

大阪大学国際戦略策定にあたって

大阪大学は、「世界に開かれた魅力ある大学」を国際交流の目標と定め、2005年12月にその基本戦略を「大阪大学における国際交流戦略」にまとめて公表し、現在まで同戦略と施策計画に沿って本学の国際交流・国際化を進めてきた。公表後の5年間に達成すべき事項を提示し、10年を経過した現在では、その大部分は実現あるいはそれに近い状態となっている。しかしこの間、グローバル人材の育成にむけた産学官協力の海外留学推進や「スーパーグローバル大学創成支援」事業開始など、社会からの期待や政策的な要請にも変化がみられ、2016年には、第三期の中期目標・中期計画期間に入る。さらには2031年の大阪大学創立100周年に向けた「世界適塾」構想を実現してグローバル社会をリードする研究型総合大学となり、学問による「調和ある多様性」を創造し心豊かな人類社会の発展に貢献するために、国際戦略を新たに全学的に一層推進する必要がある。

従来の人的交流を中心とした「国際交流」にとどまらず、教育・研究・国際貢献のそれぞれの分野において組織的な「国際戦略」を推進する。そのための目標を掲げ、今後10年（2015年から2024年まで）の具体的な施策を示し、構成員全員が身近に感じ、参画することを目指す。

2015年3月

大阪大学理事・副学長
岡村康行

大阪大学国際戦略

大阪大学の基本理念と国際戦略

大阪大学は、緒方洪庵が江戸時代後期に大阪の船場に開いた「適塾」を原点とする。適塾には出身や身分に関わらず日本全国から志の高い若者が学問を求めて集まり、後に、彼らは明治維新後の日本の近代化に大きな足跡を残した。大阪大学は「人のため、世のため、道のため」という適塾の精神を受け継ぎ、21世紀のグローバル社会における「世界適塾」となることを志している。すなわち、「物事の本質を見極める」高いレベルの学問を追究し、様々な知識・技能・経験・立場を有する世界の人々が集まり、お互いに理解を深め、協働によるイノベーションを推進する。学問による「調和ある多様性」を創造し、グローバル社会の未来を担う人材を育成することにより、心豊かな人類社会の発展に寄与する。この「世界適塾」基本理念を推進し実現するために、以下の国際戦略を定め、研究や教育の国際化を進める。

基本方針

大阪大学は、「地域に生き 世界に伸びる」研究型総合大学として、人文社会系、医歯薬・生命系、理工系の全分野にわたり、基礎研究から応用研究、実践研究までを網羅し、世界に誇る多数の研究成果と優れた研究者・人材を輩出している。一方、教育においては、社会の激しい変化や科学技術の急速な進歩に柔軟に対応できるよう、幅広く深い教養と総合的な判断力を培い、豊かな人間性を養い、専門分野を根源的視野から見直す能力の育成を目指している。その人材養成の素養として「教養、デザイン力、国際性」の3つを掲げ、それらを身につけさせるべく学部・大学院教育を行うこととしている。さらにグローバル化の進展に伴う新しい問題の解決に取り組むべく、欧米諸国との活発な研究交流に加えて、東南アジアでは地域の要請にこたえて共同研究拠点を置き、同地域における教育・研究を支援してきた。

本学の国際的知名度が、優れた教育・研究力や社会への貢献に見合うよう、国際社会においてあらゆる機会を捉えて本学のプレゼンス向上を図る。諸外国の高等教育の動きやグローバル化の影響を踏まえ、我が国が抱える諸問題を視野に入れた国際戦略を、以下に掲げる基本方針のもとで実行していく。

1. グローバル人材の育成
2. 国際社会への情報発信とプレゼンスの強化
3. 国際機関や国際産学連携を通じた国際社会への参画と貢献
4. 国際戦略実現のための体制整備

具体的な施策

これまでの国際交流活動により得られた実績と実践を発展させ、世界屈指のグローバル大学として22世紀においても輝き続けるため各戦略の施策を以下のとおり述べる。

1. グローバル人材の育成

・留学生の受入推進

様々な国籍やバックグラウンドの人材が切磋琢磨する場を構築するため、すべての課程における留学生割合を増加させる。具体的には、2020年に学部の留学生割合を10%に、大学院の留学生割合を25%に、学生全体では15%に増加させ、戦略期間中に全学生に占める留学生割合17%の達成を目指す。そのために、協定校制度による優秀な学生の受入れなど、多様な留学生の受入れのための柔軟な入試制度を構築し、実行組織としてグローバルアドミッションズオフィスを活用する。

短期留学プログラムやサマープログラムなど国際的に互換性のあるカリキュラムを拡充・発展させるとともに、英語で受講可能な科目数を増加させ、英語による履修のみで学位を取得できるコースの増設を進める。将来の若年人口増と高等教育への需要増が予想される国々、たとえばインドネシア、ベトナムなど東南アジア地域の重点国、南アジア、中東、中南米諸国等と戦略的交流を推進し、留学生を受け入れる。

・グローバル人材の育成と海外派遣の推進

多彩かつグローバル志向の高い人材を見いだし育成するため、国際バカロレア課程修了者、スーパーグローバルハイスクールやスーパーサイエンスハイスクール出身者、TOEFL・IELTS高スコア保持者等の先進的教育を実施する高校との連携を強める。

世界の多様性を学んで、将来世界で活躍する人材を育成するため、2020年までに全学生の8%を海外に派遣する。

海外派遣やインターン等のプログラムに係る全学の取組を組織化・体系化し、海外での学習成果に関わるポートフォリオを作成するなど、学びの可視化を行う。海外派遣に必要な英語語学力水準を達成するための支援をする。また、体験型・プロジェクト型の学習を強化する。さらに英語力の体系的な育成と交流機会の充実、ライティングやプレゼンテーション、国際的な出版等に係るアカデミックスキルズを伸ばすことにより、将来世界で活躍する研究者やプロフェッショナルの育成を強化する。

・研究人材の国際化

教員に占める外国人及び外国の大学で学位を取得した専任教員等の割合を増やすため、国際公募の実施率を2020年までに100%にする。また、本学の研究力の格段の発展とグローバル化の推進を目指す国際共同研究促進プログラム「国際ジョイントラボ」を拡大し、ラボ数を100にまで増加させる。これにより人的交流を活性化するとともに、有望な若手日本人教員を海外の研究機関に派遣する制度などを確立して、海外大学や国際機関での教育研究経験を充実させる。これらの施策により、最終的には外国籍教員数について、全教員の15%とすることを目標とする。

2. 国際社会への情報発信とプレゼンスの強化

・積極的な国際広報

多言語ホームページ（英文、中文、韓文等）、英文広報誌「Prospectus」、英文パンフレット「World Tekijuku（世界適塾）」の発行、海外シンポジウム等の開催を通じて積極的な国際広報活動を展開し、国際プレゼンスの向上をはかる。また、留学生の受入重点国への広報を強化し、優秀な留学生の受入人数の増大につなげる。総長・理事によるトップ外交を強化し、教員自ら率先して積極的対外広報を行う。本学全体の主要な教育・研究成果や国際貢献に関する情報を各種インターネットメディアやSNSを通して迅速かつ広範に配信する。edX プラットフォームを活用して、世界的に著名な本学研究者の教育コンテンツを配信する。

・大学間国際連携およびコンソーシアムの強化

大学間交流協定数を 2023 年までに 130 に増やし、協定校との間で教育情報の相互提供を進め、単位互換を推進し、ダブルディグリーやジョイントディグリー制度を構築する。さらに、APRU（環太平洋大学協会）、AEARU（東アジア研究型大学協会）、HeKKSaGOn（日独 6 大学学長会議）、RENKEI（日英産学連携プログラム）などのコンソーシアムを通じて、世界トップクラスの研究大学との教育・研究連携を強める。

・海外同窓会の拡充

在学中の留学生の組織である「大阪大学留学生会」や卒業後も日本に在住する元留学生が中心となっている「大阪大学国際同窓会」等とのネットワークを強化する。さらには海外の 4 つの同窓会組織（北米・欧州・タイ・上海）等との連携を深めて、在学中から卒業後に至るまでの継続的なネットワークを構築し、本学のアンバサダーとしての卒業生の活動を支援する。「卒業生室」との連携により、留学生・日本人学生の就職活動等において、上記ネットワークを最大限に活用する。

・研究の国際化

従来個々の研究者が行ってきた共同研究を大学として把握して、国際クラウド（後述）等を利用し、アウトリーチ活動及び広報活動に活用する。大学間協定や部局間協定などを有機的・戦略的に再構築する。最先端の研究を展開している外国人研究者とそのグループを本学に招へいし、本学の研究者と共同研究を実施することにより、本学の研究力の格段の強化とグローバル化の推進を目指す。そのために、国際ジョイントラボ、クロス・アポイントメント制度等の各種招へい制度を利用して海外有力研究者を招へいする。

3. 国際機関や国際産学連携を通じた国際社会への参画と貢献

・国際機関等との連携

21 世紀のグローバル社会において深刻化する地球規模の課題を、本学の知的リソース・研究成果を活用して解決へと貢献するために、国際連合(WHO、UNICEF、UNDP、UNAIDS 等)や OECD 等の国際機関、政府国際協力関係省庁、外国政府・財団、地方自治体、民間企業、NGO などと連携する。本学と国際機関との間で人材交流を行う。対象地域・国等での具体的なニーズを的確に把握し、環境保全、エネルギー確保、保健・医

療・福祉の向上、産業振興等のために、国際的基準作り、施策の提言を行い、技術移転、人材育成等を推進する。

- ・ **開発途上国との協働**

JICA等と連携して、開発途上国における国際ボランティア活動の支援と人材育成、高等教育機関設立（例えば、エジプトのE-JUST、マレーシアのMJIT、ベトナムのVJU）などに参画する。

- ・ **国際産学連携**

国内の産学連携のみでは、深刻化する地球規模の課題への対処は十分に行い得ない。そこで、国際機関等の連携を通じて、国際的なグラント支援機構や国際企業との結びつきを強め、関係機関・企業との連携・協働により、研究シーズの把握の加速化と研究成果の国際的な実用化を推進する。

4. 国際戦略実現のための体制整備

- ・ **全学的な国際関係組織「国際戦略推進機構」の設置**

組織的な国際展開のために、企画・運営・支援を行う国際戦略推進機構を設置し、情報収集と配信、国際広報、海外拠点、国際貢献・国際協力、語学予備教育、外国人留学生・研究者サポート、海外留学派遣サポート、インターナショナルプログラムに関わる機能を統括する。また、国際交流活動に関する情報の一元化のために、各部局の国際担当窓口と密接に連携し、国際広報、外国人研究者や留学希望者の受入の円滑化等に資する情報プラットフォーム（国際クラウド）を整備する。

- ・ **海外拠点の拡充と活用**

「点から面」へと活動の質的転換を行うとともに、新規の海外拠点の設置を進め、国際協働事業や大学間交流を拡充する。また、現存の4センター（北米、欧州、ASEAN、東アジア）と11の部局サテライトオフィス（フィリピン、インドネシア、タイ（4か所）、韓国、ベトナム、フランス、ウガンダ、ザンビア）との連携を緊密化する。

- ・ **宿舍の整備**

外国人・日本人の学生・教職員等の混住を前提とした2600戸規模の世界適塾ビレッジ（グローバル・ビレッジ）を整備し、ビレッジにおける日常的で活発な異文化交流を推進する。

- ・ **キャンパス内の英語環境の構築と多言語環境の充実**

重要度や利用度の高い文書や学内情報システムを英語化し、日本語能力を前提とせず諸手続が可能となる体制を構築する。また、学生・教職員向けのサービスと情報の多言語対応を進める。

- ・ **職員の国際化とコミュニケーション能力の向上**

採用選考、能力開発その他キャリアパス全体を通じ、若手を中心に事務職員の外国語コミュニケーション能力を抜本的に高めるための総合的方策を早急に立案し実行する。外国人を含め海外での学位取得者、海外勤務経験者、国際交流業務経験者等を広く対象に見据え、専任の事務職員も含め様々なポストに積極的に受け入れる。このほか、交流実績を持つ海外の大学事務局との事務職員等の相互交流を行う。

March 2015

Promoting Osaka University's International Strategy

Osaka University has committed itself to becoming an academic institution of global caliber with a strong international profile. In December 2005, steps taken to achieve this goal were publicly announced as “Osaka University’s International Strategy.” And since then, the university has advanced its internationalization measures and international relations in accordance with the policies and plans contained in this strategy. The parts that were to be completed in the first five years were outlined and developed, and the majority of these objectives have been realized in one form or another. However, during the ten year period since the launch of Osaka University’s International Strategy, new initiatives such as entrepreneurial study abroad programs to train competent global human resources and the Top Global University Project, have been launched. Also during this period, significant changes have been observed in expectations and requirements for internationalization policies. By 2016, we will enter into the third phase of the mid-term objective plan in accordance with the National University Corporation Act, and as Osaka University approaches its centennial in 2031, it will proceed steadily towards realizing its vision for the “World Tekijuku” concept and consolidate its position as a leading comprehensive research university in our global society. In order for Osaka University to contribute to the development of a humane society that embodies “harmonious diversity,” it is essential that new, university-wide internationalization strategies continue to be implemented.

Osaka University promotes an organizational international strategy for education, research and international contributions that goes beyond former focus on mere international exchange that was primarily limited to exchange of individuals. We have set the goals for achieving this objective as outlined in our International Strategy and over the next ten years from 2015 to 2024, we will carry out a plan for implementation of specific measures that encourages all of our students, faculty and staff to participate harmoniously in this endeavor.

Yasuyuki Okamura
Executive Vice President
Osaka University

Osaka University's International Strategy

Osaka University's Guiding Principles and the Concept of World Tekijuku

Osaka University has its roots in the “Tekijuku” school, founded by Ogata Koan in Osaka’s Senba district towards the end of the Edo period (1603-1868). Tekijuku disseminated learning in western medicine and science, and it attracted highly inspired, knowledge-seeking young individuals from various social standings and all across Japan. During the subsequent Meiji Restoration, these scholars had a major impact on the modernization of Japan. Osaka University seeks to uphold Tekijuku’s spirit of working “For people, for society, and for the pursuit of truth” and is committed to becoming a “World Tekijuku” for the 21st century global society. This is obtained by aiming for world-class scholarship concerned with careful examination of the true essence of things, and entails gathering people of diverse backgrounds and standings from across the world with advanced knowledge, experiences, expertise, and skills to mutually stimulate and deepen understanding and jointly propel innovation. The creation of harmonious diversity through scholarship and education of the human resources, who will shape our future global society, will contribute to the development of a rich and reflective human society. In order to put the guiding principles for the “World Tekijuku” concept into practice, we have established the following strategy for advancing internationalization of education and research.

Basic Policy

Osaka University is a comprehensive research-intensive institution abiding by its motto “Live locally, Grow Globally.” It covers basic, applied, and translational research in all fields, including the social sciences, the humanities, medicine, dentistry, bio-science, science, technology, and engineering, and produces many world-class research results, outstanding researchers, and human resources. We are concerned with education and seek to respond flexibly to the rapid changes in society and the fast advance of science and technology by providing broad and penetrating general education that cultivates the power to discern and make informed decisions, nurtures human development and interpersonal skills, and trains the ability to fundamentally redefine specialized fields of study in interdisciplinary contexts. For the training of human resources, we emphasize “critical thinking, design prowess and transcultural communicability” as three domains of literacy that are to be acquired both at the undergraduate and graduate levels of education. Moreover, in addition to the urgency of interacting proactively with Europe and the US on research exchange and collaborations that address new issues arising in the wake of the progress in globalization, we are also responding to regional needs in Southeast Asia and have established collaborative research centers and support of education and research in the region.

We plan to seize every opportunity to increase the university’s presence in the international community so that Osaka University’s international reputation will reflect its concern for world-class quality in research and education and its dedication to contribute to society, both locally and globally. While our international strategy is adjusted to the recent movements in overseas higher education and influenced by globalization trends, it is taking account of the specific Japanese perspective, and will be implemented in accord with the below basic policy components:

1. Training of internationally minded human resources.
2. Strengthening of informational outreach activities directed towards the international community and enhancing Osaka University's global presence.
3. Participating and contributing to the international community through partnerships with international institutions and university-industry collaboration.
4. Improving the governance of international strategy implementation.

Specific Measures

Building on the achievements and practices of Osaka University's international exchange activities up until the present, the following describes the measures for each component of our strategy to ensure that Osaka University will continue to grow as a leading global university in the 22nd century.

1. Training of internationally minded human resources

- **Increased intake of international students:**

In order to construct an environment for friendly competition among individuals with different nationalities and diverse backgrounds, we aim to increase the proportion of international students at all levels. More specifically, by the year 2020 the percentage of international undergraduates and graduates will be increased to 10% and 25%, respectively. The total number of students will be increased by 15% and during the term of our strategic initiatives international students will compose 17% of the total student body. In order to achieve this, a flexible entrance examination system designed to accept students with diverse backgrounds, such as qualified students from partner high schools, will be organized and managed by the Global Admissions Office. Alongside with expanding and developing curricula with international compatibility, such as short-term and summer programs, the number of courses offered in English will be increased, and we are in the process of constructing more courses, where degrees can be earned entirely in English. Strategic exchange will be encouraged with countries expected to see an increase in their youth populations and greater demand for higher education, including countries such as Indonesia and Vietnam in Southeast Asia as well as countries in South Asia, the Middle East, and Latin America.

- **The training of global human resources and the promotion of overseas deployment:**

With the goal of identifying and training multi-talented, internationally minded individuals, Osaka University will fortify its relations with high schools offering advanced education; namely, high schools offering International Baccalaureate programs, Super Global High Schools, and Super Science High Schools, as well as high schools producing students with high TOEFL and IELTS scores.

By the year 2020, 8% of Osaka University's students will be sent abroad in order to learn about the world's diversity and to prepare them for global participation.

Overseas programs and internship programs will be systematized and integrated on a university-wide level. Students will compile portfolios of their academic achievements abroad, which will help them to visualize their learning processes. The university will

also support students to help them attain the necessary level of English competency required for working and studying abroad. At the same time, an increased emphasis will be placed on experiential and project-oriented learning styles. Furthermore, we will strengthen the education of researchers and professionals, who will take active part in our future global community by providing systematic training and exchange opportunities and improvement of academic skills concerning writing, presentation, and international publishing.

- **The internationalization of research personnel:**

Overseas recruitment through international advertisement of open positions will be increased 100% by the year 2020 with the aim of boosting the percentage of academic staff, who are foreign nationals, or full-time teaching personnel, who have received degrees from foreign universities. Moreover, the International Joint Research Promotion Program or “international joint labs,” which is designed to promote a drastic increase in the development of the university’s research capability and capacity, will be increased to a hundred laboratories. This encourages exchange and is intended to result in the establishment of a system that sends out young and promising Japanese researchers to improve their teaching and research experiences in universities and institutions abroad. Receiving young researchers from overseas is equally important, and through these measures the university ultimately aims to increase the percentage of international human resources to 15% of its total number of academic staff.

2. Strengthening of informational outreach activities directed towards the international community and enhancing Osaka University’s global presence

- **Active promotion of international public relations:**

Osaka University aims to expand its international presence and is proactively developing its international public relations activities by offering a multi-lingual website (in English, Chinese and Korean etc.), the yearly *Prospectus* publication in English, and English pamphlets, such as “World Tekijuku,” and through hosting of international symposia. In addition, it will strengthen its promotional efforts in countries that serve as vital sources for receiving international students, and eventually increase the acceptance rate of high-level students. The top level diplomatic functions of both the president and the executive vice presidents will be fortified, and individual members of academic staff will also be encouraged to engage actively in promotion and outreach activities. Information about Osaka University’s major achievements in education and research and international contributions will be quickly and widely distributed through various forms of online media and SNSs. Educational content by some of the university’s world-renowned researchers will also be distributed worldwide utilizing the edX platform.

- **Strengthening of international inter-university cooperation and consortiums:**

The number of inter-university academic exchange agreements will be increased to 130 by 2023. The exchange of information and the transferability of credits between partner institutions will be improved with the establishment of double-degree and joint-degree systems. Moreover, through consortiums, such as the Association of Pacific Rim Universities (APRU), the Association of East Asian Research Universities (AEARU),

the HeKKSaGOn University Consortium, the Japan-UK Research and Education Network for Knowledge Economy Initiatives (RENKEI), Osaka University will strengthen its educational and research ties with the world's top class research universities.

- **Expansion of the international alumni association:**

Osaka University will strengthen its various alumni networks, including its Osaka University International Student Association (OUIISA) for currently enrolled students and its Osaka University International Alumni Association (OUIAA), which is oriented towards former international students who reside in Japan after graduation. Furthermore, it will also deepen its connection with its four overseas alumni associations (North America, Europe, Thailand, and Shanghai) and create a network that offers continuous support to students both while enrolled and after graduation. It will also support activities by graduates, who act as ambassadors for Osaka University. Through the Alumni Office, the above networks will be utilized to the utmost in helping both international and Japanese students find employment.

- **Internationalization of research**

The university seeks to grasp individual researchers' joint research by way of collecting and accumulating such information as stored in "the international cloud" (described below) and utilizing it to engage more extensively in public relation and outreach activities. The university will organically and systematically reconsider its inter-university and inter-faculty academic exchange agreements. International researchers engaged in cutting edge projects will be invited to collaborate with peer researchers at Osaka University, thereby drastically raising the university's research capabilities and furthering the processes of globalization. This will be carried out through the use of the International Joint Laboratories and the cross appointment system, whereby competent overseas researchers will be given residency and reimbursement at Osaka University.

3. Participating and contributing to the international community through partnerships with international institutions and university-industry collaboration

- **Cooperation with international institutions**

In order for Osaka University to serve as a resource of knowledge and to have its research achievements applied towards the resolution of the worldwide issues that are facing our global society in the 21st century, the university will work with the United Nations (WHO, UNICEF, UNDP, UNAIDS, etc.), international organizations, such as OECD, government agencies related to international cooperation, international governments, foundations, local municipalities, private corporations, and NGOs. This will involve an exchange of personnel between Osaka University and these international institutions. The specific needs for target regions and countries will first be accurately assessed, and in order to ensure meaningful improvements such as environmental protection, energy conservation, healthcare, medical treatment public welfare and industrial advancement, we will provide expertise for establishing international standards and make policy suggestions and recommendations, while promoting

technology transfer and training of personnel.

- **Collaboration with developing nations**

Osaka University will work with such groups as the Japan International Cooperation Agency (JICA) in order to participate in the training of individuals as well as in the establishment of institutions of higher education (for example, Egypt's E-JUST, Malaysia's MJIT, and Vietnam's VJU) and assist with support of international volunteer programs in developing countries.

- **International industry-university collaboration**

Concentrating engagement in domestic industry-university collaboration does not allow for the university to adequately contribute to solving problems of global magnitude. Through collaboration with international organizations, ties will be strengthened with international corporations and grant organizations. Collaboration with affiliated organizations and corporations will allow the university to assess new areas of potentially beneficial research and discover new technology seeds at an accelerated rate and allow for the international application of its research results.

4. Improving the governance of international strategy implementation

- **Establishment of the Institute for Global Initiatives as a school-wide international relations organization**

In order to systematically internationalize the university, the Institute for Global Initiatives, that engages in planning, management, and support, will be established. This organization will manage various activities including the collection and distribution of information, international public relations, overseas offices, international contributions and collaborations, language training, support for international students and visiting scholars, support for students studying abroad, and other functions related to international programs. Also, to unify information related to international exchange activities, a close connection will be built with the persons in charge of international affairs in each department and improvements will be made to the information platform called the international cloud, which supports international public relations and improves the process for accepting international researchers and students.

- **The expansion and utilization of Osaka University's overseas offices**

With the change in the mission of the overseas offices from "point (city) to area (region)" they will further enlarge the areas they serve. New overseas offices will be established and both international collaborative projects as well as inter-university exchange will be extended. In addition, closer relations will be fostered with the four existing centers (North America, Europe, ASEAN and East Asia) and the eleven satellite offices (Philippines, Indonesia, Thailand (four locations), Korea, Vietnam, France, Uganda, and Zambia).

- **Improvement of housing facilities**

Through the establishment of the Global Village, an integrated housing project, more than 2,600 rooms will be made available for international and Japanese students, faculty and staff. This environment will be conducive to active cultural exchange on a daily

basis.

- **Creation of an on-campus English environment and stimulation of a multi-lingual environment**

Important documents and the university's intranet services will be made available in English. At the same time a system will be constructed wherein various procedures can be carried out without the need for Japanese language proficiency. Services and information for students and staff will also be made increasingly available in different languages.

- **The internationalization of staff and improvement of communication skills**

Comprehensive measures are being rapidly organized and implemented to increase young administrative staff members' communication abilities in foreign languages. These measures will affect all aspects of staff members' career paths, from the initial selection process to later stages of skill development. Individuals who have earned degrees abroad, including foreign nationals, individuals with work experience abroad, and individuals with work experience in the field of international relations will be actively sought after and hired in various positions including specialized administrative functions. Moreover, there will be a mutual exchange of administrative staff with administration offices in overseas partner universities that have high-performance records of exchange.