

16. Medium-term Goals and Plans
from fiscal year 2010 to fiscal year 2016

Medium-term Goals	Medium-term Plan
<p>(Preamble) Fundamental Goals of the University Hokkaido University upholds a Frontier Spirit, Global Perspectives, All-round Education and Practical Learning as its Basic Philosophies. These four guiding principles have been cultivated over the course of the institution’s long history, which dates back to 1876 – the year its predecessor, Sapporo Agricultural College, was established. Against this backdrop, this university aims to play a steady role as a global center for education and research during the period of the Second Medium-term Goals and the Medium-term Plan. To this end, we will promote all our endeavors with a global perspective in line with Hokkaido University’s role in the world while striving to: 1. establish a world-class human resource development system; 2. create a university that is open to the world; 3. build and utilize world-class knowledge; and 4. strengthen the foundation of the university’s operations.</p> <p>(1) Fundamental Goals of Education In order to give life to the concepts of All-round Education (aimed at producing individuals with well-rounded characters, high levels of intellectuality and a broad range of knowledge) and Global Perspectives (opening people’s minds to diverse aspects of the world), we will develop a curriculum with international currency. Graduate courses will be designed with the aim of producing leading individuals to play central roles in various fields and to contribute to society with their expertise and strong ethical views. On undergraduate courses, efforts will be intensified to further improve liberal arts education in order to develop students’ talents as global citizens.</p> <p>(2) Fundamental Goals of Research We will focus on the promotion of world-class research programs with the aim of creating/utilizing knowledge that will contribute to the sustainable development of mankind and society while respecting academic freedom and guaranteeing independent research activities to each student and staff member of the university. These goals are based on the two concepts of Practical Learning (aimed at creating universal studies integrated with the real world and returning the fruits of research to society) and a Frontier Spirit (with which each student and staff member will tackle the problems of their generation and resolutely mark out new paths toward the future).</p> <p>(3) Fundamental Goals of Social Contribution As a major Hokkaido university, we will positively promote partnerships between universities and industry based on world-class leading-edge and transdisciplinary research and education. We will serve as a bridge to the world for local communities and industrial circles.</p> <p>(4) Fundamental Goals of University Operations We will establish the structure necessary to address a host of domestic and overseas</p>	

<p>challenges promptly and appropriately and promote autonomous top management in order to fulfill our missions of education, research and social contribution – the mandate of the people – while maintaining the university’s autonomy.</p>	
<p>I. Period of the Medium-term Goals and Education and Research Organizations 1. Period of the Medium-term Goals The period of the Medium-term Goals shall cover six years from April 1, 2010 to March 31, 2016. 2. Education and research organizations The faculties, graduate schools and other institutions stipulated in Attachment No. 1 and the inter-university research institutes listed in Attachment No. 2 will be established to achieve the Medium-term Goals.</p>	
<p>I. Goals concerning Improvement of the Quality of University Education and Research Programs 1. Educational Goals (1) Goals concerning Educational Content, Educational Accomplishments, etc. ① Establish systematic undergraduate courses in conformity with the goals of human resource development based on the implementation structure for general education provided according to the Hokkaido University method.</p>	<p>I. Measures to Achieve Goals concerning Improvement of the Quality of University Education and Research Programs 1. Measures to Achieve Educational Goals (1) Measures to achieve Goals concerning Educational Content, Educational Accomplishments, etc. ①-1 Standardize lessons offered in compulsory subjects to create new general education programs. Enrich small-group interactive lessons, improve teaching methods and develop new subjects. ①-2 Draw up sequential and systematic educational programs in accordance with the goals of human resource development in undergraduate education. ①-3 Promote the substantiation of the credit system while verifying its educational effectiveness. ①-4 Introduce stringent standards for graduation certification, such as those based on the Grade Point Average (GPA).</p>
<p>② Establish flexible graduate courses that will be internationally accepted.</p>	<p>②-1 Promote the substantiation of graduate education and multiple graduate education programs. ②-2 Provide flexible educational programs for international students and working adults. ②-3 Reorganize and improve common graduate subjects, and establish new basic transdisciplinary subject groups transecting different graduate schools and other institutions.</p>
<p>③ Reform the entrance examination system in accordance with the Admission Policy.</p>	<p>③-1 Introduce entrance examinations common to all faculties in accordance with the Admission Policy. ③-2 Review the method of selecting successful graduate course applicants and the admission system itself based on the Admission Policy for graduate schools and other institutions.</p>
<p>(2) Goals concerning Implementation Structure, etc. for Education</p>	<p>(2) Measures to Achieve Goals concerning Implementation Structure, etc. for</p>

<p>① Improve organizations to diversify and advance curricula.</p>	<p>Education ①-1 Establish a School of General Education (tentative name) and improve the education system transecting different departments. ①-2 Work with Obihiro University of Agriculture and Veterinary Medicine in offering an inter-university curriculum to improve undergraduate veterinary medicine courses. ①-3 Step up partnerships with universities and other institutions in Hokkaido to improve curricula. ①-4 Establish new undergraduate education in response to internationalization. ①-5 Reorganize graduate courses to produce individuals with a high degree of specialization and a broad range of knowledge.</p>
<p>② Enhance the ethical values and educational abilities of teaching staff.</p>	<p>②-1 Familiarize individual teaching staff members with the educational code of ethics that clarifies the basic attitude to overall educational activities. ②-2 Develop and implement next-generation faculty development programs according to the Hokkaido University method.</p>
<p>(3) Goals concerning Student Support ① Enrich comprehensive student support programs.</p>	<p>(3) Measures to Achieve Goals concerning Student Support ①-1 Establish a comprehensive student support system including career-development support, counseling services and mental health care. ①-2 Develop a training system for students and school personnel in charge of student support. ①-3 Expand student support programs by various means such as scholarships, fellowships and award systems.</p>
<p>2. Research Goals (1) Goals concerning Research Levels, Research Accomplishments, etc. ① Advance world-class research programs in a wide range of disciplines as a major university.</p>	<p>2. Measures to Achieve Research Goals (1) Measures to achieve Goals concerning Research Levels, Research Accomplishments, etc. ①-1 Continuously promote research in basic fields while focusing on support for research programs in the fields of information, life, the environment and energy (as characteristic programs of the university), demonstration/field research activities, and interdisciplinary research programs. ①-2 Promote effective collaborative research programs with other universities and research institutions. ①-3 Actively publish research accomplishments in internationally respected academic journals/books and present them at international academic meetings, symposiums, etc.</p>
<p>② Continuously implement measures to produce world-class researchers from a long-term viewpoint that extends to future generations.</p>	<p>②-1 Develop human resource development programs for young teaching staff, such as a tenure-track system. ②-2 Continuously support exploratory work by young researchers.</p>

	<p>②-3 Continuously offer capacity building programs through the Human Resource Development Headquarters and other divisions for young researchers (such as doctoral degree program students and postdoctoral fellows) to help them cultivate a variety of career paths.</p>
<p>(2) Goals concerning Research Implementation Structure, etc. ① Continuously improve the foundation for flexible promotion of world-class research programs.</p>	<p>(2) Measures to Achieve Goals concerning Research Implementation Structure, etc. ①-1 Flexibly promote joint research projects by encouraging partnerships between affiliated research institutes, inter-university research institutes and on-campus joint-use research facilities based on the university's research strategies at the Creative Research Institution Sousei. ①-2 Provide continuous support to large-scale research projects from establishment to completion. ①-3 Install any large-scale equipment necessary to promote priority research areas and strengthen the system for joint use of such equipment.</p>
<p>② Actively promote government-industry-academia collaboration to leverage knowledge gained at the university in industry.</p>	<p>②-1 Smoothly advance research based on government-industry-academia collaboration centering on the Creative Research Institution Sousei and the Management Center for Intellectual Property and Innovation. ②-2 Use intellectual property at the university with a focus on the Management Center for Intellectual Property and Innovation. ②-3 Support technology transfer involving intellectual property owned by universities and other organizations in Hokkaido. ②-4 Strengthen partnerships with businesses and research institutions at home and abroad. ②-5 Promote the Research & Business Park concept.</p>
<p>3. Other Goals (1) Goals concerning Partnerships with Society and Social Contributions ① Actively return the fruits of education and research at the university to society and open its facilities and equipment to the general public.</p>	<p>3. Measures to Achieve Other Goals (1) Measures to Achieve Goals concerning Partnerships with Society and Social Contributions ①-1 Improve extension courses, university programs for high school students, etc. to develop new educational programs. ①-2 Unify contacts for information supply concerning educational programs to reinforce liaison functions between the university and society. ①-3 Actively dispatch information on educational and research-related accomplishments to society through a variety of means. ①-4 Actively allow local businesses, etc. access to state-of-the-art equipment.</p>
<p>(2) Goals concerning Internationalization ① Improve the international currency of educational programs and enhance the global mobility of students.</p>	<p>(2) Measures to Achieve Goals concerning Internationalization ①-1 Establish a credit transfer system that will be internationally accepted. ①-2 Increase the number of lessons offered in English or other foreign languages on</p>

	<p>undergraduate and graduate courses.</p> <p>①-3 Improve environments to increase the number of foreign teaching staff.</p> <p>①-4 Develop joint education programs with overseas universities and university consortiums.</p> <p>①-5 Improve the support system for dispatching students to overseas universities and other institutions to increase the number of such students allocated to both short- and long-term assignments.</p>
② Accept international students in a variety of forms to increase numbers to 10% of the total student body.	<p>②-1 Improve selection methods, educational programs, etc. to encourage outstanding international students to enter the university.</p> <p>②-2 Reinforce schooling assistance and livelihood support for international students.</p> <p>②-3 Promote the admission of short-term international students using summer programs, etc.</p> <p>②-4 Improve the career support system for international students including graduates, and establish an overseas alumni network.</p>
③ Contribute to the sustainable development of the international community through the utilization of knowledge gained at the university.	<p>③-1 Promote systematic international cooperation centering on the International Strategy Headquarters (tentative name).</p> <p>③-2 Reinforce cooperative relations with universities, research institutions and other organizations at home and abroad through the improvement of international education and research networks.</p> <p>③-3 Actively use the Beijing Office and establish overseas offices in other parts of the world.</p>
<p>(3) Goals concerning the Affiliated Hospital</p> <p>① Introduce state-of-the-art research and technology in clinical settings to achieve the world's highest standards of medicine.</p>	<p>(3) Measures to Achieve Goals concerning the Affiliated Hospital</p> <p>①-1 Promote highly advanced medical treatment through the positive implementation of clinical tests and translational research.</p> <p>①-2 Promote multidisciplinary treatment based on close cooperation among clinical departments centering on the Cancer Center's Cancer Board.</p>
② Improve clinical education to foster outstanding medical professionals.	<p>②-1 Share the latest research accomplishments and medical information, and promote technical guidance and joint research in order to enhance the qualifications of doctors and dentists.</p> <p>②-2 Establish a cycle-oriented medical professional development system for young doctors in cooperation with regional major hospitals and other university-affiliated hospitals.</p> <p>②-3 Improve education programs for medical professionals to enable the provision of high-quality medical care that puts patients and their families first by medical teams in which all members (not just doctors) enjoy an equal footing.</p>
③ Establish an efficient community-based health care support system.	<p>③-1 Reinforce cooperative relations with regional hospitals to improve referral acceptance support and discharge support.</p>

	③-2 Provide regional hospitals with continuous and stable support by introducing a system for the temporary transfer of outstanding specialists and supervising doctors to regional hospitals.
④ Strengthen the business foundation of the hospital through all-campus support.	④-1 Improve the medical care system through the efficient assignment of human resources centering on the Hospital Director and the Hospital Executive Committee. ④-2 Improve the medical service evaluation system of clinical departments and other relevant sections.
II. Goals concerning the Improvement and Efficiency Enhancement of Operations 1. Goals concerning Improvement of the Organization's Operations ① Rebuild the governing structure to reinforce and enhance the efficiency of top management.	II. Measures to Achieve Goals concerning the Improvement and Efficiency Enhancement of Operations 1. Measures to Achieve Goals concerning Improvement of the Organization's Operations ①-1 Reorganize the Executive Office, whose major responsibilities concern planning and drafting for university operations, into four offices: the Executive Office on Planning and Management, the Executive Office on Education Reform, the Executive Office on Research Strategy and the Executive Office on Campus and Environment Planning. ①-2 Reorganize the organizations that implement matters concerning university operations into two bodies – one as an organization whose primary task is the unification and implementation of matters concerning campus-wide education programs and promotion of research transecting different departments, and the other as a headquarters for the planning, drafting and implementation of specific matters. ①-3 Strengthen collaboration between operational and administrative organization based on close cooperation between teaching staff and administrative staff. ①-4 Inspect and evaluate the governing structure as specified from ①-1 to ①-3 above in FY 2013, and review the plan based on the evaluation results.
② Promote capacity building of school personnel to contribute to high-quality education, research and university operations.	②-1 Examine the performance assessment system for school personnel and review it as needed. ②-2 Improve staff development (SD) programs for administrative staff. ②-3 Establish a commendation system for school personnel with outstanding achievements.
③ Strengthen education and research support functions to promote the advancement and revitalization of education and research.	③-1 Reinforce the technical support system for education and research from a campus-wide viewpoint.
④ Establish a flexible, strategic and effective financial operation system to further revitalize education and research activities and ensure smoother operations.	④-1 Overhaul the existing internal resource allocation system and establish a new internal resource allocation system that will enable more intensified, mobile and flexible budget execution from a campus-wide viewpoint. ④-2 For various programs, establish PDCA cycles that will benefit budget compilation for the following fiscal years in order to improve cost-effectiveness.

<p>⑤ Promote gender equality in accordance with the objectives of the Basic Act for Gender-Equal Society and the Act on Securing, Etc. of Equal Opportunity and Treatment between Men and Women in Employment.</p>	<p>⑤-1 Reinforce the labor cost point system for newly employed female teaching staff using the point-based labor cost management system for teaching staff. ⑤-2 Reinforce child-rearing support for school personnel, etc. ⑤-3 Promote the development of female researchers. In particular, step up the development of next-generation female researchers in the fields of science and engineering.</p>
<p>2. Goals concerning the Efficiency Enhancement and Streamlining of Office Work, etc. ① Promote the efficiency enhancement and streamlining of office work, etc.</p>	<p>2. Measures to Achieve Goals concerning the Efficiency Enhancement and Streamlining of Office Work, etc. ①-1 Formulate basic policies concerning the efficiency enhancement and streamlining of office work, etc., and based on these policies, enhance/streamline office work, etc. from various viewpoints.</p>
<p>III. Goals concerning the Improvement of Financial Conditions 1. Goals concerning Increases of External Research Funding, Endowments and Other Self-income ① Implement systematic efforts to increase competitive research funding and other self-income to reinforce and develop the foundations of education and research.</p>	<p>III. Measures to Achieve Goals concerning the Improvement of Financial Conditions 1. Measures to Achieve Goals concerning Increases of External Research Funding, Endowments and Other Self-income ①-1 Develop an effective organization to acquire competitive research funding and other external research funding. ①-2 Intensify efforts to further expand the scope of self-income to establish a stable financial foundation. ①-3 Develop active fund-raising activities to raise an amount equal to roughly 50% of the target amount of donations for the Hokkaido University Frontier Foundation (5 billion yen).</p>
<p>2. Goals concerning Cost Reduction ① Take further cost-cutting and streamlining measures while verifying existing cost-cutting measures.</p>	<p>2. Measures to Achieve Goals concerning Cost Reduction ①-1 Reduce labor costs in accordance with the Act on Promotion of Administrative Reform for Realization of Small and Efficient Government (Law No. 47 of 2006) and the Basic Policies for Economic and Fiscal Management and Structural Reform 2006 (Cabinet decision of July 7, 2006). ①-2 Formulate basic policies concerning cost control/reduction, and based on these policies, minimize and reduce costs from various viewpoints.</p>
<p>3. Goals concerning the Improvement of Asset Management ① Make systematic efforts to centralize the management and operation of assets for the entire university toward proper asset management and effective asset utilization.</p>	<p>3. Measures to Achieve Goals concerning the Improvement of Asset Management ①-1 Improve the organization effectively to ensure proper asset management and effective asset utilization. ①-2 Overhaul assets and formulate an asset operation plan.</p>

<p>IV. Goals concerning Self-inspection/Evaluation and the Provision of Related Information</p> <p>1. Goals concerning Evaluation Improvement</p> <p>① Conduct self-inspection and evaluation, have the results verified effectively and efficiently by parties outside the university, and improve the systematic management cycle in which evaluation results are reflected in education and research activities, university operations, etc.</p> <p>2. Goals concerning the Promotion of Information Disclosure, Information Dispatch, etc.</p> <p>① Reinforce PR functions to promote information disclosure, information dispatch, etc.</p>	<p>IV. Measures to Achieve Goals concerning Self-inspection/Evaluation and the Provision of Related Information</p> <p>1. Measures to Achieve Goals concerning Evaluation Improvement</p> <p>①-1 Conduct self-inspection and evaluation in education and research organizations, have the results verified by parties outside the university, and establish a campus-wide follow-up system to improve the quality of education and research programs based on the results of third-party evaluation.</p> <p>①-2 Provide all-campus support for effective and efficient self-inspection and evaluation by the sub-offices of the Executive Office and education and research organizations as well as verification by parties outside the university.</p> <p>2. Measures to Achieve Goals concerning the Promotion of Information Disclosure, Information Dispatch, etc.</p> <p>①-1 Establish a strategic public relations team under the Executive Committee on Public Relations and develop PR activities based on a unified vision toward publicity for the university.</p> <p>①-2 Develop PR activities from the viewpoints of various stakeholders.</p> <p>①-3 Step up international PR activities through various measures, including improvement of the university website's English version.</p>
<p>V. Other Important Goals concerning Operations</p> <p>1. Goals concerning the Improvement and Utilization of Facilities and Equipment, Improvement of Information Environments, etc.</p> <p>① Promote the development of an advanced campus to support world-class education and research.</p>	<p>V. Measures to Achieve Other Important Goals concerning Operations</p> <p>1. Measures to Achieve Goals concerning the Improvement and Utilization of Facilities and Equipment, Improvement of Information Environments, etc.</p> <p>①-1 Promote facility improvement based on the Campus Master Plan 2006.</p> <p>①-2 Formulate a development plan for public space hubs.</p> <p>①-3 Formulate a facility management plan and manage facilities based on the plan.</p> <p>①-4 Improve accommodation facilities for foreign researchers and international students.</p> <p>①-5 Promote the Project for the Refurbishment and Facility Development of the Environmental Resources and Bio Science Research Building, which was launched in FY 2005, as a Private Finance Initiative (PFI) project.</p>
<p>② Promote the development of an environmentally friendly campus.</p>	<p>②-1 Formulate an Eco Campus Basic Plan and an Eco Campus Action Plan to promote facility development toward an environmentally friendly campus.</p> <p>②-2 Establish and operate a comprehensive assessment system for the entire campus.</p>
<p>③ Develop unified information environments from a campus-wide viewpoint.</p>	<p>③-1 Formulate an action plan and promote the optimization of a campus-wide information system to ensure the systematic and unified development of information environments.</p> <p>③-2 Develop elements of science information infrastructure, such as joint-use</p>

	<p>computer systems, which will become necessary to promote world-class education and research programs.</p> <p>③-3 Upgrade/consolidate the management and operation of the campus information network and tighten information security.</p> <p>③-4 Promote the systematic development of an electronic authentication infrastructure.</p>
<p>2. Goals concerning Safety Control</p> <p>① Promote risk management relating to disasters, accidents, etc.</p>	<p>2. Measures to Achieve Goals concerning Safety Control</p> <p>①-1 Further improve the campus-wide crisis management system developed during the period of the first Medium-term Goals for effective risk management.</p>
<p>② Promote the safety and health of students and school personnel and prevent health issues.</p>	<p>②-1 Develop a structure for unified planning, drafting and supervision concerning safety and health from a campus-wide viewpoint.</p>
<p>3. Goals concerning Compliance</p> <p>① Ensure compliance for proper operations.</p>	<p>3. Measures to Achieve Goals concerning Compliance</p> <p>①-1 Strengthen internal control to ensure compliance and take measures to raise school personnel awareness as necessary.</p>