions represented
We will create the appropriate university environment for receiving international students. In addition to defraying expenses through such measures as broadening the scope of students eligible for tuition exemption, we will enhance the support systems that facilitate life at the university, starting with such infrastructure as international student housing. Our objective is to have 4,000 international students enrolled in degree and other certificate-bearing programs at our university (compared to 1,912 students in FY2012) and 300 exchange students (170 in FY2012). **P.32** IV, V

(5) Expand and improve the liberal arts and general education courses, and specialized courses taught in English
In order to further accelerate the internationalization of the education we offer and provide more opportunities for international students and Japanese students to study together, our goal is to conduct 30 percent of our liberal arts and general education courses, and specialized courses in English. (The ratio in FY2012 was 5.1 percent.)

(6) Provide lectures in English using information and communications technology (ICT)
We will promote education that utilizes ICT, for example through distance learning systems with Kyoto University's overseas partner institutions.

（7）系統講義「京都で学ぶ日本学・アジア学」の開設
京都にある本学の特色を活かし、留学生が日本理解を深め、かつ日本人学生が日本について英語で語れるよう、系統講義「京都で学ぶ日本学・アジア学」を開設する。また、これについては課外授業を広範に提供するとともに、付随して日本語・日本文化教育等の留学生教育を拡充する。

③地球社会の調和ある共存に資する国際貢献の推進

（1）教育研究による国際貢献
留学生を含む優秀なグローバル人材の輩出、優れた研究成果による地球規模での解決に向けた取り組みによる国際貢献を推進する。

（2）国際産学連携の推進
本学の優れた研究成果を活用した海外の有力大学やTLO等との連携強化による国際的企業との技術移転及び国際共同研究を推進する。また、国際産学連携活動を通じ、人的交流による相互理解の醸成や異文化・異分野との融合による研究活動の新たな展開、それに伴う教育の活性化、国際的な人材育成を推進する。
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（3）国際産学連携ネットワークの構築
国際的な知的財産の戦略的確保や技術移転活動を進めるため、欧米を中心とする海外有力大学やTLOとの連携、企業ニーズ紹介や仲介サービス等におけるシンクタンクの利用、同窓会組織の活用等により、グローバルに継続的かつ実効的な人的ネットワーク及び情報収集・発信ネットワークを構築する。

（4）シニアアカデミー制度による国際貢献
本学の名誉教授により組織化するSAKU（Senior Academy of Kyoto University）を制度化し、海外大学や本学の海外拠点等に派遣することによる国際貢献を推進する。

（5）国際的な医療貢献
医療体制・制度の整備が十分でない海外の地域への医療貢献として、医療スタッフや医療技術による国際貢献を推進する。

④ 当面の重点施策について

> 研究・教育・国際貢献という観点から、上記のとおりそれぞれの施策を列挙したが、そのうち、早急な対応が求められている事項等について、当面の重点施策として積極的に取り組む。

（1）学生・教員・職員の国際化の推進
学生に多くの留学の機会を与えることは、国際人を養成する大学の必須のミッションである。また、学生のグローバル化には教員・職員の国際化が不可欠である。これらの目的のために実施している「ジョン万プログラム」は、学生派遣に関しては、多様な学生ニーズを踏まえ短中期から長期にわたる派遣プログラムとなっており、また教員や職員派遣に関しては、派遣元の研究室や部署にも人件費等を支援する制度も措置されている。今後はこのプログラムをさらに発展・充実させる。なお、職員の海外派遣等により国際的な資質を高め、一定の英語力（TOEIC800点以上）を有する職員数140名を目指す。（平成23年度49名）
また、本学の教員が本務を離れ、海外大学等において共同研究等を行う機会となるサバティカル制度の普及を図る。

（2）世界大学ランキングへの対応
THE（Times Higher Education World University Rankings）をはじめとした「世界大学ランキング」に関しては、時にその意義についての疑義が唱えられ、またその評価

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(7) Establish an interfaculty course: "Japanese and Asian Studies in Kyoto"
We will establish an interfaculty course, "Japanese and Asian Studies in Kyoto," that will draw on the unique characteristics of our university's location in Kyoto to deepen international students' understanding of Japan and to enable Japanese students to talk about Japan in English. In addition to widely offering extracurricular lessons, we will at the same time expand Japanese language and culture education for international students.

③ Contributing to Harmonious Coexistence within the Human and Ecological Community on this Planet

(1) Contribute globally through education and research
We will strive to make international contributions through our efforts to produce talented, internationally oriented human resources (including international students), and through applying the results of our research to solving global-scale issues.

(2) Promote international cooperation between industry and academia
Through strengthened collaboration with leading universities overseas, the TLO, and others who have used Kyoto University's outstanding research products, we will promote technology transfer and joint research with international corporations. Furthermore, the individual exchanges entailed in international industry-university collaboration will enable us to promote the development of new research initiatives that draw on mutual understanding and a fusion of diverse cultures and fields, and that in turn will lead to the invigoration of our university education and the development of international human resources. **P.32** VI

(3) Create a global industry-academia collaborative network
In order to promote the strategic acquisition of international intellectual property and pursue technology transfers, we will cooperate with leading universities in Europe, the United States, and elsewhere, as well as with the TLO, utilize think tanks to introduce corporate needs and provide intermediary services, make use of alumni associations, and take other steps to create global, sustained, and effective human networks as well as networks for gathering and disseminating information.

(4) International contribution through the Senior Academy System (SAKU)
We will institutionalize the Senior Academy of Kyoto University (SAKU), an organization comprised of Kyoto University's professors emeriti, and will encourage international contributions by sending these scholars to overseas universities or to Kyoto University's overseas centers.

(5) International medical contributions
We will encourage contributions to the international community by making medical staff and technology available to regions around the world where healthcare organizations and systems are inadequate.

④ Priority Measures for the Immediate Future

> We have outlined a number of measures above that are to be implemented from the perspective of research, education, and international service, but among these, there are a number of categories that require our urgent attention, and we will proactively implement priority measures to address those areas immediately.

(1) Promote the internationalization of students, teachers, and staff
Providing substantial opportunities for students to study abroad is a critical mission for a university that seeks to nurture international citizens. Equally essential to the globalization of students is the internationalization of faculty and staff.
The John Mung Program is intended to address these objectives. It is a program that responds to an array of student needs by offering short- to long-term study abroad opportunities. In addition, with regard to overseas posting of faculty and staff, it includes a system to support the personnel costs and other expenses incurred by the department or division that is sending the person abroad. We intend to further develop and enhance this program.
By sending staff abroad, our objective is to increase their internationalism and increase the number of staff who are competent in English (a TOEIC score of 800 or above) to 140 people. (The number in FY2011 was 49.)
In addition, we intend to more broadly use the sabbatical leave system as a means to provide our faculty members with opportunities to conduct collaborative research at universities overseas.

(2) Engage with the world university rankings
The significance of the world university rankings, including the Times Higher Education (THE) World University Rankings, is at times called into question, and it is widely known that the evaluations themselves include various biases. However, because these rankings

自体にも様々なバイアスがあることは周知のことである。しかし、国際交流の相手大学からの対応や、優秀な留学生の獲得、競争資金の取得等に一定の影響があり無視はできない。結果として、世界大学ランキングを上昇させる努力をすることが、本学の総合的な国際力を高めることに繋がることから、「世界大学ランキング」に対しては目標を目指す。
THEをはじめ多くの世界大学ランキングで用いられている評価としては、研究においては被引用数（サイテーション数）・論文数や競争的研究資金等の数値指標が、教育においては博士学位取得者比率等の指標が、そして国際化においては外国人教員比率・留学生比率等の統計指標が基本であり、研究・教育に対する直接的なレピュテーション、当該大学卒業生を雇用した企業のレピュテーション等も大きな比率を占める。これらの外形的な指標の向上を意識しつつも、本学が世界から信頼される大学であり続けるためには、優れた研究者や学生を国内外から獲得し、学生・研究者・教職員の国際的流動性を高めることで、国際共同研究の更なる活性化を目指すことが何よりも肝要であると考える。国際共同研究のパフォーマンスは、国際共著論文比率の指標で代表されることから、本学における現状の30%弱の国際共著論文比率を2020年までに60%とすることを目標として掲げ、大学としての様々な構造的・重層的な取り組みを実施していく。さらにこれらの国際化指標に関するデータを学内に共有し企画力に結びつけていくことのできるデータ・リテラシーに富む人材を備え、世界大学ランキングの結果分析と学内へのフィードバックの役割を担い、さらに改善すべき分野を検討し実施していくための組織を設置する。
このような取り組みにより、WPUとしてTHEの世界大学ランキングTOP10入りに挑戦する。

（3）国際化推進に必要なインフラの充実
外国人研究者や留学生のための宿泊施設やICT環境、学内施設のサインの整備充実を図る。
外国人研究者・留学生用宿泊施設の充実については、民間資金等多様な整備手法を活用して800戸（現状約400戸）を整備するとともに、宿泊施設の管理運営について外部委託等を含めサービス向上に資する手法を導入する。また、外国人研究者宿舎と職員宿舎の一体的整備も推進する。
留学生対応のため、教務事務等の窓口業務の英語化を推進するとともに、入学願書提出のオンライン化、留学生入学相談等窓口の集中化（AAOの充実と併せて実施）及び受講登録等のKULASISの英語併記化を実施する。
人事や経理等の学内の様々な事務文書の英語化を計画的に推進する。
海外での本学の活動支援のため、設置への投資が効果的となる場所を厳選しつつ、全学的な海外拠点5カ所の設置を目指す（平成25年4月現在2カ所）。
P.32 Ⅶ,Ⅷ

（4）学術交流協定及び学生交流協定締結の推進
学術交流協定及び学生交流協定は、国際共同研究の推進、学生や教職員を含む人的交流の基礎となるが、本学は我が国の主要大学の中でも協定数が少ない。そのため平成25年1月には協定締結基準の見直しを行い、地域性や将来性等を踏まえつつ、柔軟な締結を可能としている。今後、学術交流協定・学生交流協定の締結数を拡大し、学術交流協定締結200件（平成24年9月現在93件）、学生交流協定締結150件（平成25年4月現在69件）を目指す。

（5）海外大学・研究機関・企業との連携強化と機能強化
本学の知的財産を海外企業へ技術移転、海外大学・研究機関・企業の連携強化のためには、国際的な知識・経験のみならず専門的な知識も必要であり、その両方の能力を有する人材の確保が不可欠である。
このため、国際法務職員の雇用と配置を積極的に進めるとともに、海外拠点の拡充を図り、それらの専門性の高い職員と現地スタッフとの密なるネットワークを構築し、積極的な海外技術移転を展開する。
P.32 Ⅸ,Ⅹ

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do have a certain impact on the response we receive from international partner universities, our ability to attract the best international students, and our ability to successfully obtain competitive funding, we cannot ignore them. As a result, we will strive to improve our rank because efforts to improve our position in the world university rankings will help to improve our university's overall international strength.

The criteria used by THE and many other world university rankings include such research indices as the number of citations, the number of published academic papers, and the amount of competitive research funding the university has received. In terms of education, the indices include the ratio of PhD holders, and in terms of internationalization, the criteria are based on such statistical indices as the ratio of international faculty members and the ratio of international students. The reputation of the university's research and education and the reputation of the companies hiring the university's graduates also have a significant influence on the rankings. While being conscious of improving these types of external indices, we believe that for Kyoto University to remain a university that is trusted by people worldwide, it is above all critical that we aim to further invigorate our international collaborative research by securing exceptional researchers and students from Japan and abroad and by increasing the global mobility of students, researchers, and faculty members. In terms of international collaborative research, performance is measured by the ratio of academic papers that are coauthored by a multinational team of authors, and our objective is to raise our current rate of just under 30 percent to 60 percent by 2020. Our university will implement a range of structural and multilayered initiatives to meet that target. In addition, we will create an organization that is staffed with personnel who are highly data literate, allowing us to share data related to these internationalization indices on a daily and real-time basis, and to tie that data to our planning capability. That organization will take on the role of analyzing our world university ranking results, providing feedback within the university, and examining areas that require further improvement.

Through these types of efforts, we will strive to enter the top ten in the THE World University Rankings as a World Premier University (WPU).

(3) Improve the infrastructure necessary for the promotion internationalization
We intend to improve various types of infrastructure, including the housing facilities for international researchers and students, the ICT environment, and the signs on campus.
In terms of improvements to housing facilities, we will use diverse development methods, such as private funding, to create 800 housing units (currently, there are roughly 400 units), and we will introduce methods, including contracting the work to an outside company, for managing and operating the housing facilities that will contribute to improved service. Also, we will encourage the integration of international researcher housing and staff housing.
In order to support international students, we will promote increased use of English among the contact people among the teaching and administrative staff, shift to online submission of admissions applications, consolidate the contact points for such things as consultations for international student admissions (to be done in conjunction with the expansion of the AAO), and include English along with Japanese on KULASIS for such things as course registration.
We will systematically promote a shift to English for various internal administrative documents for human resources, accounting, etc.
In order to support our university's activities overseas, we will carefully select locations where our investment in facilities will be most effective, and our objective is to establish five overseas centers for the university as a whole. (As of April 2013, there are two.) P.32 Ⅶ,Ⅷ

(4) Promote academic exchange agreements and student exchange agreements
Academic exchange and student exchange agreements are fundamental to the promotion of collaborative international research and to exchanges of people such as students and faculty members, but the number of such agreements Kyoto University currently has is small, even compared to other major universities in Japan. For that reason, in January 2013, we reviewed the criteria we use for signing such agreements, and are now working to facilitate a flexible approach to establishing agreements that considers regional diversity, future potential, and other factors. Our goal is to increase the number of academic and student exchange agreements with a target of 200 academic exchange agreements (as of September 2012, we have 93) and 150 student exchange agreements (69 as of April 2013).

(5) Strengthen our collaboration with overseas universities, research institutions, and corporations and improve the functions of that collaboration
In order to achieve technology transfer of our university's intellectual property to companies overseas and to strengthen our collaboration with universities, research institutions, and companies abroad, it will require not only international knowledge and experience but also specialized knowledge, and it is therefore essential that we secure human resources who possess both attributes.
For that purpose, we will aggressively pursue the hiring and deployment of international legal staff and international technology transfer staff, and at the same time we will expand our overseas centers, create close networks between our staff and the locally hired staff who have high levels of expertise, and proactively carry out technology transfers overseas. P.32 Ⅸ,Ⅹ

（6）海外同窓会の充実・機能強化
海外在住の本学OB・OGとの連携を密にし、加えて本学のプレゼンス向上に資するため、海外同窓会の充実と機能強化を図る。そのため、海外拠点、大学間学術交流協定校との連携強化、海外同窓会と帰国留学生との連携推進を柱として機能強化に取り組む。

（7）危機管理体制の整備
国際化にともなう学生、教職員にかかる海外渡航、及び、外国人研究者や留学生の危機管理支援のための全学的な対応に取り組む。

（8）国際戦略推進及び事務組織の体制等の強化
国際戦略推進体制の強化と国際関係事務組織体制の機能強化を図るため、国際化を戦略的に推進する組織の体制整備を行う。（詳細は「5.施策実現に必要な体制等の強化」で記載）

4. 部局における国際化の推進と支援

京都大学の国際化推進は、従来から各部局において、長い歴史の中で連綿と続けられ、その教育研究分野独自の特色ある国際交流活動が多数存在している。とりわけ、GCOE等による学生や研究者の交流等において、多くの成果が上がっており、このような取り組みが持続され発展していくことが期待されている。
今後も世界各地域の様々な大学や研究者との信頼関係を基にした部局の自発的な国際化事業がますます展開されることを期待するものであり、本学の国際化はまさにこの部局独自の多様な国際活動にかかっていると言える。
これまで各部局が実施してきた様々な国際活動がより円滑に展開できるように、大学はこれを支援していく。
このため、役員会の諮問に応じるために設置する「国際戦略委員会」は、部局がその多様性を維持しつつ、大学全体と一体感を持ち目標達成に向けてこの国際戦略を推進していくために、国際担当理事を中心とした強力な実行力と支援・調整機能を併せ持つ必要がある。

5. 施策実現に必要な体制等の強化

①国際戦略推進体制の強化

> 2020年に京都大学が真の「国際化」の実現を目指すための国際戦略を着実に推進するための体制を強化する。

（1）国際戦略委員会の設置
本学の国際化に関し、全学的及び中長期的な視点で必要な施策について検討し実施への方策を示すため、役員会の諮問に応じるため、関係する理事及び教育院等の長、並びに部局長等で組織する「国際戦略委員会」を設置する。

（2）国際交流推進機構の機能強化
本学の国際交流の推進を図るための全学組織である国際交流推進機構について、委員会の在り方を含めて、抜本的な機能強化を図る。
・国際企画機能
大学世界ランキングの指標分析、向上のための対応策検討・実施に向けた取り組みを行うとともに、各種情報の収集、分析を基に本学の国際化環境向上に向けた諸施策の企画提言を図る。また大学間国際ネットワークの強化推進に向けた取り組みや国際シンポジウムの企画・実施を行う。
・国際支援機能
学生、研究者の海外派遣及び受入に関する各種支援策の策

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(6) Expand and strengthen alumni associations overseas
In order to foster closer collaboration with Kyoto University alumni living overseas and to heighten the presence of the university abroad, we will work to enhance our alumni associations overseas and improve their operations. To that end, we will strive to strengthen our collaboration with our overseas centers and with our academic exchange partner universities, and will strengthen the associations' functions centered on the promotion of cooperation between the alumni associations and the international students who have returned home.

(7) Enhance the risk management system
The university as a whole will strive to respond to the need for assistance in managing the risks that accompany internationalization, including risks for Kyoto University students and faculty members who travel overseas, as well as for international researchers and students who come to study at Kyoto University.

(8) Strengthen the structure for the promotion of international strategy and the administrative system
In order to strengthen the structure for promoting our international strategy and the international affairs-related administrative system, we will establish an organizational structure that strategically promotes internationalization. (For details, please see "5. Strengthening the Structure Necessary to Achieve Our Aims.")

4. Encouraging and Supporting the Internationalization of Faculties, Graduate Schools, Centers, and Research Institutes

The promotion of Kyoto University's internationalization builds upon a long history of efforts in each faculty, graduate school, center and research institute (hereafter, department), where numerous international exchange activities are carried out that reflect the unique characteristics of those departments' education and research programs. Above all, exchanges of students and researchers through the Global Centers of Excellence (GCOE) Program and other initiatives have produced excellent results, and we expect to continue and expand those types of programs.
We expect that voluntary internationalization efforts by departments based on their trusted relationships with various universities and researchers in areas throughout the world will be further developed, and indeed our university's internationalization will rely on those diverse international activities being conducted by the departments.
Kyoto University will provide support to facilitate the smooth expansion of international activities that have been implemented by the various departments to date.
For that purpose, the International Strategy Committee, which will be established to advise the Board of Executive Directors, must possess both strong implementation capabilities as well as a strong support and coordination function centered on the executive vice-president for international affairs. This is critical in order to ensure that the departments maintain their diversity while at the same time feeling unity with the university as a whole as we work to achieve our goals and carry out our International Strategy.

5. Strengthening the Structure Necessary to Achieve Our Aims

①Strengthen the Structure for Promoting the International Strategy

> We will strengthen the structure required to steadily promote our International Strategy with the objective of achieving the "true internationalization" of Kyoto University by 2020.

(1) In order to deliberate on the necessary measures for the internationalization of Kyoto University from a university-wide and mid- to long-term perspective and to then develop a plan for the implementation of those measures, we will establish the International Strategy Committee comprised of the relevant executive directors, and the deans and directors of departments such as the Institute for Liberal Arts and Sciences. This committee will advise the Board of Executive Directors.

(2) Regarding the Organization for the Promotion of International Relations (OPIR), a university-wide organization with the purpose of promoting international relations at Kyoto University, we intend to dramatically strengthen its functions, including its committees.
· International Planning Function
The OPIR will analyze the university world ranking indices, consider strategies to improve the university's standing, and carry out initiatives to implement those strategies. At the same time, based on the gathering and analysis of various data, it will propose plans for measures to improve the university environment for the internationalization of Kyoto University. In addition, it will plan and implement international symposia and other efforts to enhance our global network with other universities.
· International Support Function
The OPIR will plan and implement a range of measures to send our students and researchers abroad

定及び実施、さらにAAO機能の強化を図る。

②国際関係事務組織体制の整備と機能強化

京都大学の国際関係支援業務を担う全学の事務組織の体制見直しと効率化による機能強化を図る。また国際化を推進する専門業務職員の配置・組織化について促進していく。

（1）国際関係事務組織の機能強化

国際交流・留学生関係の事務体制に関し、事務本部（国際交流課、留学生課）と共通事務部等との国際関係事務組織の機能強化を図るとともに、本部と部局事務の組織的連携を強化する。その際本部と部局のサテライト化の導入の検討や語学対応職員（外部人材を含む。）の適切な配置等による機能強化を推進する。

（2）国際関係事務処理の高度化

国際関係事務の効果的・効率的対応を可能とするため、業務の一元的な集中処理（ICT化を含む。）やマニュアル化、職員のスキルアップ等研修を通し機能強化を推進する。また、事務手続きの国際化の観点から、事務等文書の英文化を進め、特に、KULASISの英語併記は早急に実施する。

（3）国際関係専門業務職員の組織的配置

国際化推進のため国際交流推進機構の機能強化、国際関係諸事業、プロジェクト実施推進することを主な業務とする専門業務職員の組織を新たに構成し、学術研究支援室、部局URAと連携を強化しつつ、国際交流推進機構、研究国際部関係部署の業務を横断的に所掌する。 **P.32** XI

③ 国際化推進のためのICTの積極的活用

国際社会への情報発信、海外大学等とのネットによる繋がり、教育研究活動上の膨大なデータの活用等、ICTの活用により国際化をさらに推進する。

（1）国際社会への情報発信力の強化

本学の外国語ホームページを充実させるとともに、外国語広報誌の効果的な配信により、情報発信力の強化を行う。また、外国語のOCWやMOOCs等のインターネットメディアによる研究・教育内容の国際的な発信を積極的に行い、海外の研究者・学生への本学からの知的情報伝達の機会を充実させる。 **P.32** XII,XIII

（2）持続可能な環境配慮型キャンパスに関する国際ネットワークの構築

持続可能な環境配慮型キャンパス（サスティナブルキャンパス）を整備するため、欧米等の先進大学やネットワークとの連携を強化する。具体的には、本学独自のサスティナブルキャンパス構築の取り組みを世界に発信するためのWEBサイトを構築するとともに、国内外の先進大学が参加する国際会議を主催する。

（3）国際戦略におけるICTの積極的活用

国際戦略の実行に重要な様々な国際化指標データの収集と分析に必要となる教育研究活動データベースや海外大学の動向等の分析ツールの活用、また外国人研究者や留学生等の受入業務や統計データ処理、さらに海外大学等とのネットによる講義やミーティングの実施等、国際化推進にICTを積極的に活用する。

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and receive international students and researchers and will further strengthen its AAO functions.

② Maintain and Strengthen the Functions of the Administrative Organization Structure for International Relations

We will strive to strengthen the functions of the entire university's administrative organizations that provide support for Kyoto University's international relations by reviewing their structure and making them more effective. Also, we will encourage the deployment and institutionalization of specialist staff to promote internationalization.

(1) In terms of the administrative structure related to international exchange and international students, we will strengthen the functions of the administrative organizations handling international relations, such as the central administration (International Affairs Division, Foreign Student Division) and the joint administrative offices, and at the same time we will strengthen the institutional cooperation between the central administration and the joint administrative offices. In the process, we will consider such measures as stationing international affairs staff in departmental offices, as well as the appropriate deployment of staff who can speak foreign languages (including external personnel) in order to strengthen our administrative functions.

(2) In order to facilitate the effective and efficient administration of international relations, we will encourage a centralized, integrated processing of tasks (including a shift to ICT) and the creation of manuals, and we will also provide training to improve the skills of our staff in order to strengthen our administrative functions. Also, from the perspective of internationalizing administrative procedures, we will begin preparing administrative and other documents in English, and in particular we will quickly begin offering KULASIS in both English and Japanese.

(3) In order to promote internationalization, we will strengthen the functions of the OPIR and will create a new organization of specialist staff whose focus will be on work related to international relations and project implementation. While strengthening cooperation with the Kyoto University Research Administration Office (KURA) and the departmental URAs, the activities of this organization will cut across the work of the OPIR and the divisions related to the Research and International Affairs Department. **P.32** XI

③ Proactively Use ICT for the Promotion of Internationalization

We will further promote internationalization through the application of ICT, including the dissemination of information to the international community; connecting with overseas universities and others through the Internet; and utilizing the vast amount of data produced through our education and research activities.

(1) Strengthen our ability to disseminate information to the international community

We will strengthen our ability to disseminate information by improving the university's foreign-language web pages, and through the effective distribution of PR magazines in foreign languages.
Also, we will proactively disseminate research and educational content globally through Internet media such as foreign-language OCW and MOOCs, and will enhance the opportunities to convey intellectual information from our university to researchers and students overseas. **P.32** XII,XIII

(2) Create a global network relating to sustainable campuses

In order to maintain a sustainable and environmentally conscious campus, we will strengthen our cooperation with leading universities and networks in Europe, the United States, and elsewhere. More specifically, we will create a website to disseminate information to the world about Kyoto University's own efforts to maintain a sustainable campus, and we will convene international conferences with the participation of leading universities from throughout Japan and the world.

(3) Proactively apply ICT to advance the international strategy

We will also proactively apply ICT to the promotion of internationalization in various other ways, including the utilization of databases of education and research activities for the gathering and analysis of various internationalization index data that will be important in carrying out our international strategy; the use of analytical tools to examine international university trends; the management of tasks related to incoming international researchers and students and statistical data management; and the implementation of lectures and meetings via the Internet with universities and other institutions overseas.

脚注：

I 国際公募のあり方は部局・分野によって異なるため定義の一元化は困難であるが、「英語（外国語）による募集要項の作成」及び「海外から情報が得やすいメディアへの募集事項の掲示」の両方の条件を満たすことが最低限必要である。

II 毎年実施される、文部科学省による「国際研究交流状況調査」にて集計している受け入れ研究者数。具体的には、本学で雇用（非常勤も含む）している外国人教員・研究員等の数、及び共同研究・学会・講演会・シンポジウム等で招へい・来日した外国人研究者数の合計。ただし、国内の他大学に招へいされている外国人研究者を本学に講演等に招いた場合や一般企業の研究者に講義等を依頼した場合、本学への来訪目的が研究活動以外の場合（例：表敬訪問等）は対象外である。

III 京都大学概要に掲載されている外国人教員数。具体的には、国立大学法人京都大学教職員就業規則に基づき雇用された一般教員（外国人）・国立大学法人京都大学特定有期雇用教職員就業規則に基づき雇用した特定有期雇用教員（外国人）【特定研究員を含む】・国立大学法人京都大学外国人教師就業規則に基づき雇用した外国人教師の合計数。

IV 本学において学位の取得または特定の研究内容を修めるために入学した留学生の合計。具体的には学部・大学院に正規学生として在籍している外国人留学生、研究生のうち外国人留学生及び短期交流学生の合計。

V 大学間交流協定に基づき、海外の他大学に在籍しながら、本学にて短期間授業等を履修し、その成果を母校に持って帰り、母校にて学位取得を目指す留学生等の数。具体的には大学間交流協定に基づき受け入れる特別研究学生及び特別聴講学生の合計。

VI Technology Licensing Organizationの略で、大学の研究者の研究成果を特許化し、それを企業へ技術移転する法人（技術移転機関）。京都大学は関西TLOと技術移転に関する基本契約を締結しており、特許のマーケティング（技術移転）が関西TLOに委託されている。

VII Admissions Assistance Office（アドミッション支援オフィス）の略で、京都大学に研究生または大学院生として留学を希望する志願者の出願手続きを、より円滑に行うことを目的として設置された部署。

VIII Kyoto University's Liberal Arts Syllabus Information Systemの略で、授業情報のWEB掲示・オンライン履修登録・成績関係処理（教員の採点処理及び学生による成績確認）等、学生の履修・成績にかかる処理・通知をWEB上で行うシステムである。

IX 海外機関との英文契約書について、規定・語彙を調整し、先方機関と契約交渉する職員（弁護士資格のある者または相当の者）。

X 海外機関へ京都大学が保有する特許等知的財産のライセンス等について交渉する職員（国際ビジネスに精通している者）。

XI University Research Administratorの略で、研究者とともに研究活動の企画・マネジメント、研究成果活用促進を行うことにより、研究者の研究活動の活性化や研究開発マネジメントの強化等を支える研究支援業務に従事する人材。
本学では、本部に学術研究支援室を設置している他、地区事務部ごとに部局URAを配置し、有機的なネットワークを構築し、研究支援を行っている。

XII Open Course Wareの略で、学内で実際に利用している講義教材をインターネットで公開するプロジェクト。学内関係者のみならず、高校生や社会人、海外に在住の方等、あらゆる方に対し京都大学の講義内容を知っていただき、門戸を広げることを目的としている。

XIII Massive Open Online Coursesの略で、大規模公開オンライン授業のことである。このシステムはOCWと異なり、宿題や試験があり、状況に応じて履修証明書の発行等も可能となるシステムである。

NOTES

I Because methods of global recruitment vary depending on department and field, it is difficult to create one unified definition, but at a minimum, it requires the fulfillment of two criteria: (1) the formulation of recruitment guidelines in English (and other languages), and (2) the posting of those recruitment guidelines in a medium that is easily accessible overseas.

II The number of researchers received according to calculations by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) based on their annual "Survey of International Research Exchange." Specifically, it is the total number of international teaching and research personnel employed by Kyoto University (including part-time employees) and the international researchers who are invited to come to Japan for joint research, academic conferences, lectures, symposia, etc. However, if a visiting researcher who was invited to Japan by another university is invited to lecture at Kyoto University, if a researcher from a corporation is invited to lecture, or if the reason for the visit is something other than research-related activities (e.g., a courtesy call), then they are not counted in this figure.

III This represents the number of international faculty members included in the annually published Kyoto University Profile (Japanese version). Specifically, it is the total number of regular teachers (foreigners) employed under the Kyoto University Employment Regulations for Teaching Staff; program-specific fixed-term teachers (foreigners) employed under the Kyoto University Employment Regulations for Program-Specific Fixed-Term Teaching Staff [including program-specific researchers]; and visiting lecturers employed under the Kyoto University Employment Regulations for Visiting Lecturers.

IV This represents the total number of international students who are enrolled in our university for the purpose of earning a degree or completing specific research content. More specifically, it is the sum total of international students who are enrolled in the undergraduate or graduate programs of Kyoto University as regular, degree-seeking students, and those among the research students who are international students or short-term international exchange students.

V The number of exchange students includes international students who are undertaking short-term courses at Kyoto University under our exchange agreements with partner universities, but who remain enrolled in their home university overseas and intend to return to and earn their degree from that home institution. More specifically, it is the combination of special research students and special auditing students accepted under our exchange agreements with partner universities.

VI TLO is the abbreviation for the Technology Licensing Organization, a legal entity that licenses the research products of the university's researchers and transfers that technology to corporations. Kyoto University has a basic contract for technology transfer with Kansai TLO and commissions Kansai TLO to handle license marketing (technology transfer) on its behalf.

VII The AAO is the Admissions Assistance Office, which was established to facilitate application and admission procedures for international students seeking to enroll in Kyoto University as research or graduate students.

VIII KULASIS stands for Kyoto University's Liberal Arts Syllabus Information System, a web-based system for the processing and transmission of students' course registrations and academic results, which allows course information to be posted online, lets students register for courses online, and handles academic results-related data (teachers can manage academic results and students can check them online).

IX This refers to a member of staff (a qualified attorney or someone with equivalent qualifications) who can understand and modify the provisions and terminology in English-language contracts with overseas institutions and who can negotiate contracts with those institutions.

X A member of staff (an individual who is well-versed in international business) who can negotiate with overseas institutions with regard to licenses and other issues related to intellectual property (e.g., patents) held by Kyoto University.

XI URA is the abbreviation for University Research Administrator, personnel who work with researchers to plan and manage research activities and promote the application of research findings. In doing so, they carry out research support tasks that help to invigorate researchers' work and strengthen the management of R&D efforts. At Kyoto University, in addition to having established the Kyoto University Research Administration Office (KURA) in the central administration, departmental URAs are deployed in the administrative offices of each campus, creating coordinated networks and supporting research.

XII OCW refers to OpenCourseWare, a project to make educational materials that are actually used within the university publicly available on the Internet. Not only people related to the university, but high school students, people in the community, people overseas, and others can benefit from Kyoto University's educational content, with the goal of opening the university's gates to a wider range of people.

XIII MOOCs stands for massive open online courses. Unlike OCW, the MOOC system entails homework and tests, and depending on the circumstances, may result in the issuance of a certificate of completion.

謝 辞

私は2012年10月1日に国際担当理事を拝命して以来、本学が直面している国際化に向けた課題を認識し整理するために、全ての部局を訪問する機会を頂き、本学の国際化のあり方や各部局における国際化の実態など、各部局長および教職員の皆様からご教示・ご意見を賜りました。国際戦略の策定に向け、赤松 明彦 理事（学生・図書館担当）、淡路 敏之 理事（教育担当）、小寺 秀俊 理事（渉外・産官学連携担当）、吉川 潔 理事（研究担当）をはじめ関係教職員の皆様に数カ月にわたり何度もお集まり頂き、各部局における国際化の状況や課題を共有し、本学が目指すべき国際化やそれに向けた個別具体的な政策など、意見交換させて頂きました。

このように、国際戦略「2x by 2020」は、本学を構成する多くの教職員の皆様のお力添えのもと策定することができましたことを心より御礼申し上げます。

本戦略の策定はここに終結するものではなく、目標を達成するために、戦略の実行とともに新たな状況に対応すべく、逐次改訂していく予定です。

関係者の皆様には、今後とも、ご指導・ご鞭撻を賜りますよう、よろしくお願い申し上げます。

三嶋 理晃 理事（国際・病院担当）

Acknowledgement

Since my appointment as executive vice-president for international affairs and hospital administration on October 1, 2012, I have had the opportunity to visit all of Kyoto University's faculties, graduate schools, and departments to gain an understanding of the issues our university faces regarding internationalization. I have spoken to the deans and directors of the various departments, as well as many faculty and administrative staff members, listened to their opinions and received their guidance regarding the current situation and future potential of our university's internationalization.

To formulate a new international strategy, several of the university's executive vice-presidents and other relevant faculty and administrative staff members met many times over the past several months. We shared our understanding and opinions on the current status and issues in each department, and exchanged ideas about the goals that our university should pursue with regards to internationalization, as well as the concrete measures necessary to achieve those goals.

I would like to take this opportunity to express my sincere thanks to all of those people for their kind support and cooperation in formulating the new International Strategy: The 2x by 2020 Initiative. While implementing the measures to achieve the goals set forth in the new strategy, we will continue to review and revise it as needed to respond to new developments and changing circumstances. I sincerely hope that you will continue to support us in our endeavors.

Michiaki Mishima
Executive Vice-President for International Affairs and Hospital Administration