Designated National University Corporation Proposal

Driving Social Change with Integrative Knowledge

Objective I
Objective II

Become a platform for knowledge that drives world-class research and education Become the core of an innovation ecosystem that forges new social and economic systems

Boost research capabilities to compete with the world

Enhance research strategy and identify new strengths via the Comprehensive Research Strategy Council

Promote the generation and implementation of integrative knowledge to advance research and solve social issues

Acquire excellent young, female, and international researchers

Enhance teaching to train professionals who create new value

Adapt problem-solving-oriented education programs and STEAM education into a campus-wide curriculum

Expand interdisciplinary degree programs that span across schools to develop versatile Ph.D. graduates

Internationalize education through Collaborative Online International Learning (COIL), double-degree programs, and joint-degree programs Creation and utilization of integrative knowledge

Initiatives to transform society by solving social issues

Entry Points

Top

Social issues to be addressed by leveraging our strengths and unique features



Medicine and Health

Environment and Food

Head Office for the Design of Future Society



Produce and utilize integrative knowledge that fuses the natural sciences with the humanities and social sciences

Formulate strategies to achieve our vision in response to social changes

Manage progress of initiatives and allocate resources strategically

Act as a bridge for the Kyushu University Regional Collaboration Platform through coordination and recommendations

Top priority

Initiatives for DX-driven social reform

Promotion Office for Data-Driven Innovation



Research what a DX society should be and disseminate strategies to achieve it

-(Develop data-driven education, research, and medicine -(Establish data management (DM) and data governance (DG)

Contribute to innovation through DX

Creation and utilization of integrative knowledge

Stimulate initiatives throughstrategic resource allocation

Connect with society

Strengthen industry, academia, and government collaboration to facilitate the solving of social issues and to accelerate the commercialization of research output

Promote university start-ups

Encourage citizen science through collaboration with local communities

Strengthen international collaboration

Enhance international collaboration with strategic partners

Accelerate international talent circulation through expansion of ioint research

Make the campus environment more conducive to globalization

Strengthen university governance

Adopt corporate points of view for management and diversify campus

Strengthen our financial Base

Secure diverse financial resources based on strategies for acquiring external funds

A university driving social change with integrative knowledge

Objectives

- . Become a platform for knowledge that drives

Initiatives

- A. Enhance teaching to train professionals who create new value
- **B.** Boost research capabilities to compete with the world
- C. Connect with society

- **D.** Strengthen international collaboration
- E. Strengthen university governance
- F. Strengthen our financial base

Strategic Goals

Secure and foster excellent students from inside and outside Japan and cultivate professionals who can create new value necessary for the realization of Society 5.0

Act as a hub for international talent circulation

Promote the creation and utilization of integrative knowledge that advances social change through academic research and the resolution of social problems

Allocate strategically internal resources so that we

- · further extend our lead in research areas where we currently are world leaders
- recruit and train excellent researchers who will become sources of innovation

Act as a hub for international talent circulation

Facilitate the solving of

commercialization of

implementation through the

Strengthen the university

governance to realize our

vision, to promote education

collaboration, and to advance

Strengthen the financial base

distribution of resources to

efforts aimed at realizing our

research, and international

initiatives for social issue

solutions and DX

social issues and

research output

Initiatives to Achieve Strategic Goals

- Adapt problem-solving-oriented education programs, STEAM education, and entrepreneurship education to the campus-wide curriculum
- Develop Ph.D. graduates through interdisciplinary degree programs and support for career paths
- Increase the number of inbound and outbound students such as through COIL and joint-degree and double-degree programs
- Promote interaction among international and Japanese researchers and students by improving the quality of the living environment for international researchers and students
- Identify new research areas and study how integrative knowledge can be generated by establishing the Kyushu University Comprehensive Research Strategy Council
- Create and implement integrative knowledge
- to contribute to the development of research in academia
- · to help solve problems in society

Innovation Platform

external corporation

Regional Collaboration Platform

positions starting with university leadership*3

NEXT program

- Allocate strategically financial resources and faculty to the three research fields selected as entry points and research recognized as a Designated Research Innovation Zone
- · Acquire young, female, and international researchers and develop them through the Institute for Advanced Study and University Reform and Revitalization System
- Promote curiosity-driven research by securing time for conducting research through the FQR system and Q-Brain Bank and by utilizing equipment efficiently with ShareAid
- Enhance international collaboration with strategic partners
- Accelerate the pace of international talent circulation by expanding cross-appointments and creating a new fellowships Lead social implementation of research output with issue-

driven and science-driven initiatives by establishing the Open

Produce university start-ups and strengthen the financial base

through sales pitches led by the President and the GAP fund

Reinforce the support system for the President through the

appointment of the Provost, revise the salary management

system, and improve the quality of university's global marketing

Strengthen ties with the region through the Kyushu University

Diversify the campus environment through more diversity in

Conclude institutional collaboration agreements with the

President himself acting as top sales representative and increase the number of large-scale joint research projects

Raise the revenues for the Kyushu University Fund by

utilizing the Kyushu University CEO Club and by increasing

Ensure the continuity of functions to support industryacademia-government collaboration by launching a new

Performance Indicators (KPI)

Top priorities

A. Transformation of society

by solving social issues

B. DX-driven social reform

Number of international students: 3,200

that for benchmark university NTU (17.1%)

Number of international faculty and faculty with international experience: 1.500*2

About 63% of the total, which is close to that for benchmark university NTU (about 80%)

Articles published with international coauthors over a 5-year period: 10,000

On par with benchmark university UIUC (11,947)

Articles published in top ten percent journals over a 5-year period: 9,000

On par with benchmark university UIUC (13,121)

Percentage of

- Young researchers 30% Female researchers 25%
- International scholars 10%

Acquire 300 young, female, and international researchers, including young researchers developed at IAS, by 2030 through the University Reform and Revitalization System

Joint research funding: 5 billion (JPY)

Set with reference to active industry-academia collaboration activities in benchmark university UCSD

Number of university start-ups: 50+

Set with reference to active industry-academia collaboration activities at benchmark university UCSD

Percentage of female and international members among the leadership*3: 40%+

At least 12 of the total 29 individuals comprising university leadership

Ratio of external funding to ordinary revenue (exc. the hospital): 35%

Set with reference to active industry-academia collaboration activities at benchmark university UCSD

Results

Enhancement of research capabilities in the three entry points below and resolution of social issues

3 entry points

- (1) Decarbonization
- (2) Medicine & Health
- (3) Environmental & Food

Development and social implementation of datadriven education, research. and medicine

Generation and development of new research fields where we have the potential to lead the world

Promotion of curiositydriven research

Expansion and enhancement of international collaboration

Outcome

Contribution to and impact on society by solving issues, social implementation, and enhancing capabilities of research and education

World-class research and education and enhancement of international presence

KPI

At least 10 fields ranked in the top 100 of the QS World University Rankings by Subject*1 within 10 years

- *1 The QS World University Rankings were referenced in the setting of each KPI. Field-specific ranking indicators are comprised of "Reputation", "Citation," and "h-index," and given that Kyushu University's strength with regard to the component elements used for academic evaluation, this is an effective means of ascertaining the university's status with regard to the goal of increasing its prominence in global, top-tier research fields.
- *2 International faculty and faculty with international experience include faculty members who obtained their Ph.D. from overseas institutions or who have conducted research abroad for more
- *3 University leadership here includes the executive board members like the President and his Executive Vice Presidents, plus non-executive members like Senior Vice Presidents and Vice Presidents.

- Research and Internationalization Societal Connections
- Governance Strengthening

Financial Base Strengthening

KYUSHU UNIVERSITY Infrastructure to promote reformation of social and economic systems appendix2

- Resolution of social issues through cross-departmental integrative knowledge
- Social implementation of research output through collaboration with local communities

Effect

- Dissemination of information about the future DX society
- Creation of knowledge through the formation of new research communities



Involvement of diverse stakeholders

The Fukuoka Directive Council Strengthen

engagement



Kyushu University

The Organization for Promotion Academic City by Kyushu University (OPACK)







Head Office for the Design of Future Society

- > Devise strategies to promote research toward the 10-year goal
- > Match researchers for collaboration
- > Adjust trade-offs between units
- > Strategically allocate resources such as budget and personnel
- > Identify new social issues and formulate roadmaps

President Provost

Decarbonization **Promotion Unit**

Develop initiatives to create innovative technologies, propose policies for regional growth strategies, and foster high-level human resources to drive innovation

Medicine & Health **Promotion Unit**

Develop initiatives for commercialization and social implementation of disease prediction and early detection, preservation of physical functions, telemedicine, precision medicine, and innovative treatments

Environment & Food Promotion Unit

Contribute to the resolution of multilayered regional social issues such as environmental and food problems through atmospheric and marine environmental research and food and agricultural research

Director

Initiative development transcending organizational affiliations through participation of diverse researchers and research groups from the natural sciences, humanities, and social sciences in each unit and department

Promotion Office for **Data-Driven Innovation**

- > Collect a wide variety and volume of data
- Manage and analyze research data
- > Improve young researchers' skills
- Meta-analyze research data and link data from different fields
- > Disseminate new DX social models toward their realization

President

(Chief Data Officer)

DX Promotion Department

Manage data, including its registration, updating, and utilization, establish data governance to control and support data, and develop new ICT specialists

Digital Society Creative Research Department

Research what society based on Society 5.0 should look like and disseminate to society new social models, strategies and initiatives to realize such a society

DX Execution Department

Implement datadriven education, research, and medical initiatives through DX and develop data-driven innovation projects with a view to social implementation

Director

- · Stimulate data-driven research, education, and medical care through the utilization of accumulated data and support for analysis
- Facilitate education, research, and medical care based on the DX strategy

Humanities and Social Sciences Faculties

• Stimulate departmental research

through strategic resource allocation

Create new research fields through

active exchange with various fields

Natural Sciences **Faculties**

Research Institutes

Hospital and Libraries

Centers for Common Education and Research