

# **Nagoya University MIRAI 2020**

Nagoya University Matsuo Initiatives for Reform,  
Autonomy and Innovation 2020

## **General Vision**

Through excellence in its education and research, Nagoya University aspires to become one of the world's leading universities. We aim to do this by first, building on our partnerships throughout Asia; second, increasing innovation by emphasizing collaboration; and third, increasing autonomy in the administration of our university.

## **Strategic Aims**

To achieve our goals we are focused on the following:

1. By promoting world-class education, fostering intellectual leaders with courage who can contribute to human happiness.
2. Inspired by Nagoya University's Nobel laureates, supporting the creation and discovery of knowledge through research.
3. Based on a long and close relationship with Asia, building a more diverse campus community. In particular, we continue to reduce the gap in gender equality by supporting female students, faculty and staff.
4. Taking advantage of our location in one of the world's most dynamic industrial regions, supporting research and innovation that contributes to the betterment of society.
5. Acknowledging the importance of "shared governance," the President will lead reform of the university administration.

## **Education**

By promoting a world-class education, we aim to foster fearless intellectual leaders that can contribute to human happiness. Our goals include:

1. Improving quality of education through organizational reform.
2. Reviewing current educational policies, with emphasis on conferring of degrees, design of curriculum, and acceptance of new students. As part of these reforms, we intend to change the relationship between Nagoya University and its affiliated secondary school, as well as its relationship with other secondary schools.
3. Admitting excellent students by improving the entrance examination system and establishing an admissions center.

4. Improving international compatibility of our education system by introducing such changes as a shift from a semester system to a quarter system and an international joint degree program.
5. Introducing an educational quality assurance system.
6. Building on past MEXT projects including the “Leading Graduate School” and “Business Capacity Development Center,” establishing a new umbrella organization called the Institution for Academic Development.
7. Collaborating with the private sector, increasing support for non-traditional students and extending opportunities for continuing education.
8. Increasing support for a more diverse student body.

## **Research**

Inspired by our Nobel laureates, we are committed to the creation and discovery of knowledge through research. Our goals include:

1. Led by the “Institute for Advanced Research,” “WPI,” and “Institute of Innovation for Future Society,” continuing to promote cutting-edge research accessible to the widest possible audience.
2. \*Encouraging basic research across all Schools and research centers.
3. Recruiting, retaining and supporting the most talented faculty, in particular women researchers, foreign researchers, and young researchers.
4. Promoting international collaboration in research and education with the world's best universities through the Academic Consortium 21 (AC21) and other international networks.
5. By promoting international collaboration in research and education in Asia with projects such as the “Asian Satellite Campus,” we seek to become known as an “Asian Hub University.”
6. To improve faculty research, using a system of “University Research Administrators” and encouraging the sharing of university facilities and equipment.

## **International**

We are developing a university that attracts the best students, faculty and staff from around the world and contributes to creating a more sustainable society. In particular, we seek to work closely with countries in Asia. Our goals include:

1. By 2020, improving our campus environment such that the number of international students rises to 3000 and faculty members with international experience grows to 650.
2. By 2020, increasing the number of Nagoya University students studying abroad to 1000.

3. Increasing the number of students enrolled in the full-degree English taught programs (G30) and expanding the number of English-taught classes on campus (G30 Next).
4. Establishing a crisis management system for students, faculty and staff dispatched overseas.
5. Creating a more internationalized environment on campus.
6. Establishing an organization for research on ASEAN (ASEAN Net PLUS).
7. Expanding the “Asian Satellite Campus” project.
8. Promoting internationalization by collaborating with other universities in Central Japan (Aichi Prefecture, Gifu Prefecture, and Mie Prefecture).

### **Academic-Industrial Collaboration**

Taking advantage of its location in one of the world's most dynamic industrial regions, we support research and innovation that contributes to the betterment of society. Our goals include:

1. For the purpose of “industry-academia-government collaboration” and “open innovation,” establishing a new “Future Integrated Electronics Research Center.”
2. Taking advantage of previous projects, such as the Center of Innovation program (COI), strengthening support for interdisciplinary research.
3. Strengthening Industry-Academia Collaboration by the hosting of Industry-Academia Collaborative Research Courses and Research Centers.
4. Supporting new industries through technology transfer and the fostering of start-up companies.
5. Increasing entrepreneurial education and Industry-Academia collaboration by fostering people who can contribute value to society.
6. Led by the Disaster Mitigation Research Center, increasing regional resilience by establishing a new model for four-party collaboration.

### **University Hospital**

By serving as a hub, we will strengthen University Hospital activities to lead the next generation in medicine, conduct world-class clinical research and consultation, and foster human resources in medicine. Our goals include:

1. Reforming the organization for strengthening important medical care fields such as cancer, organ transplants, etc.
2. Establishing a “Hospital Development Plan” for a more effective use of space in medicine, such as constructing a cutting-edge Medical Function-Strengthening Building and remodeling the Central Consultation Building.

3. Using our overseas offices, expanding international activities of the University Hospital including a support for endoscopy medical care in Asia and collaborating with Thai Bangkok Hospital.
4. Anticipating the next generation in medical care, strengthening regional medical care collaboration such as promoting activities for the effective use of medical human resources.
5. To promote cutting-edge clinical study as a center of innovative medical technology creation, receiving approval in accordance with the Medical Care Act to become a “Clinical Study Focused Hospital”.
6. Providing safe and secure medical services through strengthening of a monitoring system led by the “Hospital Quality Improvement Promotion Office,” etc. At the same time, we will foster medical human resources who can contribute to quality improvement of medical care.

### **Affiliated Secondary Schools**

As a national university with an affiliated secondary school, we will evaluate and advance their mission and activities. These actions are expected to contribute to development of the university.

1. By collaborating in educational programs with other high schools, we will reform the admissions system for individual students.
2. Implementing advanced secondary education programs and expanding long-term and short-term exchange student capacity, we will further internationalize the affiliated secondary school.

### **Organizational Management**

Acknowledging the importance of “shared governance,” the President will lead reform of the university administration. Our goals include:

1. Reforming the structures of Schools/Graduate Schools to strengthen education and research activities through comprehensive evaluation of Engineering, Informatics, Humanities and Social Sciences. In particular:
  - (A) Reorganizing the School/Graduate School of Engineering to foster graduates capable of playing a key role in the global manufacturing industry.
  - (B) Establishing a new School/Graduate School to foster greater diversity among Information-related graduates who can create new social values and help solve the numerous challenges faced by humanity.

- (C) Reorganizing Humanities-related School/Graduate Schools to foster graduates who understand cross-cultural issues crucial in this era of globalization.
  - (D) Encouraging activities of the Graduate School of International Development to help solve issues on a global scale.
  - (E) To conduct more integrated research, reorganizing the Solar-Terrestrial Environment Laboratory, the Geospace Research Center and Hydrospheric Atmospheric Research Center in to the “Space-Earth Environment Research Center”.
  - (F) Establishing the “Future Materials and System Research Center” to lead innovative research on more efficient energy use.
2. To support those university activities contributing to building a world-class research university, we will strengthen our financial infrastructure. In particular:
- (A) Securing various financial resources through Industry-Academia collaboration such as external funding from corporate training and joint research projects.
  - (B) Supporting preparation of faculty grant proposals to increase competitive funding and subsidies for research and education.
  - (C) Managing costs in administration, research and education.
  - (D) Strategically distributing resources and using assets to strengthen university activities.
  - (E) To mark the 150th anniversary of the founding of our university, raising a 10 billion yen fund by the year 2021.
  - (F) Establishing a financial strategic team for developing strategies using know-how from both inside and outside the university.
  - (G) Securing university hospital income by strengthening hospital activities.
3. Creating a world-class university campus. In particular:
- (A) Sharing the university’s vision for the future after reviewing and implementing the “Campus Master Plan” to ensure the highest quality environment for education and research.
  - (B) Planning and implementing facility management to construct a sustainable university campus.
4. We will promote gender equality on campus in collaboration with Asia and the wider world. In particular:
- (A) Establishing a Gender Equality Promotion Center.

- (B) Raising to 20% the number of female faculty members (principle investigators and young researchers) and promoting female managers.
- (C) Creating an organization where employees can maintain a balance between work and child-care.
- (D) Promoting gender equality through Academia-Industry-Government collaboration.

5. We will strengthen administrative infrastructure to achieve the Nagoya University mission. In particular:

- (A) While acknowledging the importance of “shared governance,” effectively and flexibly assigning resources (personnel, budget, facilities and equipment) through the leadership of the President.
- (B) Using various methods, such as Network Governance, to examine important measures and challenges.
- (C) Strengthening infrastructure of the administrative organizations that support the management of the university and enhancing management abilities of faculty members’ and administrative staff.
- (D) Establishing IR (Institutional Research) functions, led by the President, to provide university-wide data for evidence-based university management
- (E) Reforming human resources policy, such as annual salary, cross appointment and the tenure track system

6. Implementing an internal control system and new risk management system suitable for an internationalized university, as well as enhancing compliance of members of the Nagoya University community. In particular:

- (A) Along with pursuing the development and implementation of an internal control system, increasing awareness and enforcing adherence to regulations and guidelines.
- (B) Strengthening ability to send and receive information about risk, as well as the network through which the information is shared.
- (C) Deploying staff and strengthening collaborations with risk management specialists.
- (D) Strengthening collaboration with overseas universities and institutions in relation to global risk management.