

Overview of Medium-Term Goals and Plans

Corporation Identification Number:52

Name of University: Kyoto University

Medium-Term Goals	Medium-Term Plans
<p>Preamble: The Fundamental Goals of the University</p> <ul style="list-style-type: none"> • We have established the following fundamental goals in order to tackle multifaceted issues while maintaining and developing academic freedom and contributing to harmonious coexistence within the human and ecological community on this planet. <p>Research</p> <ul style="list-style-type: none"> • Building upon the university’s tradition of taking a pioneering approach to previously unexplored domains of knowledge, we will carry out highly ethical, forward-looking, and creative research programs based on freedom and autonomy in order to generate new knowledge which will lead the next generation. • As a comprehensive university, we will develop and integrate our research in diverse ways. <p>Education</p> <ul style="list-style-type: none"> • We will strive to promote self-reliant learning founded upon dialogue, to impart profound knowledge, and foster a creative spirit, based on a diverse and balanced educational system. • We will foster the development of people with superior research capabilities and sophisticated expert knowledge who have a rich educational background, a humanistic attitude, and a highly developed sense of responsibility, and who can contribute to harmonious coexistence within the human and ecological community on this planet. <p>Relations with Society</p> <ul style="list-style-type: none"> • As a university open to the Japanese people, we will strengthen our ties with Japanese society, especially the local community, and pass on our knowledge based on the principles of freedom 	

<p>and harmony.</p> <ul style="list-style-type: none"> • As a university open to the world, we will intensify our international interaction and contribute to harmonious coexistence within the human and ecological community on this planet. <p>Administration</p> <ul style="list-style-type: none"> • In order to contribute to the free development of scholarly pursuits, we will respect the self-governance of education and research organizations, and maintain fair and balanced administration of all academic organizations. • Our administrative practices will be environmentally friendly, respectful of human rights, and we will respond to society's requests for accountability. 	
<p>◆ The Time Frame and Education and Research Organization to achieve the Medium-Term Goals</p>	
<p>1. The Time Frame for the Medium-Term Goals</p>	
<p>The time frame is from April 1, 2010 to March 31, 2016.</p>	
<p>2. The Education and Research Organization</p>	
<p>As the organizational resources to achieve these medium-term goals, we have the faculties, graduate schools, etc. listed in Attachment 1 and the joint usage/research centers and joint educational development centers listed in Attachment 2.</p>	
<p>I. Goals Related to Improving the Quality of Education and Research at the University</p>	<p>I. Measures for Achieving the Goals Related to Improving the Quality of Education and Research at the University</p>
<p>1. Goals Related to Education</p>	<p>1. Measures for Achieving the Goals Related to Education</p>
<p>In the undergraduate curricula, we will enhance our cultural education programs to foster students with a broad outlook and enriched cultural knowledge, as well as cultivating basic knowledge</p>	

<p>in specialized fields, overall decision-making ability, and an international outlook among our students.</p> <p>In the graduate curricula, the diverse range of academic research conducted at the university will serve as a foundation to cultivate people who can acquire both fundamental as well as cutting-edge specialized knowledge, equip themselves with expert capabilities, develop the ability to conduct original research, and be successful internationally.</p> <p>In the professional graduate schools, the diverse range of academic research conducted at this university will serve as a foundation to promote the development of profound academic knowledge and outstanding skills, and to cultivate highly specialized professionals who can make practical contributions to society.</p> <p>The above will be the preconditions for the further promotion of educational activities that emphasize the university’s distinctive philosophy of “self-reliant learning founded upon dialogue,” based on the educational objectives and guidelines of the faculties, graduate schools, and professional graduate schools (hereinafter “undergraduate and graduate schools”). In order to accomplish this, we have established the following goals.</p>	
<p>(1) Goals Related to the Content and Results of Education</p>	<p>(1) Measures for Achieving the Goals Related to the Content and Results of Education</p>
<ul style="list-style-type: none"> In order to respond to the diverse needs of higher education and to conduct flexible and systematic university education, we will endeavor to attract outstanding new students in accordance with the admissions policies of the university and those of its undergraduate and graduate schools. 	<ul style="list-style-type: none"> With the aim of attracting outstanding new students, we will expand our opportunities to introduce the university’s history, traditions, appealing features, entrance exam system, and admissions policies to high schools and high school pupils. In addition, we will employ a range of approaches to introduce the nature of our education and research based on groundbreaking, creative research, to prospective applicants seeking entry to our undergraduate and graduate schools and to prospective international students from overseas.

<ul style="list-style-type: none"> We will provide a consistent educational curriculum in our undergraduate and graduate schools and draw upon our university-wide affiliations to implement it, in order to cultivate students with a broad outlook and a high degree of expertise, based on the university's admissions policies. 	<ul style="list-style-type: none"> We will make the connections between the liberal arts and general education courses and the specialized education offered in the undergraduate and graduate schools easy to understand, providing a complete overview and greater visibility of these connections. This will be useful for understanding the students' learning process and creating learning guidelines. In addition, we will enhance links between liberal arts and general education courses and specialized education in the faculties, links between education in the bachelor's degree curricula and the graduate school curricula, and sharing of information among the undergraduate and graduate schools, institutes and centers.
<ul style="list-style-type: none"> We will provide a more enriched, diverse, and balanced cultural education and enrich the educational content, mainly in the first year of the bachelor's degree curriculum, in order to contribute to independent acquisition of a thorough education, a high level of insight and an international perspective. 	<ul style="list-style-type: none"> In the liberal arts and general education courses, we will enrich the courses in English for academic purposes and the elementary courses in foreign languages that serve as the basis for constructing a multipolar worldview, as well as providing basic general education and science courses. With consideration for the educational objectives of each faculty, each faculty's specialized courses for first-year undergraduates will be concentrated within the same time periods, thereby providing a concrete time frame for taking liberal arts and general education courses. In order to stimulate and maintain the desire of the students to learn, especially in new students, we will clarify the overall structure of the educational curriculum, and we will provide introductory courses that focus on an appropriate vision of independent study and learning for this university, advice about life as a student, and career advice.
<ul style="list-style-type: none"> In order to promote an educational environment that encourages independent study and learning, and to realize the educational objectives of the undergraduate and graduate schools, we will make use of small classes, experiential learning, and field-based learning both in Japan and overseas. 	<ul style="list-style-type: none"> In order to strengthen the support systems for independent study and learning grounded in dialogue, we will promote a full range of services, including the establishment of office hours, making faculty members responsible for supervising fewer students, promoting an advisory system through which students can receive advice from more than one faculty member, appointing more teaching assistants and research assistants, and enhancing the service functions at the university libraries including Kyoto

	<p>University Library (hereinafter “university libraries”).</p> <ul style="list-style-type: none"> We will proceed with the development of textbooks and teaching materials and online education, as well as providing a full range of small seminars, international exchange courses, exercises/seminars/laboratory courses, and external exercise courses in accordance with the educational purposes of the undergraduate and graduate schools.
<ul style="list-style-type: none"> The educational methods, educational content, class schedule, grading and evaluation methods and standards, and the standards to be met for graduation and completion presented to the students in the undergraduate and graduate schools will serve as the basis for systematic, high-quality classes and appropriate grading and evaluation. 	<ul style="list-style-type: none"> We will deliver coursework that is appropriate for the objectives of the courses and educational methods, and provide a syllabus that enables students to gain a clear understanding of the goals, grading and evaluation methods, and standards for the course. We will evaluate the results of learning objectively from many viewpoints.
<p>(2) Goals Related to the Implementation System for Education</p>	<p>(2) Measures for Achieving the Goals Related to the Implementation System for Education</p>
<ul style="list-style-type: none"> Underpinned by high-level research, we will provide university-wide educational support and appropriately assign faculty members to contribute to the continuation and improvement of high-quality liberal arts and general education courses and specialized education in the undergraduate and graduate schools. 	<ul style="list-style-type: none"> We will assign faculty members effectively and systematically and improve the educational framework in order to provide students with opportunities to acquire a comprehensive cultural education, a broad outlook, and sufficient specialized knowledge. We will also encourage deeper ties and cooperation among the faculty members of undergraduate and graduate schools, and relevant institutes and centers.
<ul style="list-style-type: none"> In order to maintain and guarantee a high educational standard we will set an appropriate enrollment limit for new students, based on the academic climate and social changes. 	<ul style="list-style-type: none"> The undergraduate and graduate schools will reassess their enrollment limits as necessary, based on the status of their education and research and future prospects.
<ul style="list-style-type: none"> We will institute faculty development in keeping with the mission and objectives of this university and strive to improve education in each faculty, school, and institute (hereinafter “division”). 	<ul style="list-style-type: none"> We will institute ongoing faculty development in the divisions, based on student evaluations of their classes. An all-university committee will conduct an analysis of the current state of faculty development, examine a vision of faculty development suitable for the university, promote the sharing of information, and support each division’s faculty development

	programs.
<ul style="list-style-type: none"> We will provide the necessary educational environment in response to the characteristics of the undergraduate and graduate schools and campuses and strengthen the learning and research support functions. 	<ul style="list-style-type: none"> We will make sure that the lecture halls, seminar rooms, and experiment and practical rooms have all the necessary equipment for the content of and methods used in classes that take place there, as well as providing the spaces, media, laboratories, information network environments, and outdoor exercise facilities needed for independent learning. We will provide and improve the books and electronic journals and databases in the university libraries.
(3) Goals Related to Student Support	(3) Measures for Achieving the Goals Related to Student Support
<ul style="list-style-type: none"> In response to student needs, we will expand our systems of consultation and advice to support learning and everyday student life. 	<ul style="list-style-type: none"> We will strengthen our counseling system for students who are experiencing problems related to attending school or student life, and make appropriate use of information and communication technology to provide systems that make it easy for students to receive advice. We will expand our support for meeting the needs of female students and enhance support for students with disabilities.
<ul style="list-style-type: none"> We will strengthen our support systems for helping students select a career path after graduating from a faculty or completing a graduate program. 	<ul style="list-style-type: none"> We will strengthen our career support system to provide information about and guidance for various career paths for everyone from undergraduate students to current graduate students and those who have completed undergraduate or graduate programs. We will also provide support for those who have completed graduate programs so that they can find venues for conducting their research inside or outside the university.
<ul style="list-style-type: none"> We will provide better economic support for students who need it as well as for doctoral students with outstanding talent. 	<ul style="list-style-type: none"> We will expand the framework for tuition exemption and create a larger teaching assistant and research assistant system, thereby strengthening economic support for students.
<ul style="list-style-type: none"> We will promote interaction among students, student extra-curricular activities, and dissemination of information to 	<ul style="list-style-type: none"> We will augment campus facilities for extra-curricular activities and social welfare facilities. We will support ventures and social contributions planned

<p>society. We will also improve social welfare facilities for students.</p>	<p>by the students and provide more opportunities for the students to become involved in culture and the arts.</p> <ul style="list-style-type: none"> The student dormitories will be renovated sequentially and be improved overall.
<p>(4) Goals Related to Internationalizing Education</p>	<p>(4) Measures for Achieving the Goals Related to Internationalizing Education</p>
<ul style="list-style-type: none"> We will expand our system for sending students overseas and strengthen our system for receiving international students. 	<ul style="list-style-type: none"> We will institute an international admissions system, utilize inter-university and inter-faculty exchange agreements and ties with international university associations, and depending on the characteristics of the undergraduate and graduate schools, we will institute credit transfer systems and shared education programs with overseas universities to promote the sending of students abroad and the acceptance of international students. In order to promote short-term overseas study and admission of international students, we will expand the Kyoto University International Education Program (KUINEP) and international exchange courses, promote long-distance lectures from overseas universities, and establish a flexible short-term admissions system. We will increase the number of dormitories for international students and improve guidance for everyday university life, along with improving Japanese language and culture education. We will also utilize economic support systems, including scholarships for sending Kyoto University students overseas and receiving international students, and make use of various insurance systems.
<ul style="list-style-type: none"> In order to foster the development of graduates who can succeed globally, beginning at the undergraduate level, we will strengthen ties and cooperative relations with overseas universities. 	<ul style="list-style-type: none"> In order to promote globalization efforts and make it possible--starting at the undergraduate level--to foster the development of graduates who can succeed on the global stage, we will invite top-level researchers in every field (science and engineering, medicine and biology, humanities and social sciences) from overseas universities to construct a "Super Global Course" (tentative name) and establish systems for joint degree programs in collaboration with overseas universities.

<ul style="list-style-type: none"> We will upgrade multilingual education in ways that take advantage of the characteristics of each undergraduate and graduate school, and enhance the international dissemination of information. 	<ul style="list-style-type: none"> In order to enhance our multilingual education programs, we will hire highly qualified faculty members from both within Japan and overseas. In cooperation with the undergraduate and graduate schools, institutes and centers involved, we will increase the number of multilingual educational courses and expand the number of programs in which students, especially international students, can earn degrees in foreign languages. We will increase the number of English-language syllabi for multilingual lecture courses and provide open courseware (OCW). By holding international symposia and international conferences, we will improve the dissemination of information about the university's research and educational activities.
2. Goals Related to Research	2. Measures for Achieving the Goals Related to Research
(1) Goals Related to Research Standards and Results	(1) Measures for Achieving the Goals Related to Research Standards and Results
<ul style="list-style-type: none"> We will prioritize fundamental research as the wellspring of academic pursuits and contribute to harmonious coexistence within the human and ecological community on this planet through the construction of academic systems and the creation of an academic culture. 	<ul style="list-style-type: none"> We will maintain and develop an environment for fundamental and advanced research and set up our own strategic research support system aimed at promoting new developments and greater depth in all fields of research, including the humanities, social sciences, and natural sciences. We aim to increase the depth and breadth of research throughout the university, and we will support a wide range of research activities, including interdisciplinary research and pioneering initiatives in new fields. We will administer the university in a flexible manner, taking a university-wide view of matters.
<ul style="list-style-type: none"> We will promote cutting-edge, creative, and cross-disciplinary research, increasing our standing as a world-renowned international research site. 	<ul style="list-style-type: none"> We will promote cutting-edge cooperative research both in Japan and overseas by supporting specialized and cross-disciplinary research activities at joint usage/research centers, research bases formed by cooperation among industry, government, and academia, and other research facilities. We will expand Japan-based research on iPS cells, and will strive to

	<p>establish international standards in this area with the aim of making the promise of regenerative medicine a reality as soon as possible.</p> <ul style="list-style-type: none"> • We will expand our role as an international research center by supporting advanced research activities that are being conducted at such world-class institutions as the Institute for Integrated Cell-Material Sciences (iCeMS), the Center for iPS Cell Research and Application (CiRA), as well as by supporting programs selected for the Global COE Program that aim “to establish education and research centers that are at the apex of global excellence to elevate the international competitiveness of Japanese universities,” and “Super Special Consortia” to advance the development of the latest innovations in medical care.
(2) Goals Related to the Implementation Structure for Research	(2) Measures for Achieving the Goals Related to the Implementation Structure for Research
<ul style="list-style-type: none"> • We will provide an environment that allows faculty members to devote themselves to education and research. 	<ul style="list-style-type: none"> • We will reassess the division of labor between faculty members and staff members and provide a support system for research. • We will provide an environment that will make it easy for young, female, and foreign researchers to exercise their capabilities.
<ul style="list-style-type: none"> • We will identify, acquire, and train outstanding individuals, especially the next generation of young researchers. 	<ul style="list-style-type: none"> • We will enhance the university’s unique training system for young researchers and system for honoring outstanding young researchers. • We will set up a system to assist young researchers to take on the challenge of conducting pioneering work in new domains or cross-disciplinary domains, irrespective of conventional academic boundaries.
<ul style="list-style-type: none"> • We will augment our academic and information resources and enhance our research support functions. 	<ul style="list-style-type: none"> • We will enhance our electronic journals and databases in the university libraries and will proceed with networking and archiving academic and information resources.
(3) Goals Related to the Internationalization of Research	(3) Measures for Achieving the Goals Related to the Internationalization of Research

<ul style="list-style-type: none"> We will reinforce our research ties with research organizations overseas. 	<ul style="list-style-type: none"> We will enhance our joint projects with international university associations (including the Association of Pacific Rim Universities [APRU] and the Association of East Asian Research Universities [AEARU]), enter into academic exchange agreements with overseas universities, and strengthen our exchange programs. We will move forward based on the university's tradition of overseas field research and international cooperative research, and strategically reinforce our research exchange networks.
3. Other Goals	3. Measures for Achieving Other Goals
(1) Goals Related to Regionally-Oriented Education and Research	(1) Measures for Achieving the Goals Related to Regionally-Oriented Education and Research
<ul style="list-style-type: none"> We will join forces with the local community and make university-wide efforts to provide the education and research required by the community. 	<ul style="list-style-type: none"> We will upgrade our organizational bases to promote more effective and efficient cooperative interaction with the local community. Making use of the university's advanced knowledge ("seeds"), we will pursue a program of university-wide undergraduate education in which students deepen their knowledge and understanding of the region and try to solve the issues that the region is currently facing ("needs"). In addition, we will conduct surveys and research on regional issues.
(2) Goals Related to Ties and Contributions to Society	(2) Measures for Achieving the Goals Related to Ties and Contributions to Society
<ul style="list-style-type: none"> We will contribute to society by forging ties with the community based on the university's academic resources, transmitting the culture of the world-famous historical city of Kyoto and creating value. 	<ul style="list-style-type: none"> We will utilize the university's academic resources and join with the community to contribute to the development of the culture, art, and industry of Kyoto, which interweaves tradition and forward-thinking. We will hold Kyoto University forums, future forums, spring and autumn seminars, and design exhibitions at the Kyoto University Museum in order to expand life-long learning opportunities for adults, and use these activities as a foundation for ties with the community.

<ul style="list-style-type: none"> In order to train the next generation for the future, we will expand the opportunities offered for young children and elementary and secondary school students to encounter high-level scholarship. 	<ul style="list-style-type: none"> We will strengthen our ties with elementary and secondary educational organizations through such means as “junior campus” events, and projects that link the university with Super Science High Schools.
(3) Goals Related to Internationalization	(3) Measures for Achieving the Goals Related to Internationalization
<ul style="list-style-type: none"> We will contribute to international society through Kyoto University’s excellent education and research. 	<ul style="list-style-type: none"> We will strengthen our ties with international academic organizations and international cooperation based on our tradition of overseas field research education and our world-class basic research. We will send faculty and staff members overseas to cultivate their ability to work in an internationalized setting, and we will expand the functions needed for promoting international exchanges.
(4) Goals Related to the University Hospital	(4) Measures for Achieving the Goals Related to the University Hospital
[1] Goals Related to Safe and High-Quality Medical Services	[1] Measures for Achieving the Goals Related to Safe and High-Quality Medical Services
<ul style="list-style-type: none"> We will offer high-quality medical care through practicing patient-centered, highly-specialized, team-based, safe and comprehensive medicine in cooperation with regional medical institutions. 	<ul style="list-style-type: none"> Physicians, nurses, pharmacists, technicians, and other health care workers will join forces to provide team-based medical care and to relieve the excessive burden imposed on physicians. We will improve medical services by standardizing medical examinations with an emphasis on safety and revising our vision of medical care in line with individual patients’ values and diverse lifestyles. Further computerization will enhance the safety check functions and guarantee that confidentiality is maintained while managing patient information from one source and expanding disclosure of information. In fulfilling our mission as a university hospital, we will strengthen our ties with regional medical institutions in the city and prefecture of Kyoto as well as other regions. We will guarantee the provision of high-quality meals and otherwise upgrade patient amenities to provide a comfortable medical care

	environment.
[2] Goals Related to Training High-Quality Health Care Personnel	[2] Measures for Achieving the Goals Related to Training High-Quality Health Care Personnel
<ul style="list-style-type: none"> We will train health care personnel with high levels of diagnostic and research skills and technological ability, as well as warm-hearted personalities. 	<ul style="list-style-type: none"> We will improve and expand the system for providing undergraduate students with clinical experience as a means of rounding out undergraduate education. Establishing high-quality post-graduate training programs will enable us to train high-quality health care personnel. We will strengthen the foundations of our hospital-based education system, requiring students to attain a high level of technical skills, as well as strengthening our education and training systems to instill professional ethics in those working in health care settings.
[3] Goals Related to the Development and Practice of Cutting-Edge Medical Treatment	[3] Measures for Achieving the Goals Related to the Development and Practice of Cutting-Edge Medical Treatment
<ul style="list-style-type: none"> We will take a proactive approach to creating new medical treatments and promoting advanced forms of treatment, incorporating the results of research into medical care in order to contribute to society as a leading-edge hospital. 	<ul style="list-style-type: none"> Utilizing the “Super Special Consortia” for supporting the development of cutting-edge medical care, we will foster the development of clinical projects based on cooperation and alliances among industry, government, and academia in order to put clinical research into practice. We will utilize the Institute for the Advancement of Clinical and Translational Science, strengthen support systems for carrying out clinical research, and provide an environment that facilitates the practical application of advanced and cutting-edge medical care. We will create new forms of medical care by employing the medical, engineering, pharmaceutical, and other assets of this university.
[4] Goals Related to Efficient Management and Overhaul of the Hospital Administration System	[4] Measures for Achieving the Goals Related to Efficient Management and Overhaul of the Hospital Administration System
<ul style="list-style-type: none"> We will reassess organizations and operations and manage 	<ul style="list-style-type: none"> Outsourcing simple mechanical operations will help establish a more

<p>them more efficiently to improve our balance of payments and provide a stable administrative base.</p>	<p>efficient organizational system.</p> <ul style="list-style-type: none"> • Aggregating common functions will help establish more efficient administration of operations. • We will streamline our management and administration system for drugs and medical materials.
<p>(5) Goals Related to Partnerships Among Industry, Government, and Academia</p>	<p>(5) Measures for Achieving the Goals Related to Partnerships Among Industry, Government, and Academia</p>
<ul style="list-style-type: none"> • We will organize the research results achieved at the university, convert them into intellectual property, and promote their utilization. 	<ul style="list-style-type: none"> • By improving the acceptance system for joint research and proactively announcing research “seeds,” we will promote joint research with industry and government as an academic institution. • We will organize the research results, strategically convert them into intellectual property, and disseminate them effectively, partly by using technology transfer organizations.
<ul style="list-style-type: none"> • We will carry out joint industry-government-academia activities with overseas universities, companies, government organizations, and technology transfer organizations. 	<ul style="list-style-type: none"> • We will construct effective global networks based on long-term relationships with various organizations. • We will provide and enhance overseas hubs for joint activities.
<p>(6) Goals Related to the Supplementary Budget (No. 1) for FY2012</p>	<p>(6) Measures for Achieving the Goals Related to the Supplementary Budget (No. 1) for FY2012</p>
<ul style="list-style-type: none"> • Using the administrative expenses subsidy and government payments in the FY2012 supplementary budget (No. 1), we will promote the commercialization of our research results through the steady implementation of joint research with companies, based on the conditions laid down at the time of the payments. At that time, we will guarantee the transparency of the project and manage its progress appropriately, and in order to maintain accountability to society, we will set up a system with a 	<ul style="list-style-type: none"> • Using the administrative expenses subsidy and government payments in the FY2012 supplementary budget (No. 1), we will promote a public-private joint research and development project aimed at converting research into commercial opportunities. When undertaking research and development, we will formulate a business plan in advance, establishing the objectives of the business, and we will set up a system with a committee that includes professionals from outside the university and will assign external experts to the project, so that the expert views of external parties can be fully taken into account.

<p>committee that includes professionals from outside the university and will assign external experts to the project.</p>	
<p>II. Goals Related to Improvements and Greater Efficiency in Operations</p>	<p>II. Measures for Achieving the Goals Related to Improvements and Greater Efficiency in Operations</p>
<p>1. Goals Related to Improvements in Organizational Operations</p>	<p>1. Measures for Achieving the Goals Related to Improvements in Organizational Operations</p>
<ul style="list-style-type: none"> • By adopting a strategic approach, our management team, led by the president, will be responsible for realizing the university's mission and goals both in the medium and long term. 	<ul style="list-style-type: none"> • We will set up an administrative planning system and formulate strategies that reflect the university's mission and characteristics. • The Administrative Council will improve its management skills, further utilizing the opinions of persons from outside the university. These steps will lead to improvements in the administration of the university.
<ul style="list-style-type: none"> • We will provide an effective organizational system for expanding and developing education and research. 	<ul style="list-style-type: none"> • Taking academic growth and development and social demands in general into consideration, we will reassess our education and research organizations, and reorganize or upgrade them as necessary in order to make more effective use of university resources. • We will reassess the ideals and roles of the organizations and other structures that are responsible for university-wide service functions and reorganize or upgrade them as necessary. • We will establish the Institute for Liberal Arts and Sciences in order to reform university education on a university-wide basis through various means, including the establishment of a system for university education that will set an international standard, and the construction of systems for university-wide pedagogical management.

	<ul style="list-style-type: none"> • In order to secure a wide range of staff, we will strive to make our HR and compensation systems more flexible. In particular, we will set up appropriate evaluation systems and institute and promote an annual salary system.
<ul style="list-style-type: none"> • Our organizational administration will be effective and agile, and based on communication and discussion with the university’s faculties, graduate schools, and departments. 	<ul style="list-style-type: none"> • Under the leadership of the president, we will conduct surveys aimed at the reform of our education and research structures, especially the development of university-wide collaborative and cooperative systems across organizational boundaries in order to realign our education and research organizations from a university-wide perspective, and to ensure that university resources are redistributed strategically and purposefully. • Faculty and staff will cooperate to improve the systems that are important for effective organizational operation. • We will provide training to help individuals develop skills and improve their expertise, and provide an HR system that increases staff motivation, with special consideration given to the assignment of women and younger staff members.
<ul style="list-style-type: none"> • The faculty members’ research and education activities, and contributions to community programs will be evaluated appropriately in light of the university’s mission and objectives. 	<ul style="list-style-type: none"> • We will establish a faculty evaluation system so that contributions to overall educational and community activities, the results of research, and contributions to university administration can be evaluated appropriately and widely. This system will be useful for improving the administration of operations.
<ul style="list-style-type: none"> • The results of audits by auditors and internal audits will be reflected in improved administration. 	<ul style="list-style-type: none"> • We will hold more “four-sided” meetings (between the executives, auditors, the auditing office, and accounts auditors) and establish a routine in which the results of audits by auditors and internal audits are reflected in improved administration.
<p>2. Goals Related to Greater Efficiency and Streamlining in Administrative Work</p>	<p>2. Measures for Achieving the Goals Related to Greater Efficiency and Streamlining in Administrative Work</p>
<ul style="list-style-type: none"> • Close ties among departments of the Administration Bureau 	<ul style="list-style-type: none"> • We will clarify the roles and functions of the Central Administration and

<p>and between the Central Administration and the administrative sections of each department will facilitate the efficient and practical administration of clerical functions.</p>	<p>the administrative sections in each division. We will reassess our operations and efficiently aggregate and concentrate clerical processes based on the nature of the operations.</p> <ul style="list-style-type: none"> We will make administrative work more efficient and sophisticated through measures such as enhanced informatization. We will reinforce support for effective education, research, and medical care, and improve services for faculty and staff members and for students.
<p>III. Goals Related to Improvements in Financial Affairs</p>	<p>III. Measures for Achieving the Goals Related to Improvements Financial Affairs</p>
<p>1. Goals Related to Increases in External Research Funds, Donations, and Other Forms of Self-Financing</p>	<p>1. Measures for Achieving the Goals Related to Increases in External Research Funds, Donations, and Other Forms of Self-Financing</p>
<ul style="list-style-type: none"> We will enhance our infrastructure so that external research funding, donations and other forms of self-financing can be more effectively acquired. 	<ul style="list-style-type: none"> We will reinforce our facilities and offices in Japan and overseas, particularly the Tokyo office, in order to facilitate the dissemination of university information and promote interaction with society. We will improve and make use of our own research support systems to enhance support for those applying for competitive research funding.
<p>2. Goals Related to Controlling Expenses</p>	<p>2. Measures for Achieving the Goals Related to Controlling Expenses</p>
<p>(1) Reducing Payroll Costs</p> <ul style="list-style-type: none"> Based on the Administrative Reform Act to Bring About a Simple and Efficient Government (2006, No. 47), we implemented a reduction in payroll costs to bring payrolls into line with those of national public employees for five years beginning in FY2006. Furthermore, based on the 2006 Basic Guidelines for Economic and Fiscal Administration and Structural Reform (adopted at the ministerial meeting of July 7, 2006), we will continue to reform payroll costs until FY2011, in light of the reforms of the national public employee system. 	<ul style="list-style-type: none"> Based on the Administrative Reform Act to Bring About a Simple and Efficient Government (2006, No. 47), we have been reforming our payroll costs to bring payrolls into line with the level of national public employees, and in the five years from FY2006 to FY2011, we will achieve a reduction in payroll costs of more than 5%. Furthermore, based on the 2006 Basic Guidelines for Economic and Fiscal Administration and Structural Reform (adopted at the ministerial meeting of July 7, 2006), we will continue to reform payroll costs until FY2011, in light of the reforms of the national public employee system.

<p>(2) Reducing Expenses Other Than Payroll Costs</p> <ul style="list-style-type: none"> We will make our clerical and administrative operations more efficient and reduce management costs. 	<ul style="list-style-type: none"> We will upgrade our systems for planning, proposing, and executing policies for university-wide cost reductions. We will periodically verify that the cost reduction policies that we have implemented are working as intended, as well as verify the competitiveness and transparency of contracts. We will provide training to raise the awareness of faculty and staff members about cost cutting.
<p>3. Goals Related to Improvements in Management and Administration of Assets</p>	<p>3. Measures for Achieving the Goals Related to Improvements in Management and Administration of Assets</p>
<ul style="list-style-type: none"> We will utilize funds in a safe and stable manner. 	<ul style="list-style-type: none"> We will make safe and stable investments of our funds, and apply the profits strategically to educational and research expenses.
<ul style="list-style-type: none"> We will utilize assets effectively and improve the management of facilities operations. 	<ul style="list-style-type: none"> We will utilize assets effectively by moving ahead with the shared use of external assets such as farms and the shared use of equipment inside and outside the university, as well as regularly checking the ways in which assets owned by the university are used. We will upgrade our systems for maintaining, operating and managing research buildings and other buildings used by the entire university.
<p>IV. Goals Related to Self-Inspections, Self-Evaluations, and the Provision of Information about their Status</p>	<p>IV. Measures for Achieving the Goals Related to Self-Inspections, Self-Evaluations, and the Provision of Information about their Status</p>
<p>1. Goals Related to Enhanced Evaluations</p>	<p>1. Measures for Achieving the Goals Related to Enhanced Evaluations</p>
<ul style="list-style-type: none"> We will make use of the results of self-inspections and self-evaluations and evaluations by third-party evaluation organizations to improve the administration of the university. 	<ul style="list-style-type: none"> We will publicize the status of self-inspections and self-evaluations and the results of evaluations by third-party evaluation organizations both inside and outside the university by posting the information on our website and in other media, and we will solicit opinions in order to improve the administration of the university.
<p>2. Goals Related to Promoting the Publication and Transmission of Information</p>	<p>2. Measures for Achieving the Goals Related to Promoting the Publication and Transmission of Information</p>

<ul style="list-style-type: none"> We will take a proactive approach to publishing information about the university and expand our publication programs. 	<ul style="list-style-type: none"> We will collect and organize information about the status of our education and research activities and administration and management and will take an active approach to publishing information about the university on our website and in other media while taking the protection of personal information into account. Information and communication technology will allow us to disseminate information about the university's research throughout Japan and overseas.
V. Other Important Goals Related to Operations	V. Measures for Achieving Other Important Goals Related to Operations
1. Goals Related to the Provision and Use of Facilities and Equipment	1. Measures for Achieving the Goals Related to the Provision and Use of Facilities and Equipment
<ul style="list-style-type: none"> We will provide a congenial and safe campus environment appropriate for education, research, and medical activities. 	<ul style="list-style-type: none"> We will refurbish facilities that do not meet an acceptable standard for education, research, and medical activities, especially in terms of their seismic resistance. We will strive to ensure that our facilities have attained a high level of seismic resistance by 2015. We will upgrade our campus in accordance with plans to guarantee and provide facilities befitting an outstanding university that serves as a leader in the academic world.
<ul style="list-style-type: none"> We will use facilities and equipment effectively from a university-wide perspective and maintain facilities at a level suitable for education and research activities. 	<ul style="list-style-type: none"> We will administer space in a flexible manner, guarantee common spaces for prioritized project research, and expand our facilities charge system. We will inspect and evaluate the actual state of our facilities and equipment, expand the plan for functional maintenance and maintenance management, and implement such maintenance and management based on the plan.

<ul style="list-style-type: none"> We will adopt new maintenance techniques based on self-help efforts and promote the maintenance of our facilities. 	<ul style="list-style-type: none"> Instituting private finance initiatives (PFI) will allow us to obtain the necessary financial resources for upgrading facilities, such as the facilities upgrade project for Research Building V and the Campus Service Center on Katsura Campus, the facilities upgrade project for the Research Building on the South Campus, the renovation of the Research Building on the North Campus, and the facilities upgrade project for the Main Building of the Faculty of Agriculture. The facilities upgrade project for Research Building III (for physics) on Katsura Campus and the facilities upgrade project for the Research Building (for medicine) on the South Campus will be accomplished through a PFI that is partially financed by the university. We will obtain space both inside and outside the university with a view to forming affiliations with private companies, local governments, and others for research and education purposes.
<p>2. Goals Related to Environmental Management</p>	<p>2. Measures for Achieving the Goals Related to Environmental Management</p>
<ul style="list-style-type: none"> We will make efforts to construct a low-carbon campus in order to reduce the emission of the greenhouse gases that accompany education, research, and medical activities. 	<ul style="list-style-type: none"> With the aim of becoming a low-carbon campus, we will reduce energy consumption per floor space and provide our constituent members with incentives to participate in actions to reduce carbon emissions.
<p>3. Goals Related to Safety Management</p>	<p>3. Measures for Achieving the Goals Related to Safety Management</p>
<ul style="list-style-type: none"> We will prevent workplace accidents and guarantee safety in education and research activities. 	<ul style="list-style-type: none"> Based on an investigation and analysis of the factors involved in workplace accidents (including accidents and injuries involving students), we will reduce the risks of such accidents and prevent their recurrence. We will enhance support for faculty and staff to acquire the necessary certifications and raise their awareness of safety management through educational activities in order to reduce workplace accidents.
<ul style="list-style-type: none"> We will institute a crisis management system for the university. 	<ul style="list-style-type: none"> We will set up systems to reduce risk, improve the relevant manuals, and inform students, faculty and staff of the details of crisis management, including ways of dealing with crises. We will formulate and administer plans for measures and methods to enable

	<p>business continuity and early recovery after natural disasters and other emergency situations.</p> <ul style="list-style-type: none"> • We will promote enrollment in student insurance for the students of the university, including international students.
<ul style="list-style-type: none"> • We will manage information with the utmost care and implement full information security measures. 	<ul style="list-style-type: none"> • We will strengthen and continually improve our information security systems and implementation systems.
4. Goals Related to Compliance with Laws and Regulations	4. Measures for Achieving the Goals Related to Compliance with Laws and Regulations
<ul style="list-style-type: none"> • We will set up mechanisms for appropriate administration of the university that comply with laws and regulations. 	<ul style="list-style-type: none"> • We will set up the internal system of responsibility necessary for compliance with laws and regulations, and make sure that faculty, staff and students are thoroughly familiar with the rules.
5. Goals Related to Strengthening Ties with Supporters of the University	5. Measures for Achieving the Goals Related to Strengthening Ties with Supporters of the University
<ul style="list-style-type: none"> • We will strengthen our ties with supporters of the university. 	<ul style="list-style-type: none"> • We will improve the university's offices and facilities in Japan and overseas, and make efforts to ensure that information concerning the results of our academic research, our medium- and long-term strategic goals, and our business plans is communicated to the university's supporters in a timely manner.
<ul style="list-style-type: none"> • We will provide support for revitalizing alumni association activities. 	<ul style="list-style-type: none"> • We will support the organization of regional alumni associations in Japan and overseas and links among the alumni associations of faculties, graduate schools, etc.