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, OPIE-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
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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
1902 Kobe Higher Commercial School
1929 Kobe University of Commerce
1944 Kobe University of Economics
1949 Kobe University

Organization
Faculties and Schools
(Undergraduate Programs)

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

Humanities
Letters

Social Science

Business Administration

Science

Engineering

Agriculture

Maritime Sciences

Medicine

Science and Technology
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

Number of Students, Faculty and Administrative Staff

As of May 1, 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)

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

Number of international students based on the Academic Exchange Agreements

- **Incoming**
  - 2001: 28 students
  - 2002: 37 students
  - 2003: 51 students
  - 2004: 61 students
  - 2005: 64 students

- **Outgoing**
  - 2001: 33 students
  - 2002: 40 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.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Students</th>
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<tbody>
<tr>
<td>1995</td>
<td>400</td>
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<tr>
<td>1996</td>
<td>600</td>
</tr>
<tr>
<td>1997</td>
<td>800</td>
</tr>
<tr>
<td>1998</td>
<td>1000</td>
</tr>
</tbody>
</table>

Changes in Number of International Students

- About 80% are from Asia
- 50% are from China and 10% are from Korea
- About 70% are Graduate Students

The Top 10 (Number of students):

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

Structure of OPIE-KU

Office for the Promotion of International Exchange (OPIE-KU)
Head of OPIE-KU (Director, Vice President)
2 Deputy Directors
25 Strategy Project Team Members
Regional Alliance Project Team
Strategic Alliance Project Team
International Education Exchange Project Team
International Exchange Coordinators

According to issues, 9 administrative staff and 2 International Exchange Coordinators participate in the team.

Committee of International Affairs
Kobe University EUIJ
Kansai Steering Committee

Academic Research Programs
Information Science and Technology Center
EU Institute of Japan, Kansai
Kobe University EUIJ, Kansai Steering Committee
School of Languages and Communication (SOLAC)
Kobe University EUIJ, Kansai Steering Committee

Institute of Promoting International Exchange Programs (OPIE-KU)
Head of Institute (Director, Vice President)
Office for the Promotion of International Exchange (OPIE-KU)
Strategy Project Team
Regional Alliance Project Team
Strategic Alliance Project Team
International Education Exchange Project Team
International Exchange Coordinators

Institute for Promotions of Higher Education
Head of Institute (Director, Vice President)
Committee of International Affairs
Kobe University EUIJ
Kansai Steering Committee

Institute of Promoting Academic Research Programs
Head of Institute (Director, Vice President)
Office for the Promotion of International Exchange (OPIE-KU)
Strategy Project Team
Regional Alliance Project Team
Strategic Alliance Project Team
International Education Exchange Project Team
International Exchange Coordinators

Committee of International Affairs
Kobe University EUIJ
Kansai Steering Committee
Faculties, Graduate Schools and Centers
Initiatives taken by OPIE-KU for promotion of international coordination for research/education

Organizational Reform
To Promote International Coordination
- Establishment of a cooperative organization between academic and administrative staff
- Review and reform business operations
- Establishment of the system for recruitment of internal staff and their career planning
- Recruitment of experienced staff
- External advisory system

Efficient Operations and Improvement of Human Resources
- Increase the number of human resources in administrating international affairs
- Specialist training by external staff
- Establishment of partnerships with other institutions in Japan and overseas (National University of Singapore, Taiwan University, University of New South Wales, etc)

Organizational Reform
To Promote Flexible International Coordination

Staff Training
(planned and operated by OPIE-KU in cooperation with HR section)

Basic Training
- Improvement of common understanding for internationalization of the university and providing necessary knowledge by holding lectures/trainings
- Participation in international affairs
- Short Presentation
- TOEIC
- To Professional Training

Professional Training
- Improvement of language proficiency
- Improvement of understanding in international affairs
- Providing guidance before/after the training and issue for presentation by academic staff of SOLAC
- Participation in international affairs
- Presentation
- TOEIC
- Further training in international organizations and overseas institutions

Career Planning for internal staff

External Advisory System
- Staff of overseas Universities
- Executive staff of domestic/international corporations

Annual wage system
- (International Exchange Coordinator)

System for recruitment of internal staff

Influence to other sections (Career examination for Section Head, annual wage system, etc)

Reform of Human Resource System by OPIE-KU
(Achievements)

Recruitment of external staff
(OPIE-KU International Student Section)
Internal Staff

Faculties/Schools
- General Affairs Section
- Academic Affairs Section

Staff Exchange with external organizations including training in Japan and overseas
- International organizations and overseas institutions

External Advisory System
- Staff of overseas Universities
- Executive staff of domestic/international corporations

Annual wage system
- (International Exchange Coordinator)

System for recruitment of internal staff

Influence to other sections (Career examination for Section Head, annual wage system, etc)

Recruitment of experienced staff
- Establishment of partnerships with other institutions in Japan and overseas (National University of Singapore, Taiwan University, University of New South Wales, etc)

Influence to other sections (Career examination for Section Head, annual wage system, etc)

165 administration staffs have registered in the CALL System in SOLAC

Plus 2 points on top of the current wage, which will continue after completing the position
Prospect and Issues for Next 3 years

Development of Human Resources → Establishment of a cooperative organization between academic and administrative staff → Organizational Reform

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