

Human Resource Development and Organizational Reform
- Challenges by Kobe University -

Yasuo Tanaka, Professor

Team Leader

International Assistance Project Team

Office for the Promotion of International Exchange

Kobe University

ABSTRACT

● **Brief introduction of Office for the Promotion of International Exchange**

Aiming to become a globally outstanding and advanced academic institution, Kobe University (KU) launched the "Office for the Promotion of International Exchange" (OPIE-KU) on July 1, 2005. Since its establishment, OPIE-KU has been promoting international activities at KU strategically in accordance with regional and research demands, while seeking effective international exchanges and enhancing human resources both qualitatively and quantitatively.

A Strategy Project Team (SPT), consisting of fourteen professors, nine administrative staff and two International Exchange Coordinators under the guidance of a Director and two Deputy Directors, is undertaking various international initiatives. These include the formulation of strategies on international research and student exchanges, as well as the selection of important partner universities. The SPT is also undertaking the promotion for activities for "EUIJ-Kansai", "Kobe University Week" projects and the management of joint offices with important partner universities.

● **Objectives of OPIE-KU**

There are two important objectives aimed at international coordination for research and education:

1. Organizational reform to promote international coordination

OPIE-KU has introduced the following system, which has influenced other sections to change some of their system:

- Recruitment of external staff
- External advisor system
- Annual wage system

- System for recruitment of internal staff
2. Efficient operations and improvement of human resources in both quality and quantity

In order to achieve this objective, OIPE-KU has improved existing staff training to develop human resources more effectively in cooperation with HR section. Furthermore, OIPE-KU is now in the process of establishing a career planning post to foster a specialist from the internal staff.

● **Issues for the next step**

Having achieved a part of our main objectives, there remain still several issues on development of human resources and organizational reform. Special aim is focused on establishing a cooperative organization between academic and administrative staff, “Faculty Development” is a key point in this organizational reform. Moreover, improvement of staff training is also one of the priorities in human resource development. A new training system is now being developed, together with the support system offered to the sections, efficient staffing and career system will be implemented following training.



Human Resource Development and Organizational Reform

Yasuo Tanaka, Professor
Team Leader

International Assistance Project Team
Office for the Promotion of International Exchange
(OPIE-KU)
Kobe University

2 February 2007

University Administrators Workshop at Kyoto University



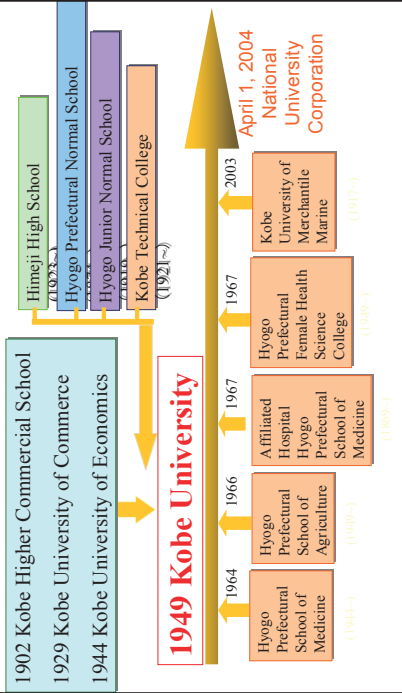
CONTENTS

- Introduction of Kobe University
- Structure of OPIE-KU
- Challenges by OPIE-KU
- Human Resource
- Administrative Staff Training
- Career Planning
- Prospect and Issues for next 3 years



Historical Chart

Founded in 1902



Organization

Faculties and Schools
(Undergraduate Programs)

- 1 Humanities
- 2 Letters
- 3 Cross-Cultural Studies and Human Development
- 4 Social Science
- 5 Law
- 6 Economics
- 7 Business Administration
- 8 Natural Science and Life Science
- 9 Science
- 10 Engineering
- 11 Maritime Sciences


Graduate Schools
(Master's, Doctoral and Professional Degree Programs)

- 1 Humanities
- 2 Cultural Studies and Human Science
- 3 Humanities and Social Sciences
- 4 Social Science
- 5 Law
- 6 Economics
- 7 Business Administration
- 8 International Cooperation Studies
- 9 Natural Science and Life Science
- 10 Medicine
- 11 Science and Technology

Organization



Research Centers and Common-Use Facilities
 Research Center for Environmental Genomics
 Biosignal Research Center
 Research Center for Inland Seas
 Research Center for Urban Safety and Security
 Molecular Photoscience Research Center
 Center for Supports to Research and Education Activities
 Center for Environmental Management
 Information Science and Technology Center
 Headquarters for Innovative Cooperation and Development
 International Student Center
 School of Languages and Communication
 Institute for Promotion of Higher Education
 Research Institute for Economics and Business Administration
 * Kobe University Libraries * University Hospital




**Number of Students,
Faculty and Administrative Staff** As of May 31, 2006

Students 19,456 (*International Students 765)
 Undergraduate Students 12,613 (International Students 98)
 Graduate Students 4,772 (International Students 667)
 Affiliated Elementary and Junior High Schools 2,071


*Total Number of International Students: 945
(Degree-seeking Students 765, Research Students 134, Exchange Students 55)

Faculty and Administrative Members 2,902
 Teaching Staff 1,537
 Administrative Staff 1,365 (Including Nurses and Technical Staff)



The "21st Century COE Program"

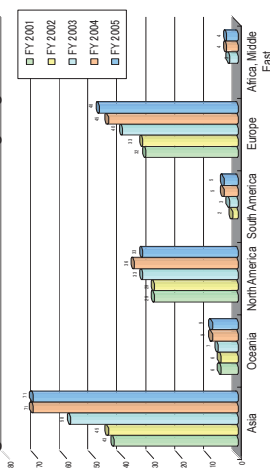
- "Signaling Mechanisms by Protein Modification Reactions"
Biosignal Research Center
- "Center of Excellence for Signal Transduction Disease: Diabetes Mellitus as Model"
Graduate School of Medicine
- "Origin and Evolution of Planetary Systems"
Graduate School of Science and Technology
- "Design Strategy towards Safety and Symbiosis of Urban Space"
Graduate School of Science and Technology
- "Research Center for Dynamic Legal Processes of Advanced Market Societies"
Graduate School of Law
- "Research and Education Center of New Japanese Economic Paradigm"
Graduate School of Economics
- "Research, Development and Education Center for Advanced Business System"
Graduate School of Business Administration



**Academic Exchange Agreements
with Foreign Institutions**

181 overseas universities/institutions are under the Academic Exchange Agreements with Kobe University

Changes in Number of Academic Exchange Agreements



Region	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005
Asia	28	37	51	61	64
Oceania	1	1	1	1	1
North America	1	1	1	1	1
South America	1	1	1	1	1
Europe	1	1	1	1	1
Africa/Middle East	1	1	1	1	1

Number of international students based on the Exchange Agreements
【Incoming】
 2001 28 students
 2002 37 students
 2003 51 students
 2004 61 students
 2005 64 students
【Outgoing】
 2001 38 students
 2002 49 students
 2003 41 students
 2004 33 students
 2005 45 students



Academic Exchange Agreements with Foreign Institutions

Listed below are some of the institutions with which Kobe University has concluded an inter-University agreement.

Fudan University, Peking University, Shangdong University, Xi'an Jiaotong University, Sun Yat-Sen University

University of Indonesia, Syiah Kuala University

Hanyang University, Sungkyunkwan University

National University of Laos

Taiwan University

Thammasat University

For more detailed information:

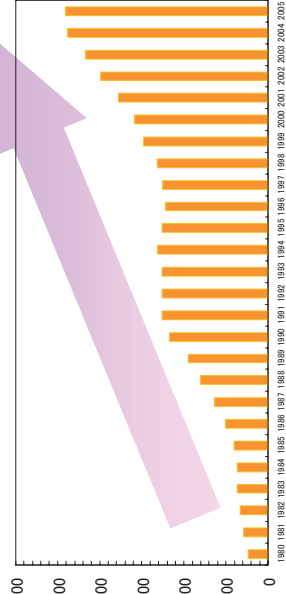
<http://www.kobe-u.ac.jp/en/info/academic/affiliated.htm>



International Students

Kobe University has about 1,000 international students from more than 60 countries. The number of international students is ranked at 9th among Japanese National Corporation Universities.

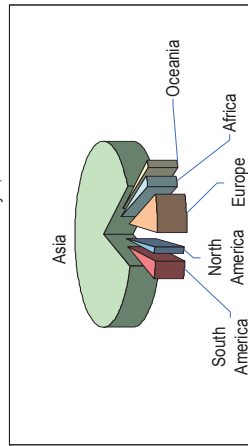
Changes in Number of International Students



International Students

About 80% are from Asia
50% are from China and 10% are from Korea

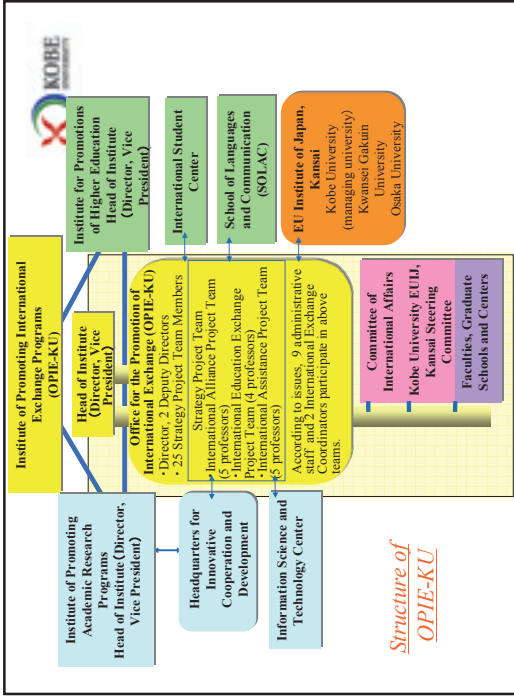
Total 954 as of May 1, 2006

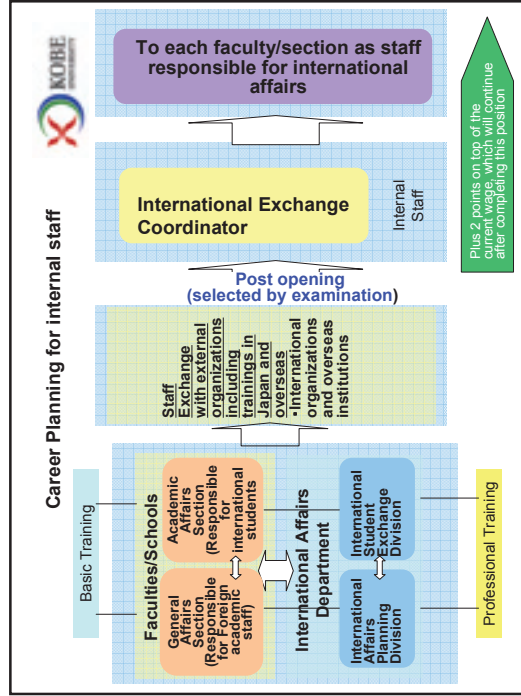
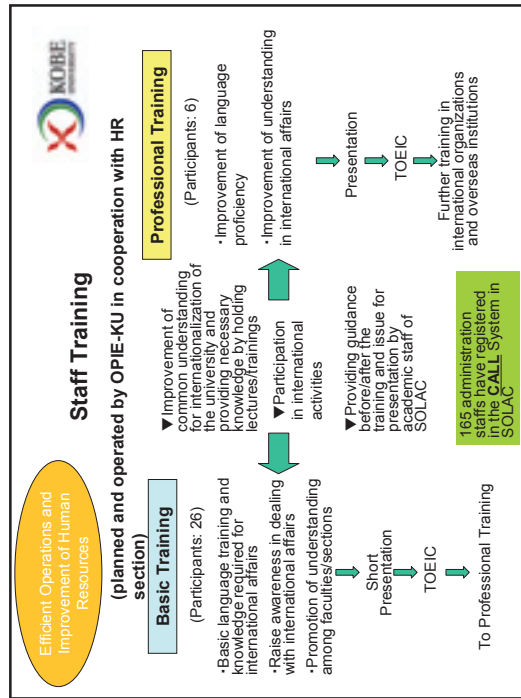
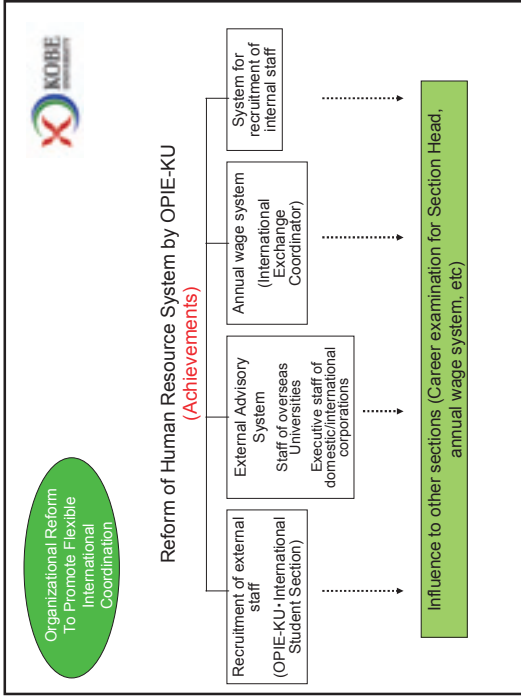
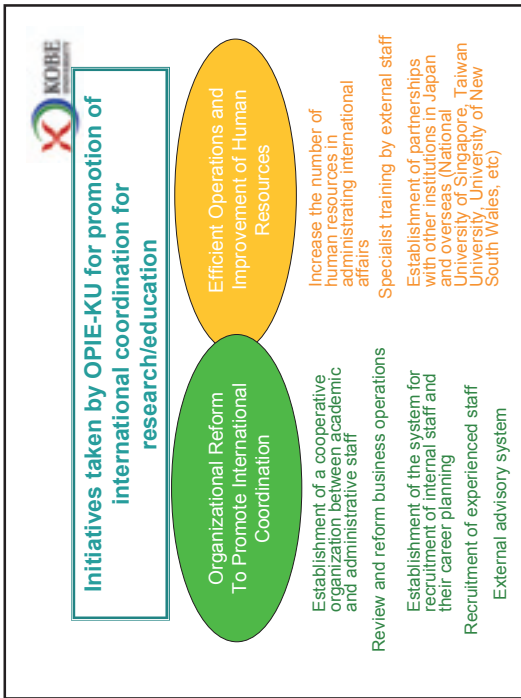


•About 70% are Graduate Students

The Top 10 (Number of students)

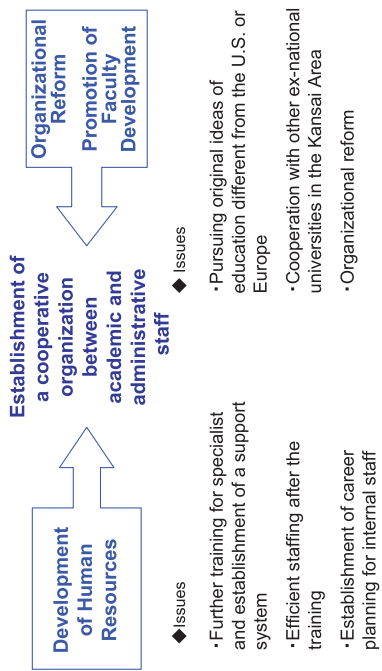
China: 439
Korea: 89
Taiwan: 43
Vietnam: 41
Indonesia: 40
Malaysia: 23
Laos: 21
Mongolia: 19
Bangladesh: 17
Thailand: 16







Prospect and Issues for Next 3 years



Development of Human Resources

◆ issues

- Further training for specialist and establishment of a support system
- Efficient staffing after the training
- Establishment of career planning for internal staff

Establishment of a cooperative organization between academic and administrative staff

◆ issues

- Pursuing original ideas of education different from the U.S. or Europe
- Cooperation with other ex-national universities in the Kansai Area
- Organizational reform

Organizational Reform Promotion of Faculty Development