Designated National University Corporation Proposal **Driving social change with integrative knowledge** (Progress Schedule)

4th mid-term period objectives 5th mid-term period objectives 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 Driving social change with integrative knowledge Establish the **Head Office** for the Design of Future Perform overall management of our initiatives for social change and strategic allocation of university resources. **Establish offices** Society in AY2022 responsible for the Reflect the opinions of our diverse stakeholders and incorporate them in the initiatives **Initiatives** Establish the **Promotion** Office for Data-Driven Formulate, implement, and manage the university's DX initiatives **Innovation** in AY2022 1. Decarbonization: Materials research in view of innovation in energy conversion and energy-saving technologies and infrastructure technology for social implementation **Initiative for solving** Three 2. Medicine and health: Research on disease prediction and early detection; preservation of healthy physical function and issues faced by entry telemedicine; and precision medicine and innovative treatment society through points 3. Environment and food: Research on oceanic and atmospheric environments and agriculture and food research to tackle innovation environmental problems and food safety issues → From Fukuoka-Kvushu to be extended to other regions in the world facing similar issues Data sharing and utilization across research fields and institutions Initiative for DXdriven social reform Strength data management and governance and develop ICT professionals → Contribute to innovation through DX • Develop data-driven practices in teaching, research, and medicine Steps to enhance teaching to train professionals who create new value Problem-solving-oriented education courses Advance problem- Systematize problem-solving oriented introduced to all departments' programs by AY2025 education courses solving and value-• Develop STEAM education (STEM + design thinking) creation oriented education • Enhance entrepreneurship courses • Implement curriculum management to create a platform for cross-disciplinary education Introduce the Doctoral Degree Establish the Graduate **Develop versatile Program for Mathematics** Program for Students in the Workforce in AY2024 for Innovation in AY2022 Ph.D. graduates • Enrich education programs through industry-academia-government collaboration • Broaden career paths for Ph.D. graduates

Internationalize of campus and education

Number of international students: 2,422 (12%) Number of international faculty and faculty with international experience: about 1,000 (42%)

 Launch joint degree program in AY2025 Number of international students: 3,200 (17%) Number of international faculty and faculty with international experience: 1,500 (63%)

•Enhance existing international courses and international programs in undergraduate and graduate curriculums and increase the number of double-degree programs, thereby increasing the number of international students

3. Percentage of young researchers: 30%; female researchers: 25%; and international

scholars: 10%.

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3. Percentage of young researchers: 24%; female researchers: 14%; and international

scholars: 6%.



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4th mid-term period objectives 5th mid-term period objectives 2022 2023 2026 2027 2021 2024 2025 2028 2029 2030 Steps to connecting with society • Establish the **Open** Strengthen the **Innovation Platform** (**OIP**) in AY2022 university's power Support issue driven and science-driven projects to promote open innovation Launch a new external **OIP**'s support section will be passed on to the external corporation to ensure corporation in AY2024 continuity of services • Conclude institutional collaboration agreements with large companies with the President leading the sales pitch, win more large-scale joint research projects, and establish a start-up support fund Advance social Introduce the GAP fund implementation and **NEXT program** in AY2021 strengthen the Commercialization verification by Pre-CXOs and systematic entrepreneurship education for Pre-CXOs financial base 1. Amount of funding for joint research: 2.5 billion yen 1. Amount of funding for joint research: 5 billion ven Number of university start-ups: 15 in the last 5 years in the next ten years 2. Number of university start-ups: over 50 in the next ten years **Encourage citizen** • Implement research and education activities with social experimental elements that are closely intertwined with the local community and science outreach campaigns such as science cafes Steps to strengthen international collaboration Formulate an evidence-**Accelerate** based international strategy Improve initiatives and strategies by regularly seeking advice from the Global Advisory Board international talent in AY2022 circulation through • Bolster international collaborative relationships and exchange with our strategic partner institutions through overseas matching funds strategic global partnerships • Increase the number of international researchers and students taking advantage of our first-rate research and education facilities • Accelerate international joint research through cross-appointments Make the campus Build more dormitories around the campus where local and international students live side by side • Promote interactions, exchanges, and co-learning among international and Japanese researchers and students environment more conducive to international talent Establish a new fellowship circulation system in AY2023 Increase opportunities for international alumni to return for research

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4th mid-term period objectives 5th mid-term period objectives 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 Steps to strengthen university governance Establish the Head Office for Design of Future Society in Boost stakeholder engagement through the Kyushu University Regional Collaboration Platform AY2022 Strengthen university Fukuoka Directive Council (FDC), Organization for Promotion Academic City by Kyushu University (OPACK), etc. governance by adopting corporate • Develop initiatives starting from AY2021 to realize a carbon-free society in collaboration with national universities in the Kyushu area through the Renewable Energy Cooperation Committee points of view for management • Allocate efficiently and effectively internal resources (human resources, equipment, money, space, time) Revise the salary management system to better evaluate performance based on an employee's roles, powers, and responsibilities • Increase the number of female, international, and non-university members in leadership Diversify the • Diversify further by hiring more employees with different value systems and lifestyles campus Females and international members in Females and international members in university leadership: 24% university leadership: 40% Steps to strengthen our financial base Establish a system for acquiring external funds and allocating budgets from AY2022 • Expand joint research through the Open Innovation Platform (OIP) and gain greater profits through income from intellectual properties • Increase investment from companies by increasing university-launched start-ups and promoting commercialization of research results Strengthen our financial base • Strengthen and expand our networks with private corporations with the support of the Kyushu University CEO Club and attract large donations from companies strategically • Increase revenues for the Kyushu University Fund by expanding networks of overseas alumni and international students and developing connections with the wealthy and soon-to-be wealthy abroad Ratio of external funding to Ratio of external funding to ordinary revenue: 28% ordinary revenue: 35% Joint research funding: 2.5 billion yen Joint research funding: 5 billion yen Kyushu University Fund revenue: 2 billion yen Kyushu University Fund revenue: 6 billion yen