

Osaka University Academic Initiatives for 2012~2015

“to be a university that shines forth even into the 22nd century”

Preface

Based on the principle that providing scholarship and training that enables one to perceive the true essence of things is the mission of a university and that universities contribute to society by fulfilling this mission, Osaka University aims to become a world center for both scholarship and training under the motto of "Live Locally, Grow Globally," and to develop outstanding graduates with a high sense of ethics and international-mindedness.

As the saying goes, “A 100-year national plan must focus on education,” Japan's future depends on the development of our nation's human resources. Osaka University has a mission to provide our society with outstanding internationally-minded graduates capable of discovering the true essence of things and acting as leaders in manifold fields.

Innovation bringing peace and change to society cannot be realized without the promotion of basic research to ascertain the true essence of things. Society expects universities to promote fundamental academic research as a creative intellectual activity and to carry out university-industry collaboration and university-community collaboration grounded in fundamental research. Universities will contribute to the development and welfare of human beings by fulfilling such a mission. Moreover, universities demonstrate how education and research should be conducted and put such into action.

A condition in which each staff member can work with vigor and in which research and educational institutions of diversity cooperate with each other and at the same time enjoy their own uniqueness is essential for the development of a university. Under the leadership of the president, all members of management, administration, and education and research organizations must actively promote university reform in accordance with the requests of society.

Originating from Tekijuku and having inherited the spirit of Kaitokudo, Osaka University aims to build a foundation upon which it can continue to shine as a world-leader in the 22nd century by coalescing the wisdom of all members of the OU community in accordance with the following eight principles:

Eight Principles of Academic Initiatives

1. The Institute for Academic Initiatives (IAI) was set up for the purpose of making flexible and swift decisions in strategic areas in order to (1) draft science policies and international strategies, (2) explore interdisciplinary research fields, (3) develop personnel with international-mindedness, expertise, and diversity, (4) promote fundamental research, and (5) nurture young researchers. The president assumes the position of director in order to display leadership and instill IAI in the heart of all university reform.
2. The Center for Education in Liberal Arts and Sciences will play a central role in implementing the globalization of OU education. The university will provide support for students wishing to study abroad and also work to actualize as early as possible campuses with a diversity of persons from all over the world — i.e., “Global Campuses.”
3. In order to achieve Global Campuses, an international strategy must be devised, one that reexamines the role of OU Overseas Centers in order to ensure a greater level of exchange with overseas universities.
4. Funds must be allocated effectively, a step that will encourage promotion of basic research and professional development, steps linked to our future growth. We will realize this end by making use of the perspectives of individuals and organizations and seeing the whole picture from a mid- and long-term perspective based on the ideas of the president, deans, and directors.
5. The university will continue to assume responsibility for the maintenance and management of facilities in accordance with the plan. To this end, we will create and implement measures to secure financial resources. Additionally, we will formulate measures on utilizing the university's facilities and lands, including disposal, from a mid- and long-term perspective.
6. Based on the Osaka University Academic Initiatives, we will draft and implement measures to increase Future Funds permanently in cooperation with the alumni union.
7. We will share Osaka University's fundamental attitude with society and the nation and aim to become a university more open to the public. We will further strengthen publicity and university-community collaboration activities at home and abroad in order to achieve this goal.
8. We aim to have healthy, comfortable, global campuses where there is reason to study and work not only because of renewed facilities, but because measures will be drafted and carried out in order to maintain an environment where one can immerse oneself in study and work while maintaining a healthy body and mind.

Hereunder are the detailed proposals to achieve these principles of the Institute for Academic Initiatives.

Establishing the Osaka University Institute for Academic Initiatives

- Establishing the Osaka University Institute for Academic Initiatives
 - Plan the grand design of the Institute for Academic Initiatives (IAI) and also study and analyze academic research trends in the country and overseas in order to propose effective action plans.

- Setting up of the Initiatives Planning Office
 - Organize an Education Reform Team to promote and develop Interdisciplinary Academic Programs, Education Reform, and Globalization Programs.
 - Organize a “Research Project Team” that studies research and trends in research support and provides some initiatives and action plans that contribute to the development of characteristics unique to OU, potential researchers, and areas of research.
 - Organize an Institute Research (IR) Team in order to figure out the education and research resources of the university and collect and analyze various data and make proposals contributing to the strategic management of the university.

- Setting up of the Research Groups
 - Establish research groups with full-time academic staff in order to explore new academic fields and show guidelines for Osaka University’s Academic Initiatives.

- Carrying out graduate education such as “Leading Programs in Doctoral Education”
 - Promote innovative graduate education and produce superior graduates, possessing broad, unique, international perspectives.

- Supporting the development of cutting-edge research groups
 - Support the construction of interdisciplinary programs, aiming for the realization of International Research Bases in order to advance and transform original research at OU into international cutting-edge research.

Finding a Path leading to the Future based on Research that sees the Truth of Things

- Promoting fundamental research by strengthening the support system for research
 - Improve the **Adviser System** and **Challenge Support Program**.
 - Aim to establish company-sponsored programs to support revolutionary fundamental research from a long-term perspective.
 - Support all departments regarding provisions for opportunities for self-improvement and refreshment of researchers through overseas research and sabbaticals.

- Supporting frontier research at Osaka University
- Implement the **Exciting Leading-Edge Research Project** in order to support interdisciplinary research intensively.
- Increase the number research administrators in order to support obtaining large-scale research funds by which frontier research projects can be stimulated and in order to promote a suitable research environment.

- Improving the environment for promoting research
- Encourage all departments to rethink the process for making decisions in order to securing sufficient time for research.
- Improve and reorganize the system for centralizing data in order to secure time for research.

Education that produces Graduates who can be active on an International Stage

- Pursuing education goals
- Set goals for learning outcomes clearly in each category and accomplish education reform in order to implement high quality professional education.
- Promote interdisciplinary education for undergraduate programs and graduate programs consistently in order to cultivate three essential abilities: “**comprehensive understanding,**” “**transcultural communicability,**” and “**design prowess.**”

- Assuring education quality and promoting education reform
- Survey and design active learning methods, such as classes in which there is a high level of student-teacher interaction and classes in which students themselves discover and solve the problem. Furthermore, establish a precise system for evaluating performance in order to promote education reform in all departments.
- Create more spaces in which students can communicate actively with other students and with faculty in order to increase the independence of students in their learning.

- Nurturing people who can play an active role in the global arena
- Improve the curriculum so that students can brush up their foreign-language skills more easily. Increase the number of classes taught in English for Japanese students so that the environment becomes one where Japanese and international students can study together more easily.
- Increase the number of international students in undergraduate schools at Osaka University to 10% as early as possible. Enhance Japanese-language education for international students and set up a credit transfer system and double degree programs.

- Promoting career development and internships
- Establish a support system that assists students by directing them toward fields where needs are arising in society; also improve support for career development and education in career design.
- Promote practical education through various internships at home and abroad in order to train students with knowledge of actual work situations and the ability to expand their human network.

- Getting superior students and enhancing the support system for students
- Reform the entrance examination system and develop new educational programs in order to attract outstanding students from home and abroad.
- Improve education environments, including support for learning and extracurricular activities.

International Strategy for attracting Students and Researchers from Overseas

- Promoting the acceptance and dispatch of students and researchers
- Improve current programs for the acceptance of students and researchers from overseas and develop new programs for the dispatch overseas of OU students and researchers.
- In order to attract outstanding students from overseas, hold study-abroad fairs systematically and effectively. Also consider introducing a designated school system (指定校制度) in which OU accepts students from designated overseas high schools with which OU has signed agreements.

- Implementation collaboration strategy with domestic and overseas universities and consortiums
- Reexamine Osaka University basic policies for academic exchange agreements with foreign universities and promote practical and effective academic exchange and joint research.
- Establish clear policies on participation in consortiums and our activities in such under the bilateral and multilateral network agreements so that related activities become more practical and effective.

- Overseas Alumni Associations
- Strengthen overseas alumni associations in order to build a support network for members of the university.

- Reexamination of Overseas Centers
- Clarify the role overseas centers should play in their respective regions and consider what should be the appropriate state and style for each.

University-Industry Collaboration for Creating a Prosperous Society

- Deepening and Enhancing University-Industry-Government Collaboration
 - Hand in hand with industries, Osaka University will promote “Industry on Campus” through Research Alliance Laboratories and Joint Research Chairs. Additionally, by making use of these labs and chairs, we will facilitate human resource development and challenging research projects through university-industry collaboration.
 - Assist in finding challenges and planning research projects for the successful launch of new projects through information and human exchange among the university, industry, and government.
 - Try to set up university-industry collaboration involving both the humanities and sciences.

- Reviewing Organizations for Sustainable and Independent University-Industry Collaboration Activities
 - Consider strategies for financial independence after the completion of university-industry projects regarding project-related contracts and intellectual property and technology transfers.
 - Concentrate management functions of university-industry collaboration in the Techno-Alliance Building and review the structure of organizations for university-industry collaboration. Also, consider the introduction of a well-established system in order to enhance abilities of administrative staff.

University-Community Collaboration that Fosters Interaction among the university, citizens, and the local community

- Centering on the university’s scholarship, develop mutual education among citizens
 - Continuously support outreach activities of researchers in order to introduce the university’s scholarship and human assets to society.
 - Strengthen cooperation among the Museum of Osaka University, Tekijuku Commemoration Center, Kaitokudo for the 21st Century, alumni organizations, and departments so that events, courses, and seminars that they have held independently so far can be implemented more effectively.

- Strengthen Collaboration with Local Communities and other Universities
 - Plan and implement collaboration projects using the university consortium as the core.
 - Further strengthen various joint projects regarding continued and lifelong education based on collaboration agreements with neighboring local municipalities. In addition, provide a place for a variety of cooperative activities between society and the university by actively utilizing each other’s facilities.

Osaka University Hospital — Quality and Ethics

- Nurturing outstanding and caring healthcare professionals
- Promote the construction of a medical career system in which doctors and medical researchers rotate between the university hospital and outside medical institutions in order to nurture professionals with academic expertise, knowledge, skills, and the spirit of inquiry.
- Train medical professionals in nursing and medical technology and develop a practical education package to ensure safe medical practices.

- Contribution to local medical care and to the development and practice of advanced medical treatment
- Integrate “The Medical Center for Translational Research” and “Center for Clinical Investigation and Research” into “The Advanced Medical Center” to strengthen our clinical research framework and innovative drug-development base.
- Implement the project “Challenge of Intractable Oral Diseases to Improve Quality of Life” to improve advanced dental care, tooth regeneration, and to promote clinical research conducted at the “Center for Translational Dental Research.”
- Construct the Oncology Center for more sophisticated cancer screening in order to further strengthen cancer screening in the local communities.

- Strengthening the foundation for hospital management
- Reexamine medical care and the management system of the hospital and improve its work efficiency.
- Reexamine the support systems for patients so as to provide patient-oriented, safe, reliable medical care.
- Discuss and consider disaster prevention and disaster medical treatment and build a cooperative relationship between the hospital and institutions outside it.

University Management that Supports the Foundations of Education and Research

Management of Finances that Focuses on the Future

- Review the Distribution of Funds
- With the goal of promoting basic research, review the distribution of indirect research expenses, including the distribution of indirect research expenses for researchers.
- Secure the university's income through managerial efforts in the hospital and the promotion of cooperation between the university and industry. At the same time, review the distribution of funds within

the university with an eye firmly on both maintaining and improving competitiveness, and develop a system for the realization of Osaka University Academic Initiatives.

- To actualize the university's Academic Initiatives, distribute the President's Discretionary Fund mainly for the promotion of basic research and the cultivation of young researchers and persons possessing an international mind set.

- Strengthening of Financial Base
 - Strengthen the nature of the university's finances in order to respond to cuts to the grants for management expenses brought about by the current financial state of the country. To that end, conduct a thorough inspection of the financial base, including a review of fixed expenditures.
 - With the goal of expanding donations to Future Funds, actively address activities aimed at the individual and corporation.

- Effective Investment and Application of Funds
 - Draw up plans for more effective use of assets held through more detailed planning of fund management and effectively utilize assets held based on a medium- and long-term vision.

- Reducing Expenditures through Administrative Reform.
 - Promote administrative reform, including the outsourcing of routine services.
 - Review contracts and specifications for lighting, heating, water, etc. Also address proactive steps, such as testing new contract terms, in order to reduce expenditures.

Flexible Overhaul of Systems and Organization

- Constructing a Flexible Administrative System
 - Revise the current structuring of offices and, under the leadership of the president and with advisors to the president, have each trustee improve coordination and cooperation between offices with related duties and thereby improve the ability to plan and carry out measures regarding various issues.
 - Plan regular communication between the trustees, deans, and directors, thereby advancing the openness and transparency of university administration.

- Review of Education and Research Institutions
 - Strategically decide upon the importance of the roles and functions that should be carried out by departments and address questions regarding the reorganization, elimination, consolidation, and/or establishment (essentially, in a “scrap-and-build” manner) of institutions.
 - Using IAI, decide upon Osaka University’s own cross-sectional action plan from a medium- and long-term perspective and, along with this, carry out the overhaul of institutions necessary for the realization of the academic Initiatives.

Develop Flexible Personnel Systems

- Securing young faculty, international faculty, researchers and medical technologists through more flexible personnel and employment systems.
 - Introduce further flexibility into the university's personnel and employment systems by means of instituting flexible employment systems for limited term staff, establishing a new employment system for faculty, and so on.
 - Plan improvements in retirement severance pay packages in order to provide university personnel with more options in viewing their life plans following retirement from OU.
 - Enrich the tenure tracking system and utilize the university's reserve posts effectively. These will accelerate the employment and promotion of outstanding young and/or female faculty members.
 - Continue to develop flexible personnel and salary systems able to accommodate specifics of the duties of medical staff members.
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- Employing and training staff possessing the higher expertise needed in university management.
 - Through a variety of staff employment examinations and managerial staff recruitment, aim to encourage the employment and promotion of persons who have diverse talents, character, and higher expertise.
 - Promote on-the-job training (OJT), such as organizing stratified training, pursuing specialized training, and posting and training mentors. This will surely encourage faculty and staff to strengthen their specialties.
 - Further improve the system for the evaluation of staff, steps that will assist in determining promotions and pay raises.
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- Diversity in human resources
 - Set up "Osaka University Fundamental Plan for Promotion of Gender Equality" and improve the work and study environments for both men and women.
 - Practice new measures to promote employment of handicapped persons and also proactively develop a favorable work environment for them.

Enhance Administrative Reform and Improvement

- Building a flexible and dynamic organization
- Establish a flexible and dynamic administrative system to respond to requests from society, and to strengthen the support environment for education and research activities.
- Looking ahead to the future, systematically foster young administrative staff in the Project Management Team and Institute for Academic Initiatives.
- Enhance information sharing and awareness-raising among staff. Also, aim to improve communication

between staff. Such measures will aid the construction of an even more comfortable work environment through the mutual effort and cooperation of faculty and staff.

- Improving the efficiency of the university's management
- Have the Administrative Bureau and Departments work in collaboration to thoroughly flush out and cut down unnecessary work, including meetings.
- Check reforms which have been made more recently, review, and improve them.

Plans and Evaluation for 2016~2021 Medium-term Plans

- Achieving Medium-term Goals and creating Strategic Design for 2016-2021 Medium-term Plans.
- Design Osaka University annual plans to ensure the achievement of its medium-term plans and aim for efficient evaluation with strengthened progress management of the medium-term plans.
- Based on the analyses of evaluation results, develop Osaka University 2016-2021 medium-term goals and medium-term plans on which activities can be promoted strategically and proactively.

- Promoting an Appropriate and Efficient Evaluation Framework
- Support improvement of the quality of evaluations, such as self-evaluations and external evaluations, and make the best use of evaluation results for OU management.
- Strengthen and make use of basic evaluation data about the university, and also improve and reorganize the way in which the data is obtained and handled.

Bidirectional Information Sharing connecting the University and Society

- Gathering Information on University Scholarship and Promoting Public Relations in Japan and Overseas
- Develop "Public Relations Policies" and "Public Relations Annual Plans" that can be shared by all members of Osaka University, and analyze and design effective procedures for public relations. Also, proactively collect and publicize university scholarship to the general public through press releases.
- Likewise, provide content through the use of the official OU website, Twitter, and social networking services, etc., and strengthen collaboration with various publicity avenues, including paper-based ones.
- Improve the Researchers Database in order to attract outstanding researchers and students at home and abroad.
- Establish appropriate bodies for improving public relations such as the **Department of Publicity and University-Community Collaboration** and the **Creative Unit**.

Improvement of Information Environment

- Efficiency and Enrichment of Information Infrastructure
- Cut maintenance costs by promoting unification of systems for campus information to a common platform and improving system security and efficiency.
- Develop an efficient environment for more effective use of Osaka Daigaku Information Network System (ODINS), Campus-wide IT Authentication System, Knowledge of Osaka-university Academic Nucleus (KOAN) and Researchers Data system, etc., in coordination with administrative reform.
- Develop academic information infrastructure, including electronic journals, and make more efficient use of such.

Improvement of the Safety and Comfort of Campus Environments

- Coordinating improvement of campuses with becoming a world-leading Institution for research and education
- Establish a base for the activities of the Institute for Academic Initiatives (IAI) on the Suita and Toyonaka campuses.
- Construct facilities such as the Innovation Center for Merging Cutting-edge Medical Care, Dynamic Biological Systems Research Center, Multidisciplinary Research Center for Integrated Arts and Sciences.
- Improve the level of safety and security on campus by making buildings quakeproof, by improving lifelines, and by implementing measures that would enable the university to serve as a temporary evacuation shelter for local residents and as the region's base hospital.

- Implementation of Environment Management for all University Facilities
- Encourage efficient use of existing facilities from a university-wide perspective and enhance refurbishing of aging facilities.
- Promote energy saving and greenhouse gas reduction based on the Low-Carbon Campus Program.

Improving and Enhancing Risk Management

- Establishing a comfortable risk-conscious environment for education, research, and work
- Under the direction of the Health Care Center and Student Support Station, build university-wide safety nets by strengthening coordination among mental healthcare and harassment prevention bodies.

- Actively introduce training regarding “safety and hygiene,” “risk management,” and situation simulation training as a part of faculty and staff development activities.

Create a Campus where Students and Staff can be Comfortable and Healthy

- Improving the physical and mental health of Osaka University students and staff
- Expand the capability of primary prevention to cope with diseases, ill health, and mental health disorders by promoting education regarding physical and mental health “literacy” as well as by implementing faculty development (FD) activities.
- Establish an improved support system for physical and mental health by upgrading the current physical exam for students and staff.
- Make every effort to protect young people, as well as students, faculty, and staff, from second-hand smoke and draw up a plan to ban smoking on the campuses.