

# Aiming to Become a World-Leading Research University

Contributing to Human Well-being through Top-class Knowledge

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Follow-up Explanatory Materials for Mid-term Objective Period 4, Year 3

2024.8.21 (Wed)



## Nagoya University as Designated National University (Plan Overview) (p. 3)

1. Becoming an elite research university that Produces world-leading research (pp. 4-7)
2. Training outstanding doctoral researchers to lead our knowledge-based society (p. 8)
3. Creating an international campus that attracts people from around the world, and developing overseas outreach (pp. 9-12)
4. Developing synergies outside of academia (p. 13)
5. Presidential Leadership and a Flexible System for Proposing, Debating, and Enacting Policies through Shared Governance (pp. 14-15)
6. Strengthening our financial basis through a positive cycle of management resources (p. 16)
7. Creation of Positive Cycle for Continuous Development with the New Multicampus System (pp. 17-20)

Other items of note (regarding future developments, etc.)

- 1) Development of world-class research \*Explained in (4) (p. 13)
- 2) Further development and deepening of the Tokai National Higher Education and Research System  
\*Explained in (7) (pp. 17-20)
- 3) Strengthening Governance (p. 21)
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- References -

The state of activities considering progress measured against international benchmarks(p. 23)

Table showing changes in targeted outcome indicators and future outlook(pp. 24-35)

# Nagoya University as Designated National University (Plan Overview)

- Aiming to Become a World-Leading Research University -



NAGOYA UNIVERSITY



## Becoming an elite research university that Produces world-leading research

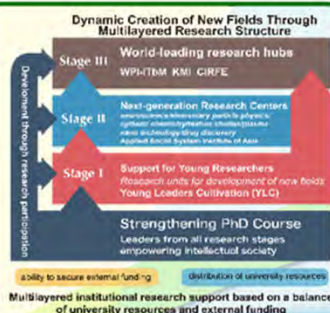
01

### ◆ Establish world-leading research centers.

- Our prioritized fields are as follows: “interdisciplinary research in chemistry and biology led by the WPI research center”, “future electronics research”, “particle and astrophysical science research”, and “research in medical and life sciences supporting our super-aging societies”.

### ◆ Set up a “multi-layered support system optimized for different research objectives” that prioritizes cultivating and supporting young researchers and the next-generation research centers.

- Expand the Cutting Edge International Research Unit (WPI-next) (to six units).
- Expand the Young Leaders Cultivation Program (to 50 participants).
- Expand the Young Leaders Research Unit for the Advancement of New and Undeveloped Fields (to 16 units).



02

## Training outstanding doctoral researchers to lead our knowledge-based society

### ◆ Establish a university-wide platform for the improvement of and quality assurance in doctoral education: “the Institute for Promotion of Doctoral Education”

- Cultivate transferable skills, etc.

### ◆ Offer doctoral programs that work in collaboration with cutting-edge research centers, etc.

- Establish Distinguished Graduate Schools, etc.

### ◆ Carry out Joint Degree Programs utilizing international research networks (to 20 units)

### ◆ Promote Sharing Education (industry-academia co-created education)

### ◆ Expand economic and career path support for doctoral students

- Establish scholarships through funds, etc.



## Creating an international campus that attracts people from around the world, and developing overseas outreach

03

### ◆ Enhance the international appeal of our educational programs (aim to enroll 3,200 international students)

- Promote English-language graduate school course offerings
- Expand the acceptance of international students through G30 International Programs, etc.

### ◆ Expand Japanese student involvement in G30 International Programs

### ◆ Play a key role in global inter-university consortiums to promote the Joint Degree Programs

### ◆ Promote the activities of “the Applied Social System Institute of Asia”, which works in cooperation with researchers throughout Asia to solve problems of a global scale

### ◆ Expand the public relations system to strengthen our overseas communications capabilities

04

## Developing synergies outside of academia

### ◆ Strengthen a research management system in order to create innovation, train personnel with practical skills, make contributions to industry, etc.

### ◆ Promote full-fledged, industry-academia collaborative research among organizations

- Promote “Designated Collaborative Research” in order to appropriately distribute the burden of collaborative research costs

- Improve and expand industry-academia collaborative research units/divisions, etc. (to 50 units/divisions)

### ◆ Improve open innovation research and development centers through industry-academia-government co-creation

### ◆ Contribute to industry through the creation of university-originated venture businesses

- Support start-ups, enhance entrepreneurship education, etc.



## Presidential Leadership and a Flexible System for Proposing, Debating, and Enacting Policies through Shared Governance

05

### ◆ Build a system capable of the flexible proposal, review, and execution of policies

- Establish a provost position

- Review the Education and Research Council in order to reflect the various opinions from members of the University, etc.

### ◆ Implement the strategic and open faculty selection

### ◆ Promote gender equality (aim for female faculty members to account for 30% of the total)

### ◆ Dynamic decision making through the “Separation of Management and Academia” in the Tokai National Higher Education and Research System

06

## Strengthening our financial basis through a positive cycle of management resources

### ◆ Strengthen fundraising capabilities around the Development Office, organized directly under the University President.

- Increase the acceptance of evaluation asset donations, such as stocks, etc.

- Strengthen fundraising from international graduates through overseas alumni association branch offices

### ◆ Strengthen financial foundation by diversifying financial resources

- Reinforce profitable business activities (utilize real estate owned by the University, establish an extension program, etc.)



## Creation of Positive Cycle for Continuous Development with the New Multicampus System

07

### ◆ Set up a new multi-campus system (Tokai National Higher Education and Research System) to overcome the barriers existing between participating national universities in the region, while still respecting their autonomy

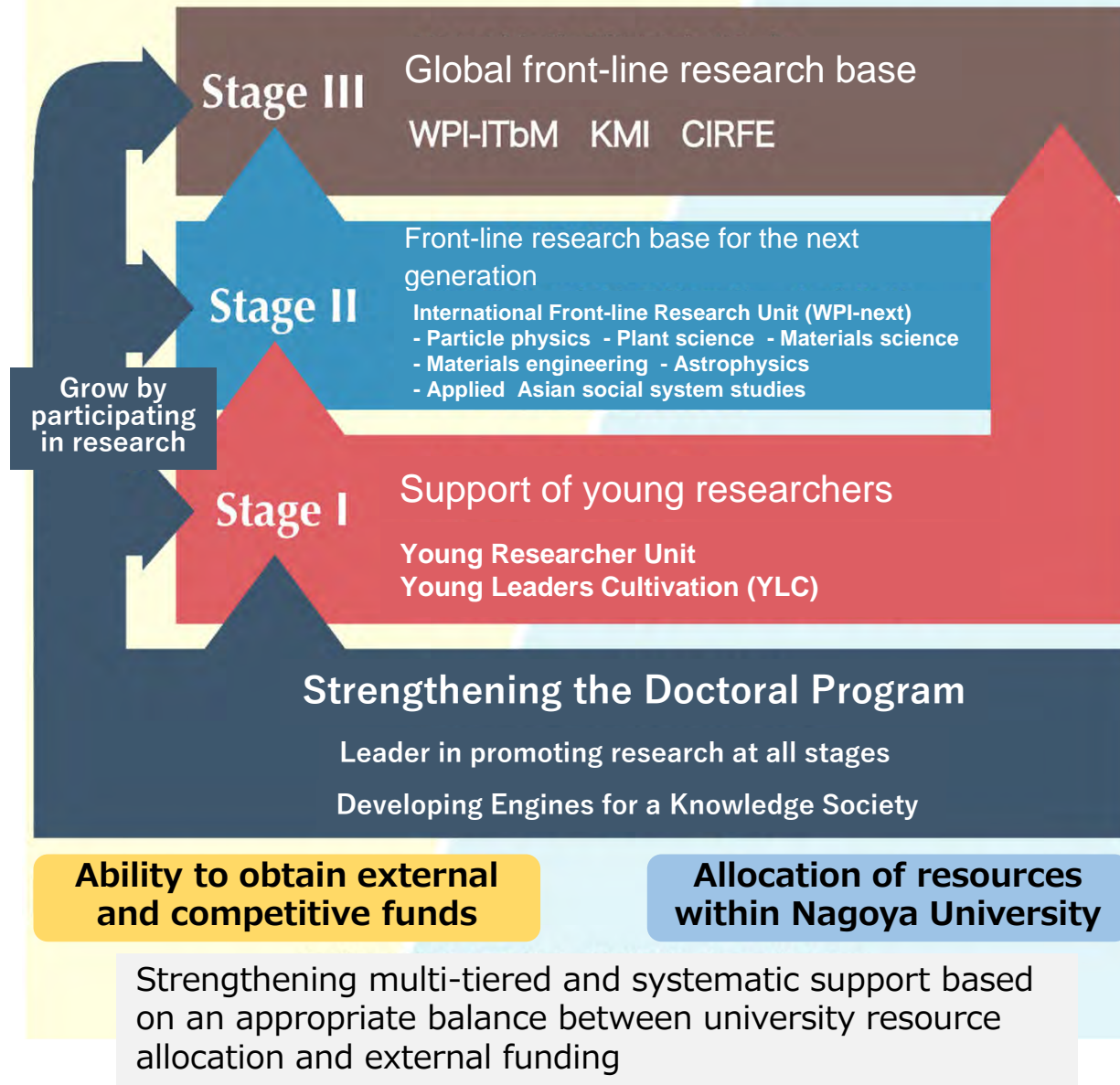
### ◆ Promotion of collaboration between universities for establishment of foundation of the system

- Form research centers according to each university’s strengths, enhance educational and research capabilities, increase the acquisition of both public and outside funds, strengthen international competitiveness, etc.

Become a World-Leading Research University



## Dynamic Creation of New Research Areas through Multi-layer Structures



## Succession of Nobel Prize research · Building a group of cutting-edge research centers



**ITbM**

Institute of Transformative  
Bio-Molecules

**Certified as a WPI Academy base(FY 2022)**



Kobayashi-Maskawa  
Institute for the Origin of  
Particles and the  
Universe

**CIRFE**

Center for Integrated  
Research of Future  
Electronics

## Group of Joint Usage / Research Center



Institute for Space-Earth  
Environmental Research



**iGCORE**  
Institute for Glyco-core Research

Institute for Glyco-core  
Research



**IMaSS**

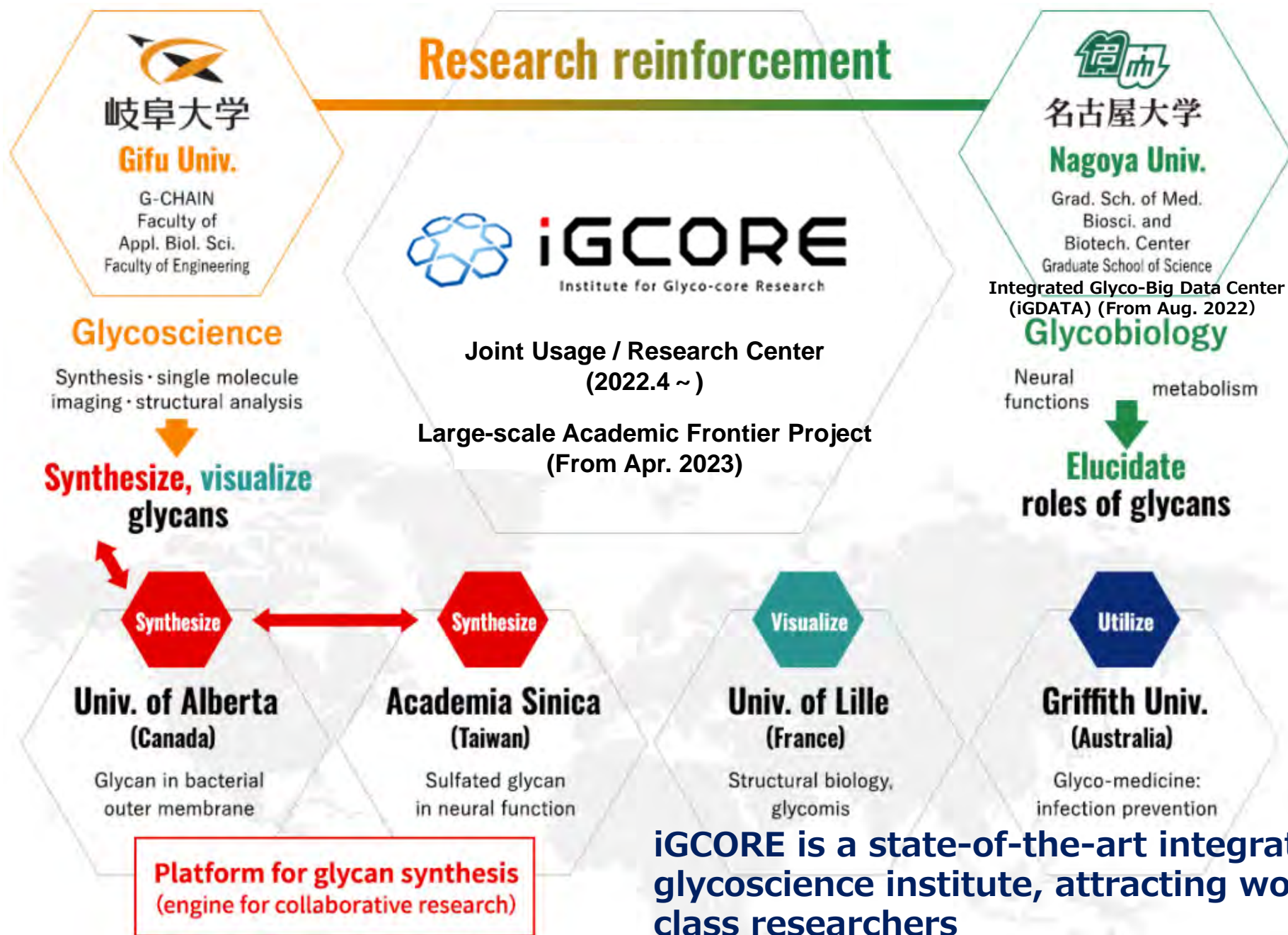
Institute of Materials and  
Systems for  
Sustainability



Center for Low-temperature  
Plasma Sciences



## ○ Establishment of Institute for Glyco-core Research (2021.1)





## ◎ Plans for Supporting Young Researchers

### ◆ Comprehensive Support to Foster Principal Investigators from Doctoral Courses

#### Late 30s

Permanent  
faculty members/  
Designated  
faculty members

#### Fostering Principal Investigator

- **Support (e.g. with research space and personnel expenses) for researchers selected by the Fusion Oriented Research for disruptive Science and Technology Program: FOREST (JST).**

- Foster young researchers as independent PI (Principal Investigators). \*Nagoya University
- No. of researchers selected in FY 2020 to FY 2022  
:Nagoya University: 55 (**Ranked 3rd in Japan in aggregate no. selected**), Gifu University: 5

#### Mid 30s

Permanent  
faculty  
members/  
Designated  
faculty members

#### Strategic Professional Development Program for Young Researchers (MEXT)

- Tokai Pathway to Global Excellence (FY 2021~)
- Support to foster young researchers by conducting development programs which bridge postdoctoral education and world-class research.
- Aim to produce outstanding researchers and entrepreneurs who encourage world-class research and international industry-university collaborative projects.
- The number of assignments are 5 per year. (Allocation: 4 for Nagoya University, 1 for Gifu University)

#### Early 30s

Designated  
faculty  
members

#### Young Leaders Cultivation (YLC) Program

\*Tokai National Higher Education and Research System program

##### ■ Nagoya University

- Since established in FY 2009, young leaders have been selected by selection committee including president.
- About 8 young leaders are employed per year, with a quota of at least one female, and we also actively employ foreign applicants (Aggregate no. employed: 34 females, 22 foreigners)
- Young leaders are hired as a five-year term designated assistant professor. After 3 years has passed, they transfer to tenure track system based on their achievement.

##### ■ Gifu University

- Began employing young leaders in FY 2022
- As of April 1, 2024, three young leaders are employed (Japanese, one male and two females)
- Young leaders are employed as Designated Assistant Professors for a five-year term. After 3 years (including the year employment began), those interested in tenure may undergo a tenure review process.

#### Support for Ph.D. students

##### ■ WISE Program (Doctoral Program for World-leading Innovative & Smart Education) (MEXT)

<No. of applicants accepted annually: About 92 per year (Total no. for all programs)>

##### ■ Program for Leading Graduate Schools (MEXT)

<Average of 13 students in each year group; a few places offered per year>

\*Nagoya University

#### 20s

Graduate Students

##### ■ Support for Pioneering Research Initiated by the Next Generation (JST)

- Tokai National Higher Education and Research System Make New Standards Program for the Next Generation Researchers (From FY 2024)
- Aimed at students from the following fields: Future Society Innovation and Acceleration; Materials and Life Science Integrated Studies; Informatics, Life and Medical Science Integrated Studies; Interdisciplinary Lifestyle Revolution Studies; Asia and Pan-pacific Future Creation Studies; Global Problem-solving Studies; Interdisciplinary Fundamental Research Studies
- No. accepted: about 217 per year

4 programs, the highest number in Japan



## Rise in indexes of world university rankings

**After becoming a designated national university, scores on most indicators increased, including “international outlook”**

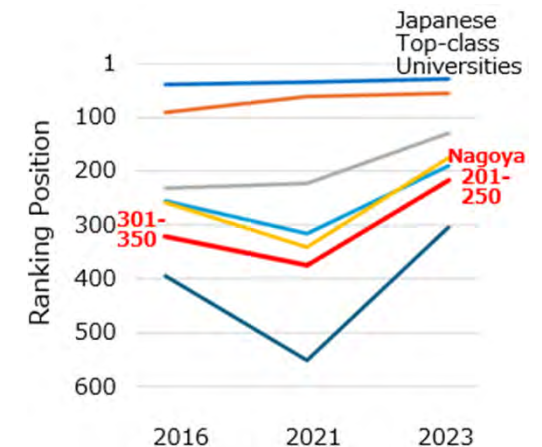
### Comparison of scores for each of the THE World University Rankings indicators (Nagoya University)

Indicator(distribution, %)		Indicator score			Indicator score difference (2016 and 2023)
		2016	2021	2023	
Teaching	Teaching Reputation (15.0%)	29.1	29.3	↗ 28.8	-0.3
	Student Staff Ratio (4.5%)	83.2	64.1	↘ 63	-20.2
	Doctorate Bachelor Ratio (2.25%)	54.9	58.7	↗ 90.1	35.2
	Doctorate Staff Ratio (6.0%)	45.7	51.8	↗ 89.6	43.9
	Institutional Income (2.25%)	55.4	70.7	↗ 96.9	41.5
Research Environment	Research reputation (18.0%)	30.9	29.6	↘ 34.7	3.8
	Research Income (6.0%)	67.6	88.9	↗ 99.8	32.2
	Research Productivity (6.0%)	49	62.4	↗ 80.5	31.5
Research Quality	Citation Impact (30.0%)	41.2	41.4	↗ 41.6	0.4
	Research Strength (5.0%)	/	/	31.2	—
	Research Excellence (5.0%)	/	/	79.8	—
	Research Influence (5.0%)	/	/	89.7	—
Industry	Industry Income (2.0%)	83.6	97.9	↗ 100	16.4
	Patents (2.0%)	/	/	99.1	—
International outlook	International Students (2.5%)	42.1	52.9	↗ 63.3	21.2
	International Staff (2.5%)	24.3	28.4	↗ 36.6	12.3
	International Co-authorship (2.5%)	18.3	25	↗ 25.9	7.6
	(Studying Abroad*) (0.0%)*	/	/	51.4	—

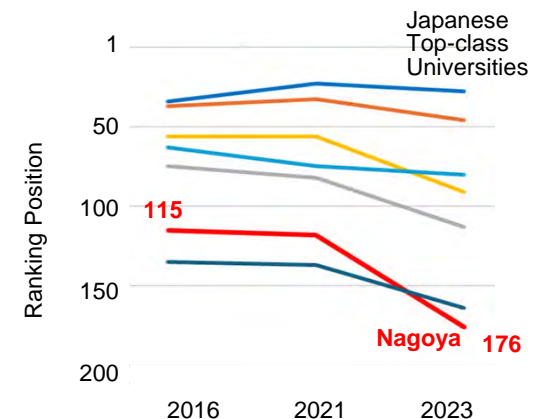
\*No allocation due to Covid-19

±0 - 2.9 points: ↗, ± 3.0 - 14.9 points ↗, ± 15.0 points or more ↗

### THE World University Rankings



### QS World University Rankings



## Development of global standards for education

### Expansion of Joint Degree Programs (6 units in 2017 → 17 units in 2024)

- In October 2015, we established the first international joint degree in Japan. We now account for approximately 23% of the national total of joint degree programs. (7 major subjects / 30 major subjects)  
(Tokai National Higher Education and Research System accounts for approximately 36% of all those in Japan: 11 major subjects / 26 major subjects)
- International quality assurance of doctoral degrees through strengthening collaboration with top universities in research, teaching, and joint degree examinations
- Joint education curriculum (employment of full-time faculty members) ⇒ Research for over one year at partner university (mutual assignment of main and secondary supervisors)
- We expect growth in international joint research projects and co-authored papers



<Masato Yoshihara (Right) was awarded the first domestic doctoral degree through the Joint Degree Program (JDP)>

**The University of Adelaide (Australia)**  
Overall QS ranking: 89  
Medicine: 131  
Establishment: 2015.10

**The University of Edinburgh (Scotland)**  
Overall QS ranking: 22  
Physics: 44  
Chemistry: 60  
Biology: 21  
Establishment: 2016.10

**Lund University (Sweden)**  
Overall : 85  
Medicine: 89  
Establishment: April 2017



### Nagoya University

Overall QS ranking: 176  
Medicine: 201-250 Chemistry: 101  
Physics: 68 Biology: 151-200  
Agriculture: 151-200  
Engineering: 160



**Chulalongkorn University (Thailand)**  
Overall: 211  
Engineering: 222  
Establishment: 2022.4



**The University of Western Australia (Australia)**  
Overall QS ranking: 72  
Agriculture: 46  
Establishment: 2019.4



**University of Freiburg (Germany)**  
Overall QS ranking: 192  
Medicine: 135  
Establishment: 2018.10



**Kasetsart University (Thailand)**  
Agriculture: 62  
Establishment: 2018.4



\*The rankings are according to the "QS World University Rankings 2024"



## G30 Programs

### Development of internationally recognized teaching programs

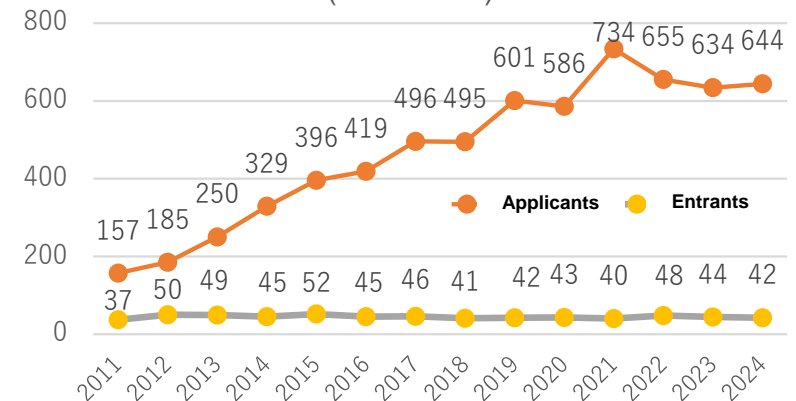
#### ☆ Overview and Status of G30 Programs

- Fall enrollment for full-degree programs taught only in English
- 10 programs in 6 departments
- 16 master's programs and 11 doctoral programs in 8 graduate schools
- Increase in applicants through overseas recruiting (see graph on right)  
⇒ Information sessions and mock lectures overseas, particularly in Southeast Asia

#### ☆ Results of G30 Programs

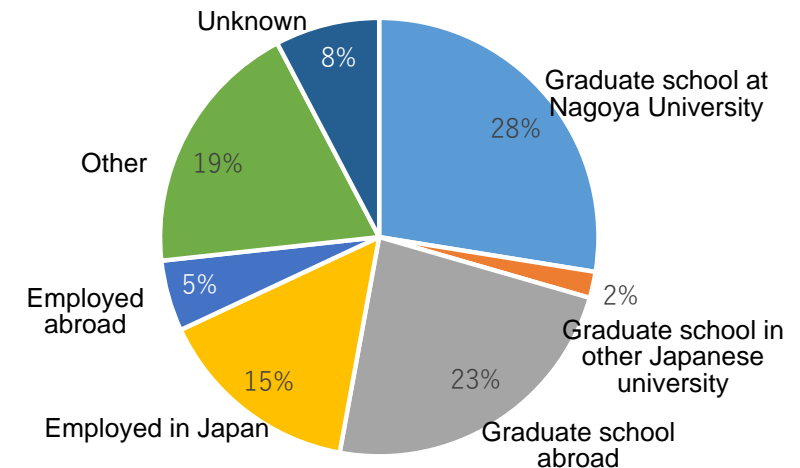
- 23% of graduates matriculate at graduate schools in Europe and North America (Oxford, MIT, ETH, Amsterdam, Toronto, UC Berkeley, Michigan, Melbourne, Imperial College London, Chicago, Pennsylvania, etc.)  
**\* Success of graduates suggests high quality of Nagoya University's education**
- Employed in Japan and abroad following graduation (Panasonic, Toyota Motor Corp., Toho Gas, Softbank, etc.)

Applicants / Entrants for G30 Department Programs (2011-2024)



G30 applicants are increasing every year

G30 Department Graduate Careers (FY 2015 to FY 2023 graduates)



Graduates continue their studies at world-leading graduate schools

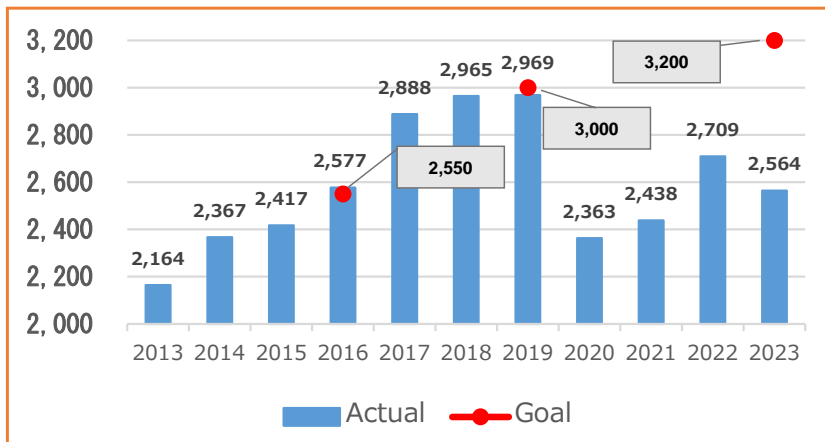


A campus with diverse students from around the globe and sending students to other countries

Promoting enrollment of excellent international students and sending students overseas

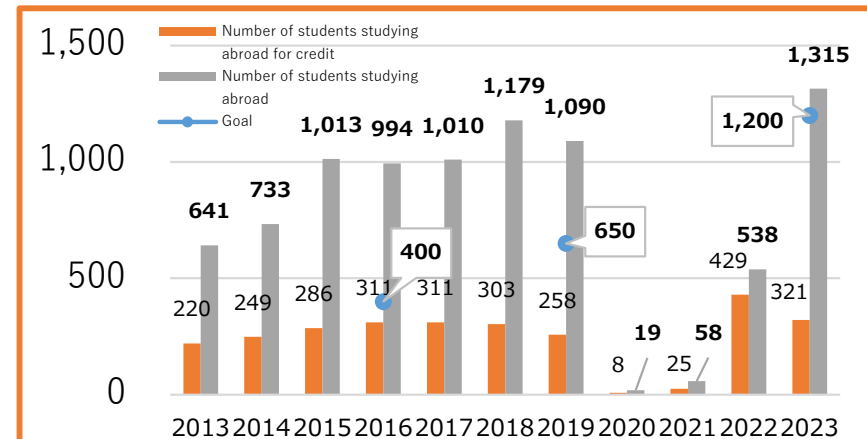
## ☆ Number of exchanges

Number of international students (2013-2023)



After a period of stagnation due to the Covid-19 pandemic, international student numbers are recovering

Number of students studying abroad (2013-2023)



However, the number of students studying abroad for credit is stagnating

## ☆ Assessment of plateau in the number of students studying abroad and efforts toward improvement

- <<Current Challenges>>
- Insufficient sharing of information about programs - their appeal, diversity, and various levels and destinations in which they are offered.
  - Insufficient financial support

### <<Efforts toward Improvement>>

- ➡ Promotion of co-learning between Japanese and international students, including stimulating students' interest in life overseas
- ➡ Improvement of study-abroad programs utilizing our overseas campuses (Global Multi-Campus Initiatives)
- ➡ Boosting publicity of short-term programs such as summer schools that are held by overseas partner universities
- ➡ Strengthening of management (promotion and development of programs) cooperating with the Doctoral Education Consortium and other relevant organizations
- ➡ Creation of indicators that visualize the experience of studying abroad, provision of incentives for students
- ➡ Strengthening of financial support for study abroad through scholarships like JASSO, etc., and funding through a university-wide cross-disciplinary program



## An Asian hub university

### Expansion of Asian Satellite Campuses

#### ☆ Producing key personnel for other countries

- ◆ Established Asian Satellite Campuses in FY 2014. Currently have seven graduate schools participating in 12 countries.
- ◆ Six graduates appointed as key personnel at the national level, including ministers, vice minister, department head, etc.
- ◆ To date, 115 students have enrolled with 45 awarded doctoral degrees

#### ☆ From cultivation of talented people to the development of new research centers

- ◆ Establishment of the International Station for Tropical Agricultural Sciences in the Philippines in 2019

	Education and Human Development	Law	Medicine	Engineering	Bioagricultural Sciences	International Development	Environmental Studies
Vietnam		●					
Cambodia		●	●		●	●	
Mongolia	●	●	●				●
Laos		●	●		●		●
Uzbekistan	●	●	●				
Philippines				●	●	●	●
Bangladesh			●*				
Kazakhstan			●*				
Kyrgyzstan			●*				
Indonesia			●*				
Thailand			●*				
Malaysia			●*				

\*Program provided without a satellite campus

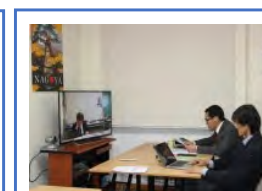
### The Transnational Doctoral Programs for Leading Professionals in Asian Countries (Doctoral, started in 2014)



Opening ceremony



Entrance ceremony



Class at a satellite campus



## An Asian hub university

### Development of an education and research network for learning with Asia

- Establishment of the Research and Education Center for Japanese Law in 7 countries, cultivating talented personnel through education and research and conducting joint research
- Cultivating human resources for medical administration leadership in Asian countries through the **Young Leaders Program (YLP)**
- Implementation of multi-layer collaborative research in Mongolia, like research into support for children with developmental disabilities and joint research on resilience
- To promote interdisciplinary and transdisciplinary international joint research not limited to the Asian region, the “Global Multi-Campus” has inherited the mission of the Applied Social System Institute of Asia, with establishment of an “International Joint Research Division”
- Nagoya University Alumni Association **established 16 branches overseas (15 in Asia and one in the USA)**
- **Many graduates have been appointed to positions such as deputy prime minister, minister, director general, and university president**
- Implementation of reform project at Tashkent State Technical University coinciding with a visit by the Uzbek President Mirziyoyev, in December 2019



Hor Peng,  
Rector of National  
University of  
Management,  
Cambodia



Chet Chealy,  
Rector of Royal  
University of  
Phnom Penh,  
Cambodia



Le Thanh Long,  
Deputy Prime  
Minister,  
Vietnam



Dang Hoang  
Oanh,  
Vice Minister of  
Justice,  
Vietnam



Ochirkhuyag Bayanjargal,  
Former President of  
National University of  
Mongolia,  
Mongolia



Altantuya Jigjidsuren,  
Former State Secretary at  
the Ministry of Health,  
Mongolia



San Lwin,  
Former Vice Minister of  
National Planning and  
Economic Development,  
Myanmar



Ngim Chhay,  
Ministry of Agriculture,  
Forestry and Fisheries  
Commissioner of  
Agriculture,  
Cambodia



Bounfeng  
Phoummalaysith,  
Minister of Health,  
Laos



Bountha Songyerthao,  
Vice Minister of Justice,  
Laos



Edgardo Tulin,  
Former President  
of Visayas State  
University,  
Philippines



Rizal Affandi Lukman,  
Senior Advisor to the  
Coordinating Ministry for  
Economic Affairs (Former  
Deputy Minister),  
Indonesia



Haris Munandar,  
Former Deputy  
Minister for Industrial  
Research and  
Development, Ministry  
of Industry,  
Indonesia



H. D. Karunaratne,  
Vice Chancellor of  
University of Colombo,  
Sri Lanka

Some of our many outstanding alumni include Pham Quang Hieu, Vietnamese Ambassador to Japan; Tsogt Tsend, Justice of the Supreme Court, Mongolia; Bounkhouang Thavisack, Vice President of the People's Supreme Court, Laos; Burhanov Akmal, Director of the Anti-Corruption Agency, Uzbekistan; Chin Malin, Secretary of State at the Ministry of Justice, Cambodia; and Edi Effendi Tedjakusuma, Former Deputy Minister for National Development Planning, Indonesia.

## Co-creating new value with Asia, challenging global problems



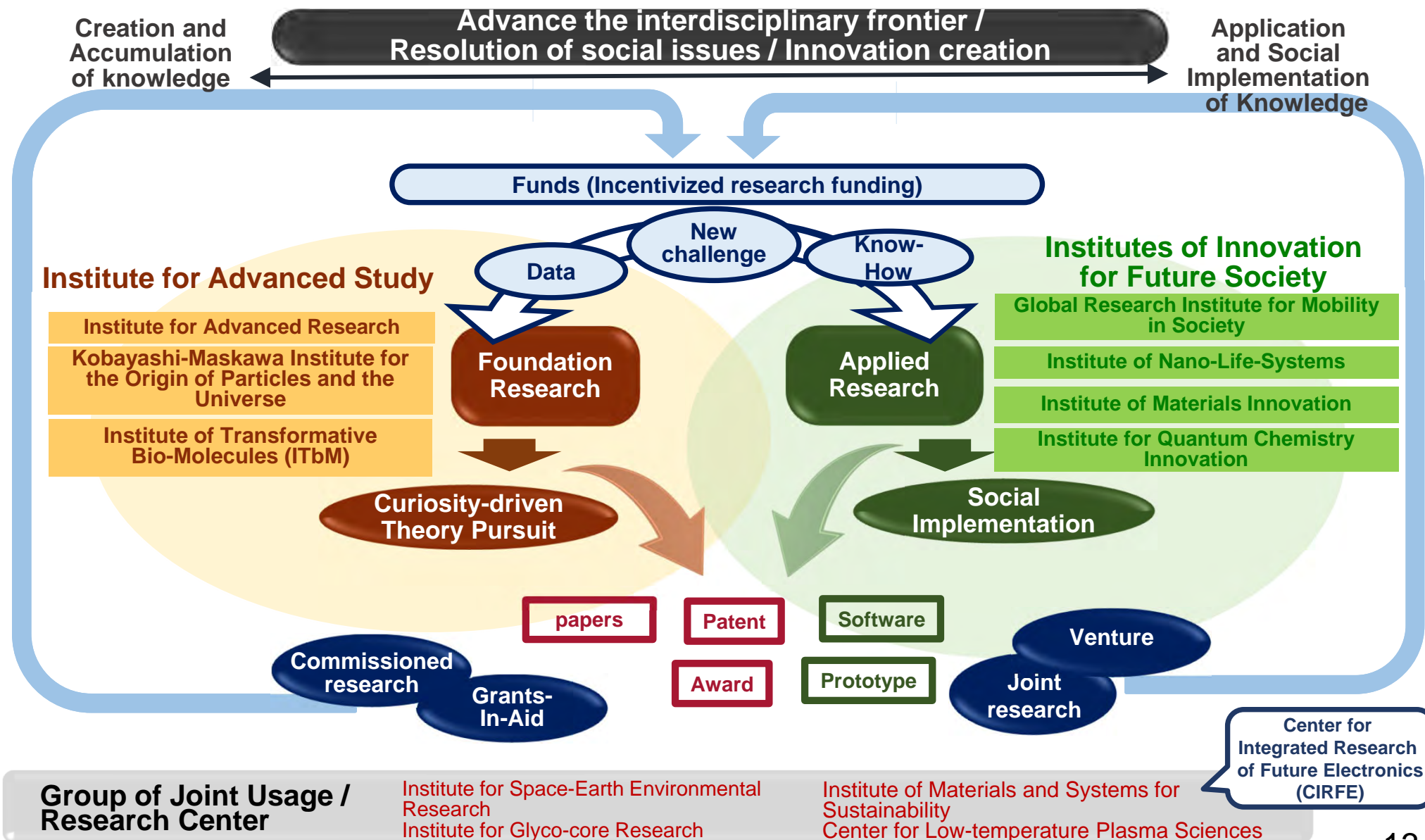
Development of world-class research  
Becoming a world-leading research university in basic research and applied/social implementation research



## ◎ Strengthening Research Capabilities

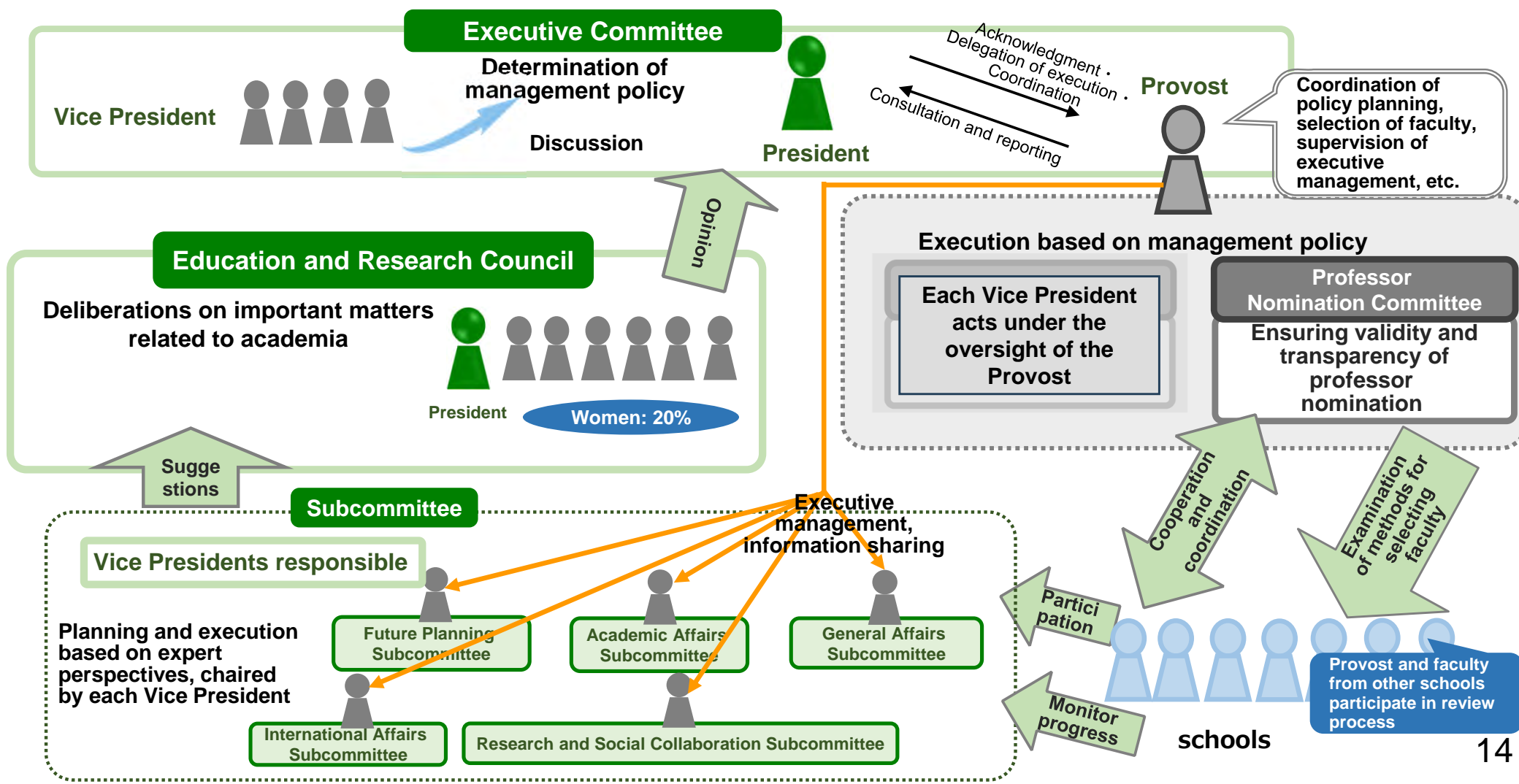
Focus resources on the Institute for Advanced Study, which oversees basic research, the Institutes of Innovation for Future Society, which oversees applied research, and the Group of Joint Usage / Research Center.

In October 2023, Tokai Innovation Institute Inc. financed by THERS was established.



**Members are involved in governance from multiple perspectives ⇒  
Checks and balances through shared governance**

- ✓ To incorporate various opinions, members are participating in governance from multiple perspectives
- ✓ Appointment of a provost to coordinate policy planning and oversee implementation, and establishment of Implementation Committee  
In FY 2022 the University transitioned to a system where each Vice President can act flexibly and efficiently under the oversight of the Provost
- ✓ **Revitalize deliberations by Education and Research Council** ( 20% female faculty members, establishment of subcommittees )



## Dialogue between University executives and schools, graduate schools, etc. to support shared governance in academic matters

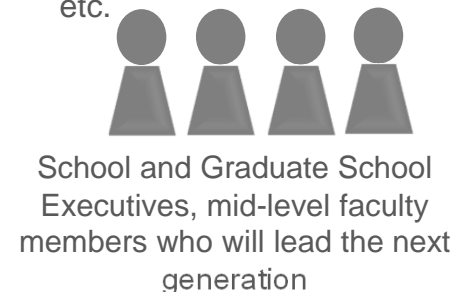
Aim for synergy between each school and graduate school's vision and the overall university vision by summarizing each school and graduate school's strengths and issues.

### University Executives



### 27 schools, graduate schools, etc

13 schools and graduate schools, 14 research institutes, centers, etc.



Medium- to long-term vision

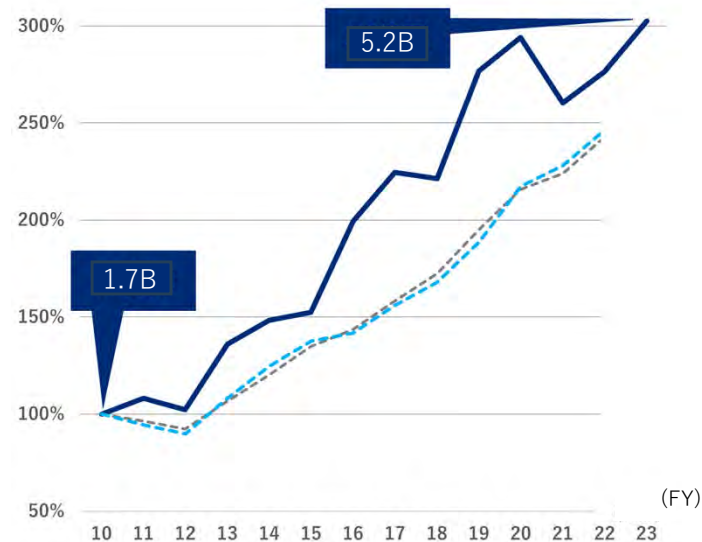
- Education, personnel development
- Research
- Societal collaboration and contribution to society
- indexes/data

———— FY 2023 Period for dialogue: Nov. 2023 - following Feb. ————

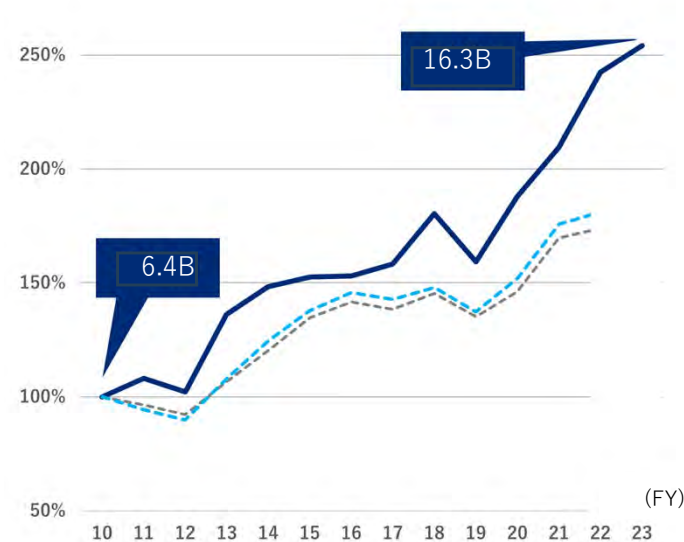
- ▶ In FY 2019 the medium- to long-term vision of schools, graduate schools, etc. was formulated, envisioning the direction of development for the following decade.
- ▶ Under the 'Separation of management and academia' system whereby the President bears responsibility for academic matters, in FY 2023 the university executives, centering on the President and the Provost, had dialogue with the executives of 27 schools, graduate schools, etc. and their mid-level faculty members who will lead the next generation.
  - As this is the fifth year since the vision was formulated, we checked the level of achievement of the medium- to long-term visions concerning Education & Personnel Development, Research, and Social Cooperation and Social Contribution.
  - In addition, we exchanged opinions concerning dean selection and their term of appointment, measures to increase the proportion of female teaching staff members, and so on.
- ▶ Through this dialogue, some of the visions were revised to promote efforts consistent with each school and graduate school's vision. Going forward, dialogue between the university executives and schools, graduate schools, etc. will take place as necessary.

## ○ Growth in external funding 〈Growth rate assuming fiscal 2010 as 100%〉

Growth rate of joint research expenses received (cash basis)



Growth rate of funded research expenses received (cash basis)

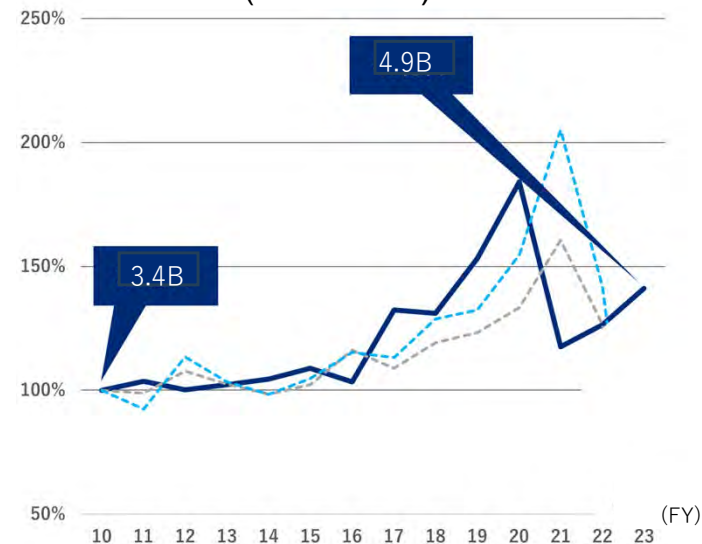


We will continue our efforts to increase the amount of acquisition and optimize resource allocation.

— THERS  
 - - - National University  
 . . . Average  
 Group A Average

Data from other universities is required to create 'National University Average' and 'Group A Average', and these averages were created using data received from MEXT. However, as data for FY 2023 was not yet available, these graphs are based on data from up to FY 2022 (inclusive).

Growth rate of donations received (cash basis)



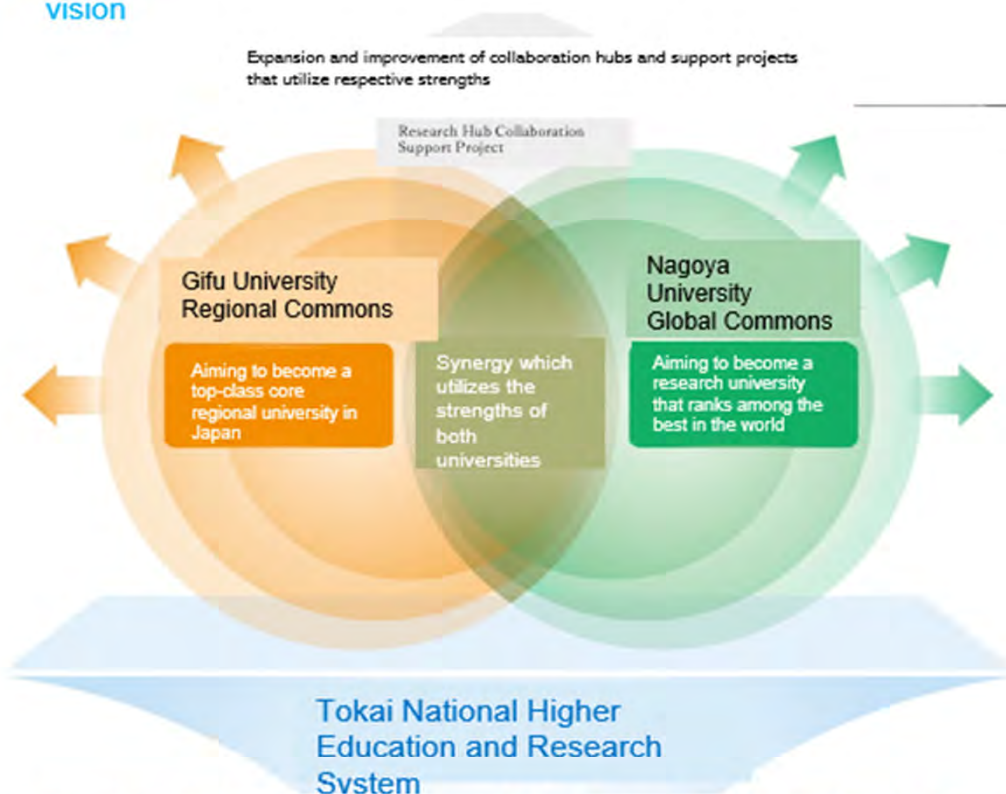
Growth rate of research expenses-related income (earnings basis)





○ With “Make New Standards for The Public” as our mission, we aim to serve as a “commons for knowledge and innovation” to contribute to problem solving in regional communities and human society in general

A shared societal asset (commons) Aiming to achieve our mission and vision



Four bases which support the development of both universities while prioritizing value

Governance
Financial management
Virtuous circles and DEIB in HR
Digital University (DU) concept (campus DX) and a cooperative, jointly-creative, integrated platform

## Mission

“Make New Standards for The Public”

THERS exists to serve as a commons for knowledge and innovation, in pursuit of new forms of national universities, continue contributing to the betterment of regional communities and human society in general.

## Vision (Where we would like to be after 6 to 10 years)

“We serve as a commons for knowledge and innovation and establish ourselves as a new type of national university that contributes to problem solving at both the local and global level”

Gifu University aims to become a top-class Japanese core regional university, and Nagoya University aims to become a research university that ranks among the best in the world. THERS will fully support these efforts while also setting up and expanding Research Hub Collaboration Support Projects, Infrastructure Development Projects, and Social Collaboration Projects jointly conducted by the two universities. Within 6 to 10 years, we wish to become a commons for knowledge and innovation, and establish ourselves as a new model of the national university as a public asset.

## Value (Action guidelines, action standards)

- Continue to take up the challenge of solving global issues, and making societal contributions.
- Conduct university operation through cooperation with all stakeholders.
- Achieve a free and open-minded educational and research environment which always aspires to betterment.
- Create integrated knowledge which contributes to the creation of the future.
- Achieve goals of diversity, equity, inclusion, and belonging (DEIB).
- Achieve a way of working characterized by excitement and happiness.



- A collaborative organization consisting of national universities and THERS located in Shinshu and four Tokai prefectures

A platform to respond flexibly to various problems and society's demands

## Collaboration and Co-creation Framework of National Universities in Tokai and Shinshu (C<sup>2</sup>-FRONTS)



- Jan. 2024: Founded as an organization consisting of eight universities (seven national and one private) in the Tokai region
- May 2024: Expanded to nine universities (eight national and one private) with the participation of Shinshu University and six higher technical colleges as observers

A “loose framework” that is aligned through education and research fields

### The goal of C<sup>2</sup>-FRONTS

<A general meeting will be held several times a year (led by the Chancellor of the Tokai National Higher Education and Research System)>

- ◎ The platform was established to enhance functionality via a cooperative network that utilizes each university's strengths and distinctive features; it also aims to contribute to the development of the entire Tokai and Shinshu regions in cooperation with local governments, the educational and industrial world, and so on.
- ◎ A task force will be formed for each theme, under which universities who are interested in the same theme shall collaborate to flexibly handle various challenges, creating a virtuous circle of personnel, assets and funding.

Cooperation with the industrial world

“Carbon Neutral Co-creation Symposium” jointly hosted with the Central Japan Economic Federation

Task forces

Universities interested in the same theme gather and collaborate

New taskforces will also be formed in the future

Joint development of education on internationalized campuses and their mutual use

Formation of a research center for the next-generation semiconductor sensors and MEMS

Formation of consortium for promoting activities of people with doctoral degrees in the Chukyo region

Joint implementation of doctoral education through consortium

Co-creation of digital platforms

Carbon neutrality

Future vision workshop

Envision how a national university should be 20 years later, and foster personnel who can lead management aimed at achieving that vision

➡ Workshop participants promote reform at their university, and the next generation takes over

➡ Path to sustainable university development

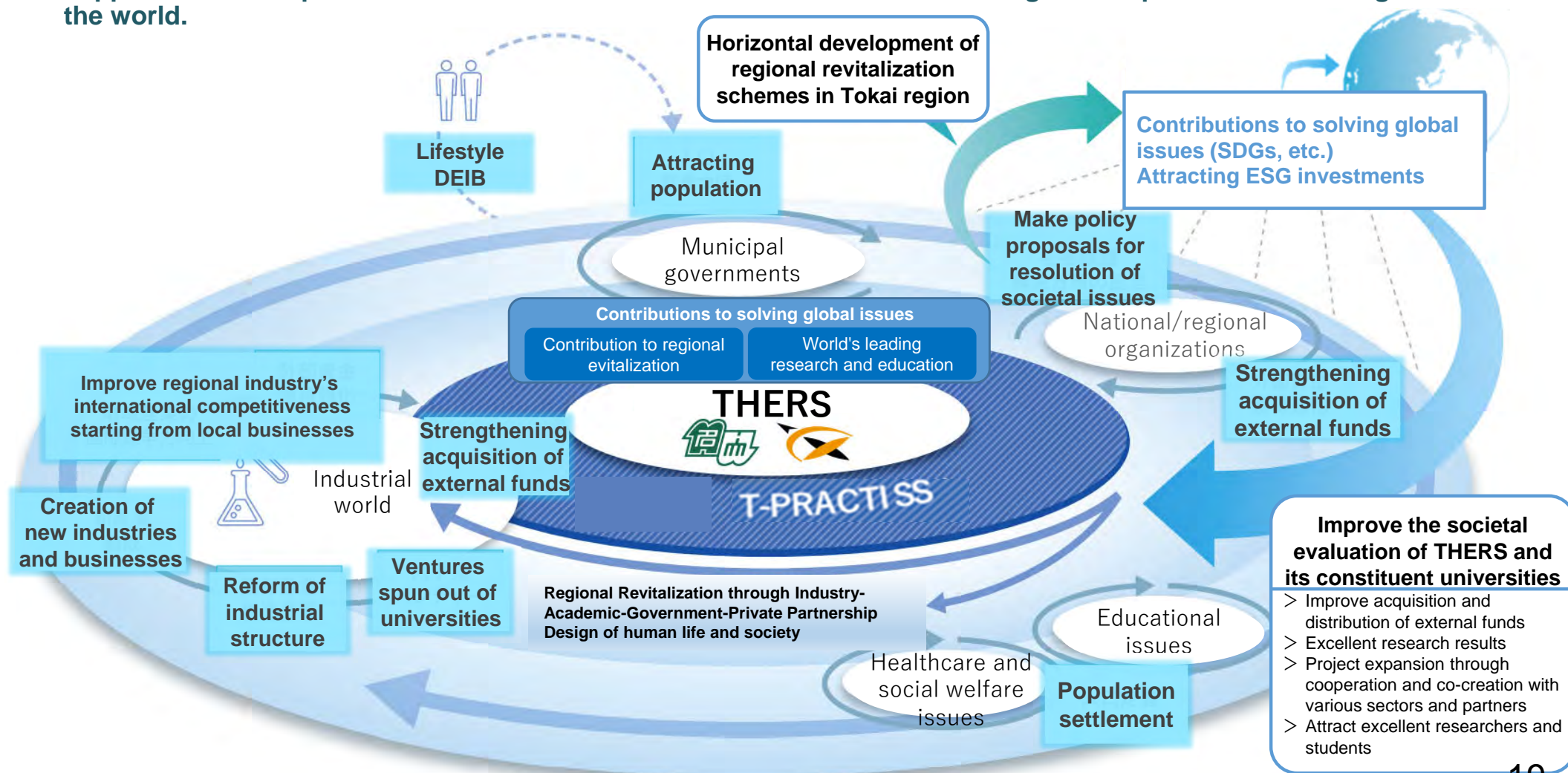


## ○ Promotion of T-PRACTISS

(A virtuous circle model for development of Tokai region universities, industries, and communities, beginning with a federation of universities led by Tokai National Higher Education and Research System)

### New university model: Revitalization of Tokai region while strengthening international competitiveness

✓ Tokai National Higher Education and Research System and the Federation of Universities will become the central hub for regional revitalization in the Tokai region, will utilize world-class knowledge and close cooperative support relationship with local sectors to revolutionize the structure of the region and promote this throughout the world.



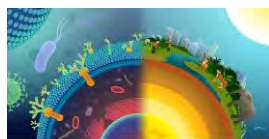


## ○ Education and research support by the Tokai National Higher Education and Research System

### Research Hub Collaboration Support Project

Provide support so that Nagoya University and Gifu University can collaborate in a way that makes the most of their distinctive features and strengths, thereby maximizing synergy and developing the universities into research bases that either rank among the best in Japan the world in certain areas, or contribute greatly to T-PRACTISS.

#### Institute for Glyco-core Research (iGCORE)



iGCORE  
Institute for Glyco-core Research  
Tokai National Higher Education and Research System

#### Aerospace Research and Education Hub



#### Center for Research, Education, and Development for Healthcare Life Design



#### Center for Integrated Sciences of Low-temperature Plasma Core Research



#### Center for One Medicine Innovative Translational Research



#### Quantum-Based Frontier Research Hub for Industry Development



### Infrastructure development projects

Construct infrastructure through which Nagoya University and Gifu University can further expand and develop their educational and research activities by creating systems for sharing educational and research data, etc. and facilitating faculty and staff communication so that students, faculty and staff at both universities can perform at an optimal level.

#### Academic Central



#### Digital University Plan



### Public engagement projects

Promote collaboration and cooperation with various sectors and partners in the Tokai region to create a large virtuous circle that creates innovations for solving social and global issues and sharing them in human society as a public asset.

#### Tokai Open Innovation Complex (TOIC)



# Other items of note (regarding future developments, etc.)

## - Strengthening Governance -



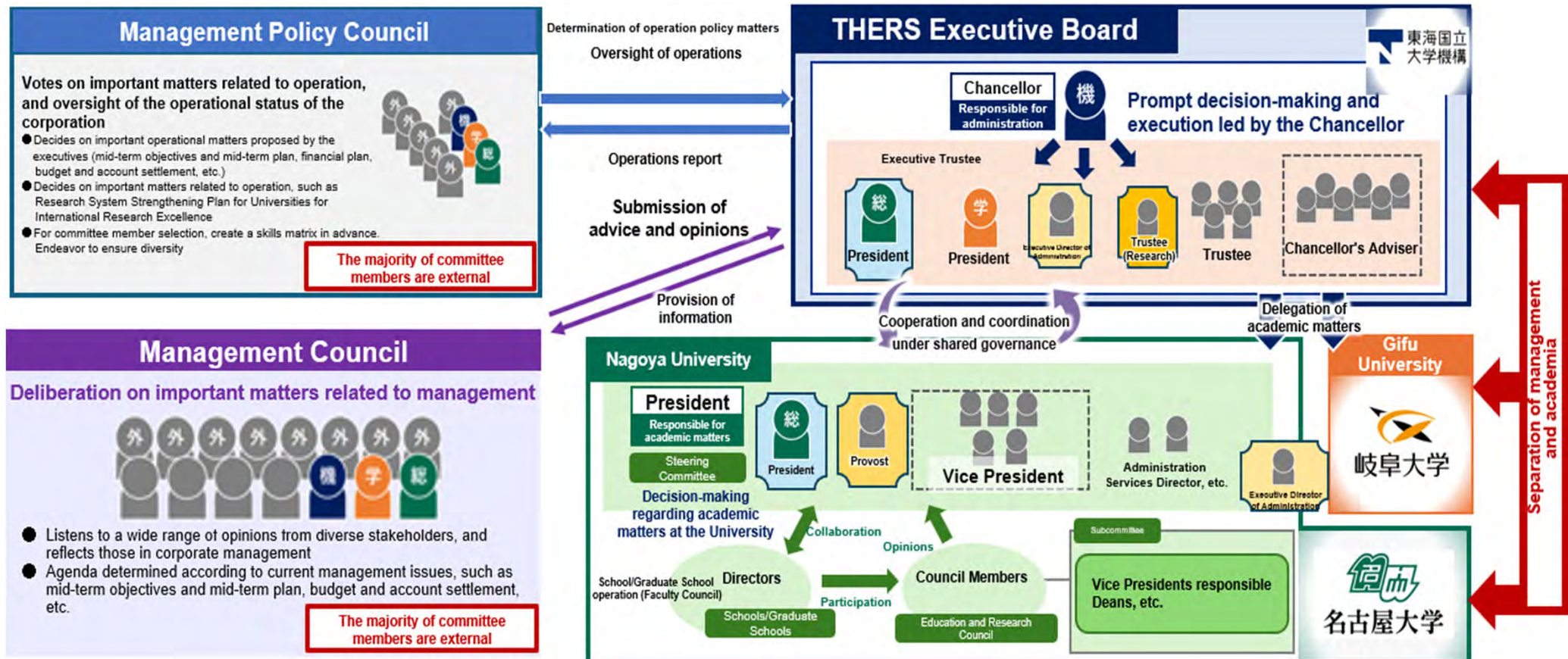
NAGOYA UNIVERSITY

From the fourth medium-term goals period, a three-person system consisting of **the Chancellor (management) and the President of NU and President of GU (academia)**

⇒ By sharing management and academia, we are strengthening the system so that we can concentrate on each of them

Due to some amendments to the National University Corporation Act, a **Management Policy Council will be established**

⇒ Dialogue with diverse stakeholders, consolidation of supervisory function related to administration



## Other items of note (regarding future developments, etc.)

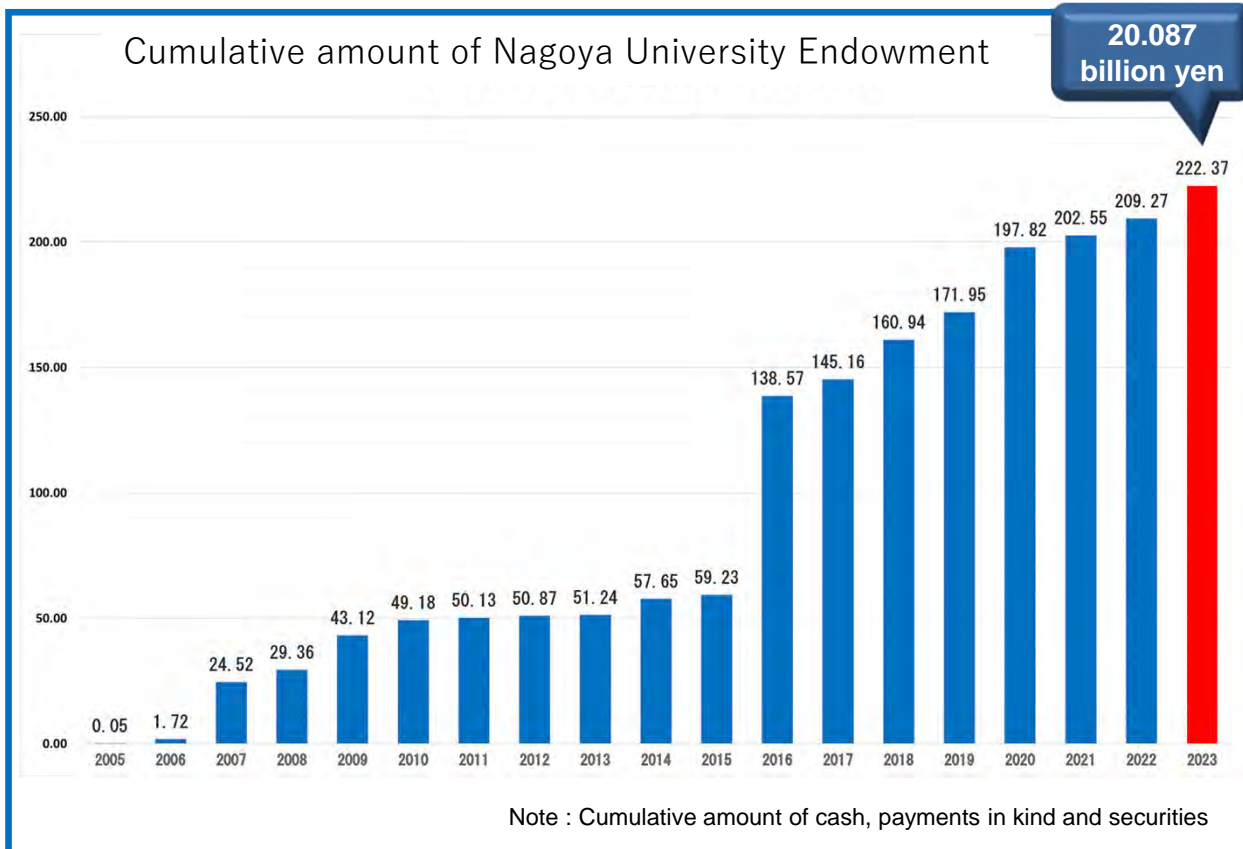
### - Strengthening our financial management base -



NAGOYA UNIVERSITY

#### ○ Enhanced Fundraising Capabilities

- ◎ The “**Development Office**” (DO) was established for the first time in Japan as an organization under the direct control of the President to further promote fund-raising activities. (2017)
- ◎ **Nagoya University Endowment set a target of 20,000,000,000 yen by the end of fiscal 2021 and achieved a cumulative total of 20,087,000,000 yen by November 2021.**
- ◎ Fixing our eyes firmly on the 90th anniversary of our establishment, in FY 2023 the new fund-raising campaign “Move NExT’90 (New Excellence for Transformation)” was started



#### ○ Issuance of THERS commons bonds

- ◎ In June 2023, national university corporation bonds, known as “THERS Commons Bonds,” were issued as sustainability bonds, serving as a new fundraising method. Funds raised will be allocated to establishing state-of-the-art education and research facilities.

Item	Details
Amount issued	10 billion yen
Term / Interest rate	20 years / 1.187%

- ◎ Since FY 2021 we have obtained credit ratings every year. The latest credit ratings, obtained in November 2023, are displayed below.

- ◎ Enhance transparency of management to stakeholders by obtaining an objective assessment of management conditions.

RATING AGENCY	RATING	RATING OUTLOOK
Rating and Investment Information, Inc. (R&I)	AA+	Stable
Japan Credit Rating Agency, Ltd. (JCR)	AAA	Stable

## - References -

The state of activities considering progress measured against international benchmarks



NAGOYA UNIVERSITY

Item	Goal	Indicator	Target of international benchmark and results	Nagoya University results		
				Results noted in the Initiatives Document (Mar. 2017)	Results for 2023	Activity status as at 2023
Becoming a Research University that produces influential world-class research	Doubling the number of advanced research hubs such as ITbM and KMI will enhance Nagoya University's research output	QS World University Rankings	University of Edinburgh (Scotland) : 19th in the 2016 QS World University Rankings	115th in the 2016 QS World University Rankings	176th in the 2016 QS World University Rankings	We are steadily building results. E.g., the 'Human Glycome Atlas Project', which has mainly been carried forward by the Institute for Glyco-core Research (a candidate to be a new base), started in earnest as the first MEXT 'Large-scale academic frontier promotion project' in the field of life sciences. - We have started applying the 'Eminent Professor System' to two Professors. In the QS rankings, our position is lower because our scores were low in three newly-added indicators concerning international research networks, employment results, and sustainability. Concerning sustainability, in an effort to improve our score, we improved the English version of the university website.
Produce outstanding Ph.D. students to lead a knowledge-based society	Thanks to efforts such as holding more than 50% of our graduate school classes in English, we can further attract excellent students and teaching staff from around the globe.	Percentage of graduate school classes taught in English	Nanyang Technological University (Singapore), Pohang University of Science and Technology (South Korea) : 100%	19% (excludes foreign language classes)	57% No. of graduate school classes taught in English: 3,795 Total no. of graduate school classes: 6,648 Percentage of English-taught graduate school classes (rounded to one decimal place): 57.1%	Seminars held by overseas university lecturers were held for teaching staff members who give lessons in English and for those who will do so in the future, in an effort to improve their method of teaching in English.
	After ten years international students should make up roughly 20 percent of the student body (3,200)	International student acceptance performance	Seoul National University (South Korea) : 8.1% Peking University (China) : 16.3% Tsinghua University (China) : 11.1% Pohang University of Science and Technology (South Korea) : 3.8%	15%	No. of international students accepted: 2,564 (13.2% of the total no. of students)	Due to the influence of the spread of COVID-19, the number of international students accepted was less than the initial target. In order to attract excellent international students, we are participating in study abroad fairs of the Japan Student Services Organization and private organizations.

## - References -

### Table showing changes in targeted outcome indicators and future outlook



NAGOYA UNIVERSITY

Progress schedule contents				Change in set outcome indicators		Future outlook	
Matter		Deadline	Goal value	FY 2022	FY 2023		
Becoming a Research University that produces influential world-class research	global front-line research base		2027	Increase the number of bases to 5 or more	3 bases	3 bases	Expected to be achieved as per the progress schedule
	front-line research base for the next generation	International front-line research unit (WPI-next)	2027	Maintain about 6 units	7 units	6 units	Expected to be achieved as per the progress schedule
		Research unit for invitation of international young researchers	2027	6 units	3 units	2 units	Expected to diverge from the progress schedule *We will concentrate our organizational support on research units for the creation of new fields for young researchers. These units are expected to be much more effective and will allow us to establish ourselves as a global front-line research base via the construction of a powerful framework with research capabilities.
	support of young researchers	Expansion of research unit for creation of new fields for young researchers	2027	Increase the number of units to approximately 16	11 units	13 units	Expected to be achieved as per the progress schedule
Expand the scale of Young Leaders Cultivation (YLC) program		2027	50 hires	50 hires	50 hires	Expected to be achieved as per the progress schedule	

## - References -

### Table showing changes in targeted outcome indicators and future outlook



NAGOYA UNIVERSITY

Progress schedule contents				Change in set outcome indicators		Future outlook
Matter	Deadline	Goal value	FY 2022	FY 2023		
Produce outstanding Ph.D. students to lead a knowledge-based society	Creation of a platform across the university for more advanced education in the doctoral course and educational quality assurance	2027	Implementation and review, expansion etc. of general and systematic common curricula in the graduate school	- Planned and carried out new classes, seminars, events, etc. aimed at graduate students - Made research PR videos of graduate students available to be viewed within the university	- Planned and carried out classes, seminars, events, etc. aimed at graduate students - Made research PR videos of graduate students widely available to view - Submitted proposal of Tokai National Higher Education and Research System's Make New Standards Program for the Next Generation Researchers project and designed its system	Expected to be achieved as per the progress schedule
	Implementation of the WISE Program (Doctoral Program for World-leading Innovative & Smart Education)	2027	Study for implementation and succession and retention of the results	Implemented the WISE Program (Doctoral Program for World-leading Innovative & Smart Education) and deliberated on how we should inherit and retain its legacies	Implemented the WISE Program (Doctoral Program for World-leading Innovative & Smart Education) and deliberated on how we should inherit and retain its legacies	Expected to be achieved as per the progress schedule
	Enhancement of the joint degree (JD) program	2027	20 units	17 units	17 units	Expected to be achieved as per the progress schedule
	Scholarships using funds	2022	Implementation of scholarship support	Provided scholarship for doctoral students	Provided scholarship for doctoral students	Expected to be achieved as per the progress schedule

## - References -

### Table showing changes in targeted outcome indicators and future outlook



NAGOYA UNIVERSITY

Progress schedule contents					Change in set outcome indicators		Future outlook
Matter			Deadline	Goal value	FY 2022	FY 2023	
An International Campus with People From All Over the World	Promotion of study abroad by Japanese students	Improvement of language skills in Japanese students	2024	Implementation of curriculum for improvement of English skills	<ul style="list-style-type: none"> <li>- Held intensive IELTS courses (twice a year)</li> <li>- Held Studium Generale English lectures in the spring and fall semesters</li> <li>- In the NU-EMI project, provided support for those participating in G30 courses</li> <li>- Started a system that gives credit toward graduation for some courses for G30</li> </ul>	<ul style="list-style-type: none"> <li>- Held intensive IELTS courses (twice a year), gave credit toward graduation for them</li> <li>- Held Studium Generale English lectures in the spring and fall semesters</li> <li>- In the NU-EMI project, provided support for those participating in G30 courses</li> <li>- Implemented a system that gave credit toward graduation for some courses for G30</li> </ul>	Expected to be achieved as per the progress schedule
		Promotion of study abroad/overseas training	2027	Seventy percent of the total students in the university will study abroad or receive overseas training	5.2% (822 students) *Includes online interaction with those overseas	10.9% (1,803 students) *Includes online interaction with those overseas	Further efforts are needed toward achieving the progress schedule goals outlined [Proposed actions for improving progress] We will implement the actions below aimed at swiftly recovering from the influence of the COVID-19 crisis. <ul style="list-style-type: none"> <li>- Increase the number of times the short-term study abroad program 'International Understanding' which earns credit toward graduation, commences.</li> <li>- Upgrade the study abroad programs to universities with which we have agreements (partner universities) and where we have a local campus.</li> <li>- Provide information about summer schools and so on held by our partner universities to more students.</li> <li>- Consider providing further financial support to students who study abroad.</li> </ul>

## - References -

### Table showing changes in targeted outcome indicators and future outlook



NAGOYA UNIVERSITY

Progress schedule contents			Change in set outcome indicators		Future outlook
Matter	Deadline	Goal value	FY 2022	FY 2023	
Promotion of actions of Applied Social System Institute of Asia	To be continued from 2028	<ul style="list-style-type: none"> <li>- Promotion of academic exchange</li> <li>- Holding of international conferences, etc.</li> <li>- Holding a public seminar</li> <li>- Increase the number of departments participating in these actions, etc.</li> <li>- Expansion of exchanges with universities and research institutions in various countries</li> </ul>	<ul style="list-style-type: none"> <li>- Invited applications from the public for combined projects, and held G16research report sessions related to research selected</li> <li>- Held lunch meetings where those from different fields interacted (3 times)</li> <li>- Co-hosted public G16seminars, research seminars, lecture meetings, etc.</li> <li>- From 2023, the mission was transferred to the Global Multi-Campus</li> </ul>	<ul style="list-style-type: none"> <li>-Conducted interdisciplinary, cross-sectoral international joint research projects, and held symposiums</li> <li>- Held networking activities with researchers who were interested in internal 'international joint research', and considered spreading information</li> <li>- Co-hosted a lecture by the Director-General of the Food and Agriculture Organization of the United Nations (FAO), as a lecture in international affairs</li> </ul>	Expected to be achieved as per the progress schedule

## - References -

### Table showing changes in targeted outcome indicators and future outlook



NAGOYA UNIVERSITY

Progress schedule contents				Change in set outcome indicators		Future outlook	
Matter		Deadline	Goal value	FY 2022	FY 2023		
Nagoya University Advancing Together with Society	Increase the number of staff in URA / indefinite-term employment of the staff		2027	Approximately 70 hires (30 of them will be hired under an indefinite-term employment agreement)	URA 45 hires (3 of them hired under an indefinite-term employment agreement)	URA 48 hires (3 of them hired under an indefinite-term employment agreement)	Expected to be achieved as per the progress schedule
	Full-scale collaborative research between industry and academia (between "organizations")	Increase the number of courses/departments for the collaborative research between industry and academia	2027	Increase the number of courses/departments for collaborative research between industry and academia to 50	No. of courses/departments: 41 *Total no. at start of FY 2022 Increase the number of courses/departments for collaborative research between industry and academia to 41 *	No. of courses/departments: 46 *Total no. at start of FY 2022 Increase the number of courses/departments for collaborative research between industry and academia to 46 *	Expected to be achieved as per the progress schedule
		Securing of space	2027	Three-fold increase in revenue from industry-academia cooperation from the 2017 level	1.33-fold increase in revenue from industry-academia cooperation from the 2017 level (4.6 billion yen)	1.41-fold increase in revenue from industry-academia cooperation from the 2017 level (5.0 billion yen)	Expected to be achieved as per the progress schedule
	Creation of research and development bases through collaboration between government, industry, and academia	Creation of open innovation bases (OI bases) through collaboration between government, industry, and academia	2022	OI System's external corporation (TII/tentative name) will be implemented, and industry-academia-government collaboration will be strengthened	Based on the outcomes of the open innovation organization promotion project, application for approval of finance relating to the establishment of the Tokai Innovation Institute Inc. was made to the MEXT Minister	In September 2023, the finance for the national university corporation was approved, and in October that year, the company was registered and Tokai Innovation Institute Inc. was established.	Expected to be achieved as per the progress schedule
		Actualization of sharing education in collaboration between industry and academia	2022	Continue to support entrepreneurial education and student startup companies with a startup ecosystem strategy	Entrepreneur education was conducted in cooperation with universities in the Tokai region	Selected for the startup ecosystem co-creative program (6.75 billion yen), and began business support program	Expected to be achieved as per the progress schedule

## - References -

### Table showing changes in targeted outcome indicators and future outlook



NAGOYA UNIVERSITY

Progress schedule contents				Change in set outcome indicators		Future outlook
Matter	Deadline	Goal value		FY 2022	FY 2023	
Build shared governance to support dynamic reforms	Creation of a new post of Overall Commissioner (Provost)	2022	Creation of a new post of Overall Vice-President as Provost	- In 2019 a post of Provost was newly created under the President, and when the new President took office in 2022, the Provost was nominated by the President (Term: 2 years). The Provost is responsible for supervising planning and design related to organizational reform and other matters as directed by the President, as well as handling the problems of management, and conducting adjustment relating to promotion of policies deliberated on in the Steering Committee and so on.	- Same as column on the left.	Expected to achieve above level outlined in progress schedule [Reason] Achieved before the deadline.

## - References -

### Table showing changes in targeted outcome indicators and future outlook



NAGOYA UNIVERSITY

Progress schedule contents			Change in set outcome indicators		Future outlook
Matter	Deadline	Goal value	FY 2022	FY 2023	
Restructuring of conferences across the university, including the education and research council	2022	<ul style="list-style-type: none"> <li>- A new education and research council whose members were selected from various affiliations</li> <li>- Close of the meeting of department heads and establishment of a meeting of executive officers</li> </ul>	<ul style="list-style-type: none"> <li>- In FY 2019, a review of the members of the Education and Research Council was conducted. Concerning council members, graduate course selection quotas were reduced in order to reflect university-wide opinion. New members include: the head of the Institute of Liberal Arts and Sciences leader for qualitative improvement and enrichment of university-wide education; the head of the Institute for Advanced Research leader for supporting young researchers and so on; and the head of the Center for Gender Equality leader for supporting more gender equality, diversity and inclusion. Meanwhile, in order to improve the percentage of female council members, it was decided that six female teaching staff members would be selected through recommendations from each department. Thus, diverse opinions from members selected based on various attributes are reflected in the Education and Research Council.</li> <li>- The meeting of department heads was abolished in FY 2019 and an Executive Committee chaired by the overall trustee was established. From FY 2022, the Executive Committee was abolished, and a new system was established where five subcommittees (education, research, international affairs, general affairs, &amp; future concept) chaired by each Vice President responsible under the Education and Research Council were managed and adjusted by the Provost. Thus, functions were strengthened to permit more flexible university-wide policy executive management and to better disseminate information about decisions.</li> </ul>	- Same as column on the left.	Expected to achieve above level outlined in progress schedule [Reason] Achieved before the deadline.

## - References -

### Table showing changes in targeted outcome indicators and future outlook



NAGOYA UNIVERSITY

Progress schedule contents			Change in set outcome indicators		Future outlook
Matter	Deadline	Goal value	FY 2022	FY 2023	
Review of the term and selection method of department head	2028	Full-scale implementation	Other university systems were investigated, and opinions were exchanged between the president and some department heads concerning rough plans for a new system	Based on the opinion exchange conducted the previous year, opinions were exchanged after proposals for revision of nomination methods and term of service lengths were suggested to each department head. Thus, starting from the nominations in FY 2025 (including reappointments), nomination methods and term of service lengths will be revised, so regulations need to be amended during FY 2024.	Expected to be achieved as per the progress schedule
Dynamic decision making through the "Separation of Management and Academia" in the Tokai National Higher Education and Research System	2022	Build a structure under which the THERS Chancellor and Executive Board are responsible for management and the President of university and Executive Committee are responsible for academia	Starting from the nomination of the new Chancellor in FY 2022, an Executive Trustee will be installed at both Nagoya University and Gifu University, with the aim of endeavoring to strengthen the system by separating the management aspects (the corporation head) and the academic aspects (the University head). Thus, Chancellor Matsuo will chair a board meeting which deliberates over matters concerning management, and President Sugiyama will chair a Steering Committee which deliberates over matters concerning education and research; hence, a system with separate management (corporation head) and academic aspects (university head) is achieved.	- Same as column on the left.	Expected to be achieved as per the progress schedule

## - References -

### Table showing changes in targeted outcome indicators and future outlook



NAGOYA UNIVERSITY

Progress schedule contents				Change in set outcome indicators		Future outlook
Matter	Deadline	Goal value	FY 2022	FY 2023		
Sophistication of IR	2028	Full-scale implementation	- Shared IR information through the creation of an IR system - Offered opinions and devised policy based on IR	- Shared IR information through the creation of an IR system, offered opinions and devised policy - Established important KPI reporting and benchmark methods	Expected to be achieved as per the progress schedule	
Promotion of gender equality and appointment of women	2033	Ratio of female professors : 30%	Ratio of female professors : 19.2% (May 1, 2022)	Ratio of female professors : 19.7% (May 1, 2023)	Further efforts are needed toward achieving the progress schedule goals outlined [Proposed actions for improving progress] In order for the proportion of female teaching staff members to reach 30% by FY 2033, an annual increase of about 1% is necessary. From the second half of FY 2023, due to the effects of such factors as incentive systems in policies for increasing the percentage of female teaching staff members and programs for improving the percentage of female teaching staff which utilized strategically acquired subsidies, as at March 1, 2024, the percentage of female teaching staff members was 20.3%, and is on the way up. Going forward, in addition to continuing with the above policies, whose effects are beginning to be felt, new incentive policies will be implemented, and we will aim for further improvement.	

## - References -

### Table showing changes in targeted outcome indicators and future outlook



NAGOYA UNIVERSITY

Progress schedule contents				Change in set outcome indicators		Future outlook
Matter	Deadline	Goal value		FY 2022	FY 2023	
Shoring up our Financial Foundation Through Positive Cycles of Management Resources	Enhancement of fundraising functions	To be continued from 2028	<ul style="list-style-type: none"> <li>- Investigation and implementation of new fundraising campaigns</li> <li>- Fundraising through sales work conducted by the System President</li> </ul>	<ul style="list-style-type: none"> <li>- Preparation for new fundraising campaigns, based on Nagoya University's Next Vision 2027, the program for research universities of international excellence, and so on</li> <li>- The Chancellor and the Vice President who is in charge of funds went themselves to meet with leaders of 22 businesses who are important to the University</li> </ul>	<ul style="list-style-type: none"> <li>- The fundraising campaign "Move NEXt'90 (New Excellence for Transformation)" was started</li> <li>- The Chancellor and the Vice President who is in charge of funds went themselves to meet with leaders of 32 businesses who are important to the University</li> </ul>	Expected to be achieved as per the progress schedule
	Multiple funds	2027	1.4 times increase in the budget (40 billion yen increase) *Compared to FY 2017 (Budget of approx. 100 billion yen) 1.4 times increase in the budget (40 billion yen increase) *	1.23 times increase compared to FY 2017 (23.5 billion yen increase)	1.31 times increase compared to FY 2017 (31 billion yen increase)	Expected to be achieved as per the progress schedule
		2027	Realization of a 3% average yield on fund management	Yield on fund management - over 3% (3.87%) Achieved	Yield on fund management - over 3% (5.01%) Achieved	Expected to be achieved as per the progress schedule
		2027	Realization of total fund management of 15 billion yen	13.3 billion yen	19.7 billion yen	Expected to achieve above level outlined in progress schedule [Reason] Achieved 131% of the target amount
		2027	Total business scale of 1 trillion yen during the fourth medium-term goal period	173.4 billion yen / year	184.0 billion yen / year	Expected to be achieved as per the progress schedule

## - References -

### Table showing changes in targeted outcome indicators and future outlook



NAGOYA UNIVERSITY

Progress schedule contents			Change in set outcome indicators		Future outlook
Matter	Deadline	Goal value	FY 2022	FY 2023	
Improvement of service functions in technical centers across the university	2027	600 shared devices, 6,500 registered users, and 500 commissioned analyses	<ul style="list-style-type: none"> <li>- 551 shared devices</li> <li>- 5,500 registered users</li> <li>- 200 commissioned analyses</li> </ul>	<ul style="list-style-type: none"> <li>- 576 shared devices</li> <li>- 6,164 registered users</li> <li>- 445 commissioned analyses</li> </ul>	Expected to be achieved as per the progress schedule
Space management based on the strategy in the university	2026	<ul style="list-style-type: none"> <li>- Increase space that can be strategically allocated at the discretion of the System President and President</li> <li>- Prioritized distribution to fields which contribute to improvement of functions in the system and university</li> </ul>	<p>To achieve effective use of meeting rooms, etc., it was decided to introduce a centralized booking management system at both universities, and system development was commenced</p> <ul style="list-style-type: none"> <li>- There were considerations about ideas such as the introduction of a new system to maximize the use of our assets. However, it became necessary to deliberate on our response to new strategies and needs of organizations and universities, such as efforts regarding the program for research universities of international excellence and being a core regional university, etc. Therefore, we will continue to consider space management setups and so on.</li> </ul>	<ul style="list-style-type: none"> <li>- A booking management system for meeting rooms and so on which makes use of Microsoft 365 was developed, and its introduction is planned for July 2024</li> <li>- Regarding space which can be allocated at the discretion of the President, as a result of deliberating on responses to new university strategies and needs, such as efforts regarding the program for research universities of international excellence and so on, it has been decided that for the time being, the deadline for use of such space will be the end of FY 2026 at the latest. Further, so as to endeavor to improve flexibility regarding space, the handling policy for space which the president may allocate at their discretion has been formulated and put into effect.</li> </ul>	Expected to be achieved as per the progress schedule

## - References -

### Table showing changes in targeted outcome indicators and future outlook



NAGOYA UNIVERSITY

Progress schedule contents				Change in set outcome indicators		Future outlook
Matter		Deadline	Goal value	FY 2022	FY 2023	
Sustainable development through the establishment of a new multi-campus system	Establishment of a new multi-campus system (running of several universities under one corporation)	To be continued from 2028	Expansion of participating universities in the system, Work on new forms of participation	Deliberated on policies for expansion based on cooperation between THERS and other universities	Started a cooperative organization between THERS and other universities	Expected to be achieved as per the progress schedule
	Promotion of collaboration between universities for establishment of foundation of the system	To be continued from 2028	Collaboration between organizations in various fields such as education, research, international project, academic-industry partnership, and establishment of foundation of the system	Two cooperative bases newly approved	One cooperative base newly approved	Expected to be achieved as per the progress schedule

Going forward, we will continue to conduct management flexibly so that we can continuously demonstrate high research potential.

We will further enhance our international presence and strive to become a world-class research university.

URL of the university website that provides information relating to the  
Designated National University Corporation System  
<https://www.nagoya-u.ac.jp/about-nu/objectives/shiteikoku/index.html>