Overview of Medium-Term Goals and Plans

Medium-Term Goals	Medium-Term Plans
Preamble: The Fundamental Goals of the University	
- Building upon the efforts that the university has made over the past twelve years since the incorporation of Japan's national universities, we have established the following fundamental goals for the next six-year period in order to tackle multifaceted issues while maintaining and developing the university's commitment to academic freedom and contributing to harmonious coexistence within the human and ecological community on this planet. *Research* - Building upon the university's tradition of pioneering previously unexplored domains of knowledge, we will carry out highly ethical, progressive, and creative research programs based on ideals of academic freedom and autonomy in order to lead knowledge-creation in the next generation. - As a comprehensive university, we will develop and integrate our research in diverse ways. *Education* - Based on a diverse and balanced educational system, the university will strive to promote self-reliant learning founded upon dialogue, impart profound knowledge, and foster a creative spirit. - We will foster the development of human resources with superior research capabilities and sophisticated expert knowledge, who have a rich educational background and sense of humanity, a highly developed sense of responsibility, and who can contribute to harmonious coexistence within the human and ecological community on this planet. *Relations with Society* - As a university deeply connected to Japan's citizens, we will strengthen our ties with Japanese society, particularly with local communities, and	

provide knowledge based on the principles of freedom and harmony. - As a university with a broad global engagement, we will intensify our international interaction and contribute to harmonious coexistence within the human and ecological community on this planet. *Administration* - In order to contribute to the free development of scholarly pursuits, Kyoto University will respect the self-governance of its education and research organizations, and will maintain fair and balanced administration of all of its academic organizations. - The university's administrative practices will be environmentally friendly, respectful of human rights, and the university will make itself accountable to society.	
◆ The Time Frame and Education and Research Organizations Required to Achieve the Medium-Term Goals	
1. The Time Frame for the Medium-Term Goals	
The time frame for the Medium-Term Goals is from April 1, 2016 to March 31, 2022.	
2. Education and Research Organizations	
To achieve the Medium-Term Goals, the university will operate the faculties, graduate schools, etc. listed in Attachment 1, and the international joint usage / research centers, joint usage/research centers, and joint educational development centers listed in Attachment 2.	
I. Goals Related to Improving the Quality of Education and Research at the University	**I. Measures for Achieving the Goals Related to Improving the Quality of Education and Research at the University**
1. Goals Related to Education	**2. Measures for Achieving the Goals Related to Education**
The following goals will be essential in the further promotion of educational activities that embody the university's emphasis on "self-reliant learning founded upon dialogue." Based on the educational objectives and policies of the faculties, graduate schools, and professional graduate schools (hereinafter "undergraduate and graduate schools"), we will deliver enhanced education programs that maximize individual creativity and	

originality, and which enable a qualitative shift towards education that puts students first. Through these efforts, we will cultivate a spirit of autonomy, independence and creativity, tackle multifaceted issues, and contribute to harmonious co-existence within the world's human and ecological community.

In its undergraduate curricula, the university will enhance its cultural education programs to foster students with a broad outlook and enriched cultural knowledge, and to cultivate fundamental knowledge in specialized fields, overall decision-making ability, and an international outlook.

In its graduate curricula, the diverse range of academic research conducted at the university will serve as a foundation for the cultivation of human resources who can acquire both fundamental as well as cutting-edge specialized knowledge, and who can acquire expertise, develop the ability to conduct original research, and be active internationally.

In its professional graduate schools, the diverse range of academic research conducted at the university will serve as a foundation to promote the development of deep academic knowledge and outstanding ability, and to cultivate highly specialized professionals who can make practical contributions to society.

(1) Goals Related to Education Content and Outcomes	(1) Measures for Achieving the Goals Related to Education Content and Outcomes
[1] Based on the university's diploma policy, each undergraduate and graduate school will provide high-quality education that systematically combines liberal arts education, specialized education, fundamental and cutting-edge research, and which emphasizes open dialogue. Through such education, we will cultivate diverse human resources with a broad outlook and a high degree of expertise in a wide range of fields—from the natural sciences to humanities and social sciences—who will be able to contribute to the world's human and ecological community. We will also promote continuing education for adults.	[1] To facilitate a more comprehensive understanding of the connection between the liberal arts/general education and the specialized education offered by the university's undergraduate and graduate schools, we will ensure consistency among syllabi, course trees, and course numbering, so that students can easily understand the learning process and steer their own learning course. By providing systematic curricula from undergraduate to master's courses, we will cultivate diverse human resources with a high degree of expertise. We will also promote quality interdisciplinary graduate education, including the leading doctoral programs which have been implemented since the second period of the Medium-Term Goals, and which have been developing human resources in a wide range of fields.
	[2] In response to the increasing complexity and diversity of society's human resource needs, we will develop our transfer admission and extended enrollment systems to facilitate enrollment by working adults, and promote graduate school enrollment by people from

	diverse backgrounds. We will also provide certificate-bearing programs to promote continuing education by adults.
[2] We will provide more diverse and balanced liberal arts education and enhance the education provided by our undergraduate and graduate schools, particularly in the first year of the bachelor's degree curriculum, in order to promote the independent acquisition of a thorough education, a high level of insight and an international perspective.	[3] The university will structurally reorganize many of its courses in liberal arts and basic sciences, develop interdisciplinary courses which combine the humanities and sciences (interdisciplinary sciences) to address contemporary issues, and provide small-group seminars (ILAS Seminars) that focus on specific issues. The university will strengthen English language education by reviewing course contents and through the operation of the International Academic Research and Resource Center for Language Education (i-ARRC). English-taught courses will be enhanced throughout the university, and the number of English-taught liberal arts and basic sciences courses for first and second-year undergraduate students will be increased to 400 courses. The university will expand the range of elective courses offered for graduate students so that they can broaden their studies beyond their areas of specialization.
[3] To encourage innovation, we will improve the contents of educational programs in line with MEXT's strategy for the development of human resources in the fields of science and engineering. We will also develop students' abilities in different fields of the humanities and social sciences, and foster their interdisciplinary abilities, including advanced technical skills, creativity, and management skills.	[4] In line with MEXT's strategy for the development of human resources in the fields of science and engineering, the university will cultivate human resources with a broad outlook, creativity, and practical skills, and who can contribute to society. This will be achieved by improving the contents of educational programs, and through the Leading Graduate School Programs and Superior Graduate Programs (tentative name). To foster outstanding human resources who can lead Japan's development, the Center for Innovative Research and Education in Data Science of the Institute for Liberal Arts and Sciences will establish a university-wide platform for education in informatics, statistics, and mathematics for liberal arts/general education up to the specialized education offered by the university's undergraduate and graduate schools. We will also foster highly versatile human resources in social sciences and humanities fields.
[4] To impart extensive knowledge and foster a creative spirit, we will implement active learning and other educational approaches that encourage independent study and learning, based on the educational goals of each undergraduate and graduate school.	[5] The university will, corresponding to educational goals of each undergraduate and graduate school, implement more small classes, seminars, experiments, laboratory courses, internationally-oriented courses, and field-based learning both in Japan and overseas. We will also develop digital materials for active learning and make them available on the internet, such as e-learning materials, open courseware (OCW), MOOCs, etc.
[5] Based on the educational methods, educational content, class schedules, grading and evaluation methods and standards, and the standards to be met for graduation and completion in the university's undergraduate and graduate schools, and through using the results of course evaluation surveys and the standardized grading and evaluation system set forth in the second period of the Medium Term Goals, the university will	[6] We will develop systematic course trees and course numbering to make the position of courses in syllabi clear and searchable, and examine and review the system based on the results of course evaluation surveys, so that students can study systematically under a rigorous credit system. In particular, we intend to implement a numbering system on 100% of undergraduate courses. We will also implement the GPA (Grade Point Average) system, examine and analyze its

implement systematic, high-quality classes, rigorous grading, evaluation, and graduation/completion certification.	implementation, and utilize it in providing academic advice to students in order to improve human resource development.
(2) Goals Related to the Implementation Structure for Education	**(2) Measures for Achieving the Goals Related to the Implementation Structure for Education**
[6] We will appropriately assign faculty members based on a university-wide cooperative system, and develop education programs that address diverse academic and social needs.	[7] In cooperation with relevant faculty members across organizational boundaries, we will provide effective education programs that address social needs through the Faculty Consorts and Platforms system, which enables the swift and flexible implementation of innovative initiatives.
	[80] The university will proactively recruit talented and motivated international undergraduate students, and foster the human resources needed by society through the Kyoto University International Undergraduate Program (hereinafter referred to as "Kyoto iUP"), an education program that concentrates on providing a multicultural environment for both domestic and international students.
[7] To maintain and guarantee a high educational standard, we will set an appropriate enrollment limit for new students based on the needs of society and the progress of academic research.	[8] We will review and set an appropriate enrollment limit for new students based on the status of education and research, the replenishment rate of student quotas, the career path of students in the undergraduate and graduate schools, and the results of surveys of companies.
[8] To provide education that puts students first, we will examine our educational activities and implement effective education for students in accordance with their needs and the development of academia.	[9] We will gather the opinions of students and other stakeholders by means of class evaluation surveys and surveys of graduates, employers, and other stakeholders, and use those opinions to improve the education we provide. We will plan and implement university-wide faculty development (FD) activities, support departmental FD activities through workshops, and achieve a 75% participation rate in the FD activities by full-time faculty members.
[9] To improve students' communication and discussion skills, we will promote the university's distinctive philosophy of self-reliant learning founded upon dialogue, and provide a better educational environment in response to the characteristics of campuses.	[10] We will improve the academic environment and infrastructure for teaching and learning including: the enhancement of equipment in lecture halls, seminar rooms, experiment and practical labs, the provision of environment to encourage self-reliant learning, and the implementation of a BYOD (Bring Your Own Device) system that allows students to use their own PCs or other devices at the university. Through these efforts, we will enhance the teaching and learning environment both inside and outside the university to promote integrated teaching and learning.
	[11] We will collect materials based on the characteristics of education programs and enhance books, electronic journals, and databases in the university's libraries. We will also improve facility and functions of the libraries in response to the characteristics of campuses.
(3) Goals Related to Student Support	**(3) Measures for Achieving the Goals Related to Student Support**

[10] In order to enable students to concentrate on their studies and research, we will enhance student consultation and advising functions and provide life and study support services to all types of students.	[12] We will enhance the university-wide cooperation among consultants and persons in charge of support services, improve the consultation and support available to students who have difficulties in their study and student life, and implement the services in a way which ensures that it is accessible to diverse types of student, including students with disabilities and international students. In order to ensure that students feel secure in their student life, we will, in principle, require all students to enroll in student insurance policies, aiming for a 100% enrollment rate.
[11] The university will improve the career guidance provided to students, and enhance its cultivation of the next generation of faculty members, researchers, and diverse human resources in different areas of society who can be active internationally. The university will also enhance the support provided to students seeking to pursue diverse career paths in order to ease the stress of career advancement.	[81] To foster the next generation of faculty members and human resources who can be active in the international community, the university will establish the Graduate Student Training (GST) Center (tentative name) to improve and enhance the quality of teaching assistants (TAs) and research assistants (RAs), and improve its systems.
	[13] We will implement internship and pre-faculty development (Pre-FD) for graduate students aiming to become university faculty in the future, and enhance the contents of seminars and other professional development opportunities for students in response to their needs. We will also improve career guidance in accordance with students' chosen career paths, including career guidance for doctoral and post-doctoral students.
[12] In order to enable students with financial difficulties to focus on their study and research without anxiety, we will provide better economic support for students who need it and for students of outstanding ability.	[14] To enable them to concentrate on their studies and research, the university will endeavor to obtain private funds or other resources to enhance the economic support provided to both students in need of financial assistance and to students of outstanding ability. The university will utilize the student portal site to provide all students with information about tuition waivers and scholarship programs. To support talented international students, the university will increase the number of scholarships awarded to successful applicants (provisional on enrollment).
[13] We will support student interaction, extra-curricular activities, and social engagement activities. We will also improve welfare facilities for students.	[15] We will enhance facilities for extra-curricular activities and provide support for such activities. We will also support student social engagement activities. We will sequentially enhance student dormitories, and improve overall welfare facilities for students.
(4) Goals Related to Admission Selection	**(4) Measures for Achieving the Goals Related to Admission Selection**
[14] We will clarify admission policies, and improve the admission selection procedures based on the policies. We will endeavor to enroll talented students both from Japan and abroad who have the required fundamental academic abilities, understand the university's culture and mission, and who are highly motivated to study.	[16] Based on a clear admission policy, we will seek to attract outstanding students seeking to enroll at the university, including prospective international students. We will enhance our efforts to publicize the university, including the holding of explanatory meetings about the university and the entrance examination, open campus events, and the publication of booklets and brochures. Through such efforts, we will implement effective admission and

	public relations activities to disseminate the university's mission and admission policy.
	[82] The university will establish the International Student Recruitment Office (tentative name) to recruit talented and motivated international students, and to implement strategic public relations and recruitment activities based on surveys and an analysis of the education circumstances in other countries.
	[17] After the admission of new students who have passed the general or special entrance examination, we will conduct follow-up checks on the progress of their learning, academic performance, and the status of their advancement to graduate schools. We will review whether the students who were actually admitted to the university match the model of students that the university sought to enroll. Based on the results of such follow-up checks and reviews, we will consider ways in which we should reform the university's admission system and implement appropriate improvements. We will evaluate students' high-school performance in terms of learning and other activities, and establish the "Kyoto University Special Admission System" to enroll students based on their aptitude for the curricula and education courses provided by each faculty.
(5) Goals Related to Internationalizing Education	**(5) Measures for Achieving the Goals Related to Internationalizing Education**
[15] We will foster human resources with rich general knowledge and advanced specialist skills, with a comprehension of international society and different cultures, and with the English and other language skills necessary to serve as leaders in international society.	[18] We will enhance the organization of the Institute for Liberal Arts and Sciences, expand and improve the university's liberal arts and general education courses, our specialized courses taught in English, as well as our international joint education programs utilizing ICT. Specifically, we are planning to increase the number of liberal arts and basic sciences courses taught in English for the first- and second-year students to 400.
	[19] To promote internationalization, the university will enhance its efforts to provide students with study abroad experience and to recruit international students. Specifically, we aim to increase the number of students studying abroad for short-, medium-, and long-terms to 1,600 students per year through international internship and diverse study-abroad programs. With regard to international student intake, through efforts such as the Kyoto iUP and short-term programs, the university will aim to increase its recruitment of talented international students, and increase the number of incoming international students to 3,300 students per year. The approach taken to international student recruitment will be based on a consideration of the circumstances (including tuition fees, etc.) in other countries. We aim to increase the number of student exchange agreements with overseas institutions to 150.
2. Goals Related to Research	**2. Measures for Achieving the Goals Related to Research**

Since its foundation, Kyoto University has sought to cultivate a spirit of autonomy, independence, and creativity through its philosophy of academic freedom and self-reliant learning founded on frank and open dialogue. With the aim of contributing to harmonious coexistence within the global community, the university endeavors to address complex issues, and pursue advanced, creative, and interdisciplinary research, prioritizing fundamental research. The university will also enhance its function as an international hub for world-leading research, and, through its International Joint Usage / Research Centers and Joint-Usage Research Centers (designated by MEXT), it will pursue initiatives to integrate different fields and develop new fields of research.

(1) Goals Related to Research Standards and Results	**(1) Measures for Achieving the Goals Related to Research Standards and Results**
[16] The university will prioritize fundamental research, as it is at the heart of scholarship as a whole, and it will promote advanced, creative, and interdisciplinary research. The university will also enhance its function as an international hub for world-leading research.	[83] We will promote fundamental, advanced, innovative, and interdisciplinary research. A particular emphasis will be placed on world-leading cutting-edge research in interdisciplinary fields combining regenerative medicine and medical biology, and fields combining chemistry and biological science. The university will increase the total number of academic papers published in internationally renowned journals (journals that are ranked in the world's top 5%) to 800 per year within the third period of its Medium-Term Goals. We will further promote internationalization to develop new approaches to the social sciences and humanities in Japan. We will also encourage and support exchange with international students and researchers, particularly those who have a strong interest in the culture of Kyoto and Japanese thought.
	[20] The university will strategically organize its university research administrator (URA) system and strengthen its research support programs to maintain and develop a strong environment and advance cutting-edge, creative, and interdisciplinary research.
	[21] The university will establish the Kyoto University Institute for Advanced Study (KUIAS) as a leading international research hub. KUIAS will be organized around a world-leading research institute established under the World Premier International Research Center (WPI) initiative. The university will provide support for international research institutes, including efforts to strengthen the research system and expand the scope of iPS cell research.
[17] The university's international joint usage / research centers and joint usage/research centers will emphasize the distinctive characteristics of different academic fields, and, through collaboration that extends beyond	[22] Through our efforts to create new academic disciplines through interdisciplinary research at the Research Units for Exploring Future Horizons (within the Kyoto University Research Coordination Alliance), we will maintain the operational base of the international

the confines of the centers, will pursue interdisciplinary research and the creation of new academic disciplines, strengthen collaboration with international institutions, and enhance the university's capacity for information dissemination.	joint usage / research centers and joint usage/research centers, enhance collaboration among the university's organizations, strengthen our research capabilities, and promote internationalization.
	[23] In order to form a global network and promote international research collaboration and personnel exchange in the joint usage/research centers, we will implement a flexible personnel system and research environment. We will also proactively disseminate information throughout Japan and overseas about the research activities at the international joint usage / research centers, joint usage/research centers, and about the latest achievements of the center's researchers.
(2) Goals Related to the Implementation Structure for Research	**(2) Measures for Achieving the Goals Related to the Implementation Structure for Research**
[18] To pursue the advancement and integration of diverse fields of academic research, the university will employ and cultivate outstanding researchers with a strong sense of ethics.	[24] The university will improve the research environment and support provided to young researchers and female researchers. The faculty organizations (faculty consort/intramural platform), where academic staff members belong to, will establish a plan to promote the employment of young faculty members suited to characteristics of each academic field. To reverse the trend of declining numbers of young faculty members, full employment positions will be preferentially allocated to young faculty members, and a system will be organized to secure posts for young faculty members using indirect costs and external funds. We will also enhance the research support and hosting system for international researchers.
[19] We will create an environment in which faculty members working in diverse fields can devote themselves to research and education, and can fully exercise their capabilities and flourish.	[25] The university will employ and train research administrators (URAs) in medium and long term posts, and will organize and enhance its research support system in close cooperation with its administrative organizations. In particular, we will strengthen the support for young researchers, female researchers, and international researchers. We will provide researchers with thorough support in their research activities and in maintaining a healthy work life balance.
[20] We will augment our academic and information resources and enhance our research support functions.	[26] We will augment the academic and information resources in the Kyoto University Library, Kyoto University Museum, and other facilities, through efforts including: the appropriate selection and collection of electronic journals and databases, the cataloging and dissemination of contents in the Kyoto University Research Information Repository (KURENAI) and Kyoto University Research Resource Archive (KURRA), and the creation of databases for academic specimens and materials.
(3) Goals Related to the Internationalization of Research	**(3) Measures for Achieving the Goals Related to the Internationalization of Research**

[21] We will promote globally competitive and advanced research through inter-university cooperation, research collaboration, and personnel exchange with universities worldwide.	[27] We will strengthen our global network through international university consortia in which the university already plays an active role. We will also aim to increase the number of academic exchange agreements concluded with other universities to 200. Such agreements are fundamental to the promotion of international research collaboration and personnel exchange. Through these efforts to develop our global network and implement agreement-based researcher exchange, we will pursue joint research projects with internationally competitive universities overseas.
	[28] We will strengthen support for young researchers seeking to spend time working abroad. We will also strengthen our system for hosting international students, researchers, and faculty members by enhancing our online application services, implementing a one-stop service to support visa application and other procedures, and increasing the number of accommodation units provided (including dormitories for international students) to 800 units in total.
	[29] The university will establish and develop KUIAS and other world-class research institutes through flexible management and through organizational structures and research support functions that facilitate internationalization,
	[84] The university will establish the on-site laboratory system to facilitate reciprocal exchanges of researchers on a team basis, and strategically promote the recruitment of talented researchers and students, the development of human resources, and collaboration with industry overseas.
3. Goals Related to Societal Collaboration and Contribution and Regionally-Oriented Education and Research	**3. Measures for Achieving the Goals Related to Societal Collaboration and Contribution and Regionally-Oriented Education and Research**
To contribute to addressing the diverse problems of contemporary society as a university accessible and connected to the Japanese people, we will strengthen our ties with Japanese society, particularly the local community, and share knowledge based on principles of freedom and harmony. Efforts will include extending the benefits of our cutting-edge education and research output through public lectures and public access to facilities. We will also contribute value to society by maintaining the culture of the internationally historically significant city of Kyoto.	
[22] To revitalize the local community, we will collaboratively promote diverse interaction between local residents and international students, researchers, and artists. Throughout the university, we will enhance education and research to address social issues, create new knowledge,	[30] Through lectures on Kyoto, we will foster human resources with an awareness of issues, a broad outlook, and a strong sense of responsibility. We will seek to address local issues through cooperation between students, faculty members, and local people. In line with MEXT's Center of Community (COC) project, we will implement Kyoto studies programs,

and support the region's international strategy and collaboration aims.	and aim to increase the number of students enrolled in the programs to 1,500 in total by the end of the 2017 fiscal year (the final year of the COC project).
[23] We will contribute value to society by forging ties with the community based on the university's academic resources, and by maintaining the culture of the internationally historically significant city of Kyoto.	[31] We will utilize the university's academic resources to contribute to the development of regional culture and industry, and enhance ties with the community to address issues in Kyoto and other regions. To provide more life-long learning opportunities for adults, we will organize forums, seminars, public access to facilities nationwide, and other social engagement events.
[24] As part of its efforts to cultivate the future generation, the university will strengthen its ties with secondary education institutions and provide increased opportunities for secondary school students to experience advanced academia and learning.	[32] We will pursue collaborative projects with high schools based on partnership agreements with local education boards, and organize collaborative projects for the pupils of partner high schools. In accordance with requests by high schools, including Super Science High Schools (SSH) and Super Global High Schools (SGH), we will implement programs that enable their students to encounter cutting-edge research. The university's Experienced-based Learning Courses for Advanced Science (ELCAS) are being implemented under the Global Science Campus (GSC) project of the Japan Science and Technology Agency (JST) to foster links between the university and high schools. We shall expand the ELCAS courses to humanities and social sciences fields in order to provide high-level pre-education at the university. Specifically, we aim to achieve 180 program participants per year by the end of the FY 2017 (the final year of the project). Once the GSC project has ended, we will review its performance and continue to develop such efforts.
4. Other Goals	**4. Measures for Achieving Other Goals**
As an internationally-oriented university, we will intensify our global engagement, share knowledge based on principles of freedom and harmony with wider society, and address global issues to contribute to harmonious coexistence within the world's human and ecological community. We will contribute to improving the health of the general public by providing high-quality medical care at the Kyoto University Hospital.	
(1) Goals Related to Internationalization	**(1) Measures for Achieving the Goals Related to Internationalization**
[25] We will strive to make an international contribution through human resource development and through applying the results of our research to solutions for global-scale issues.	[33] The university will contribute to international society, focusing on diverse regions including the ASEAN region, in cooperation with international institutions and organizations, such as the Japan International Cooperation Agency (JICA) and the United Nations Educational, Scientific and Cultural Organization (UNESCO). We will also enhance our international contributions to medical fields through the provision of medical staff and technology.

	[34] We will develop and expand the university's overseas offices based on the performance of collaborative research projects implemented by each academic department. The overseas offices will serve as vital regional hubs in pursuit of the following four missions: support for research activities, support for educational activities, internationalization of faculty members and students, and social engagement.
[26] We will enhance international compatibility and competitiveness through university-wide reform and internationalization efforts, and also enhance the university's international presence through the implementation of world-leading education and research.	[35] To achieve the goals of the Japan Gateway, Kyoto University Top Global Program (under MEXT's Top Global University Project), we will advance the following efforts, utilizing our system that provides flexible working conditions for world-class international faculty members, which was implemented during the second period of the Medium-Term Goals. (a) We will implement international joint education programs called Top Global Courses, which include joint courses in partnership with overseas universities as their core curricula. We will develop joint and double degree programs, which are jointly operated and administered in collaboration with international partner institutions, and which to award degrees to students who complete their programs. The programs will mainly focus on the six key academic fields of the Japan Gateway, Kyoto University Top Global Program. We will also increase the number of English-taught degree programs offered by the university to thirty in order to enhance international compatibility, and we will further develop our educational system to assure the quality of education programs. As a result of these efforts, we aim to increase the number of multinationally authored academic papers produced by our students (including multinationally authored papers presented at international conferences). (b) The university's International Education Administrators (IEAs) will provide effective support for the internationalization of the education and research environment, the enhancement of overseas offices, and to increase the number of academic cooperation and student exchange agreements with overseas institutions for the implementation of international degree programs (mainly in the six key academic fields under the project). (c) To increase the university's international orientation, we will pursue educational reform by: utilizing external English proficiency tests to assess students' English abilities as part of the university's entrance requirements, setting a flexible academic calendar to cope with diverse curricula, and providing online lectures via the internet. In particular, we aim to implement ninety courses as international joint education programs using ICT, including lectures delivered through a distance learning system.
	[36] The university will enhance the functions of the International Academic Research and

	Resource Center for Language Education (i-ARRC) and interdisciplinary research organizations (Research Units for Exploring Future Horizons) within the Kyoto University Research Coordination Alliance, and establish on-site laboratories to promote the systematic and strategic employment of highly-skilled international faculty members. The number of international faculty members will be increased to 500.
[27] To achieve the true internationalization of Kyoto University, we will strengthen the functions and structure required to promote our international strategy.	[37] To ensure the smooth implementation of our international strategy, we will develop and enhance a system for interdepartmental cooperation. We will also strengthen support for sending young researchers, students, and faculty members abroad. Through the provision of English lessons and support for personal development, we will systematically train staff members who can support internationalization efforts, and aim to secure 120 full-time staff members who meet the required level of English proficiency.
(2) Goals Related to the University Hospital	**(2) 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**
[28] The hospital will provide safe, high-quality medical care by advancing team-based medical care by health care personnel and through increased use of ICT.	[38] We will continue to provide team-based medical care through concerted efforts by physicians, nurses, pharmacists, technicians, and other health care staff. We will review the procedures of medical examinations with an emphasis on safety, and provide medical care in response to individual patients' values and diverse lifestyles. We will utilize the medical accident investigation and reporting system to ensure the safety and high quality of medical care. We will make improvements to relieve the burden on health care personnel and increase medical safety through mutual checks throughout the university hospital, and by renewing the Kyoto University Hospital Information Galaxy (KING) and other medical care information systems.
	[39] In order to strengthen safety check functions, guarantee that privacy is protected, ensure the unified management of patient information, and expand information sharing, we will enhance ICT and renew the Kyoto University Hospital Information Galaxy (KING), which has been implemented since the second period of the Medium Term Goals. To provide the medical care that is required of the university hospital, we will strengthen ties and functional cooperation with regional medical institutions in Kyoto City, Kyoto Prefecture, and other regions, including the community-based integrated care system that was launched during the second period of the Medium Term Goals.
	[40] Based on the hospital's redevelopment plan, we will improve patient amenities by increasing the percentage of private rooms to 32.3% and the total number of patient cafeterias to 25. We will also increase the number of conference rooms and improve staff

	stations to provide a comfortable environment and ensure that health care personnel can concentrate on their work.
[2] Goals Related to Training High-Quality Health Care Personnel	**[2] Measures for Achieving the Goals Related to Training High-Quality Health Care Personnel**
[29] We will foster health care personnel with high levels of diagnostic and research skills, technological abilities, observation and thinking skills, and a rich sense of humanity.	[41] In cooperation with the Faculty of Medicine and other departments, we will improve and expand our system for providing undergraduate students with clinical experience as a means of rounding out undergraduate education. Through cooperation between diverse professions, we will offer educational support, implement outcome-based education and assessment, and provide post-graduate training programs linked to future career paths to cultivate outstanding doctors both before and after graduation.
	[42] We will develop training courses to foster instructors, facilitators, and other human resources, and strengthen the infrastructure of the hospital's educational system, including an enhancement of simulation education in cooperation with different clinical departments. This will enable trainees to efficiently acquire the necessary knowledge and skills, and provide beneficial life-long learning opportunities that meet the needs of medical personnel within and outside the hospital, and in the region.
	[43] We will foster human resources with a broad sense of values and international awareness by promoting medical exchange, including sending young medical staff overseas and receiving medical staff from other countries.
	[44] We will improve the environment to ensure that medical personnel feel secure in devoting themselves to their work, including providing a child care center at the hospital, to supporting their work-life balance.
[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**
[30] We will take a proactive approach to creating new medical treatments and promoting advanced forms of treatment, such as regenerative medicine, and incorporating the results of research into medical care in order to contribute to society as a state-of-the-art hospital.	[45] We will provide support tools and strengthen support systems to promote clinical research through the Institute for the Advancement of Clinical and Translational Science. In order to develop an environment in which we can implement ten or more new practical applications of cutting-edge medical care, we will take advantage of doctor-led clinical trials that can contribute to creating new medical treatments, and also of the special permission that was granted by the Council for the National Strategic Special Zone in the second period of the Medium Term Goals.
	[46] We will implement research and development of advanced medical care through industry-government-academia collaboration to promote its practical application. We will

	engage in research and development of advanced drugs and medicines, medical equipment, and regenerative medicine, the elucidation of disease mechanisms, and the development of early diagnosis methods.
[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**
[31] We will improve the hospital's environment and administration to develop a stable management base.	[47] We will utilize outsourcing and other methods to achieve more efficient operations, aggregate common functions to establish an effective organizational system in which personnel can engage in operations more efficiently, and introduce the open proposal method for new outsourcing contracts to improve the quality of operations.
	[48] We will streamline our management and administration system for drugs and medical materials, and continue efforts to reduce the costs of drugs and medical materials. We will also consolidate the management of medical equipment using a system that enables more efficient and effective management and administration, and create a plan for the renewal of medical equipment.
(3) Goals Related to Partnerships Among Industry, Government, and Academia	**(3) Measures for Achieving the Goals Related to Partnerships Among Industry, Government, and Academia**
[32] In order to contribute to society by sharing the university's unique, world-class research results, we will promote research collaboration with companies, and convert research results into intellectual properties to promote technology transfer and utilization.	[49] The university will cultivate new research seeds, implement effective patent development aimed at practical application, and enhance its system and organizations for the promotion of industry-government-academia collaboration. The university will also strategically utilize intellectual properties based on the characteristics of different areas of industry, and effectively utilize research outcomes in cooperation with technology licensing organizations.
	[85] The university will establish a new business enterprise to create social values by utilizing the outcomes of its innovative world-class research and development efforts. This will include consulting and think-tank businesses that utilize the university's research results and intellectual properties.
[33] We will pursue international industry-government-academia collaboration activities with the world's leading universities, companies, government organizations, and technology transfer organizations.	[50] We will develop and enhance research bases in cooperation between industry, government, and academia, and create a global industry-academia collaboration network.
(4) Goals Related to Investment (in Accordance with the Provisions of the Act on Strengthening Industrial Competitiveness)	**(4) Measures for Achieving the Goals Related to Investment (in Accordance with the Provisions of the Act on Strengthening Industrial Competitiveness)**
[34] To bring innovation activities in line with global standards, we will	[51] As the shareholder of an "approved business supporting the utilization of specified

make investments and provide personnel and technical assistance to "approved businesses supporting the utilization of specified research results" in compliance with the Act on Strengthening Industrial Competitiveness. Through these efforts, we will promote the commercialization of the university's technological research results and revitalize its education and research activities.	research results" (Kyoto University Innovation Capital Co., Ltd.), we will evaluate the performance of programs by monitoring the implementation of industry-academia collaborative projects for the promotion of commercialization, and make any necessary improvements. In order to promote the commercialization of research results and revitalize education and research, we will enhance seeds exploration and information gathering, and provide support for business start-ups that is appropriate to their current stage of research and development. We will develop an innovation ecosystem and cooperate with local governments and companies to contribute to economic revitalization of the local community.
II. Goals Related to Improvements and Greater Efficiency in Operations	**II. Measures for Achieving the Goals Related to Improvements and Greater Efficiency in Operations**
1. Goals Related to Improvements in Organizational Operations	**1. Measures for Achieving the Goals Related to Improvements in Organizational Operations**
[35] Under the leadership of the president, we will develop a governance structure that enables the university to maximize its capacities for education, research, and social engagement, and strategically realize the university's mission and goals both in the medium and long term.	[52] To maintain agile governance that enables swift decision-making by the president, we will regularly review the governance structure, including enhancement of the university's Institutional Research functions and formulate strategies in accordance with the principles and characteristics of Kyoto University. An executive vice-president will be newly assigned as the university's provost. The provost will be responsible for strategic planning based on coordination between the management and the academic departments. The University Strategy Council will also be established for the coordination of cooperation between the management and the academic departments.
	[53] In advance of holding the Administrative Council meeting, we will gather the opinions of external parties by holding meetings for the exchange of opinion after providing them with opportunities to observe the university's actual education and research activities. We will utilize their opinions to improve university operations.
[36] In order to revitalize our education and research, we will make our human resources and compensation systems more flexible to secure excellent faculty and staff members, and provide career paths to secure diverse human resources.	[54] We will make our compensation system more flexible by expanding annual salary systems and utilizing cross-appointment systems. We will examine the scope of positions applicable to annual salary systems and performance evaluation methods to enable more effective implementation of annual salary systems, and utilize the fixed-term employment system to increase the mobility of faculty members.
	[55] We will proactively employ diverse human resources including female, young, and international staff members, and make improved use of their abilities. We will also promote consciousness-raising efforts for faculty, staff, and students by providing training and holding forums for the promotion of gender equality.

	[56] With regards to the recruitment of administrative staff members, we will develop the university's own employment examinations separately from the unified employment examination in order to recruit diverse and outstanding human resources, and provide diverse career paths. While making efforts to reduce labor costs, we will increase the number of "administrative staff (specified services)," a position created to enable the assignment of two people in place of one regular position in order to facilitate the stable completion of routine operations and reduce the burden of routine operations on regular administrative staff, enabling them to devote more time to supervision, development, operational instruction, planning, administration, and management work. Through these efforts, we will enhance the functions of our administrative organizations.
[37] Under the leadership of the president, we will respond to diverse demands from both inside and outside the university, and effectively and strategically implement organizational operations for development of education and research.	[57] To strengthen its overall functioning and raise the quality of its education, research, and medical services as a world-leading institution, the university will proactively employ international and young faculty members, and reallocate staff positions to strengthen the functions of its administrative organizations from a university-wide perspective. Budgets, including government subsidies for operating expenses, will be strategically allocated. These measures will be taken under the leadership of the president.
[38] To revitalize the university's education and research, we will appropriately evaluate faculty members' research and education activities, and their contributions to community programs with reference to the university's mission and goals.	[58] We will further improve the quality of our faculty evaluation system, and establish an effective operational system for performance evaluation of faculty members employed under the annual salary system based on their field of work and the nature of their operations.
[39] We will enhance internal auditing, and reflect the results of the audits in improved administration.	[59] We will enhance our audit section by enhancing its functions and support system, by strengthening cooperation among auditors, the internal audit section, and accounting auditors, and by assigning external experts in specialized fields as auditors. We will also establish and implement a more effective improvement cycle to reflect the results of internal audits in improved administration.
2 Goals Related to the Review of Education and Research Organizations	**2 Measures for Achieving the Goals Related to the Review of Education and Research Organizations**
[40] In line with the organization reform policy to support the university's sustainable development, we will review and reorganize our education and research organizations to strengthen the university's functions. This will be undertaken in consideration of the university's strengths, unique characteristics, and social role, which were clarified in the redefinition of the university's mission, and through utilizing the system which was established to enable flexible reorganization in accordance with education and research goals.	[60] Through utilizing the system which was established to enable flexible reorganization in accordance with the university's education and research goals (the system whereby personnel matters and quota management are managed separately from education and research organizations through Faculty Consorts and Platforms), we will review and reorganize the university's education and research organizations in consideration of academic development and societal demands in general, and based on the research standards and the education outcomes clarified in the redefinition of the university's mission.

3. Goals Related to Greater Efficiency and Streamlining in Clerical Work	**3. Measures for Achieving the Goals Related to Greater Efficiency and Streamlining in Clerical Work**
[41] We will enhance the efficiency of clerical operations in our administrative organizations, advance internationalization and enhance the abilities of our staff members in order to strengthen the functions of those organizations that support the university's education, research, and medical activities.	[61] We will review, simplify, and streamline clerical processes based on the nature of the operations. We will enhance staff members' understanding of the purpose of the personnel evaluation system for administrative staff members, and improve the system. We will enhance the content of training programs to develop the abilities of administrative staff members, and thereby also enhance the functions of the organizations. Moreover, we will strengthen the organizations in charge of information infrastructure, and expand and enhance the information environment by implementing ICT tools to enable sophisticated communication.
III. Goals Related to Financial Matters	**III. Measures for Achieving the Goals Related to Financial Matters**
1. Goals Related to Increases in External Research Funds, Donations, and Other Self-Financing	**1. Measures for Achieving the Goals Related to Increases in External Research Funds, Donations, and Other Self-Financing**
[42] We will enhance our infrastructure so that external research funding, donations and other forms of self-financing can be acquired more effectively.	[62] To effectively acquire external funds, the university will seek to diversify its own income sources and strengthen its ability to actively gather and share information, in addition to providing support for research grant applications. Based on the Kyoto University Fund Strategy, which was formulated as a set of guidelines to promote fund-raising activities from medium- and long-term perspectives, we will improve the university-wide structure for donation-seeking by employing fund-raising specialists to enhance the operations of the fund raising office.
2. Goals Related to Controlling Expenses	**2. Measures for Achieving the Goals Related to Controlling Expenses**
[43] We will make our clerical and administrative operations more efficient and reduce management costs.	[63] We will raise awareness among faculty and staff members of cost reduction by providing them with training, workshops, and financial statement analysis materials on a regular basis. In order to reduce management costs, we will also improve and streamline clerical work, investigate and examine various cost reduction efforts being made by inside and outside the university, and implement those efforts identified as effective throughout the university.
3. Goals Related to Improvements in Management and Administration of Assets	**3. Measures for Achieving the Goals Related to Improvements in Management and Administration of Assets**
[44] Through a consistent review of assets held by the university, we will ensure thorough management, expand the scope of data disclosure, and outsource building maintenance, construction, and management work, in	[64] We will implement regular checks to ensure the appropriate management and disposal of assets held by the university, and expand the scope of publicly available data regarding the university's equipment and facilities. In accordance with the policy for building

order to utilize assets effectively and improve the operation and management of facilities.	improvements, formulated during the second period of the university's Medium-Term Plans, the necessary measures to enhance the earthquake resistance of staff accommodation facilities shall be determined, together with a concrete schedule for their implementation.
	[65] Based on the management rules and standardized management manuals, we will outsource the building management of facilities that are shared university-wide, much of which consists of routine labor services.
[45] We will utilize funds in a safe and efficient manner.	[66] The university will formulate a plan for the effective use of financial resources, endeavor to secure profits through effective fund management based on a precise plan, and strategically utilize the returns to cover education and research expenses.
IV. Goals Related to Self-Inspections and Self-Evaluations, and the Provision of Information about Their Results	**IV. Measures for Achieving the Goals Related to Self-Inspections and Self-Evaluations, and the Provision of Information about Their Results**
1. Goals Related to Enhanced Evaluations	**1. Measures for Achieving the Goals Related to Enhanced Evaluations**
[46] We will consistently conduct evaluations, including self-inspections, self-evaluations, and evaluations by third-party evaluation organizations, and make use of the results of those evaluations to improve the administration of the university through the internal quality assurance system.	[67] To continuously conduct consistent evaluations, we will cultivate a framework of internal evaluation by providing workshops, etc. To steadily improve the university administration, we will implement more objective evaluations by focusing on setting evaluation indicators, and enhance the functions of the internal quality assurance system by following up on the issues identified in the evaluations.
2. Goals Related to Promoting the Publication and Transmission of Information	**2. Measures for Achieving the Goals Related to Promoting the Publication and Transmission of Information**
[47] We will take a proactive approach to publishing and disseminating information held by the university to the public in a way that is easy to understand, and enhance public relations activities.	[68] Kyoto University's Public Relations Strategy has the following missions: "branding" to increase awareness of the unique characteristics and appealing features of the university, "marketing" to understand stakeholders' needs, and "targeting" to ensure that appropriate information is provided to the respective stakeholders. Based on the strategy, we will make the university more transparent and disseminate the university's brand image to appeal to more people. To this end, we will quickly and accurately disseminate the university's information, including information about its unique and interesting activities, in Japan and abroad through websites and other forms of media. We will also make full use of diverse external media and networks with society to promote our public relations. We will enhance communication by providing information translated into multiple languages for international researchers and students, and by effectively utilizing internal and external experts in scientific outreach activities, international faculty and staff members, and international students, in order to make the information about the university's activities easier to understand for international stakeholders.

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**
[48] We will provide a safe and secure campus environment by improving the quality of student support for education, research, and medical care, and by taking measures to address aging facilities and equipment, and strengthening disaster prevention measures.	[69] In accordance with the Campus Master Plan (formulated in the second period of the Medium-Term Goals), in order to improve the quality of the student support environment with regards to education, research, and medical care, we will continue our efforts to reduce the university's environmental load and develop our facilities while securing public space. We will also review the Campus Master Plan in response to changing situations. We will improve our ability to extend the life-span of facilities and equipment, and enhance disaster prevention capability, including an enhancement of the earthquake resistance of non-structural elements and lifelines, which were identified as necessary measures in the second period of the Medium-Term Goals. Moreover, we will enhance our information infrastructure by systematically developing a high-speed, reliable, and dependable (stable) information network.
[49] We will use facilities and equipment effectively from a university-wide perspective, and enhance facility management to maintain facilities at a level appropriate for education and research activities.	[70] In order to promote education and research activities, we will manage space flexibly, secure new shared spaces for project research, and review the scope and utilization of our "space charge system," so that the system can be utilized more appropriately and effectively. We will also assess the condition of renovated and repaired facilities and equipment, expand the scope of our maintenance and management plan in accordance with their condition and the available financial resources, and steadily implement the plan in order to enhance facility management.
[50] We will adopt diverse maintenance techniques in addition to the university's own methods of facilities maintenance.	[71] We will utilize diverse financial resources, including the institution of private finance initiatives (PFI), to upgrade facilities, including the following efforts: 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, 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.
2. Goals Related to Environmental Management	**2. Measures for Achieving the Goals Related to Environmental Management**
[51] Through our efforts to develop a sustainable campus, which led such efforts among universities in Japan to cooperate and play an active role in the international community, we will endeavor to reduce carbon	[72] We will make efforts to reduce the university's environmental load using our environmental tax system to develop a sustainable campus, promote environmental awareness and conservation, and encourage other universities to implement initiatives in

emissions in the course of our education, research, and medical activities, and raise environmental awareness among our students, faculty, and staff.	which students, faculty, and staff members can share ideas and cooperate with each other.

3. Goals Related to Safety Management	**3. Measures for Achieving the Goals Related to Safety Management**
[52] We will prevent accidents and ensure safety in the education, research, and medical activities of our faculty, staff, and students.	[73] In order to minimize the occurrence of accidents in the education, research, and medical activities of our faculty, staff, and students, we will develop and optimize safe education, research, and medical environments, including laboratories, enhance our safety management system, and put increased emphasis on accident prevention. When accidents occur, we will assess and understand the situation swiftly, and share the information throughout the university to prevent recurrence. We will enhance safety education, including education on the safe handling of chemicals, for all members of the university community, including international researchers and students, and implement initiatives to raise safety awareness.
[53] We will develop and strengthen the university's risk management functions.	[74] We will develop a risk management system to secure the safety of students, faculty and staff members in the event of a large-scale disaster, and enhance the system to enable mutual cooperation with other universities. We will provide trainings based on the business continuity plan and review the plan as needed to enhance the initial response system when a large-scale disaster occurs.

4. Goals Related to Compliance with Laws and Regulations	**4. Measures for Achieving the Goals Related to Compliance with Laws and Regulations**
[54] We will implement appropriate university administration that comply with laws and regulations to ensure compliance.	[75] We will ensure a thorough awareness and understanding regarding compliance with laws and internal regulations by providing diverse training for faculty, staff, and students, including workshops and e-learning programs, and by publicizing the results of audits.
	[76] In order to prevent any misuse of grants, misconduct in research activities, or conflicts of interest, and to promote appropriate research activities that comply with laws and regulations, we will provide ethics education on research integrity—not only to students and young researchers, but also to their instructors, including faculty members and project-leading researchers. The education provided will be tailored to the positions of the recipients. We will steadily implement initiatives, including the Guidelines for the Use of Funds and the Action Plans Promoting Research Integrity, examine their outcomes using the plan-do-check-act (PDCA) cycle, and enhance them to make the management system more effective. Specifically, we aim to achieve a 100% participation rate (among those to whom the course is relevant) for the e-learning course on the proper use of research grants.
	[77] We will enhance our information security management system to prevent information security incidents, and implement thorough information management, including efficient

	management of software licenses, to ensure a secure information environment.
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**
[55] We will strengthen our ties with supporters of the university.	[78] We will strategically transmit information about our education and research activities (including research outcomes) and the orientation of the university, and increase opportunities to communicate with supporters of the university through public access to facilities on campus and public seminars.
	[79] We will strengthen our networks with alumni and revitalize alumni association activities.