

KYUSHU UNIVERSITY FOURTH MID-TERM OBJECTIVES

PREAMBLE: The Fundamental Objectives of Kyushu University

To commemorate the centennial anniversary, Kyushu University enshrined a mission "to continuously improve by reforming our educational programs while maintaining educational quality at the highest international level and to become a top-level education and research hub marked by vitality and a willingness to address future issues" in line with the Kyushu University Education Charter and the Kyushu University Research Charter. During the Third Mid-Term Objective period, integrated transfer to the Ito Campus was completed, declaring to be

- a campus to produce world-leading professionals and new scientific breakthroughs;
- a campus as a platform for pioneering the frontier of future research and experimentation; and
- a campus for coexisting in harmony with our historical and natural environment.

Centered on the Ito Campus, where facilities in diverse disciplines, from the humanities to science, agriculture, and engineering, are concentrated, the University will integrate and expand activities of the Hospital Campus, Ohashi Campus, and Chikushi Campus, as innovation commons, in the fields of education, research, clinical practices, and social contribution.

For the Fourth Mid-Term Objective period, with the aim of "driving social change with integrative knowledge," the University will endeavor to solve social problems with integrative knowledge that fuses the entire spectrum of knowledge from the natural sciences to the humanities and social sciences. At the same time, the University will aim to be a world-class research and education hub that contributes to the development of a sustainable society that prioritizes people's well-being based on a future prediction of a people-centered society that achieves both economic development and solutions to social problems.

As the guideposts for these purposes, the University set the following two objectives.

Objective I - Become a platform for knowledge that drives world-class research and education:

Create global talent circulation through curiosity-driven basic research by diverse original approaches and the cutting-edge research based thereon, and education that cultivates inquisitive minds in students so that they can create the future.

Objective II - Become the core of an innovation ecosystem that forges new social and economic systems:

Create new values through integrative knowledge that the University develops, bring about the transformation of social and economic systems through the expansion of new values in society, and utilize the outcomes to further develop its research and education.

◆ **Period Subject to the Mid-Term Objectives**

The period subject to the Mid-Term Objectives will comprise the six years starting from April 1, 2022, to March 31, 2028.

I Matters Related to Quality Enhancement of Education and Research

1 Co-Creation with Society

- (1) Discover new areas of world-class research through strengthening and vitalizing our research and education functions, thereby becoming a knowledge platform that creates integrative knowledge in new academic fields. At the same time, promote the creation and utilization of integrative knowledge for solving social problems to facilitate the transformation of social and economic systems. [original]
- (2) Create a structure to become a university that can perform data-driven education, research, and medicine and a university pioneering in digital transformation (DX) that makes efforts for social change with integrative knowledge in collaboration with local communities through DX. [original]
- (3) Aiming to become a research university on par with the world's top level universities, designate areas where the University can expand its global presence strategically, and develop an education and research environment that attracts excellent researchers and students from home and abroad

(special research benefits and remuneration, etc.). Additionally, build a world-class intellectual property cluster where cutting-edge research facilities, including data infrastructure, and international network and hub functions across university-industry-government boundaries, are concentrated. ②

- (4) Ascertaining the potential of a huge amount of soft assets to be created while aspiring for Japan's sustainable growth and keeping the goal of a preferable society in mind, create a virtuous cycle system to positively communicate the value of soft assets to society, thereby attracting human and financial investments from society and further enhancing the level of our education and research. ③

2 Education

- (5) In order to foster professionals required in accordance with changes in the country and society, as well as the international community surrounding them, promote reform and development of our education programs and educational and research organizations flexibly, aiming to match supply and demand. ④
- (6) Foster professionals with a wide range of knowledge by encouraging students to acquire the basic framework for thinking, that is, setting a challenge through study in a specific field of specialization and exploring a solution therefor, and to tap into knowledge in other fields to discover new horizons. (Undergraduate Courses) ⑥
- (7) Foster professionals who are required and are able to work in diverse areas in society including the industrial arena, not limited to academia, by encouraging students to broadly acquire accomplishments as researchers through the development of deep expertise and cooperative work with researchers in other fields and cultivating their ability to perform research based on their will as independent researchers. (Graduate Courses) ⑧
- (8) Foster internationally-minded professionals by having students exposed to different values through expanding their opportunities to study overseas, accepting excellent foreign students and making networks after their graduation, and providing international education programs in collaboration with foreign universities. ⑫

3 Research

- (9) Strengthen the excellence and diversity of both of the University's basic research aiming to seek truth, clarify the basic principles, and make new discoveries, and academic research being conducted based on individual researchers' intrinsic motivation. At the same time, secure the required resources for academic disciplines for which research should be continued and expanded irrespective of changes of the times. ⑭
- (10) Endeavor to improve the diversity and mobility of career paths through collaboration and joint work with the industrial arena, thereby developing an environment where young researchers, including those of Graduate Courses and postdoctoral researchers, are able to work in accordance with their wishes and aptitudes and make the most of their abilities in diverse areas inside and outside Japan across university-industry-government boundaries. ⑯
- (11) Establish a foundation for the creation of new value and sustainable development as a center of knowledge by increasing diversity in researchers, including young researchers, female researchers and foreign researchers. ⑰

4. Other Priority Matters Related to Co-Creation with Society, Education and Research

- (12) Endeavor to enhance our educational research infrastructure and strengthen and expand functions through sharing and integration of human and physical resources that a single university cannot hold independently by promoting systematic collaboration among domestic and overseas universities and research institutes and with the industrial arena, joint use and research across universities, and sharing of facilities among universities. ⑱

- (13) Provide high quality medicine safely and stably by taking advantage of the latest knowledge in light of the international trend in research, thereby contributing to creating sustainable regional healthcare systems and fostering medical professionals who lead the medical field and play central roles. (University Hospital) ⑳

II Matters Related to the Improvement and Efficiency of Administration

- (14) Create a resilient governance system under the leadership of the President by taking measures for increasing the substance of internal control functions, while creating a mechanism for actively introducing external knowledge and promoting participation of inside and outside experts in university management. ㉑
- (15) Fully utilize the assets, such as facilities and equipment, which serve as the basis for the University to fulfill its functions to the greatest extent possible, and promote their strategic development and sharing through university-wide management, thereby strengthening the University's functions to make further contribution to local communities, society, and the whole world. ㉒

III Matters Related to the Improvement of Financial Affairs

- (16) Positively accept funds from the industrial arena and donations, in addition to public funds, and diversify fund sources through efficient asset management under appropriate risk control, active utilization of holdings, and financial contribution for facilitating the use of research outcomes, with the aim of establishing a stable financial basis. Additionally, optimize the allocation of resources within the University in line with the future direction of functional enhancement so that the University can fulfil its functions to the greatest extent possible. ㉓

IV Matters Related to Self-Inspection and Self-Evaluation Regarding Education, Research, Organization and Operation and Provision of Relevant Information

- (17) Make the results of self-inspection and self-evaluation visible based on objective data, while hearing external opinions, and carry out evidence-based university management based thereon. At the same time, actively provide stakeholders with information, including outcomes of the University's education and research and contribution to social development, not limited to its management policy and plans, the progress thereof, and the results of self-inspection and self-evaluation, and endeavor to obtain stakeholders' understanding and support for university management through interactive dialogues. ㉔

V Priority Matters Related to Other Administrative Affairs

- (18) Secure the continuity of the University's overall administrative affairs and further enhance relevant functions through the use of AI, robotic process automation (RPA), and other digital technologies and individual number cards. Additionally, develop the administrative affairs management system as required, also from the perspective of enhancing the efficiency of the office work system and ensuring information security, with the aim of promoting the achievement of a digital campus. ㉕