KYUSHU UNIVERSITY FOURTH MID-TERM PLANS

I. Measures to Achieve Objectives Related to Quality Enhancement of Education and Research

1. Measures to Achieve Objectives Related to Co-Creation with Society

   (1) In order to create integrative knowledge in new academic fields, develop infrastructure for discovering areas where the University can newly exhibit its strengths in research through data analysis and for growing those areas as research areas where the University can compete internationally, in addition to the three fields of priority where research is currently being conducted, "decarbonization," "medicine and health," and "environment and food." [Designated National University Corporation Initiative]

Evaluation indicators	(1)-1 Strategically allocate resources to the three fields, "decarbonization," "medicine and health," and "environment and food," and assign a total of 30 people to posts during the Fourth Mid-Term Objective period.
	(1)-2 In addition to the three fields, "decarbonization," "medicine and health," and "environment and food," analyze the University's strengths and increase at least one priority field that will contribute to the solution of social problems within the Fourth Mid-Term Objective period.

   (2) Develop a system to manage the entirety, from the presentation of social problems that the University should cope with while taking advantage of its strengths and characteristics to the solution of those social problems through creation and utilization of integrative knowledge and the presentation of proposals regarding the design of future society. Additionally, create new opportunities for cooperative work in local communities by utilizing the Kyushu University Regional Collaboration Platform as a function to strengthen engagement with external industry-academia-government collaborative organizations. [Designated National University Corporation Initiative]

Evaluation indicators	(2)-1 Establish the Head Office for the Design of Future Society (provisional title) to present proposals regarding the design of future society in FY2022 and also establish a collaboration meeting and the like for strengthening relationships with diverse stakeholders.
	(2)-2 Extract social problems and compile measures contributing to solving those problems under the initiative of the Head Office for the Design of Future Society (provisional title), and publish at least five agenda items as policy recommendations during the Fourth Mid-Term Objective period.

   (3) For solving social problems, create a structure for developing data-driven education, research, and medicine, promote research toward the achievement of new models for society through digital transformation (DX), and secure and foster professionals who will facilitate DX. [Designated National University Corporation Initiative]

Evaluation indicators	(3)-1 Establish the Promotion Office for Data-Driven Innovation (provisional title) in FY2022 for the purpose of promoting data-driven activities inside and outside the University, while fully utilizing the University's research and education resources.

	(3)-2 Conduct research on an ideal form of future society through DX, and formulate short-term, medium-term, and long-term roadmaps for DX strategy aiming to solve social problems within FY2022. Verify the achievement every fiscal year during the Fourth Mid-Term Objective period. (3)-3 In order to vitalize data-driven activities in the University, provide undergraduate and graduate students with opportunities to receive cross-sectoral data literacy education and provide young researchers with opportunities to acquire data science literacy, such as measurement science, data science, computational science, and mathematical science, suited to individuals' respective areas of expertise. Additionally, develop an environment for exchanges with cloud companies and outsourcees in the ICT and data utilization areas, and secure and foster faculty members and staff members who are professionals well-versed in ICT and data utilization.

(4) Reinforce the existing internal information service bases with the aim of linking and integrating diverse data in the University and creating new usages and values of data to achieve full utilization of data. [Designated National University Corporation Initiative]

Evaluation indicators	(4)-1 In order to vitalize data-driven activities, develop the following information bases: ・Database integrating various types of educational data in order to achieve one-stop services for utilization of relevant data ・Information base for appropriately managing diverse research data and health and medical data ・Environment to assist the formulation of a data management plan (DMP) ・Regulations on management of research data to achieve open science

(5) In order to reinforce internationally competitive research capabilities, strengthen functions and systems for governance and management on the aspect of research, carry out initiatives to expand research areas where the University has the strengths, and promote interdisciplinary research. [Designated National University Corporation Initiative]

Evaluation indicators	(5)-1 Establish the Comprehensive Research Strategy Council that formulates and supervises the University's comprehensive research strategy in FY2022. (5)-2 The Comprehensive Research Strategy Council should explore at least five areas where the University can create its new strengths in research based on institutional research (IR) analysis during the Fourth Mid-Term Objective period. (5)-3 The Platform of Inter-/Transdisciplinary Energy Research and the Institute for Asian and Oceanian Studies are to implement at least 20 interdisciplinary research programs every fiscal year. (5)-4 Achieve a numerical target of 9,000 papers jointly authored internationally in the latest five years, during the Fourth Mid-Term Objective period.

	(5)-5 Achieve a numerical target of 8,000 papers published in the top 10% of journals in the latest five years, during the Fourth Mid-Term Objective period.
	(5)-6 Create the Free Quarter for Research (FQR) system for improving the environment and securing the faculty's time for research in FY2022 and create the Q-Brain Bank by FY2024.

(6) Further enhance the international cooperation system for the International Institute for Carbon-Neutral Energy Research (I²CNER) by strengthening collaboration with strategic partner universities, such as the University of Illinois, with which I²CNER concluded partnership agreements strategically for the purpose of promoting people-to-people exchange and international joint research. Promote cutting-edge research on high-speed energy conversion science and make comprehensive efforts for technology development effective for building a carbon neutral society, thereby promoting the world's top level research.

Evaluation indicators	(6)-1 Through the use of the University's international joint research system centered on the Platform for International Collaborations and Partnerships, which is an organization within the I²CNER that invites the world's leading researchers and carries out scientific exchange and cooperation, increase the percentage of papers jointly authored internationally among all papers by I²CNER members to 50% and increase their h-index to 90 or over during the Fourth Mid-Term Objective period.
	(6)-2 Increase the number of participants in international joint research projects to at least 86, exceeding the performance in FY2021, during the Fourth Mid-Term Objective period.
	(6)-3 Increase the number of foreign researchers among I²CNER members to at least 70 during the Fourth Mid-Term Objective period.

(7) Reinforce the University's international research and educational capabilities, such as through the creation of new international partnership projects with prestigious foreign universities, etc. [Designated National University Corporation Initiative]

Evaluation indicators	(7)-1 Operate matching funds with strategic partner universities with which the University builds mutually beneficial and closer relationships exceeding inter-university exchange agreements.
	(7)-2 Host Research & Innovation Week as the representative on the Japan side of MIRA12.0, which is an inter-university consortium consisting of 19 organizations in Japan and Sweden, or otherwise take the initiative in promoting international collaboration with prestigious foreign universities, including members of an international consortium for university collaboration.
	(7)-3 Hold a general assembly meeting and academic meeting of Global Young Academy, which is an international network of young researchers in 94 countries in the world, at the University, and carry out other collaboration projects with international organizations for young researchers.

(8) At the Institute for Advanced Study, which has been reconstructed as a university-wide base for acquiring and fostering excellent researchers, secure smart young researchers who aim to conduct original and ambitious research and strategically foster excellent human resources who will play central roles in future society in Japan. In addition to initiatives by the Institute for Advanced Study, secure and foster smart young, female, and foreign researchers, while taking advantage of the University's past performances, including the University Reform and Revitalization System to allocate the faculty's posts for excellent reform plans of faculties and departments. [Designated National University Corporation Initiative]

Evaluation indicators	(8)-1 The Institute for Advanced Study should create and implement a new program, INAMORI Frontier Program, which aims to recruit and foster excellent young researchers, in FY2022. (8)-2 Recruit at least 25 excellent young researchers under the INAMORI Frontier Program during the Fourth Mid-Term Objective period. (8)-3 Recruit 150 diverse excellent researchers under the University Reform and Revitalization System, etc. during the Fourth Mid-Term Objective period.

(9) Taking advantage of the University's strength in conducting research while constantly facing and collaborating with local communities as the core of an innovation ecosystem, reinforce university-industry-government collaborative functions and promote solution of social problems and social implementation through the transfer of research output to industry. In order to promote the University's open innovation, develop a new organization for the purpose of reinforcing the functions of existing organizations and build a mechanism to create new projects, in addition to reinforcing functions to implement existing projects. [Designated National University Corporation Initiative]

Evaluation indicators	(9)-1 As a mechanism to create large-scale projects, establish the Open Innovation Platform in FY2022. (9)-2 Increase the amount of funds acquired for joint research by 1.5 billion yen during the Fourth Mid-Term Objective period. (9)-3 Achieve a 30% increase in the amount of contracts for the Research and Development Consulting system, which enables external provision of knowledge, specialized technologies, and know-how held by researchers, during the Fourth Mid-Term Objective period.

(10) Aim to achieve the transfer of research output to industry from a wide range of research fields. Through the transfer of diverse cutting-edge research output in neighboring regions where the University can make close collaboration, provide information on initiatives of the University to contribute to sustainable economic development. With regard to the utilization of intellectual property, strengthen marketing activities and strategic patent applications to increase license revenues and other income. In addition, advance the GAP Fund Program and create university ventures. [Designated National University Corporation Initiative]

Evaluation indicators	(10)-1 Formulate new rules on marketing and the protection of intellectual property by FY2023 and carry out at least 20 cases of initiatives for transferring research output to industry every year in FY2024 onward.

	(10)-2 Achieve a numerical target of at least 1 billion yen of capital gain through the exercise of share options or other rights of university ventures, which are acquired as consideration for license agreements, during the Fourth Mid-Term Objective period. (10)-3 Build a mechanism for supporting the formulation of IP strategies in a special zone for intellectual property, which describe research projects for which the University approved independent operations concerning determinations on succession, patent applications, management, and establishment of rights for inventions, by FY2024, and strengthen the system to support strategy planning concerning patent applications and management. (10)-4 Formulate the GAP NEXT Program in FY2022 and establish a total of 20 ventures utilizing research output during the Fourth Mid-Term Objective period.

(11) Reorganize the university structure and reinforce functions of industry-academia-government collaborative organizations in order to promote the transfer of research output to industry and solve social problems. Additionally, establish new external corporations through reorganizing industry-academia-government collaborative organizations and the University's existing TLO, thereby securing human resources and guaranteeing business continuity. Furthermore, establish corporations for R&D projects and incorporate newly established external corporations into holding companies for achieving integrated management. [Designated National University Corporation Initiative]

Evaluation indicators	(11)-1 At the Open Innovation Platform to be established in FY2022, make action plans for each matter such as organizational development and human resources cultivation, and verify the outcomes every fiscal year. (11)-2 Establish new external corporations in FY2024. (11)-3 Incorporate newly established external corporations into holding companies to enhance efficiency in management of subsidiaries and supervise their operations.

2. Measures to Achieve Objectives Related to Education

(12) Regarding education programs and class subjects which have been prepared with the aim of fostering persons who can combine knowledge in diverse academic areas and determine fundamental causes of social problems and means for solving them and can also create new value, compile and systematize the outcomes and revealed challenges for further enhancing them in an effective and efficient manner. [Designated National University Corporation Initiative]

Evaluation indicators	(12)-1 Conduct self-inspection and self-evaluation concerning the University's existing cross-sectoral education programs, and establish the Kyushu University Cross-Sectoral Education Program Models through systematizing the results thereof. Then, operate, verify, and improve education programs based on the established models.

	(12)-2 Conduct self-inspection and self-evaluation concerning the University's existing problem-solving-oriented class subjects, and establish the Kyushu University Problem-Solving-Oriented Class Subject Models through systematizing the results thereof. Then, operate, verify, and improve class subjects based on the established models to promote the introduction of such class subjects across the University.

(13) Enhance the content of both the core undergraduate curriculums that have been provided across the University for the purpose of encouraging students to acquire appropriate ways of seeing things, ways of thinking and ways of learning in diverse academic areas, and the education in specific areas to promote students' broad learning based on a solid foundation of expertise, as two wheels of the University's education, and strengthen connections between them. In addition, enhance the content of education through collaboration with the industrial arena, etc. in order to broaden students' perspectives and ideas.

Evaluation indicators	(13)-1 Verify programs, etc. focusing on organizational connections between the core undergraduate curriculums and education in specific areas, and make improvements based on the verification results.
	(13)-2 Conduct a survey on graduates (stakeholder survey), and comprehensively evaluate and improve the bachelor's degree program as a whole based on the survey results.
	(13)-3 Conduct self-inspection and self-evaluation concerning the bachelor's degree program and make improvements based on the results thereof.
	(13)-4 Conduct self-inspection and self-evaluation concerning the entrepreneurship education and make improvements based on the results thereof.

(14) Enhance the content of the education for the Graduate Courses, which consists of education for fostering pioneering researchers, education for fostering highly-skilled professionals, and interdisciplinary education, thereby fostering professionals with diverse advanced knowledge. Additionally, in order to secure the quality of the University's doctoral degree not only from the perspective of academic excellence but also from the perspective of social validity and international acceptance, further enhance the transparency of the degree-granting system. [Designated National University Corporation Initiative]

Evaluation indicators	(14)-1 Conduct self-inspection and self-evaluation concerning education programs for the Graduate Courses and make improvements based on the results thereof.
	(14)-2 Establish the Kyushu University Examination Standards for Granting Degrees for the Graduate Courses, on the premise of participation of external examiners, and operate, verify and improve the standards in each Graduate Course.

(15) Improve the treatment of students of the Graduate Courses and support their career paths with the aim of fostering professionals who will play central roles in the creation of science and technology and innovation for Japan in the future. [Designated National University Corporation Initiative]

Evaluation indicators	(15)-1 By carrying out the Doctoral Course Students Support Project, offer career support to all students of the Graduate Courses and offer livelihood support to around a half of them.

(16) In order to expand both the acceptance of excellent foreign students and provision of diverse opportunities for studying abroad in tandem with education and research activities, carry out diversified initiatives, including the provision of programs for foreign students in accordance with the circumstances, expansion of international collaboration programs, and promotion of accepting and sending students using various networks. Develop a university-wide system for promoting internationalization for strategically and continuously carrying out those initiatives. [Designated National University Corporation Initiative]

Evaluation indicators	(16)-1 ・Increase the number of foreign students, including those on an online basis, to 2,800 per year during the Fourth Mid-Term Objective period. ・Increase the number of students studying abroad, including those on an online basis, to 2,500 per year during the Fourth Mid-Term Objective period. (16)-2 Assign required personnel to the internationalization promotion offices of the respective departments that are in charge of planning and designing of individual international strategies by FY2024 and develop the relevant system.

(17) In order to promote the internationalization of campuses, make efforts to improve the environment to accept foreign students and teachers and offer livelihood support to them based on the viewpoints of those foreign students and teachers.

Evaluation indicators	(17)-1 Endeavor to reflect opinions presented at the Student Committee for Internationalization of Kyushu University (SCIKyu), which includes foreign students as members. (17)-2 Promote initiatives for providing diverse information on education, research, and day-to-day lives in two languages.

3. Measures to Achieve Objectives Related to Research

(18) In order to promote curiosity-driven research in a broad range of academic fields, including the natural sciences and humanities and social sciences, from the basics to the advanced level, offer support for research in the University based on diverse needs of researchers and also promote strategic development and efficient shared use of research equipment. [Designated National University Corporation Initiative]

Evaluation indicators	(18)-1 Create and implement the University Research Support System based on diverse needs in FY2022, and conduct follow-ups to improve the system every fiscal year. (18)-2 Under the University Research Support System, offer support to a total of at least 100 researchers, including those of Graduate Courses and postdoctoral researchers, every fiscal year for the purpose of bottoming up the University's research capabilities. (18)-3 Under the University Research Support System, offer support to researchers who have yet to acquire a Grant-in-Aid for Scientific Research (for early-career scientists or above) to help at least 70% of them acquire the aid within three years in FY2024 onward.

	(18)-4 Under the University Research Support System, create at least 15 interdisciplinary research teams mainly consisting of researchers in the humanities and social sciences during the Fourth Mid-Term Objective period.
	(18)-5 Under the University Research Support System, offer support to at least 50 joint research projects using matching funds with domestic and foreign organizations during the Fourth Mid-Term Objective period.
	(18)-6 Strategically install at least 75 units of shared research equipment during the Fourth Mid-Term Objective period.
	(18)-7 Add a function to automatically ascertain the status of use to the web portal for researchers to share equipment and facilities in Kyushu University (ShareAid) by FY2023.
	(18)-8 Create a platform free from disciplinary boundaries of technical officials by FY2023 and have at least 100 technical officials participate in the platform.
	(18)-9 Operate the platform effectively and build a system to enable at least 100 technical officials to improve their skills during the Fourth Mid-Term Objective period.

(19) Endeavor to achieve stable development and planned expansion of academic information resources, which constitute the basic research infrastructure, and actively accumulate and communicate academic research outcomes created in the University. In addition, expand support by library staff and library teaching assistants (TAs) and reinforce functions of the library as academic information infrastructure through the development and provision of space, materials, and learning tools to assist students with their learning and education, not limited to their research.

Evaluation indicators	(19)-1 Based on a plan formulated every fiscal year, stably compile archival materials, historical records, academic papers, books and other academic information resources (paper-based and electronic materials).
	(19)-2 By managing the University's academic information resources based on a plan formulated every fiscal year, promote disclosure of those resources and research outcomes created in the University.
	(19)-3 Develop space, materials, and learning tools for supporting research, learning, and education and enhance the content of activities by library TAs and workshops based on a plan formulated every fiscal year.

(20) Support young researchers' participation in joint research, etc., thereby improving the diversity and mobility of their career paths. Furthermore, implement and advance the GAP Fund Program, which is also utilized for supporting young researchers, to help young researchers exercise their abilities in accordance with their wishes and aptitudes. [Designated National University Corporation Initiative]

Evaluation indicators	(20)-1 Implement the Career Support Program for Doctoral Students through Industry-University Collaboration to provide young researchers with opportunities to participate in joint research. (20)-2 As support for young researchers' entrepreneurship, implement the GAP Fund Program and the GAP NEXT Program that is to be formulated in FY2022 every fiscal year.

(21) In order to promote diversity, equity, and inclusion, which serve as the basis for sustainable development of an organization, secure and foster young, female, and foreign researchers with diverse careers in a planned manner based on the University's sustainable human resources cultivation strategy. [Designated National University Corporation Initiative]

Evaluation indicators	(21)-1 Increase the percentage of young researchers to 30% during the Fourth Mid-Term Objective period. (21)-2 Increase the percentage of female researchers to 25% during the Fourth Mid-Term Objective period. (21)-3 Increase the number of international faculty and faculty with international experience to at least 1,300 and the percentage of foreign researchers to 10% during the Fourth Mid-Term Objective period. (21)-4 ・Introduce a flexible point system for personnel affairs, such as giving incentives for young, female and foreign teachers, by FY2023. ・Establish means for promoting the use of the cross appointment system by FY2023. ・Implement the Diversity and Super Global Training Program for Female and Young Faculty (SENTAN-Q), which aims to foster promising female and young faculty through training by top-level foreign researchers or other means and appoint them to higher posts, in a planned manner, and verify the outcomes of those training sessions and deliberate the construction of the next system, under the initiative of the Office for the Promotion of Gender Equality, by FY2024.

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

(22) Advance interdisciplinary research and new academic research through enhancing the functions and activities of the Joint Usage/Research Center and promoting the formation of international bases.

Evaluation indicators	(22)-1 Increase the number of joint usage and research projects adopted and implemented by individual bases during the Fourth Mid-Term Objective period, compared with the number during the Third Mid-Term Objective period.

	(22)-2 Increase the number of international joint usage and research projects adopted and implemented by individual bases during the Fourth Mid-Term Objective period, compared with the number during the Third Mid-Term Objective period.
	(22)-3 Increase the number of papers published as outcomes of joint usage and research projects implemented by individual bases during the Fourth Mid-Term Objective period, compared with the number during the Third Mid-Term Objective period.
	(22)-4 As activities of the Pan-Omics Data-Driven Research Innovation Center, for which individual bases offer cooperation, promote at least 20 joint research projects every fiscal year.

(23) Enhance the support system for clinical research and make efforts for the development of highly advanced medical technology and cutting-edge medical technology。

Evaluation indicators	(23)-1 To conduct big data analysis, which will become necessary for the future development of medical technologies, establish the data management sector that supports clinical research in FY2025 to have it participate in clinical research programs utilizing real-world data (medical data obtained in clinical practices), thereby fostering advanced data management professionals.
	(23)-2 Hold training sessions and workshops to foster human resources who promote and support life innovation (development of highly advanced medical technology and cutting-edge medical technology).
	(23)-3 Develop health and medical data analysis models, which have the potential to become cutting-edge medical technology, through academic initiatives in the University.
	(23)-4 Plan and conduct clinical research in priority fields, such as those with unmet medical needs, with the aim of developing cutting-edge medical technology.
	(23)-5 In order to improve treatment for patients with Yusho disease, make efforts for clinical research on Yusho disease to develop highly advanced medical technology.

(24) In order to foster medical professionals who can lead and play central roles in the medical area, improve and enhance the University's education system and promote international contribution through team medicine in collaboration among people with diverse jobs and through international medical collaboration.

Evaluation indicators	(24)-1 Provide education after graduation for fostering medical professionals.
	(24)-2 As total figures during the Fourth Mid-Term Objective period, conclude five cooperation agreements with domestic or foreign facilities, conduct 900 medical education programs in 40 medical areas, accept 2,400 new foreign patients, and provide telemedicine in 60 cases inside and outside Japan.

(25) Develop a system to provide medicine, strengthen management of medical safety, and promote regional medical collaboration with the aim of providing high-quality safe medicine.

Evaluation indicators	(25)-1 Review efforts for medical safety management and infection control by individual organizations every fiscal year, and promote efforts contributing to the provision of high-quality safe medicine. (25)-2 Strengthen support regarding hospitalization and in the perioperative period and cooperation with local medical institutions, and make efforts to enhance the quality of acute medical care.

II. Measures to Achieve Objectives Related to the Improvement and Efficiency of Administration

(26) Improve university management autonomously based on a broad perspective by hearing opinions of external intellectuals, such as members of the Management Council, and having outside Executive Vice Presidents (who have never served as University faculty). Reach a conclusion on the selection method of the President by the end of the third year of the Fourth Mid-Term Objective period and reflect that conclusion in the selection of the next President.

Evaluation indicators	(26)-1 Reflect knowledge of members of the Management Council, outside Executive Vice Presidents, and other external intellectuals in university management. (26)-2 Decide the selection method of the President, including whether or not to conduct an internal poll, by FY2023 and develop the details for selecting the next President by FY2024.

(27) In order to strengthen the President's leadership, develop a system such as creating an organization that consists of internal and external members and assists the President's decision making. The University Administration and department executive bodies should share visions concerning university-wide major policies and individual departments' future concepts.

Evaluation indicators	(27)-1 Reinforce functions of the Executive Office of the President and the Office of Institutional Research (IR), and establish the Head Office for the Design of Future Society (provisional title) to strengthen and enhance a mechanism to assist the President's decision making. Additionally, share visions through dialogues between the University Administration and department executive bodies by the use of the Vision Co-Creation and Collaboration System.

(28) Promote the improvement of campuses, which serve as the core of respective cities and regions, and the surrounding environment. Optimize areas of space held by individual organizations and develop a mechanism to conduct university-wide management. Then, reconstruct the system for the strategic development and operation of shared space and commence the operation of the reconstructed system. Furthermore, with the aim of maintaining existing facilities in appropriate situations and fully utilizing them, steadily promote improvements of aging facilities and equipment and facilitate strategic utilization of the Hakozaki Satellite.

Evaluation indicators	(28)-1 Strengthen collaboration with residents, companies, local governments and the Organization for Promotion Academic City by Kyushu University (OPACK) through demonstration experiments using the University's campuses, the development of environments around the campuses, and holding of community development meetings. (28)-2 Create the university-wide rental space and reallocate space under the new university-wide rental space operation system, including the introduction of a charging system for the use of space in excess of the standard. (28)-3 Based on the plan for long-term use of infrastructure, conduct planned renovation of buildings that require improvements (148 buildings) during the Fourth Mid-Term Objective period. (28)-4 Develop the Hakozaki Satellite into an area that nurtures historical and cultural resources of a town with a 1,000-year history and a university of a 100-year history and accumulated knowledge of learning and science, and develop new businesses with companies and public organizations in the area.

III. Measures to Achieve Objectives Related to the Improvement of Financial Affairs

(29) Create an organizational and strategic fund raising system and reinforce its functions to promote acceptance of donations. Additionally, strengthen efforts for acquiring donations from overseas. [Designated National University Corporation Initiative]

Evaluation indicators	(29)-1 Increase the number of fund-raisers to around 10 through effective appointment of personnel, including those in managerial positions, during the Fourth Mid-Term Objective period. (29)-2 Develop and strengthen the fund raising system with the aim of accepting donations of around 2 billion yen in total during the Fourth Mid-Term Objective period.

(30) Manage funds efficiently in a planned manner under appropriate risk management, while keeping an eye on demand for funds and interest-rate movements. Consider means to increase revenue through active utilization of diverse resources, including land and other assets, and to reduce cost, thereby promoting strategic diversification of fund sources, including the expansion of competitive research funds, joint research funds, and income from intellectual property rights and from donations, and securing a stable financial base. [Designated National University Corporation Initiative]

Evaluation indicators	(30)-1 Make efforts for securing high investment rates and investment profits, such as formulating asset management plans and financing plans. (30)-2 Better utilize land, etc. also in collaboration with private companies (planning, proposals, loans, etc.) (30)-3 Carry out measures to increase income from naming rights or through cloud funding or other means, and measures to reduce costs, such as through joint procurement and electronic procurement.

	(30)-4 Increase the percentage of revenue from external funds, etc. in the ordinary revenue (excluding revenue of the University Hospital) to 32% or more during the Fourth Mid-Term Objective period.

(31) Strategically allocate resources in order to flexibly promote various initiatives for the achievement of the University's visions and a virtuous cycle created by its excellent human resources.

Evaluation indicators	(31)-1 Formulate the budget allocation standards for achieving the University's visions and strategies, and actually allocate budgets based thereon.

IV. Measures to Achieve Objectives Related to Self-Inspection and Self-Evaluation Regarding Education, Research, Organization and Operation and Provision of Relevant Information

(32) Develop a system to enable the University Administration to constantly ascertain the progress of university-wide initiatives and information necessary for university management and to utilize such information in reviewing measures and planning new measures. Regarding new measures for increasing the University's strengths and improvement measures in light of the progress of initiatives, periodically conduct analyses and make recommendations using the institutional research (IR) functions and utilize the results in making business decisions.

Evaluation indicators	(32)-1 Create a system to visualize the results of self-inspection and self-evaluation and the progress of initiatives, and a portal site to provide information necessary for university management to the University Administration, and start operating such system and portal site in FY2023.
	(32)-2 Make at least three recommendations per year to the University Administration regarding measures that are considered highly likely to show certain effects through IR analysis.

(33) Communicate the University's education and research activities and information on its management to diverse stakeholders inside and outside Japan actively in an attractive manner and have interactive dialogues, including opinion exchange, thereby developing and strengthening stakeholder engagement.

Evaluation indicators	(33)-1 Make the management status visible, prepare a comprehensive report, and provide information.
	(33)-2 Strengthen the system and actually conduct information provision and opinion hearing and exchange targeting stakeholders under the strengthened system.
	(33)-3 Provide information using mass media, websites, and SNSs and ascertain the status of access to the relevant information.

V. Measures to Achieve Objectives Related to Priority Matters Related to Other Administrational Affairs

(34) Further strengthen cybersecurity measures, including prevention of incidents, in order to enhance the information security level of the University as a whole. Additionally, reinforce ICT support functions for further improving efficiency in internal clerical work, and at the same time, promote digitalization of operational functions by fully utilizing the latest digital technologies based on the University's information security measures.

Evaluation indicators	(34)-1 Formulate the basic plan for cybersecurity measures and periodically conduct self-inspection and audit. Review and improve the basic plan as necessary in light of changes in circumstances concerning cybersecurity, etc. (34)-2 ・Update the clerical work information infrastructure to one with the latest information security, and newly propose and offer support for digitalization, such as the introduction of electronic applications (online application procedures) by the use of the functions of the infrastructure, thereby reducing the time required for clerical work by 50% compared with the status before the introduction during the Fourth Mid-Term Objective period. ・Through the introduction of an AI chatbot, reduce the number of inquiries on the operation systems (by phone or email) by 50% compared with the status before the introduction during the Fourth Mid-Term Objective period.