

Osaka University's Future Vision
Creating a Society where Each Member
Leads a Meaningful and Fulfilling Life



August 2024

National University Corporation
Osaka University

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Creating a society where each member leads a meaningful and fulfilling life

We aim to contribute to the creation of a society where the active lifespan of individuals (social longevity) is extended, people of all ages utilize their diverse attributes, and each member enjoys a happy and rewarding life.

Finding Solutions for the Major Challenges Confronting Humanity

Overcoming threats to human existence and building a more resilient society

Creating new industries to empower diverse people to participate in society

Raising people's capacity to adapt to rapidly changing social conditions

Technological
Innovation

Lifelong Learning

Enrichment of
Intellect & Spirit

Health &
Wellbeing

Sustainable
Society

Diversity and
Coexistence

Strengthening Research Capacity**Form world-class research centers**

- ▶ Focus investments in priority areas (biomedicine, symbiotic intelligence, quantum research, etc.)
- ▶ Attract outstanding researchers globally

Center for Infectious Disease Education and Research

- ▶ Build a world-class platform for education and research
- ▶ Accumulate knowledge and talent from Japan and overseas

World-leading new research fields

- ▶ Pursue interdisciplinary research centered on the Institute for Open and Transdisciplinary Research Initiatives

Combined IR and URA structures to support research strengthening**Attracting and Cultivating Talent**

Cultivate vibrant individuals to tackle a variety of societal issues

Build and deploy the Student Life-Cycle Support system

- ▶ Render visible teaching and learning outcomes

Initiatives for implementing STEAM education and increasing female researchers**Enhanced support for doctoral students and young researchers**

- ▶ Attract and cultivate talented students and young researchers from Japan and overseas

Promote Internship-on-Campus

- ▶ Provide career support through industry-university co-creation

Co-creation with Society

Solving issues in society and creating new social value through the OU Ecosystem (virtuous cycle of co-creation with society) led by the Co-Creation Bureau

- ▶ Plan and propose large-scale joint research projects
- ▶ Plan and propose industry-university co-creation projects from the exploratory stage
- ▶ Support startup creation and systematic entrepreneurship education

Fully utilize the Minoh Campus

- ▶ Pursue co-creation activities that connect the local community to the wider world
- ▶ Form a hub for nurturing globally focused individuals

International Collaboration

Expand and deepen collaboration with Global Knowledge Partners

- ▶ Form world-class research hubs

Scale-up ASEAN Campus activities

- ▶ Promote joint research responding to needs in the ASEAN region, contribute to high-quality growth
- ▶ Develop educational programs in collaboration with universities in ASEAN countries, increase the number of exchange students

Recruit talented international students**Governance Reform**

- Utilize Strategic Meetings to refine strengths in each disciplinary area
- Promote diversity and inclusion
 - ▶ Raise the percentage of women in the workforce and in senior positions
 - ▶ Implement strategies to attract talented international researchers through expansion of International Joint Labs, etc.
- Develop information infrastructure to support education and research transcending the constraints of location and time
- Advance evidence-based university management utilizing a variety of data

Reinforcement of the Financial Base

- Procure diverse financial resources: expansion of joint research revenue, university bonds, intellectual property revenue, and donations
- Allocate financial resources strategically
- Disseminate information on relationships between the activities and outcomes of education and research, and costs
 - ▶ Cultivate understanding and trust among stakeholders

Executive Summary

Progress report on meeting targets relating to the Conceptual Framework

- ✓ We are **on track** with meeting targets relating to the Vision and the key performance indicators set for the Fourth Medium-term Goal period in the following areas:
strengthening research capacity, attracting and cultivating talent, co-creation with society, international collaboration, governance reform, and reinforcement of the financial base.
- While setting a high bar, we have made good progress towards meeting targets for co-creation activities with society, amount of joint research funds received and joint research funds of 10 Million yen or more.
 - We are generally on track with meeting targets for the percentage of young faculty members and number of international students more work is needed to achieve goals by the end of the Fourth Medium-term Goal period.

Progress made on activities measured against international benchmarks*

▶ See P5, P16, and P22 for details on international benchmarks.

- ✓ Our score for industry-university collaboration in the world university rankings has risen significantly as a result of the promotion of initiatives based on international benchmark universities.
- ✓ FWCI, percentage of international co-authored papers: while benchmark universities' figures remain stagnant, Osaka University's steadily increasing.

*Osaka University's benchmark universities: University of California, Berkeley, University of Edinburgh, EPFL

Future actions

▶ See P42 for detailed initiatives for future development.

- ✓ We will further accelerate various activities to realize our vision, "Creating a Society where Each Member Leads a Meaningful and Fulfilling Life. "

Overview of the Conceptual Framework

Vision

- ✓ Through the strengthening of the research support system and initiating priority funding, we will promote cross-disciplinary research aimed at attracting talented researchers from within Japan and from overseas to form hubs and solve social issues.

Initiatives

- ✓ Form World Class Research Centers Leveraging the University's Strengths and Pioneering New Fields of Research.
- ✓ Establish a Research Strategy that Leverages the Full Potential of the Humanities and Social Sciences.

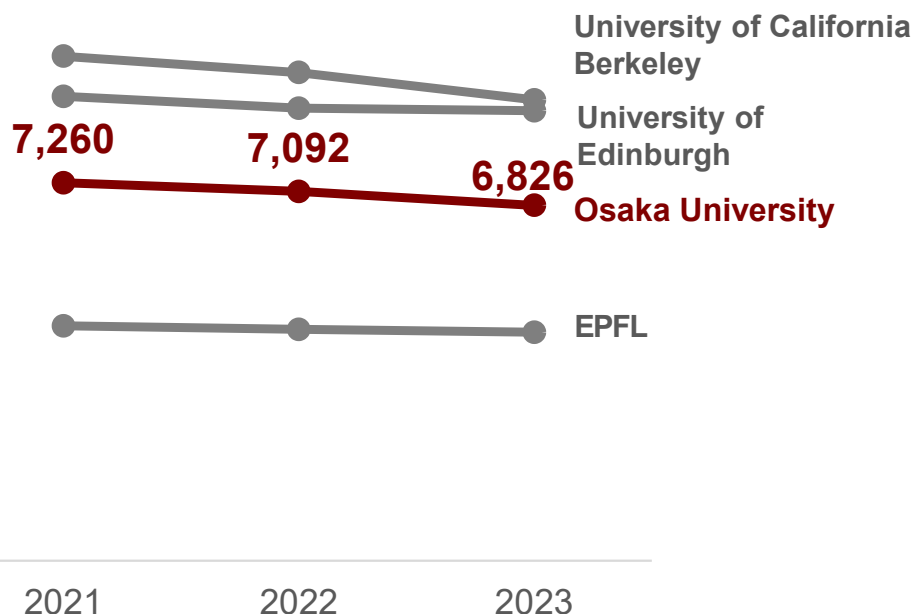
Anticipated outcomes

- ✓ Promoting activities to create global research centers and innovative hubs, contributing to solving global issues.
- ✓ Greatly contribute to the elimination of infectious diseases, which is a common issue for all humankind, through infectious disease research that brings together the insights of social science and medicine, and the dissemination of scientific information to lay society that is based on scientific evidence, and policy proposals, but rendered in understandable language.
- ✓ Promote comprehensive transdisciplinary research that can contribute to solving diverse issues faced by contemporary society.

Owing to shift from a focus on the quantity of papers to the quality of papers, the University's FWCI shows an upward trend.

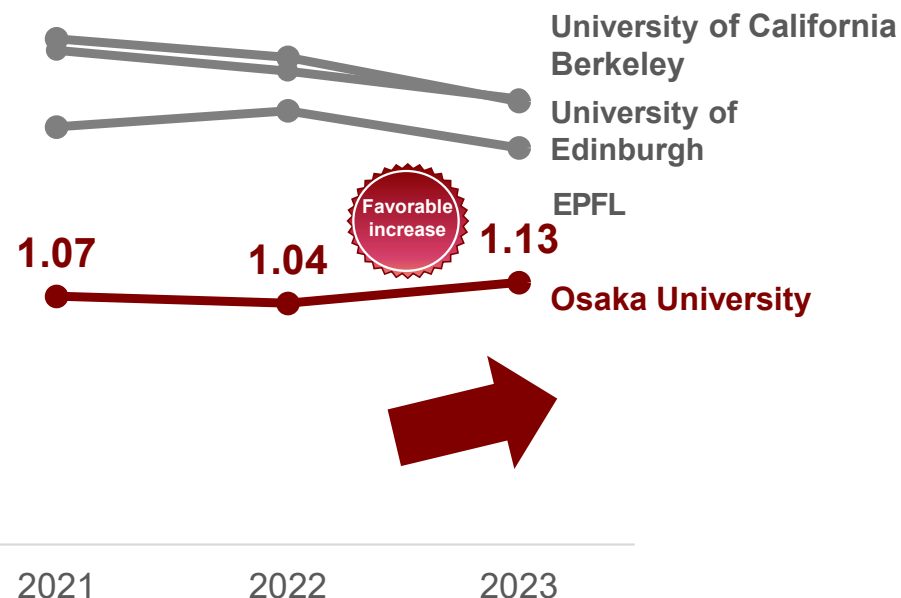
Number of papers

Along with our benchmark universities, Osaka University has followed a downward trend since 2021.



FWCI

In contrast to the declining trend in our benchmark universities, Osaka University displayed **an upward trend between 2022 and 2023**.



Data source: Scopus, Date last updated: 2024/6/24, Publication type: Articles, reviews and conference papers. Year range: 2021 to 2023

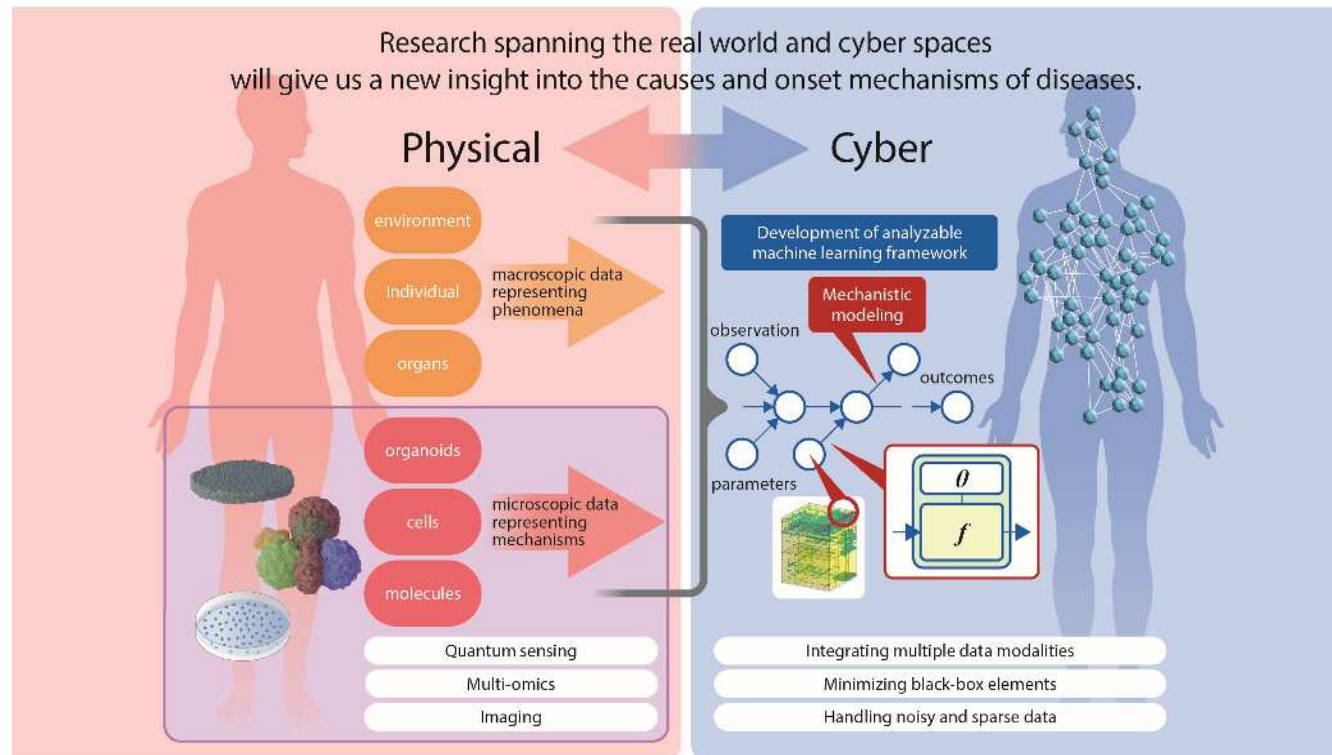
Specific initiatives

Promoting open access and top-level research in collaboration with national and international institutions, strategic investment in promising research areas

Forming World-class Research Centers

- ✓ **Premium Research Institute for Human Metaverse Medicine (WPI-PRIME)** selected as a new world-class research center program

World-Class Research Centers
Increase to three (2023)
 (Goal: **Around five by the end of FY2027**)



Premium Research Institute for Human Metaverse Medicine (WPI-PRIME)

Medical research using the metaverse to achieve humanity's grand goal of conquering all diseases.

By pioneering the integration of the scientific fields of Human Organoid-based Biomedical Science and Information and Mathematical Sciences, we have created the new field of Human Metaverse Medicine.

Research in collaboration with research institutes and universities in Japan and overseas

- **Establishing satellites of the Premium Research Institute for Human Metaverse Medicine in Japan and overseas**
 The University of British Columbia, National Autonomous University of Mexico, RIKEN Center for Advanced Photonics, Bio-Medical Informatics Research Center, NTT Basic Research Laboratories
- **In collaboration with four overseas research institutes, we are developing research on Human Metaverse Medicine, a new scientific field that comprehensively and continuously understands the process of disease development that occurs in the bodies of individuals.**
 Cincinnati Children's Hospital Medical Center, Stanford University, Systems Biology Ireland, University College Dublin, National University of Ireland, Institut Curie

Developing new research areas that sow the seeds for new hubs

- ✓ **Promoting outstanding research at Institute for Open and Transdisciplinary Research Initiatives** and contributing to the acceleration of innovation with an awareness of solving social issues.

Awarded most prominent Prime Minister's Prize at Japan Open Innovation Prize

Professor Kei OHKUBO,
The Drug Discovery Science Division
 Creation of innovative oxidation reaction activation control technology using safe oxidants

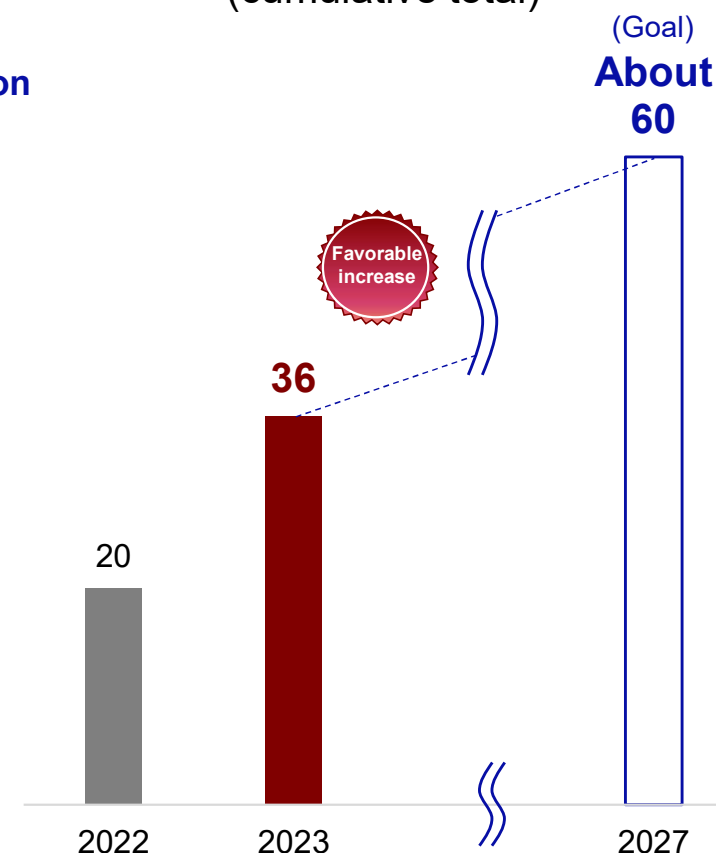
- ✓ **URAs, that are organically linked to university-wide IR, support the establishment of priority areas and the formation of hubs**

Program for Promoting the Improvement of Research Universities

S rating, top marks, in post-project evaluation

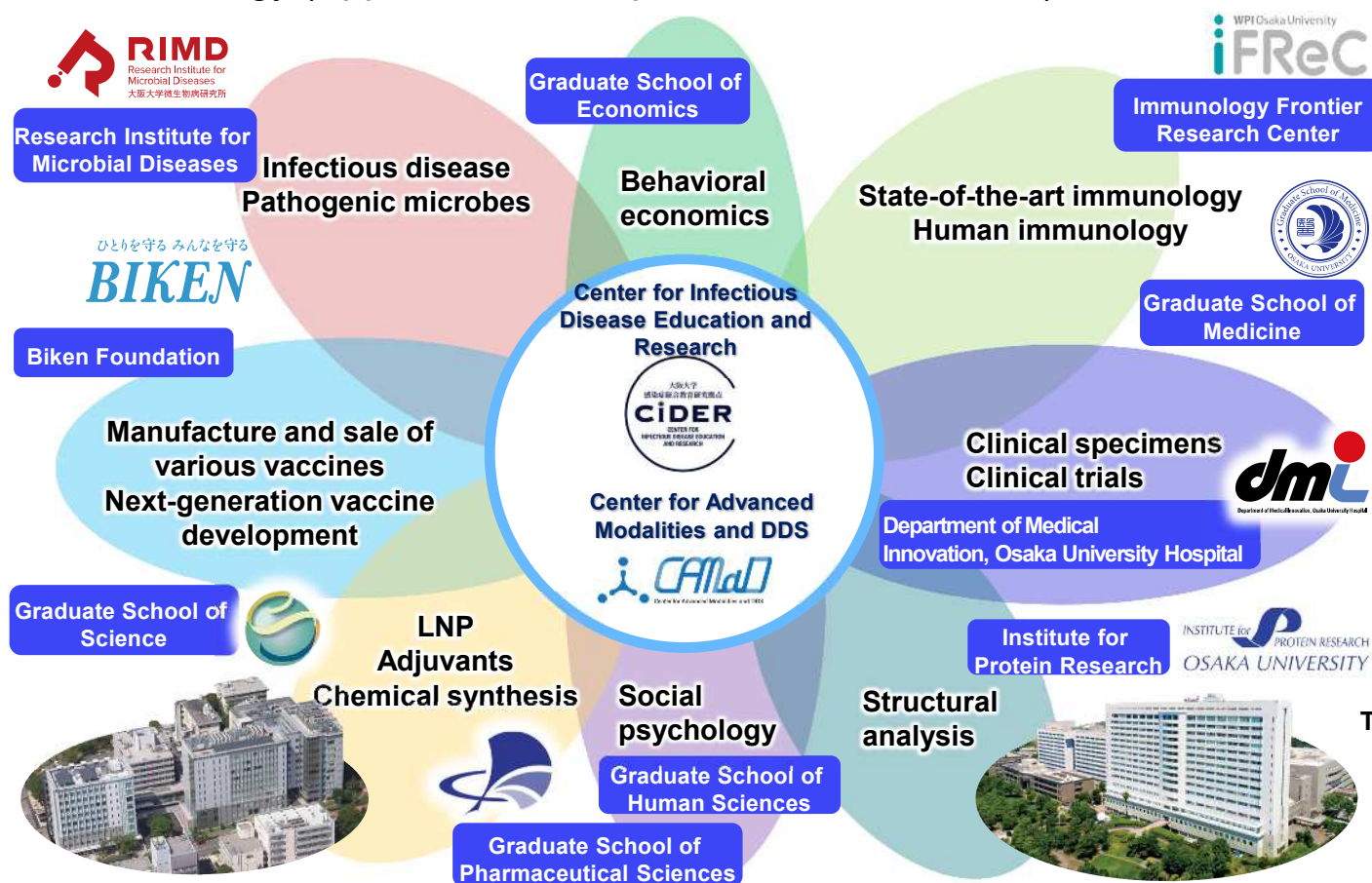
- ✓ The Institute for Datability Science facilitates the matching of researchers within the university and **supports the exploration of interdisciplinary co-creation research.**

Number of cross-disciplinary research projects related to the creation of new research areas (cumulative total)



Forming world-class research centers and developing talent

- ✓ At the Center for Infectious Disease Education and Research, launched in April 2021, **related schools, including in the humanities and social sciences** (behavioral economics and social psychology), **are mobilizing their collective efforts to promote basic research across fields, disseminate information to society, and make policy proposals.**
- ✓ **Establishing a cross-departmental degree program in infectious diseases and immunology** to foster the next generation of leaders who will lead global research in infectious diseases and immunology (Applications will open from October 2024).



The University of Osaka and The Nippon Foundation Center for Infectious Diseases scheduled to be completed on Suita Campus in February 2025



Visualization of The University of Osaka and The Nippon Foundation Center for Infectious Diseases

Basic design and design supervision: Tadao Ando Architect & Associates
 Basic Plan: Osaka University, Meiho Facility Works Ltd.
 Design and construction: Joint Construction Consortium between Taisei Corporation and Nikken Sekkei Ltd. (Design-Build)

Promoting digital humanities and ELSI research to create new fields in the humanities and social sciences

Strengthening collaboration at the Global Japanese Studies Education and Research Incubator

- ✓ **Establishing the Digital Japanese Studies Division** within the Global Japanese Studies Education and Research Incubator with the aim of strengthening collaboration with schools of science, engineering, and information sciences.
- ✓ Leading the **shift to data-driven approaches** in education and research in the humanities and social sciences

Initiatives at the Global Japanese Studies Education and Research Incubator

- In December 2022, an international symposium titled Digital Humanities Approaches to Japanese Studies was held as a kick-off event.
- Research exchange workshops and international symposiums on digital humanities

ELSI research projects

- ✓ The Research Center on Ethical, Legal and Social Issues (ELSI Center) **promotes comprehensive and practical research on ELSI.**
- ✓ ELSI Center also collaborates with the business community and academia.
- ✓ In March 2023, a report summarizing ELSI related to generative AI was published.
- ✓ Based on this, guidelines for generative AI were established for students, faculty, and staff members.

Collaboration with the business community and Joint research with companies:

Mercari, Inc., Dentsu Inc.,
NHK Science & Technology Research Laboratories (NHK Giken),
NEC Corporation, PwC Consulting LLC,
Ricoh Company, Ltd..

Overview of the Conceptual Framework

Vision

- ✓ We will develop an educational environment that continuously fosters talent with the intelligence and abilities needed to respond to social issues, realize their potential, act with initiative and create a new society.

Initiatives

- ✓ Cultivate Advanced Specialists with Multifaceted and Comprehensive Perspectives
- ✓ Develop Systems for the Formulation and Implementation of Student Support Programs
- ✓ Employ and Cultivate Young Researchers as Future Leaders

Anticipated outcomes

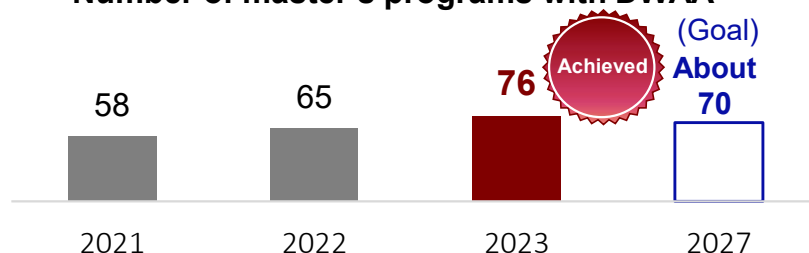
- ✓ By enhancing support for young researchers, it will be possible to offer students stable career paths in academia, which in turn will increase the number of students who aspire to become researchers and are willing to enroll on doctoral courses. This will enhance research capabilities in the future.
- ✓ By stabilizing the employment environment, young researchers will be able to concentrate on tackling new research based on their own awareness of real-life problems, which is expected to allow them to develop new academic fields and produce outstanding research results.

In addition to deepening expertise, we cultivated doctoral students who can help generate innovation in society

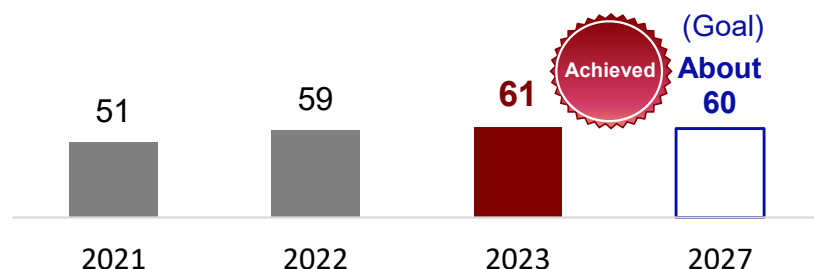
Cultivating talent with multifaceted and comprehensive perspectives DWAA* educational programs

- ✓ In addition to pursuing specialization, we have systematized various double-wing educational programs.
- ✓ We established the Institute for Transdisciplinary Graduate Degree Programs in April 2024 to promote reform of graduate school education.

Number of master's programs with DWAA



Number of doctoral programs with DWAA



*Double-Wing Academic Architecture (DWAA)
For more details, see Reference (P43).

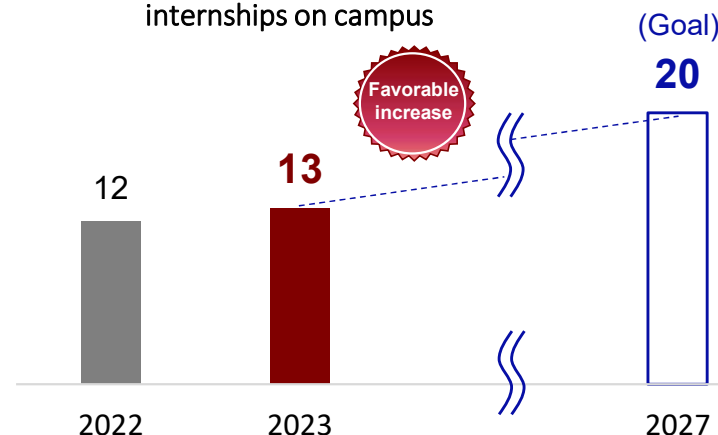
New developments in graduate school education based on industry–university co-creation

- ✓ Promoting **Internships on Campus** that allow students to engage in long-term work on campus.
- ✓ **Recurrent education that is mutually beneficial for companies and universities**
After completing master's program, Osaka University students can continue to engage in joint research in a doctoral program and obtain a doctoral degree, while joining a company.

Student program satisfaction

Increase to **85%** (2023) (goal: maintain **80%** or higher)

Number of degree programs that introduce internships on campus



Substantially enhance financial support for doctoral students

- ✓ Applications accepted for the JST Fellowship Program for Pre-doctoral Researchers for Creating Science and Technology Innovation and for Support for Pioneering Research Initiated by the Next Generation
- ✓ **100% tuition waivers** available for eligible doctoral students

JST Fellowship Program for Pre-doctoral Researchers for Creating Science and Technology Innovation

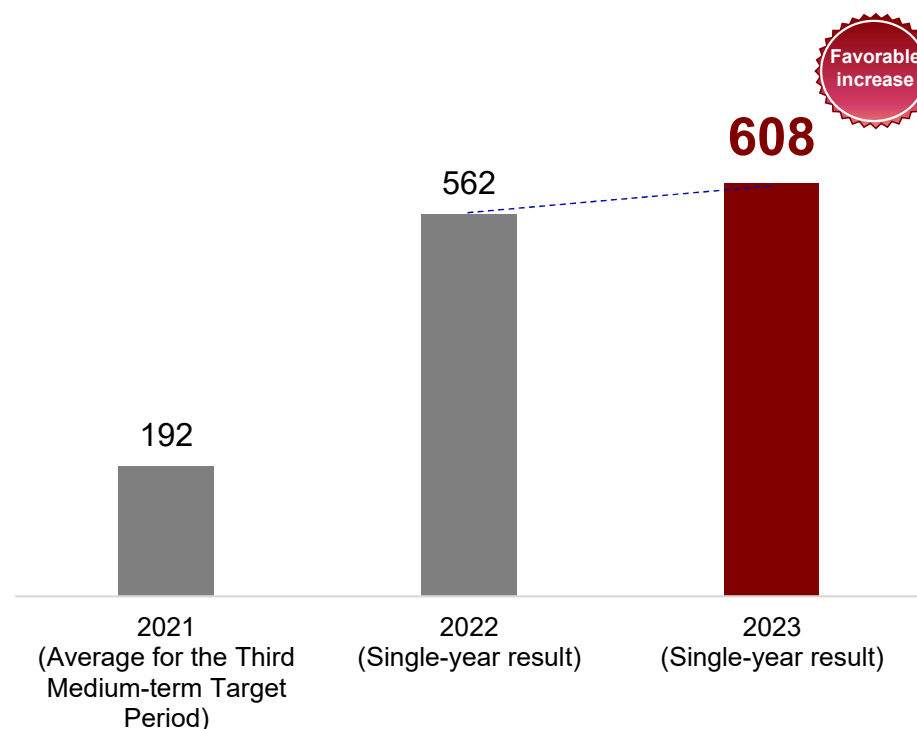
Example of FY2024 support:
Fellowship Program for Developing IT Talent to Achieve Cross-Border Innovation

- ✓ **Research expenses 500,000 yen per year**
- ✓ **Support for Research** (covering living expenses)
175,000 yen per month

Support for Pioneering Research Initiated by the Next Generation

- ✓ **Research expenses: 440,000 yen per year**
- ✓ **Research incentive fund: 180,000 yen per month**
(covering living expenses)

Number of doctoral students receiving financial support covering living expenses



Promoting the employment and cultivation of internationally outstanding young researchers through various initiatives

Institute for Advanced Co-creation Studies

- ✓ Utilizing donations from companies and various organizations, **we have hired and nurtured the research talent of 21 young people from overseas** by FY2023.
- ✓ With the support of the Biken Foundation and Daikin Industries, Ltd., the initial phase of employment was initiated.
- ✓ Subsequently, we further promoted diversity through employment funded by our own financial resources.

Mechanisms to form a research body that conducts leading interdisciplinary research: The

SAKIGAKE Club

Expanded to 153 members

- ✓ Up-and-coming young researchers collaborated to create interdisciplinary research projects based on their free thinking. A research hub involving club members were **selected for the Co-creation Opportunities Formation Support Program (COI-NEXT)** and were subsequently promoted to a full-scale type. (**The largest number of COI-NEXT selections in Japan**).

Futuristic and Intellectual Co-creation Town Hub

- Bringing the free thinking of young researchers to solving real problems in the local community.
- Implementing science and technology in society to realize technology to which we can entrust our lives even in harsh environments.

FY2021
Adopted

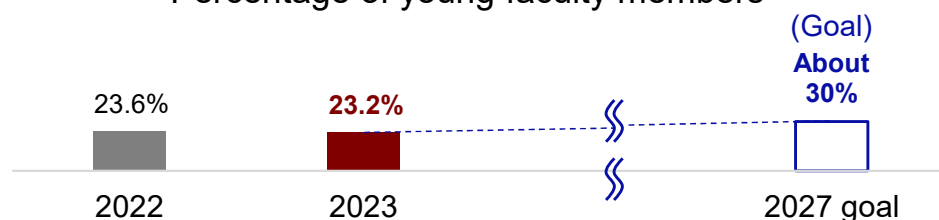
FY2023
Full-scale
promotion

Overseas Dispatch Program for Young Researchers

- ✓ Supported the travel expenses of **8 young researchers to visit 8 universities in 5 countries**, including the University of Oxford and the University of Cambridge (travel period of about 3-9 months).
- ✓ **Leading to** new international joint research with host researchers and **a higher ratio of international co-authored papers**.

See page 22 for more about initiatives about the ratio of international co-authored papers.

Percentage of young faculty members



Future development of support for young researchers

- We reviewed the management of hiring for faculty positions and introduced a flexible personnel management using a point system from April 2024.
- We are planning to promote the employment of young researcher university-wide by allocating approximately 150 positions of the President's discretionary posts etc. to young researchers.

STEAM education for elementary-, junior-, and high-school students

- ✓ Osaka University has taken the lead in supporting elementary-, junior-, and high-school students in choosing a career in STEAM across Japan
- ✓ Highly regarded as good practice ahead of the rest of Japan



- Developed five-year learning and research support program for elementary- and junior-school students. They are assigned to university laboratories and conduct independent research.
- A total of 490 participants (an average of over 40% of female students have participated each year for the past six years)



- Program for motivated high school students who want to be among the first to experience the world's most advanced science and technology (cumulative total of 1,414 participants).
- We aim to discover and early cultivate outstanding scientific researcher talent. Shifting the mindset from teaching and nurturing to students learning and growing on their own.

Enrollment support system for female students

- ✓ We have strategically expanded the range of female students in fields with a hitherto low percentage of women
- **With endorsement from private companies**, we have developed a special enrollment support system for female students.
- **Each of the 50 outstanding female students** enrolled in the School of Science, the School of Engineering, and the School of Engineering Science received an enrollment support grants of 200,000 yen.
- Supporting career choice into science by working with female students, parents, and high-school teachers, etc.

Companies that have endorsed the enrollment support system



Overview of the Conceptual Framework

Vision

- ✓ To promote the social implementation of research outcomes from Osaka University as well as to realize a virtuous cycle of Knowledge, Talent, and Funds, we will further deepen industry–university co-creation activities, secure a sustainable supply of funds for university management, and build systems enabling investment in infrastructure that contributes to social transformation.

Initiatives

- ✓ Generate a Virtuous Cycle with Society Led by the Co-creation Bureau
- ✓ Pursue Co-creation with Society Utilizing the Minoh Campus
- ✓ Develop Foundations for the Achievement of the SDGs in Partnership with Stakeholders in Society

Anticipated outcomes

- ✓ By implementing and applying research outcomes in society, we will not only create new social value but also strengthen our research capabilities and enhance our international presence through the development of an OU Ecosystem that utilizes new issues in fundamental research.
- ✓ By strengthening intellectual property, we will secure stable intellectual property income.
- ✓ By promoting the acquisition of shares and stock acquisition rights as compensation for support for university-initiated startups, we will diversify our financial resources and increase income.
- ✓ Taking advantage of the strengths of our university's 25 language majors, we will form an international hub for cultivating international people in Osaka for the next 100 years through co-creation with the local community.
- ✓ We will fulfill our accountability responsibilities to society by proactively communicating information to stakeholders regarding the results of activities that have an impact on society, including our contribution to the SDGs.

Our score in industry-university collaboration in world university rankings has risen significantly due to the promotion of initiatives based on international benchmark universities.

Benchmark university	Item	Benchmark university Initiative	Activities of Osaka University
EPFL University of California Berkeley	Industry-University Collaboration	Industry-university collaborative organization with a single contact point with society	<ul style="list-style-type: none"> ✓ Promote multifaceted and comprehensive organization-to-organization collaboration, including human resource development ✓ The Consortium for a Co-creative Future plans and proposes industry-university co-creation projects from the stage of exploring social issues ✓ Partnered with UC Berkeley's global startup accelerator Berkeley SkyDeck. ✓ We aim to launch startups from Osaka University and develop them into globally competitive startups.

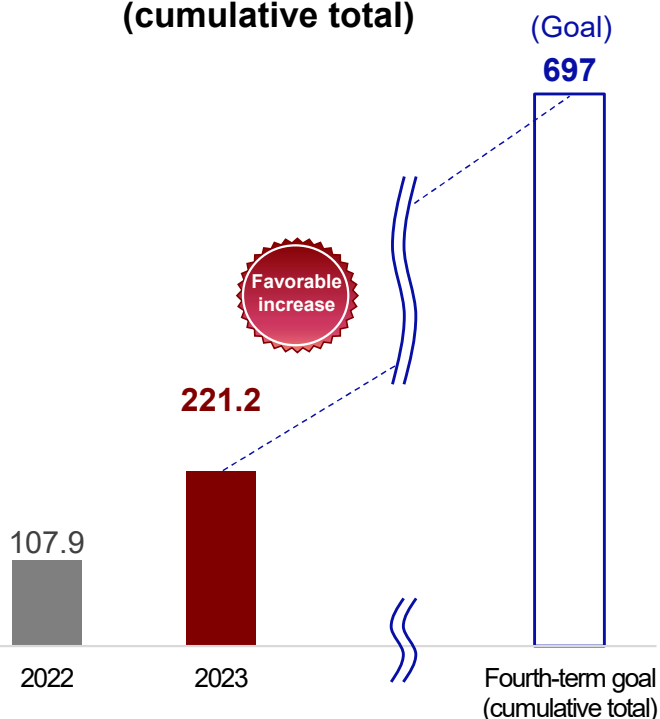
THE World University Rankings Industry income to academic staff score comparison (from THE DataPoints)			
University	2022	2024	Growth
Osaka University	90.2	96.4	+6.2
University of Edinburgh	40.2	40.9	+0.7
EPFL	75.0	71.7	-3.3
University of California Berkeley	84.7	76.8	-7.9

**THE World University Rankings 2024
1st in the world
in the area of industry**

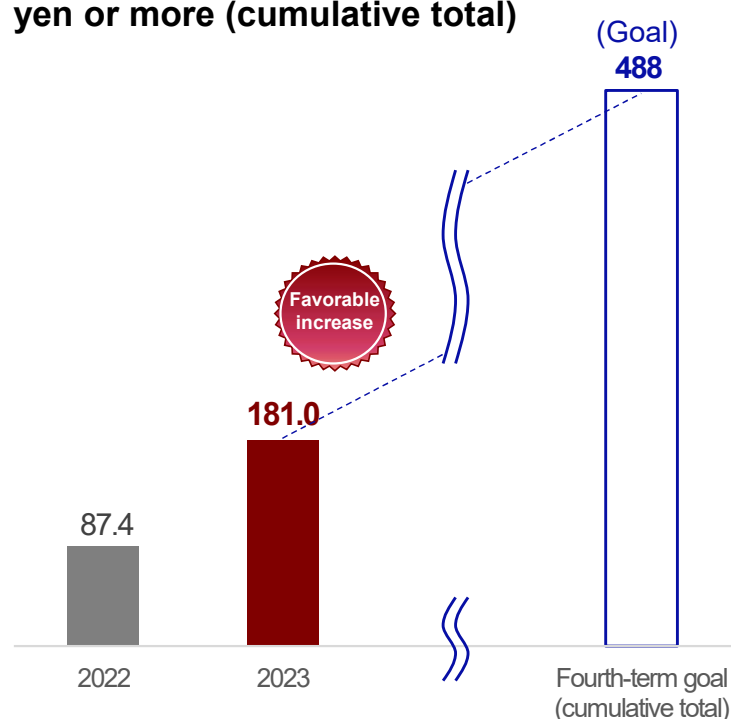
While the industry–university co-creation scores in the World University Rankings of the benchmark universities increased slightly or decreased, that of Osaka University increased.

A virtuous cycle of knowledge, talents, and funds through the OU ecosystem led to large-scale joint research funds and a steady expansion of university-initiated startups

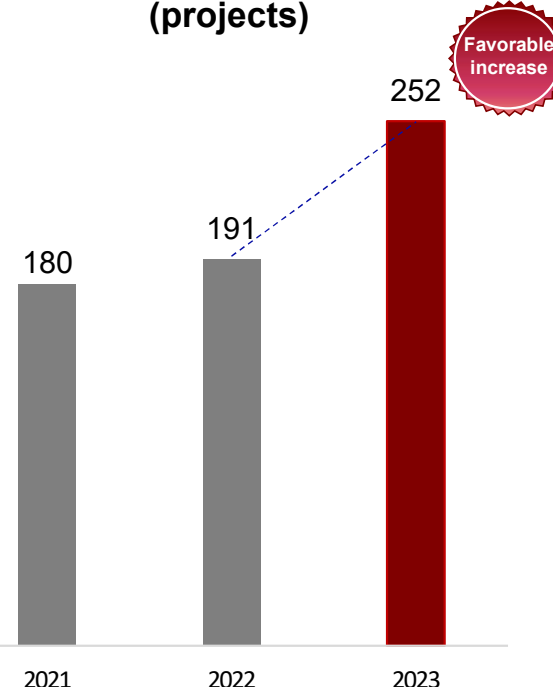
Joint research funds received (cumulative total)



Joint research funds of 10 million yen or more (cumulative total)



University-initiated startups (projects)



✓ Second in Japan

in the amount of joint research funds received and the amount of joint research funds of 10 million yen or more*1

✓ Ranked first in Japan in terms of year-on-year increase

in the number of university-initiated startups*2

(Source)

*1 Ranked second in the Ministry of Education, Culture, Sports, Science and Technology's "Status of Industry-University Collaboration Implementation at Universities in 2022"

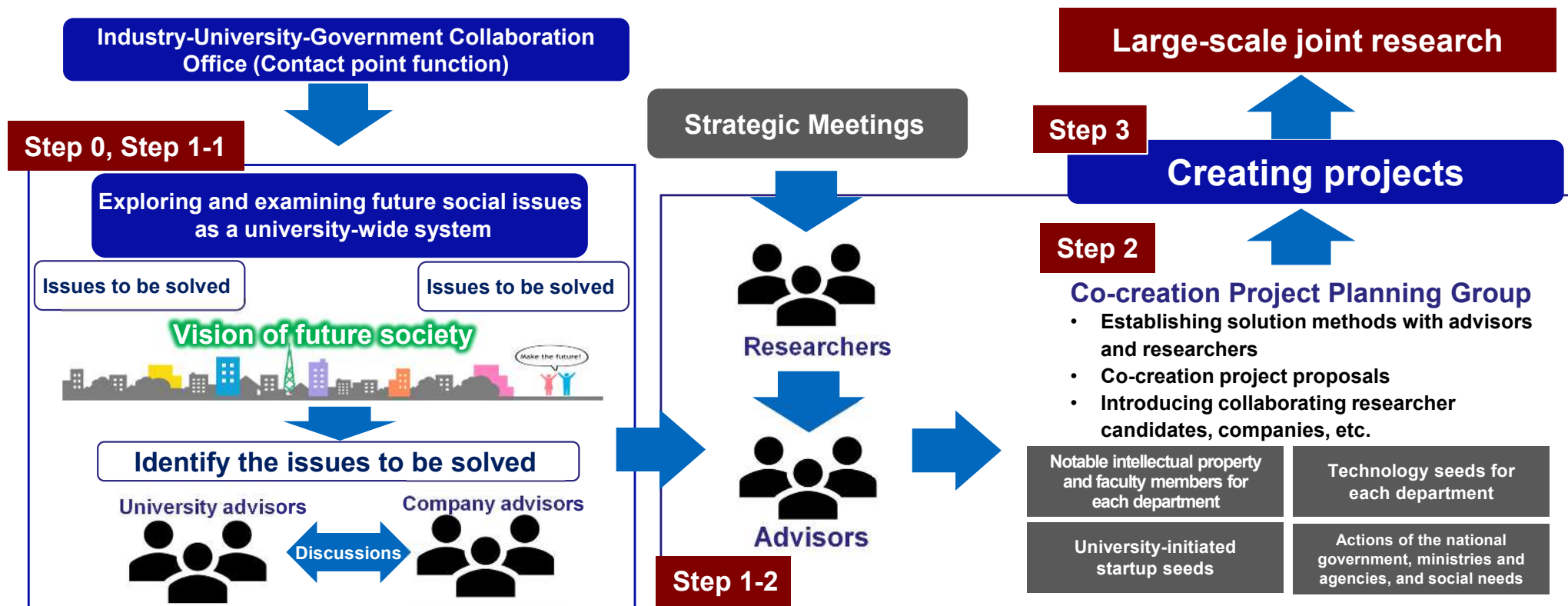
*2 Ranked first in terms of university-initiated startup year-on-year increase in the Ministry of Economy, Trade and Industry's "Survey on University-initiated Startups in 2023"

Consortium for a Co-creative Future

- ✓ Osaka University and the private companies work together to explore social issues that need to be solved in the future as well as **build systems to further deepen industry–university co-creation activities and expand open innovation.**

[Achievements]

- By FY2022, **we had consulted and examined issues with 15 private companies. One of them identified issues and made a proposal for an industry–university co-creation project.**
- Discussions with that **one company have led to the development of new themes for already established research alliance laboratories.**



The opening of the new subway station dramatically improves access to downtown Osaka and further expansion of the possibilities for co-creation activities with diverse stakeholders

- ✓ On March 23, 2024, with the opening of the Kita-Osaka Kyuko extension, Minoh-semba handai-mae Station is just a 3-minute walk from Osaka University's Minoh Campus.
- ✓ The following week, on March 30, the Minoh Semba Town Development Council and Recruit Co., Ltd. co-hosted an **event called "No Border Fest in Minoh" where international students and local people could enjoy diversity to the fullest.**



Strengthening cooperation with stakeholders for the Expo 2025 Osaka, Kansai, Japan

Expo theme

Designing Future Society for Our Lives

(1) Vision of future society



- ✓ Osaka University, together with three Kansai economic organizations, established the **Inochi*¹ Forum**.
- ✓ Under the Inochi Forum Council and the Inochi Forum Executive Committee, we have established the Citizen Circle and the Academia Circle to develop the Action Platform and Youth Team, etc.

*1 Inochi: Something to be protected, nurtured, and bonded in order to live well. By respecting inochi and creating a society where our individuality and full potential are celebrated, we embody Henri Bergson's words, "élan vital", or a vibrant experience of life.

(2) Global co-creation with overseas universities

- ✓ In addition to the six overseas universities*² that have agreed to carry out activities for the Expo, Osaka University is collaborating with other universities around the world that are members of the same networks as Osaka University to **develop co-creation activities with the core theme of "Inochi,"** bringing together cutting-edge science and technology as well as insights from the humanities and social sciences.
- ✓ We will promote discussions and joint research across disciplines and sectors on issues such as food, cities, and the data society, and propose specific actions by viewing Inochi from the viewpoint of health, well-being, sustainability.

*2 The six overseas universities

University College London (UK), Shanghai Jiao Tong University (China), University of Groningen (Netherlands), Mahidol University (Thailand), The University of British Columbia (Canada), University of California, Davis (USA)

(3) Participation of young people and students who will take the lead in the future

- ✓ We established a student committee to encourage Osaka University students to participate in the Expo and support efforts to spontaneously design a Future Society for Our Lives.

Overview of the Conceptual Framework

Vision

- ✓ We will promote joint projects aimed at solving global issues through international collaboration with leading overseas universities, build networks centered on overseas campuses in collaboration with strategic partners, and develop education and research that contributes to solving regional social issues.

Initiatives

- ✓ Form World Class Research Hubs through Strategic Collaboration with Leading Overseas Universities: Global Knowledge Partners
- ✓ Deepen and Expand the ASEAN Campuses
- ✓ Enhance Systems for Cultivating Global Talent

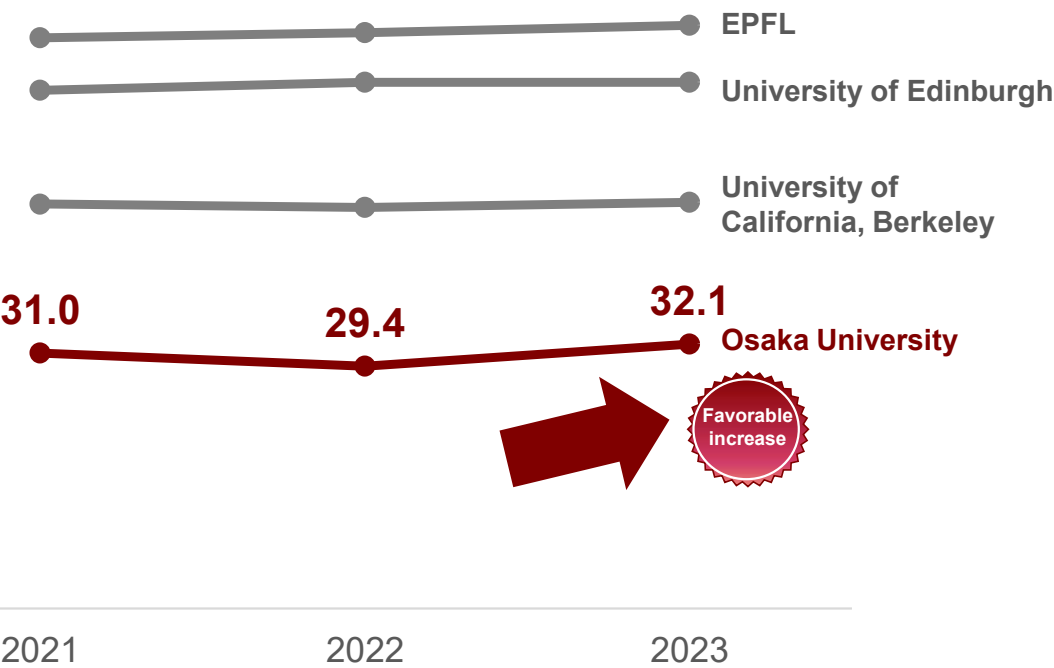
Anticipated outcomes

- ✓ Joint research will be promoted by strengthening cooperation with leading universities around the world, which will help improve Osaka University's research capabilities.
- ✓ We will foster the international mindset of Japanese students and improve the diversity in Osaka University.
- ✓ By actively recruiting and supporting international students, we expect to nurture excellent doctoral students and young researchers.

Promoting strategic international collaboration and steadily increasing the percentage of internationally co-authored papers

Percentage of internationally co-authored papers (%)

While the benchmark universities were almost flat, Osaka University saw a steady increase in 2023.



	(i) 2023	(ii) Previous 2 years average	(i) - (ii) Difference
EPFL	70.8	69.6	1.2
University of Edinburgh	63.9	63.4	0.5
University of California, Berkeley	49.3	48.9	0.4
Osaka University	32.1	30.2	1.9

Data source: Scopus, Date last updated:2024/6/24, Publication type: Articles, reviews and conference papers, Year range: 2021 to 2023

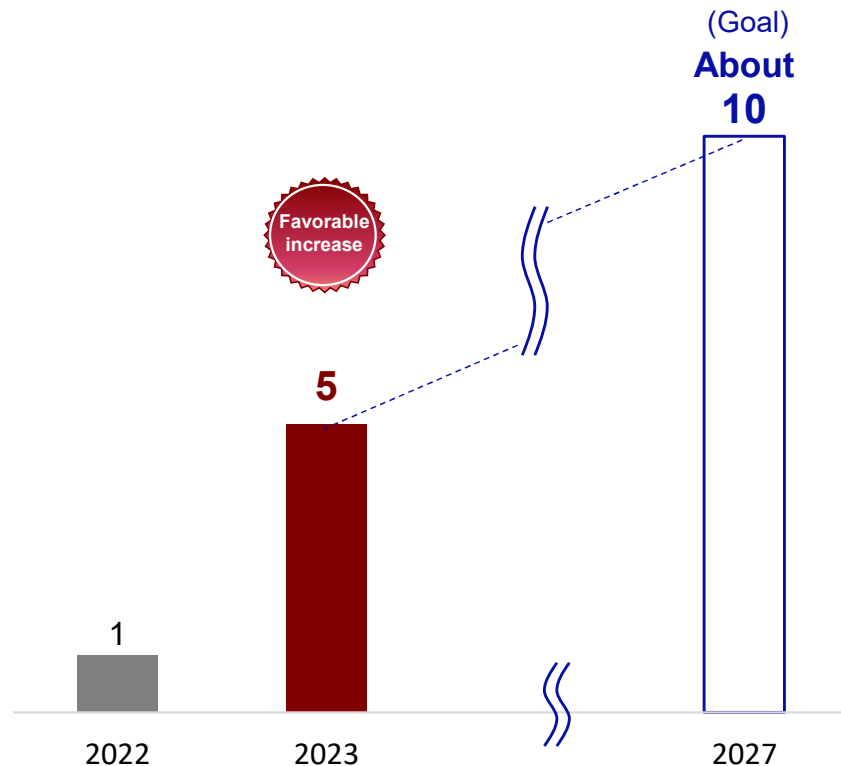
Specific initiatives

Overseas dispatch program for young researchers, finding new Global Knowledge Partners and promoting international joint research.

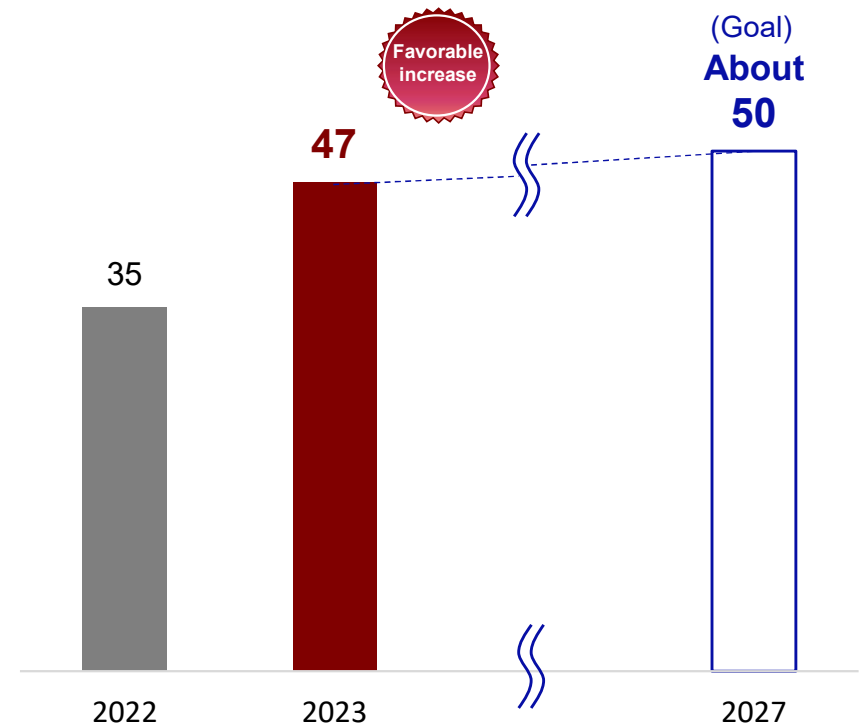
Steadily increase the number of Global Knowledge Partners (GKPs) centered on priority research areas and promoting alliance-style international collaboration

- ✓ By expanding our international collaboration network, we have been working with universities and research institutes around the world to tackle global challenges and cultivate high-level talent to create a society where each member leads a meaningful and fulfilling life.

Number of Global Knowledge Partners centered on priority research areas (cumulative total)



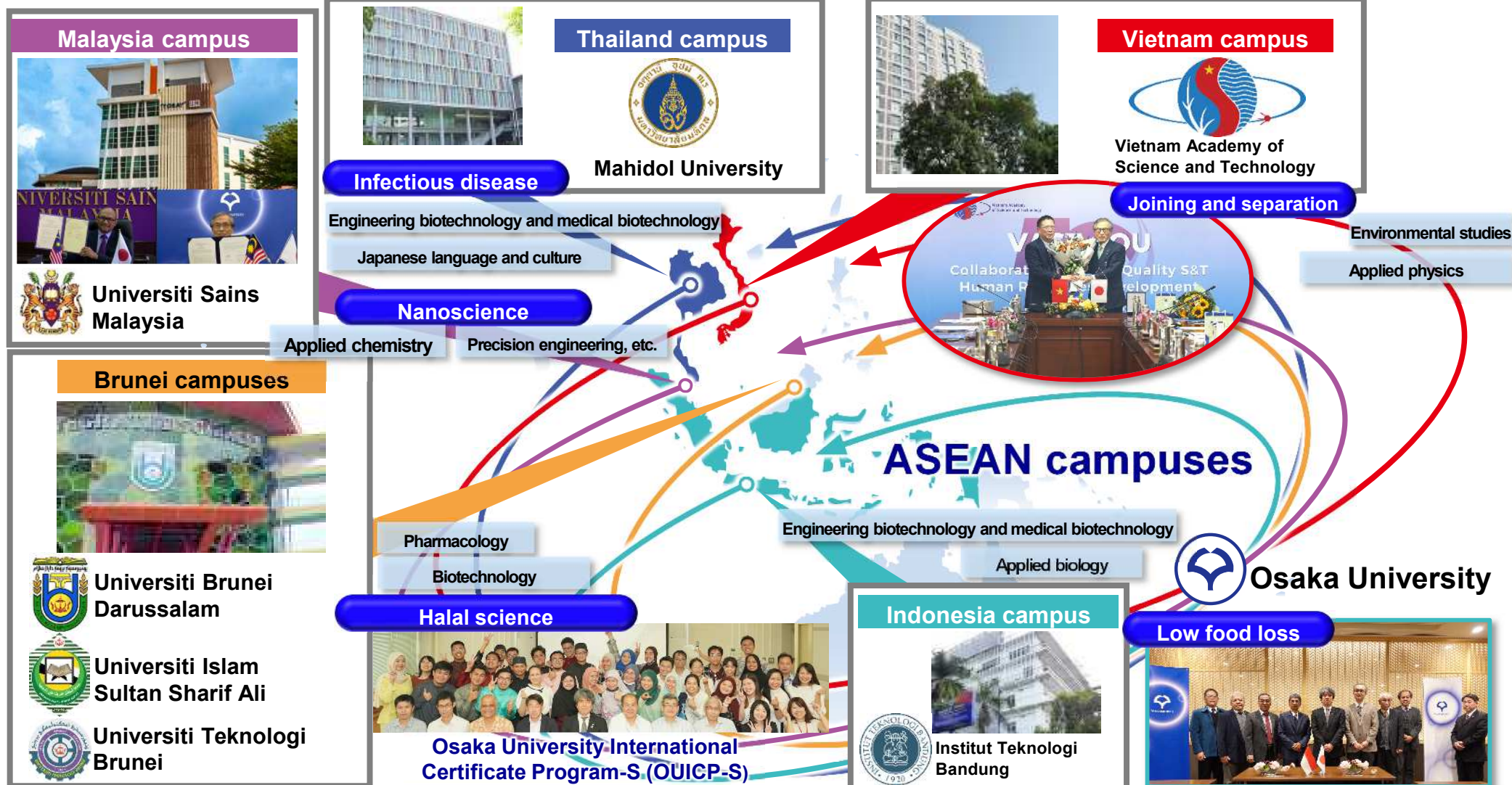
Number of international joint research projects with strategic partners (cumulative total)



Deepen and Expand the ASEAN Campuses activities

Cultivate high-level talent using overseas campuses and solving regional social issues

- ✓ A new ASEAN campus partner school was established in Malaysia, bringing **the total number of ASEAN campuses to seven universities**. Promoting the cultivation of high-level talent among local students and initiatives to address local social issues.
- ✓ We have **18 research and education partner universities for ASEAN campus initiatives**.



Using the ASEAN campuses as hubs, we expanded our network of education, research, and industry–university co-creation in the ASEAN region.

Established the Osaka-Mahidol International Office

- ✓ We are developing a variety of initiatives such as double degree programs and short-term education and research programs with Mahidol University, with which we have had a network for more than 50 years focusing on joint research.
- ✓ We are further promoting Osaka University's activities in Thailand and throughout the ASEAN region.



Opening Ceremony

Held an international symposium with the ASEAN campuses

- ✓ The 1st International Scientific Symposium of Osaka University ASEAN Campus SDGs Co-creation Forum
- ✓ A total of about 130 participants from Malaysia, Vietnam, and other Asian countries



Promoting the reception of excellent global talent from all over the world

Promoting OUICP*

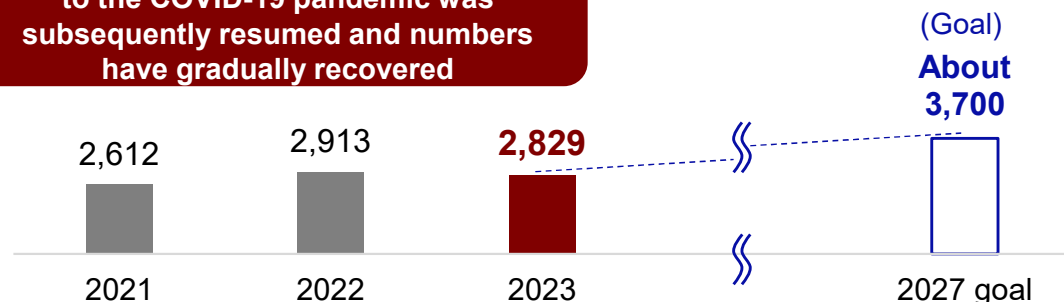
We expanded into Malaysia and further promoted the OUICP*, a hybrid student exchange program utilizing the ASEAN campuses.

*Osaka University International Certificate Program



Number of international students

The program that was suspended due to the COVID-19 pandemic was subsequently resumed and numbers have gradually recovered



Rebuilding after the COVID-19 pandemic

- ✓ Resumed receiving inbound students for the Frontier Summer Program with the University of California, which had been suspended due to the COVID-19 pandemic
- ✓ Virtual study abroad programs held in the spring/summer and fall/winter terms
- ✓ Summer intensive lectures and symposiums held online as part of the SDGs Virtual Student Exchange

Future developments to achieve KPIs

- We will strategically strengthen the international student recruitment system by reorganizing the Center for Global Initiatives and utilizing overseas centers.
- Improving access for international students by strengthening admissions support

Overview of the Conceptual Framework

Vision

- ✓ In addition to running a growth cycle to realize our vision for the future, we will promote two-way dialogue with stakeholders, strengthen the creation of a diverse and inclusive campus environment, promote digital transformation (OUDX), and build a foundation that supports education, research, and management across the board.

Initiatives

- ✓ Strengthen Management Structures toward Autonomous Management for Sustainable Growth
- ✓ Advance Diversity and Inclusion to Open Up New Research Fields, Foster Female Researchers, and Further Involve International Researchers
- ✓ Develop an Information Infrastructure for the New Era of COVID-19 :OUDX Initiatives

Anticipated outcomes

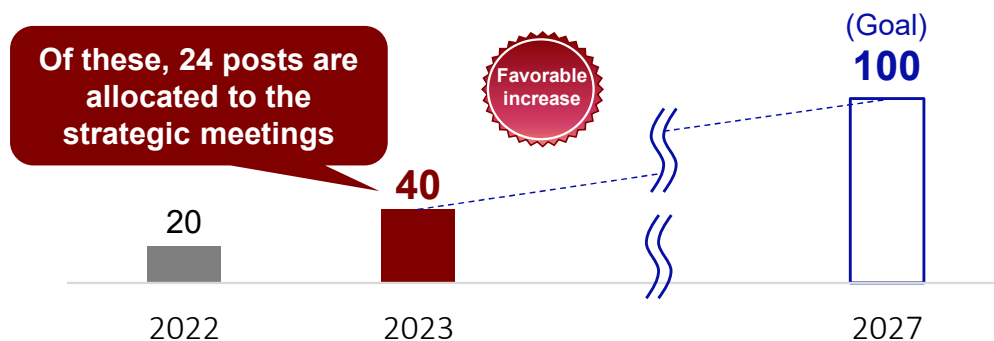
- ✓ By supporting reforms that take advantage of the special characteristics of each department, we will develop future researchers for world-class research centers and create new academic fields through interdisciplinary research.
- ✓ We expect to establish university management structures based on data-based evidence and an autonomous research planning and support system for schools and departments, helping to build autonomous management structures.
- ✓ By building an environment where diverse talent can work together, the number of excellent female and international researchers will increase, and as a hub for talent flow, we will contribute to improving the research capabilities of Japan as a whole.
- ✓ This will lead to the realization of Osaka University as a university where all types of people can participate in its activities, where they can study and work with peace of mind anytime and anywhere, and where digital transformation is promoted together with the world.

Further implementation of cross-functional collaboration through the Osaka University version of the Provost system led by the Senior Executive Vice Presidents and the three groups of Strategic Meetings (humanities and social sciences; science, engineering, and information sciences; and medical, dental, pharmaceutical, and life sciences)

Promoting the strengthening of research capabilities by allocating the President's discretionary posts at the strategic meeting level

- ✓ The 24 President's discretionary posts were allocated at each strategic meeting.
- ✓ Utilization for strengthening research capabilities and reforms with an eye on the future.
- ✓ Establishing an environment for open discussion of personnel plans to truly strengthen research capabilities in the future across departments

Number of the President's discretionary posts allocated (cumulative total)

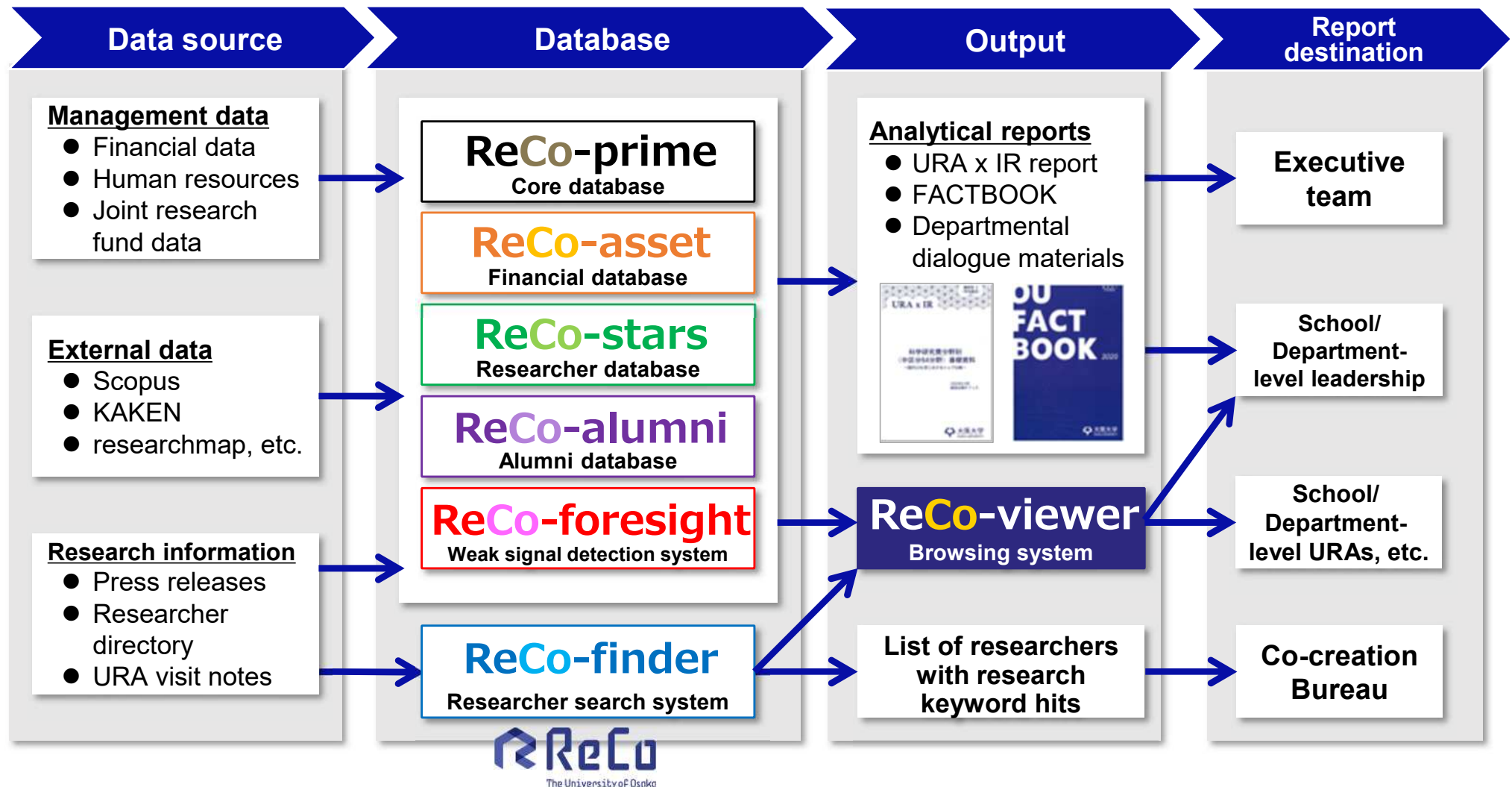


Promoting activities in the discussion between the Senior Executive Vice Presidents and each Strategic Meeting group

- ✓ Discussions between the Senior Executive Vice Presidents and each Strategic Meeting held every month in FY2022 and FY2023
- ✓ Discussion focusing university-wide reforms, such as the Plan for Universities for International Research Excellence, discussing various important cross-sectional projects, and promoting the formulation of Osaka University's future vision from a cross-sectional perspective

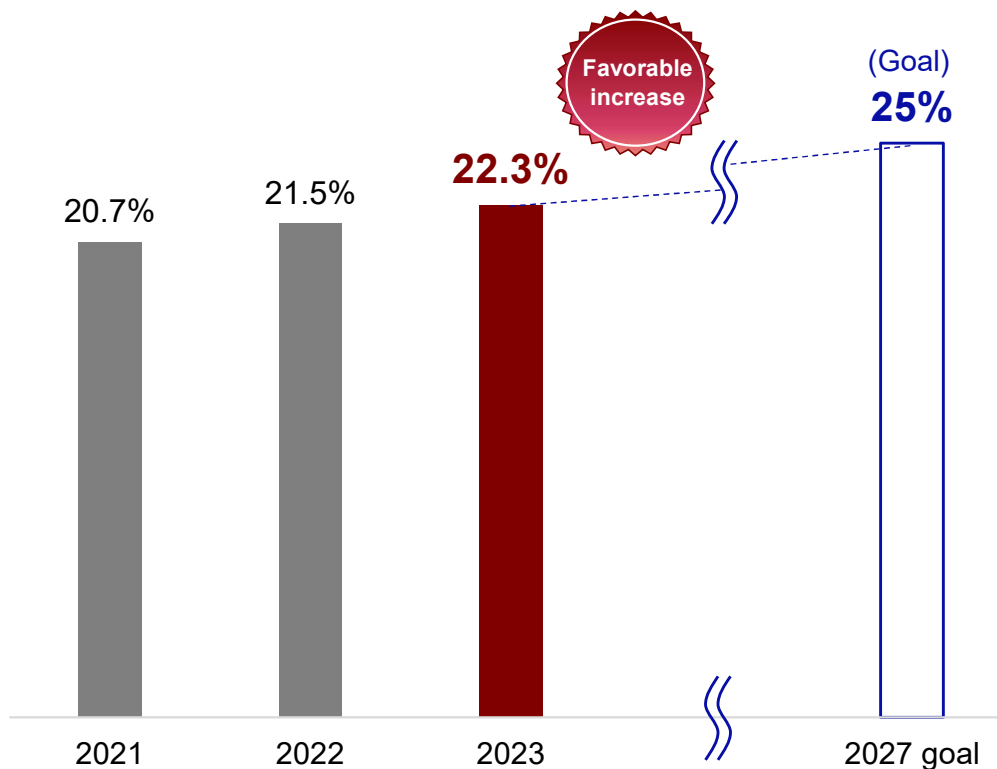
The management planning digital transformation system ReCo boosts data-driven decision-making

- ✓ Various data scattered inside and outside the university are aggregated into databases
- ✓ The Office of Management and Planning develops algorithms and a management planning digital transformation system for Osaka University.
- ✓ This development started in FY2020 and after on-campus trials, full-scale operation will begin in August 2024.



Ahead of other universities in advanced initiatives to increase the ratio of female researchers

Percentage of female researchers



Major diversity initiatives

- Promoting the university-wide recruitment of outstanding female and international researchers by allocating the President's discretionary posts
- Announcement of the Osaka University Diversity & Inclusion (D&I) Declaration and creation of D&I Space
- Setting up the completely private baby care room "mamaro"
- Awarded "Gold" in the PRIDE Index 2023 for the fifth consecutive year (the only university in Japan to receive consecutive awards)



MEXT project (2016–2021)

Initiative for Realizing Diversity in the Research Environment (Collaboration Type)

'S' rating, top marks,
in the post-project
evaluation

Disseminating a new concept of D&I: Toward DE&I with equity



Diversity &
Inclusion



Diversity, Equity &
Inclusion

Compulsory unconscious bias training for all university members

Conducted through e-learning (on-demand) for students, faculty, and staff

Female student network **asiam**

Contributing to promoting science education through career counseling sessions and experimental classrooms for elementary-, junior-, and high-school students, as well as to eliminating unconscious bias among parents and teachers.

50 students will receive 200,000 yen each under the Enrollment Support System

Conducted for excellent female students enrolling at science and engineering schools from FY2022 together with Daikin Industries, Ltd. and other supporting companies

Establishing the DE&I Consortium HANDAI

Continuing the Circular Development Cluster for Female Researchers
Collaborated with 33 companies and expanded nationwide

Promoting recurrent education for female researchers

Recurrent education for female researchers with female students
conducted by the DE&I Consortium HANDAI (relearning)

- Career advancement support program during childcare leave
- Program to Promote the Participation and Advancement of Women who Foster Innovation



With Noriyuki INOUE, Daikin Industries, Ltd.
Chairman of the Board and Chief Global Group Officer,
Yoshihiro YONEDA, President of the National Institutes of
Biomedical Innovation, Health and Nutrition
(photo taken on September 1, 2016)



MEXT project (2018–2023)

As the Administrative Lead Institution for the Initiative for Realizing Diversity in the Research Environment (All Nippon Core Institutions (Group)), we continue to promote the realization of a diverse research environment on a national level!!

Connecting various institutions that are working to improve the research environment for female researchers and improve their research capabilities, disseminating and horizontally developing knowledge and initiatives nationwide.

Compared to the target of 120 organizations,
Participating organizations

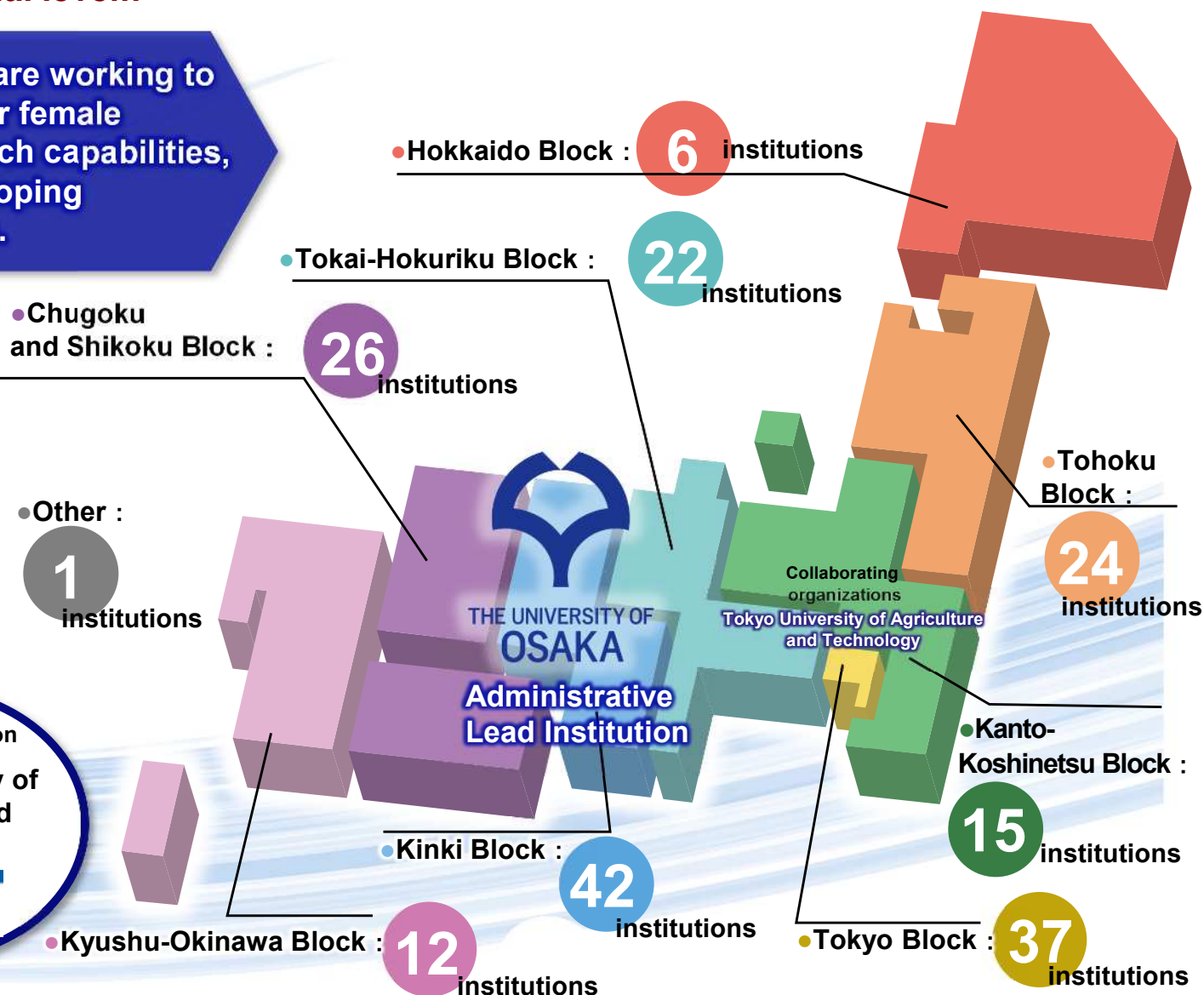
185

As of March 31, 2024

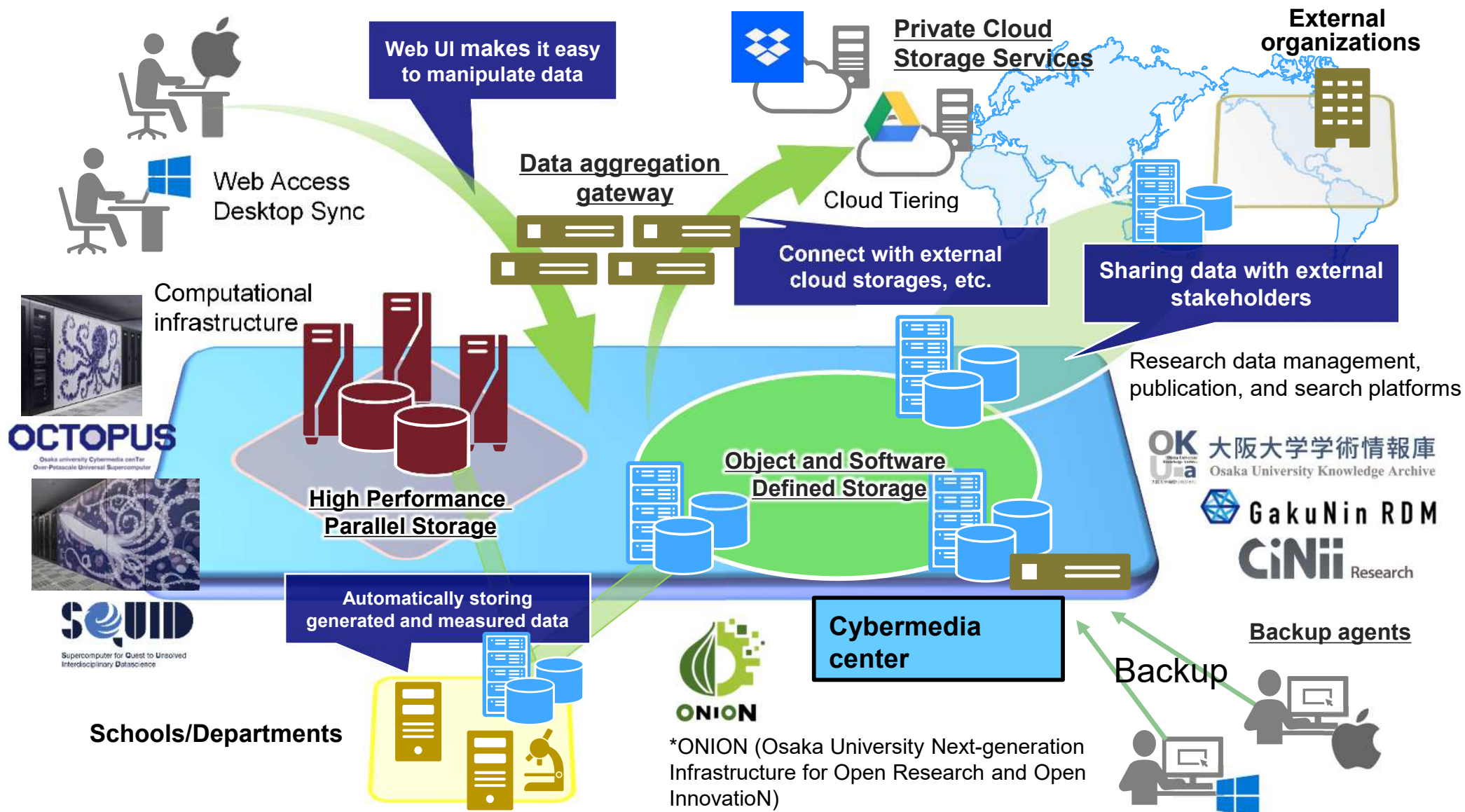
Co-lead Institution
IBM Japan



Co-lead Institution
Tokyo University of Agriculture and Technology



- ✓ A high-speed data communication network is being developed by using the University bonds (issued in April 2022), and is being expanded and improved to enable data to be aggregated and stored on the ONION*.
- ✓ ONION makes it possible to link data not only within the university but also with industry, society, and the whole world by building an infrastructure that enables sharing and utilization with researchers in Japan and overseas.



Realizing a Smart Campus with OUID

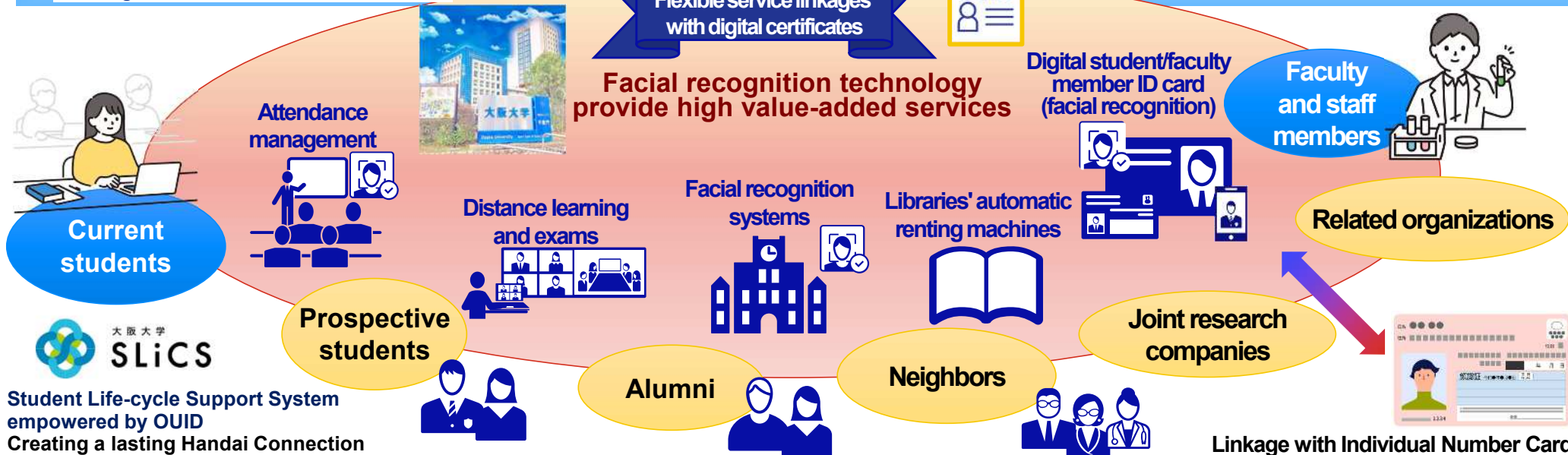
- ✓ In March 2023, in collaboration with NEC, we built the OUID System, an integrated ID platform for all members of Osaka University (**the first digital ID for a university in Japan**), supporting all activities at the university with digital twins.
- ✓ In addition to the approximately 30,000 students, faculty, and staff of Osaka University who are currently enrolled, **the OUID system is planned as an ID to be used throughout user's lives, including before enrollment, after graduation and after retirement.**

OU Human Capital Data Platform



OU Zero Trust

Transition from traditional perimeter defense security to a zero-trust model, enabling omnidirectional control over all access



Overview of the Conceptual Framework

Vision

- ✓ Establish a management system that puts co-creation at the core and enables both upfront investment in the future and a deepening of the base, as well as supporting activities to build optimal resource allocation schemes based on university strategies and to support schools and departments

Initiatives

- ✓ Procure various financial resources for the realization of university strategies
- ✓ Strengthen resource allocation with various financial resources

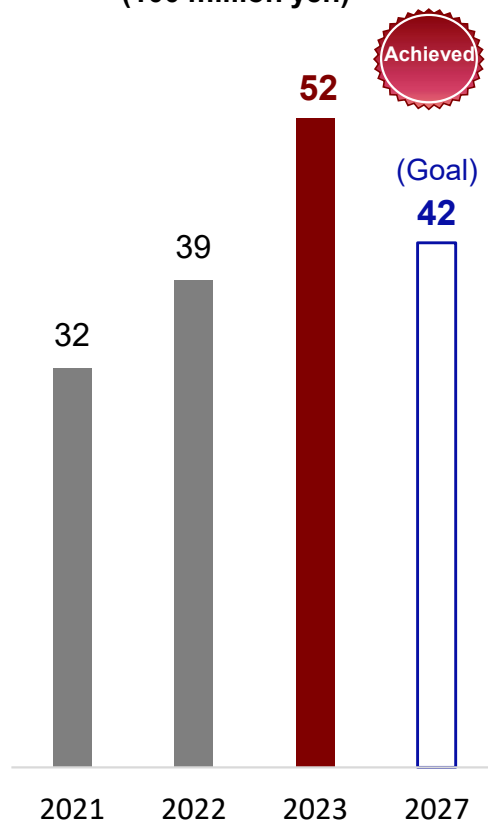
Anticipated outcomes

- ✓ By utilizing various financial resources, it is possible to promote a variety of basic research initiatives and make priority investments in important measures. Moreover, we will strengthen the foundation for implementing each of the initiatives listed in the OU Master Plan 2027 and help realize the university's goal of creating a society where each member leads a meaningful and fulfilling life.

Strengthening a stable and sustainable financial base by expanding the acceptance of funds and issuing university bonds

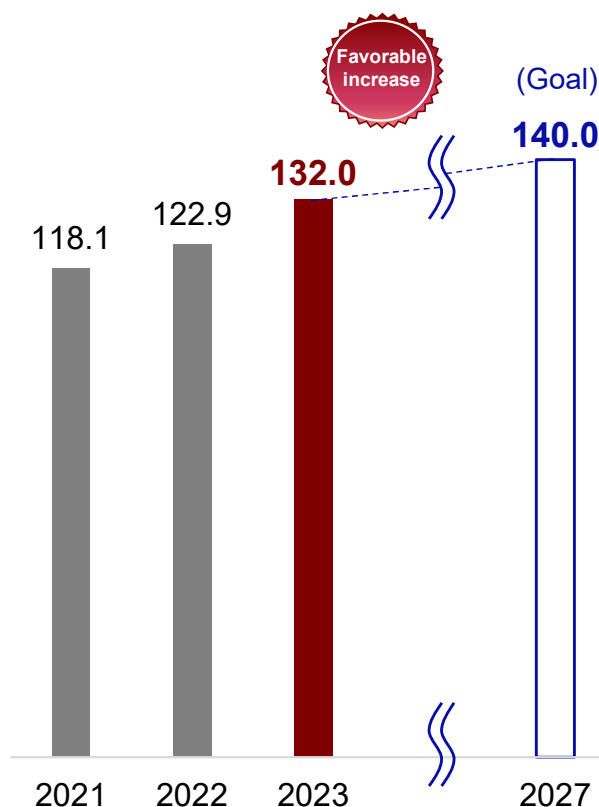
Priority investments with the President's discretionary funding

President's discretionary funding allocation
(100 million yen)



Foundation for the Future

Cumulative total of funds received by the Foundation for the Future
(cumulative total since its founding, 100 million yen)



Issuance of university bonds

- ✓ On April 28, 2022, Osaka University became the **first university in Japan** to issue sustainability bonds (nicknamed Osaka University Bond for Creating a Society where Each Member Leads a Meaningful and Fulfilling Life).
- ✓ Issued amount = 30 billion yen

**Capital Eye Awards
“BEST DEALS OF 2022”
(investment institutional bond category)**

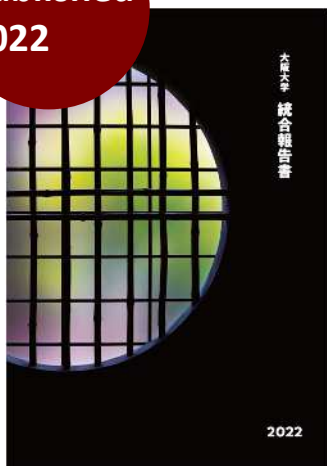
- Securing spaces for education, research, and industry-university collaboration that are in short supply
- Promoting exchanges between faculty members, students, companies, and local communities
- Promoting open science and data-driven research

Promoting dialogue with stakeholders and strengthening networks

Promoting dialogue by publishing integrated reports

- ✓ In place of the Financial Reports published until 2021, new Integrated Reports have been published from FY2022.
- ✓ Adding non-financial information such as about education and research activities and results, it promoted dialogue with stakeholders.

Published
2022



Published
2023



Strengthening networks with alumni and the business community

- ✓ Strengthening information dissemination from the university to alumni (OU Mail, OU Mail News, OU Style)
- ✓ Alumni events such as Osaka University Homecoming Day to build an alumni community
- ✓ We hold a forum for dialogue between the business community and the University. Discussion with presidents, directors, etc., of more than 20 companies on the theme of Talent Taking The Lead in the Future.



Establishing a flexible resource allocation system using a variety of financial resources

OU Master Plan Implementation Project

- Creating the **OU Master Plan Implementation Project** as a new resource allocation system for developing the strengths and characteristics of each school/department
- **Allocating resources to project proposals** from schools/departments (**support of 560 million yen in FY2023, and 930 million yen in FY2024 with the President's discretionary funding**)

Item	
Revitalization projects run by the departments	Projects for departments to demonstrate their strengths and characteristics to achieve the OU Master Plan and various evaluation indicators Type A, up to 3 years, 20-50 million yen/year Type B, up to 3 years, 5-10 million yen/year Type C, up to 3 years, up to 5 million yen/year
Priority projects	Projects with a potential for social impact up to five years within Fourth Medium-term Goal Period Progress, up to 100 million yen

[Examples of selected projects]

Graduate School of Human Sciences (FY2023-2027)

Aiming for an inclusive society where each member leads a meaningful and fulfilling life: Building an OU version of the society-academia co-creation ecosystem

Research Institute of Microbial Diseases (FY2023-2027)

Establishing a Preemptive-medicine Cancer & Aging research core, PreMed

Cybermedia Center (FY2024-2027)

OUID Project: Developing an OU human resources data platform (educational digital transformation, research digital transformation, managerial digital transformation)

Diversification of financial resources through industry on campus

- Number of joint research chairs and research institutes: **119**
⇒ Huge contribution to university management in terms of fostering young researchers
- Large-scale joint research grants of 10 million yen or more: **8.31 billion yen** **2nd in Japan***
⇒ Industry-University-Government Partnership promotion expenses has been used to improve the environment for co-creation activities, etc. throughout the University
⇒ Contribute to investment in activities to realize Creating a Society where Each Member Leads a Meaningful and Fulfilling Life

(Source)

*University Fact Book 2024 by the Ministry of Economy, Trade and Industry

New workforce management based on a point system

- Introducing a flexible and customizable personnel management system from April 2024
- By maximizing research strengths and enabling the immediate allocation of faculty members and researchers in a fluid and effective manner, we strengthen our research capabilities

Feedback on Individual Communication Items

Global strategy and a strong governance system at Osaka University

- ✓ As of FY2024, we have six executive vice presidents in charge of international affairs (the largest number among national universities) to provide a strong grip on the implementation of global strategies to compete on the world stage.



Senior Executive Vice President, Education
TANAKA Toshihiro



Senior Executive Vice President, International (Co-creation)
KANEDA Yasufumi



International (Research)
ONOYE Takao



International (Organizations)
TANAKA Manabu



International (Education)
YAMAMOTO Beverley Anne



Global Engagement
FUKASE Koichi

Based on the OU Master Plan, **we have developed our own action plan to realize our global strategies** in ways that traverse education, research and co-creation activities.

Priority strategies in the OU Master Plan 2027

Education

Improving diversity and fostering global talent by receiving excellent international students and sending students overseas

- Development of new programs utilizing overseas campuses, etc.
- Development of diverse international student recruitment activities
- Networking of members who have studied abroad

Research

Global expansion of academic research excellence

- Form world-class research hubs through strategic collaboration specific fields: Global Knowledge Partners
- Establish an environment that allows young researchers to be sent to leading overseas universities and other institutions for mid- to long-term overseas research: Global Young Researchers Development Program
- Strengthening strategic information dissemination overseas

Co-creation

Tackling social issues through global collaboration

- Promote the solving of global problems with overseas universities
- Establish global collaborative networks with ASEAN campuses as a hub
- Develop highly skilled global talent in ASEAN regions

Feedback on Individual Communication Items

Osaka University's unique autonomous internal quality assurance system

- ✓ For accomplishing the OU Master Plan 2027, we have created an implementation plan, called **OU Action Plan**, for each fiscal year from FY2022 and established a system for self-inspection and assessment.
→ Establishing a system that allows each organization to autonomously run PDCA cycles
- ✓ Designated National University Corporation Conceptual Framework is reflected in the OU Action Plan, and its progress and KPIs are comprehensively monitored.



Responses to Individual Messages

Diversity in the Executive Team

- ✓ The percentage of female executives is 35.7% (5 out of 14). We are the only institution among the former imperial universities with a full-time non-Japanese executive vice president, and we promote reforms to Creating a Society where Each Member Leads a Meaningful and Fulfilling Life.

*For Executive Vice Presidents appointed during the fourth medium-term goal period, indicate the year of appointment.

An executive structure that ensures diversity



NISHIO Shojiro, President



KANEDA Yasufumi

Senior Executive Vice President
(University management, Planning of OU Vision)

- Co-creation, International Affairs(Co-creation), Hospital Management



TANAKA Toshihiro

Senior Executive Vice President
(Education, Research, Internal Control)

- Education, Entrance Examinations, Student Support



ONOYE Takao

Executive Vice President

- Research, International Affairs (Research), Information Promotion, Libraries



Appointment in FY2023

FUKUTA Yuichi

Executive Vice President

- Finance, Quality Assurance Promotion, SDGs



Appointment in FY2023

TANAKA Manabu

Executive Vice President

- Facilities, International Affairs (Organizations)



MIZUSHIMA Ikuko

Executive Vice President

- Personnel and Labor, Harassment Prevention



Appointment in FY2023

YAMAMOTO Beverley Anne

Executive Vice President

- International Affairs (Education)



Appointment in FY2024

FUKASE Koichi

Executive Vice President

- Global Engagement, Expo 2025



Appointment in FY2023

INOUE Keiji

Executive Vice President

- Diversity and Inclusion, Public Relations, Risk Management, Office Administration



Appointment in FY2022

TAKEUCHI Noriko

Executive Director (part-time)

- Managerial Reform



Appointment in FY2023

IZUTANI Yachiyo

Executive Director (part-time)

- Academic Community Outreach and University Branding



KINOSHITA Takehisa

Auditor (full-time)



SAKURAI Miyuki

Auditor (part-time)

Other Special Matters (Future Developments, etc.)



Reference: University website that disseminates information on the Designated National University Corporation Concept

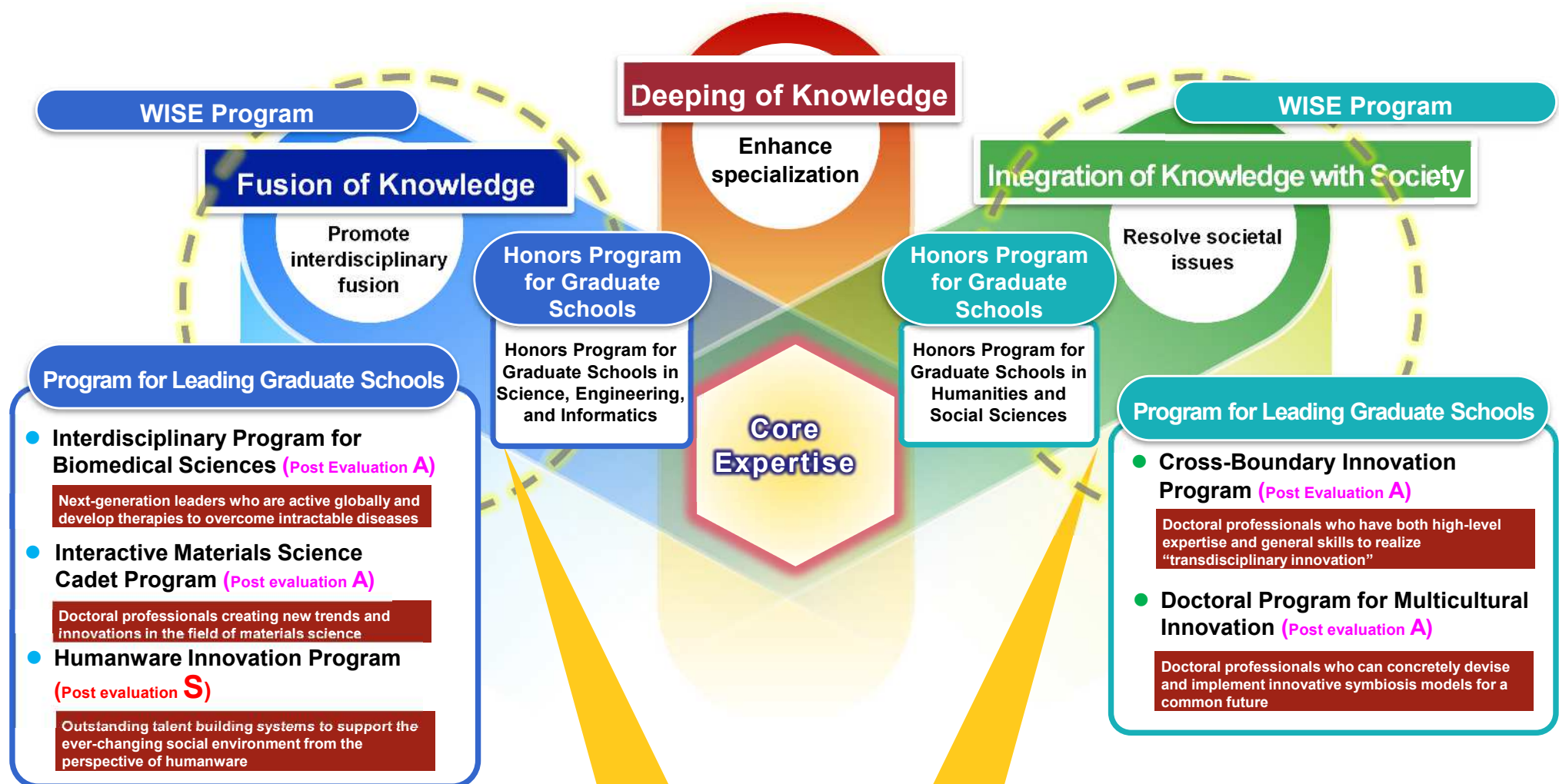
(1) Osaka University Designated National University Corporation (*Announcement of progress for each fiscal year under Initiative Progress)

<https://www.osaka-u.ac.jp/ja/guide/strategy/designated-national-univ/top>

(2) Osaka University Internal Quality Assurance (*Announcement of the results of self-inspection and verification for each fiscal year in the OU Action Plan (planning, self-inspection, evaluation, and verification))

<https://www.osaka-u.ac.jp/ja/guide/shituho/bukyokutassei>

Seeking to **cultivate outstanding talent to meet society's new needs**



In addition to the pursuit of expertise, we have succeeded in systematizing various educational programs with a double-wing architecture