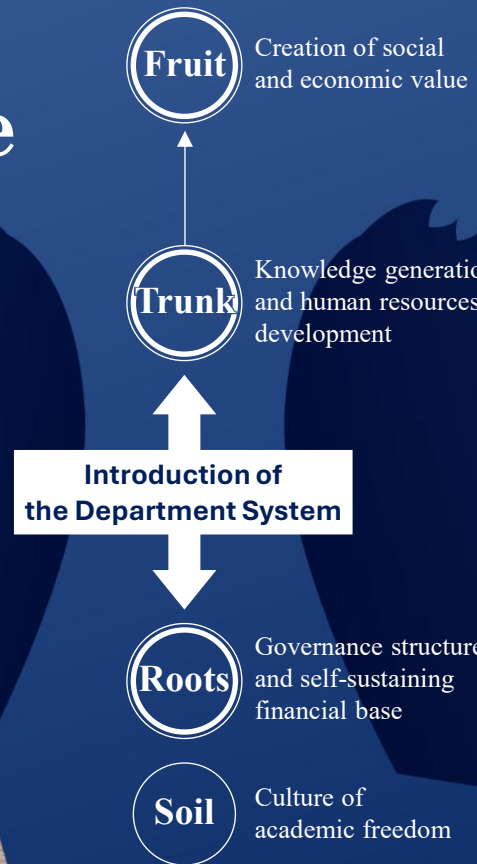


Through its free and open research environment, Kyoto University will continue to generate value that transforms society and cultivate highly-skilled globally-active human resources, functioning as

a hub of knowledge that attracts diverse researchers from around the world



### Strategy for Institutional Advancement

- Establishment of systems and mechanisms to translate academic research outcomes into social and economic value.
- Developing a mechanism to reinvest value generated back into academic research and increase the university's own endowment fund.
- Increased acquisition of external funding through the synergistic effects of fundraising, launch of global startups, etc.



### Research Reform

- Establishment of an organization and support system that will consistently produce original and outstanding research outcomes.
- Strategic allocation of research resources that takes into consideration research personnel, research time, research environment, and diversity.



### Education Reform

- Establishment of a system to develop highly skilled human resources backed by the research capabilities of their departments.
- Creation of career paths that facilitate activity not only in academia but also in other diverse sectors.



### Management Reform

- Establishment of a system of strategic decision-making by the president, provost, and CFO.
- Restructuring from "faculty organizations and administrative organizations" to "research organizations, education organizations, and support organizations."

**Mission**  
(Kyoto University Mission Statement)

To sustain and develop its historical commitment to academic freedom and to pursue harmonious coexistence within the human and ecological community on this planet.

**Vision**  
(University-wide vision)

- Contribute to addressing diverse social issues and foster innovation that can transform society through the generation of knowledge by unrestricted and original research.
- Cultivation of outstanding researchers who will lead global academia and highly skilled professionals who can thrive on the global stage.
- As a comprehensive university engaged with the international community, form an international knowledge hub that attracts diverse human resources from around the world.

**Policy**  
(Guidelines for the Promotion of Research Reform)

- The Five Academic Values that Kyoto University prioritizes for the generation of knowledge through unrestricted and original research.
- Three Vectors for addressing diverse social challenges and fostering innovation that can transform society.
- Establishment of Two Systems to drive the university's strategy.

**Culture**  
(Kyoto University's unique institutional culture)

In an environment that respects originality and encourages free and open dialogue, researchers can advance their research based on free thinking and their own intellectual curiosity.

The deeply rooted spirit of Kyoto University

- Emphasis on basic research in search of the truth.
- Thorough dialogue based on a critical spirit.
- Diversity born from a spirit of respect for others.



The Kyoto City environment

- An international academic city with a wealth of history and culture.
- A city of learning far from the political and economic center.
- A place where tradition coexists with a progressive spirit.

Cultivating outstanding researchers

Affiliated with Kyoto University

**13** Nobel laureates

**1** Abel Prize winner

**2** Fields Medalists

**1** Gauss Prize winner

**5** Lasker Prize winners

**1** Chern Prize winner



Tasuku Honjo



Shinya Yamanaka



Susumu Kitagawa



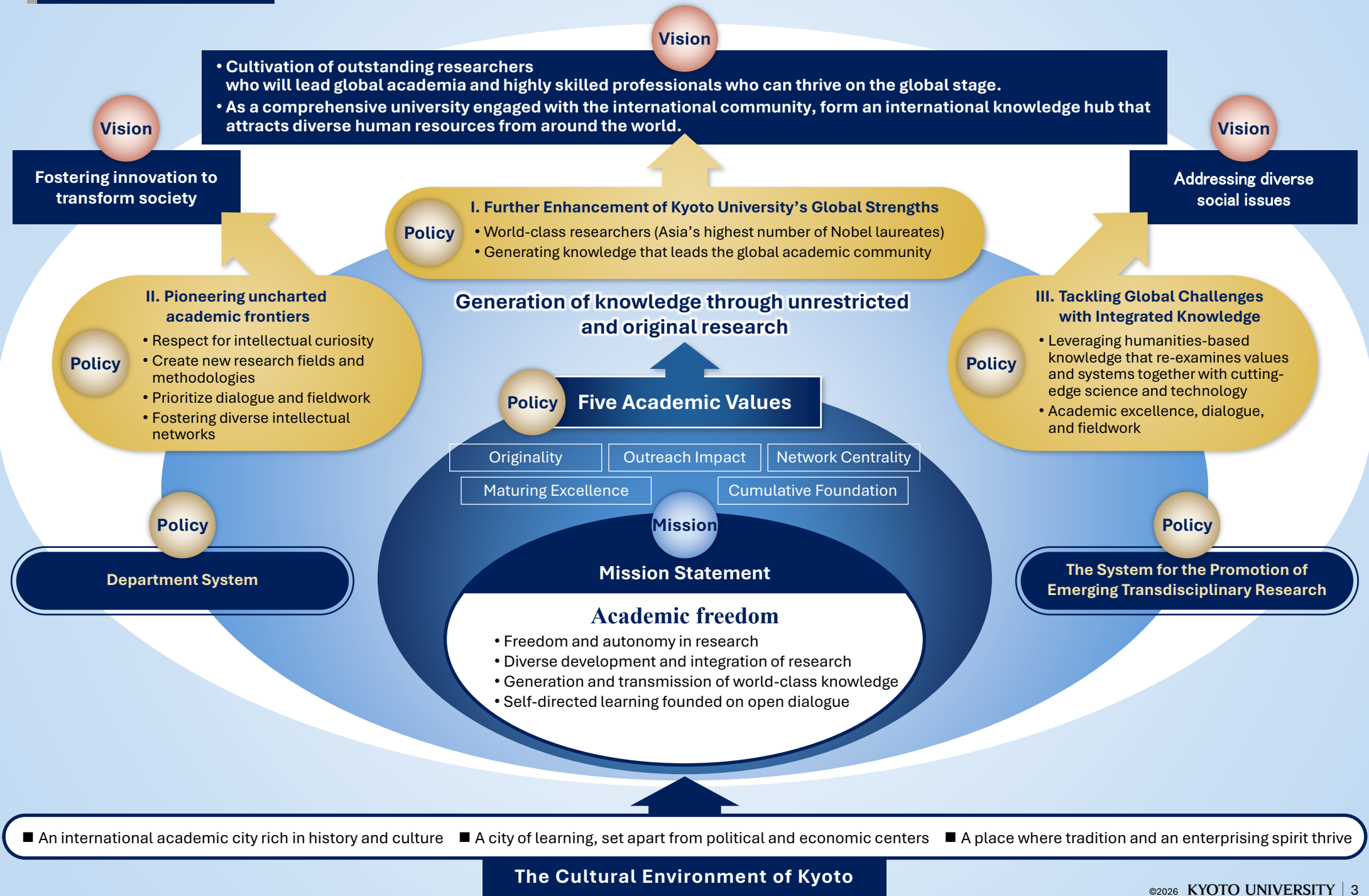
Hideki Yukawa

Highest number of Nobel laureates in Asia

World-leading academic knowledge originating from Japan

| The Kyoto School  | Field Research   | Materials Chemistry  | iPS Cell Research  | Cancer Immunotherapy   |
|---|--|--|--|--|
| A school of philosophy developed by philosophers such as Kitaro Nishida. It is widely studied around the world. | A research method based on fieldwork, which was the impetus for the birth of primatology and other fields. | Driving innovation through the two pillars of theory and experimentation, an approach that has led to Nobel Prizes awarded to Kenichi Fukui (frontier orbital theory), Ryoji Noyori (asymmetric synthesis), Susumu Kitagawa (metal-organic frameworks [MOFs]), and others. | Pioneering new developments in regenerative medicine using pluripotent stem cells, which were successfully produced by Shinya Yamanaka and colleagues in 2006. | The development of an innovative method of cancer treatment using PD-1 inhibition discovered by Tasuku Honjo and colleagues. |

# Overview of Kyoto University's Mission, Vision, and Policies



# International centers (hubs) that attract diverse research talent from around the world

**Research**

**Global expansion of research activities**

- Expansion of research networks through strategic partnerships and joint research guidance, etc., with overseas universities (US, Europe, Asia, Oceania, etc.)
- Regular dispatch of research teams to ASEAN, India, Africa, etc., to work on global issues

**Institutional collaboration**



- Comprehensive collaboration between Kyoto University and RIKEN 2.0 (Commenced in April 2025)
- Supercomputer "Fugaku NEXT"
- Collaboration with synchrotron radiation facility "SPring-8- II "



**Education**

**Recruitment of outstanding international students and the next generation of researchers**

- Expansion and development of Kyoto iUP
- Expansion of education provided in English
- Expansion of the autumn admissions system

**Business growth**

**Expansion of international hub network and local operations targeting global markets**

- North America and ASEAN (expansion)
- Taiwan (new establishment)
- London (new establishment)
- India (new establishment), etc.

**System for the employment of international researchers**

- Introduction of an international collaborative PI system
- Establishment of a flexible personnel and salary system
- Appointment and training of staff with international competence
- Establishment of a center that handles the employment procedures for foreign personnel and also provides support for their daily lives
- Enhancement of the university-wide research integrity management system

**Cooperation with local government**

**Comprehensive cooperation agreement between Kyoto University, Kyoto Prefecture, and Kyoto City (concluded in March 2025)**

- Employing, retaining, and cultivating highly skilled personnel from Japan and abroad
- Promoting industries such as globally oriented deep tech startups



# Generating value that can transform society



Vision

Addressing diverse social issues and fostering innovation to transform society

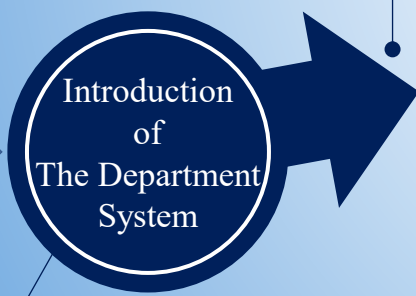
- Introduction of a unique research assessment perspectives
- Implementation of a three-tiered strategic allocation of research resources
- Secure research time by improving the research support system
- Enhancement of the research environment, including cutting-edge core facilities

- Finding and cultivating the next generation of outstanding early-career researchers
- Subsidies through translational funds
- Utilizing the “bridging corporation model” to bridge the gap between basic research and social development

## Mission

- Freedom and autonomy in research
- Diverse development and integration of research
- Generation and transmission of world-class knowledge

A university where researchers are able to freely conduct original research based on their intellectual curiosity



Strengthening the research capabilities of each individual department



Discovery of new knowledge and truth / Making breakthroughs



## Strategy

Establishment and implementation of the Department System

- Establishment of research organizations based on academic areas
- Guaranteeing an environment in which early-career researchers can conduct research independently and based on their own original ideas
- Formulation of strategies for strengthening research capabilities by the chairpersons
- Establishment of department offices to support research activities

## Strategy

Establishment and implementation of the System for the Promotion of Emerging Transdisciplinary Research

- Development of new academic areas and response to global issues
- Reorganization and renewal of existing departments
- Support for key research fields in which the university is a global leader and which have a high social impact
- Establishment of a model for the continuous creation of global startups
- Expansion of international hub network and local operations for strategic growth
- Establishment of world-class business incubation facilities
- Promotion of joint research and intellectual property licensing centered on startups



# Introduction of the Department System

- Unimpeded promotion of research within an open research environment through the introduction of the academic-area-based Department System.
- The chairperson in charge of each department will formulate the department’s future vision and research strategy, and work to strengthen research capabilities.

Currently

1,000  
small academic chairs

Within 3 years of being selected for the Universities for International Research Excellence Program

- Full transition to the Department System
- Establishment of approximately 20 new departments

By the end of Phase 1

Reorganization into the ideal department structure

## Faculties, graduate schools, centers, etc.

Small academic chair



Small academic chair



etc.

## Department (research organization)



### Profile and roles of the chairpersons

Profile

- Outstanding research capabilities and international experience
- Organizational management skills
- Strategic vision for the academic area

Roles

- Formulation of the department’s future vision and strategies for strengthening research capabilities
- Negotiation and coordination with the provost and other department chairpersons
- Allocation of research resources within the department
- Strategic faculty personnel management and development of early-career talent
- Appointment of diverse support staff to appropriate positions

### Faculty Evaluation

- Faculty evaluations are conducted by the chairpersons.
- The evaluations are based on evidence (the Activity Database on Education and Research, etc.) and interviews.
- The department offices assist with the faculty evaluations

Shift from a closed “small academic chair” system to an open “department system”

### Office of Research Acceleration

- Support for research strategy formulation through the provision of data, etc.
- Improvement of each department’s research support systems and research environment
- Identification of research seeds, etc.

Support

### Department office directors

#### Support for the chairperson

- Assist the chairpersons with their duties and with decision-making
- Coordination and collaboration with education organizations (undergraduate faculties and graduate schools), etc.

#### Research promotion functions

- Day-to-day research support for faculty members, etc.

#### Administrative functions

- Human resources, accounting, facilities, international collaboration, public relations, international student admissions, etc.

The office supports the activities of the department (Organization with diverse categories of highly specialized personnel)

### Department Office

### Through conversion to the Department System

#### Effects within the departments

- Implementation of flexible and strategic personnel management
- Training and independence of early-career researchers
- Increased diversification of research themes through an increased number of PIs
- Ensuring sufficient research time by strengthening the research support system
- Strategic and efficient acquisition and shared use of research equipment

#### Effects throughout the university as a whole

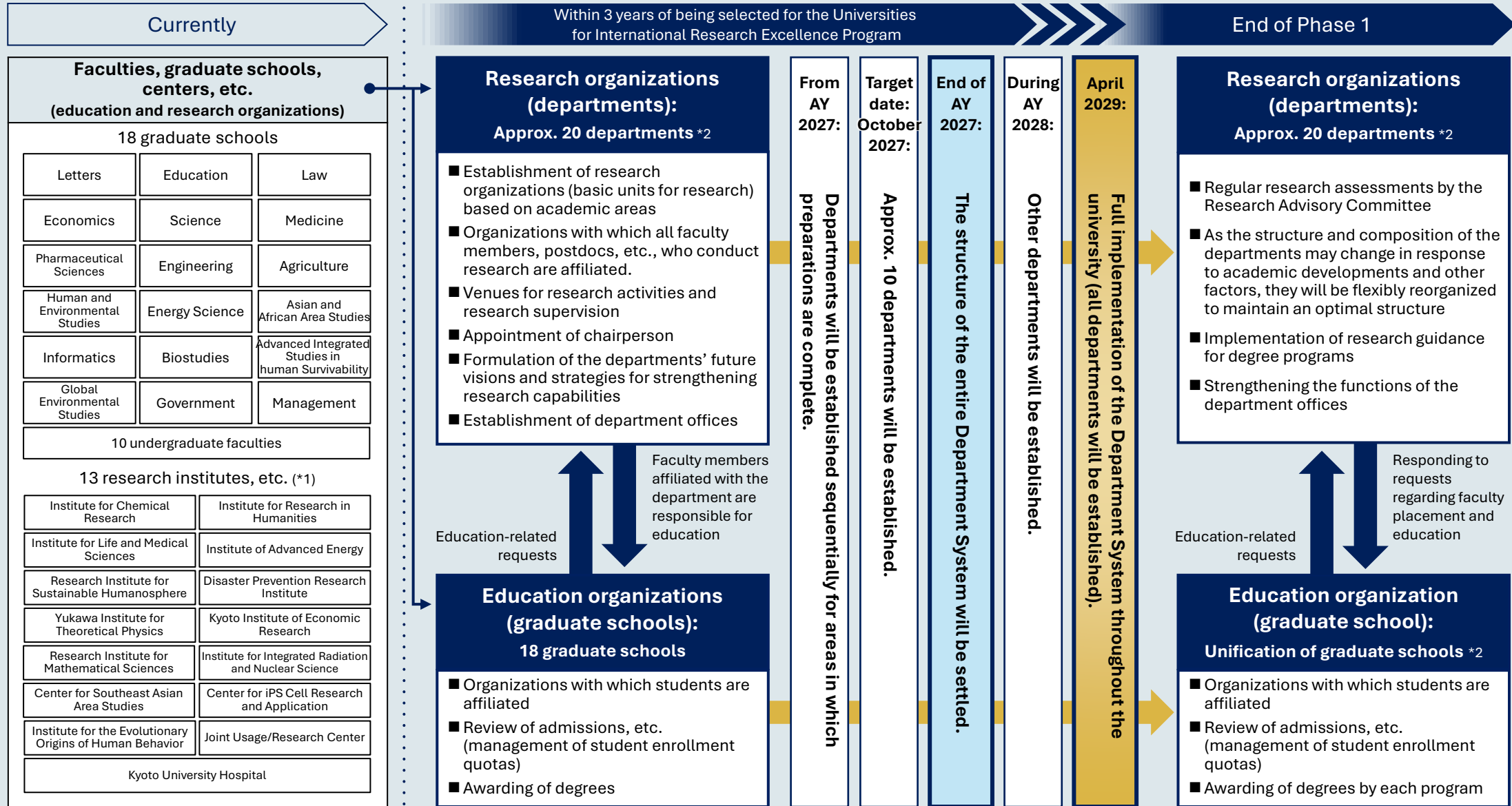
- Making strategies to strengthen research capabilities in each research area visible
- Evaluation of research in each area
- Strategic allocation of research resources based on evaluations

Other benefits are also anticipated



# Structural reform of education and research organizations through the introduction of the Department System

Rapidly advancing research and education reforms by reviewing the conventional system and establishing a new Department System based on academic areas.



\*1 The research institutes will continue to fulfill their missions of advancing research, addressing social issues, and providing nationwide collaborative use.

\*2 The names and structures of departments and graduate schools may be revised as appropriate depending on future discussions within the university and deliberations by the Research Advisory Committee.



# The Guidelines for the Promotion of Research Reform and the overall structure of each strategy

Vision

The university-wide vision for Kyoto University as a University for International Research Excellence

Policy

## The Guidelines for the Promotion of Research Reform —to realize the university-wide vision

### The Five Academic Values

- |  |  |
|--|--|
| 1. Generation of new knowledge through the exploration of uncharted academic frontiers<br><b>Originality</b>                   | 3. Formation of international and academic hubs to connect people and knowledge<br><b>Network Centrality</b>     |
| 2. Academic ripple effects that inspire other fields and value creation that effects societal change<br><b>Outreach Impact</b> | 4. Nurturing the seeds of research that will shape the future of academia<br><b>Maturing Excellence</b>          |
|  | 5. Accumulation of academic knowledge and its transmission to future generations<br><b>Cumulative Foundation</b> |

### The Three Vectors

- I . Further Enhancement of Kyoto University's Global Strengths
- II . Pioneering Uncharted Academic Frontiers
- III . Tackling Global Challenges with Integrated Knowledge

### Establishment of Two Systems to drive the university's strategy

#### The Department System

- Research assessment of each department conducted by the Research Advisory Committee
- Investment of resources on a department-by-department basis based on research assessments
- Appointment of a chairperson to oversee the strengthening of research capabilities in each department

#### The System for the Promotion of Emerging Transdisciplinary Research

- Supporting and promoting research that transcends departmental boundaries throughout the entire university
- Promoting the development of new research organizations such as research hubs/centers based on the assessments by the Research Advisory Committee

Formulated based on the Guidelines

Strategy

### The departments' future visions and strategies for strengthening research capabilities

- Formulate the departments' future visions and strategies for strengthening research capabilities based on the Five Academic Values and Three Vectors

Make research capabilities in each academic area visible

Reflect university policies in departments' visions and strategies

Formulated based on the Guidelines

Strategy

### The university's Priority Research Strategy

- Formulate the university's Priority Research Strategy based on the Three Vectors

#### Strengthening priority areas

- Regenerative medicine and cell therapy
- Photonic quantum science, etc.

#### Pioneering/developing new academic fields and fostering the next generation

- Materials science and cell biology
- AI for Science, etc.

#### Taking on challenges related to the global agenda

- Climate change and large-scale disasters
- Global South, etc.

Implementation of strategies

Implementation of the Department System

Implementation of the System for the Promotion of Emerging Transdisciplinary Research

Realizing the university-wide vision

Aiming to be a global leader in key academic fields

Establishing new academic fields that will lead the world

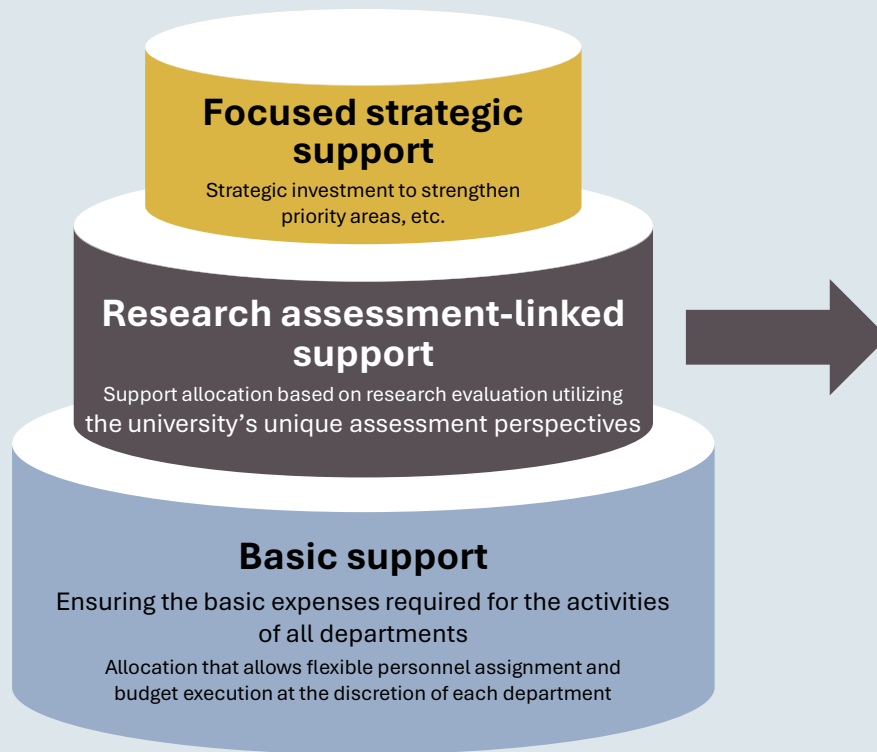
Tackling multifaceted social challenges and aiming to contribute to the global community



# Three-tiered strategic allocation of research resources and unique assessment perspectives

- Strengthening the research capabilities of each department through a three-tiered strategic allocation of research resources that considers four perspectives.
- Utilizing five unique perspectives to evaluate the research performance and environment in each department based on the academic values prioritized by the university.

## Three-tiered strategic allocation of research resources



## COMON: Kyoto University's unique five assessment perspectives

- Introduction of a unique set of assessment perspectives that take into account the characteristics of the relevant research field and the institutional mission of Kyoto University
- The university's original research can be evaluated comprehensively, including its qualitative and narrative elements, without relying only on generic indicators
- Based on its own vision and strategy, each department articulates its strengths in accordance with the five assessment perspectives

### Originality

Criteria for evaluating research that pioneers new fields and is recognized as internationally outstanding

### Outreach Impact

Criteria for evaluating research that has an impact on the development of different academic areas and the creation of social and economic values

### Network Centrality

Criteria for evaluating research that establishes the center of an academic network, and which forges connections between academia and society

### Maturing Excellence

Criteria for evaluating unique research with potential over the medium- to long-term, for which the outcomes are not currently visible

### Cumulative Foundation

Criteria for evaluating research that accumulates academic knowledge to ensure its succession into the future

## Four points

to consider in the strategic allocation of research resources

### Securing research personnel

- Increase the number of postdoctoral researchers
- International open recruitment and strategic recruitment of early-career researchers
- Provide support for the independence of early-career researchers

1

### Securing research time

- Establish department offices
- Increase the number of research support personnel
- Assign teaching professors and management faculty
- Promote digital transformation

2

### Establishing a research environment

- Establish core facilities
- Establish an information infrastructure to promote the sharing of research data

3

### Ensuring diversity in research

- Promote gender diversity
- Promote interaction with leading researchers overseas
- Establish a support system for foreign nationals

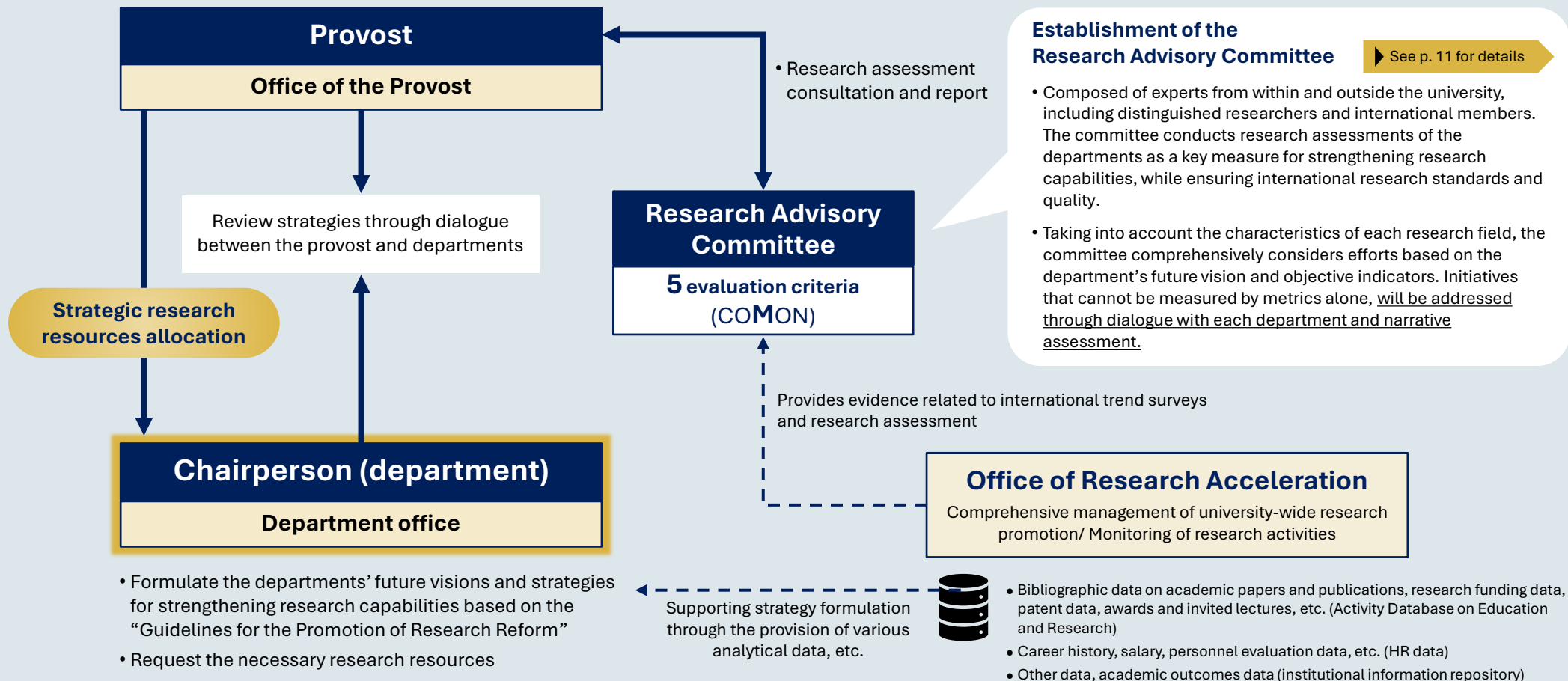
4



# Organizational assessment : the decision-making process for strategic research resource allocation

- The chairperson formulates the department’s future vision and strategy for strengthening research capabilities, and requests the provost for the necessary research resources.
- The Research Advisory Committee evaluates the department’s research (ensuring research to the highest international standards and quality).
- The provost determines the allocation of research resources to each department based on discussions with the departments and the assessments by the Research Advisory Committee (making the decision in consultation with the president and CFO).

- Determines the allocation of research resources based on discussions with the departments and the assessments by the Research Advisory Committee





# Overview and role of the Research Advisory Committee

- Established as an academic advisory body to deliberate and support decision-making on important matters relating to the strengthening of the university's research capabilities and to support university decision-making.
- The committee includes **outstanding researchers and external experts, including international members**. Based on a **neutral and expert perspective** and with reference to **international trends**, the committee conducts reviews, provides reports, and makes recommendations that contribute to the strengthening of university-wide research capabilities.
- Reports and recommendations will, in principle, be made public to ensure transparency in the deliberation process.

## Role of the Research Advisory Committee

### Strengthening departmental research capabilities

- Research assessment of departments
- Assessment and recommendations related to research resources allocation
- Review and recommendations regarding the establishment and reorganization of departments
- Eligibility/Performance review of chairpersons
- Operation and optimization of the assessment system

### Promotion of the university's Priority Research Strategy

- Identification of priority themes based on internal and external research trends, review of submitted proposals, and monitoring of progress
  - Reviews and recommendations for Priority Research Strategy
  - Implementation of the System for the Promotion of Emerging Transdisciplinary Research

### Development of the research environment

- Formulation of policies and monitoring regarding the research environment, such as policies for research ethics and DEIB

## Structure of the Research Advisory Committee

### General Committee

- Composed of all members, including overseas members and external experts.
- Conducts comprehensive deliberations and evaluations based on a neutral and expert perspective and international trends.

### Standing Committee

- Composed of outstanding researchers from the General Committee, such as research strategy leads.
- Handles matters arising within the Research Advisory Committee's deliberations that require a particularly detailed consideration.
- Ensures agility by holding meetings regularly.

### Steering Subcommittee

- Responsible for the investigations, analysis, and tasks necessary for the discussions of the Research Advisory Committee.
- Report their findings to the Standing Committee.

### Field-Specific Review Panels Established for each field

- Composed of review panel directors who are authorities in the relevant fields and the research strategy leads (as mentioned above).
- Formatively assesses the research activities of each department from an expert standpoint.
- Handles other matters related to strengthening the departments' research capabilities and reports the outcomes to the chairperson.



# Priority Research Strategy based on Kyoto University's research strengths

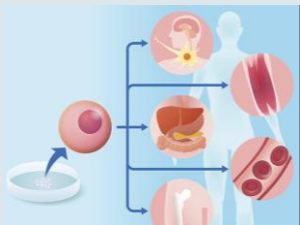
- Formulate the Priority Research Strategies in accordance with the Guidelines for the Promotion of Research Reform and strategically invest university resources.
- Building on Kyoto University's research strengths, promote the enhancement and development of research that transcends departmental boundaries.
- Based on the deliberations and recommendations of the Research Advisory Committee, the president, provost, and CFO will select research fields and themes, and allocate resources strategically according to the scale and maturity of the research (the fields and themes, etc., will be reviewed as necessary in response to changes in academic trends and societal challenges).

## Strengthening priority areas

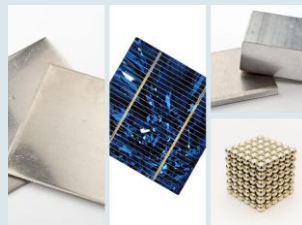
Strengthening research fields in which Kyoto University is a global leader and has a high degree of social impact

Examples of research fields in which Kyoto University is currently a global leader, and which have a high degree of global impact:

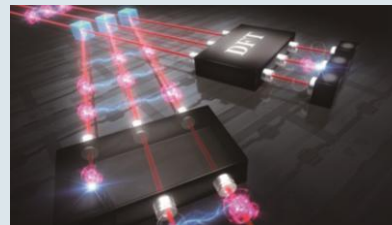
- Regenerative medicine
- Cancer immunotherapy
- Energy science
- Materials science
- Mathematics and information science
- Astrophysics
- Asian humanities/Kyoto School
- Photonics and quantum science



Regenerative medicine



Materials science



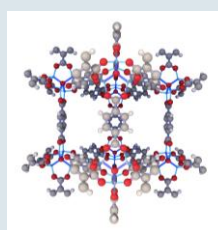
Photonics and quantum science



Cancer immunotherapy



Kyoto School



MOF



AI for Science

## Pioneering new academic areas and cultivating the next generation

Pioneering and cultivating new areas that have the potential to develop globally and are anticipated to become vital for the next generation

Examples of new fields that the university has pioneered to date:

- Cell-material integrated systems
- Human biology
- AI for Science

## Challenging the global agenda

Taking on challenges in fields in which combining Kyoto University's comprehensive research capabilities is anticipated to provide important solutions to global-scale social issues

Examples of anticipated issues of focus:

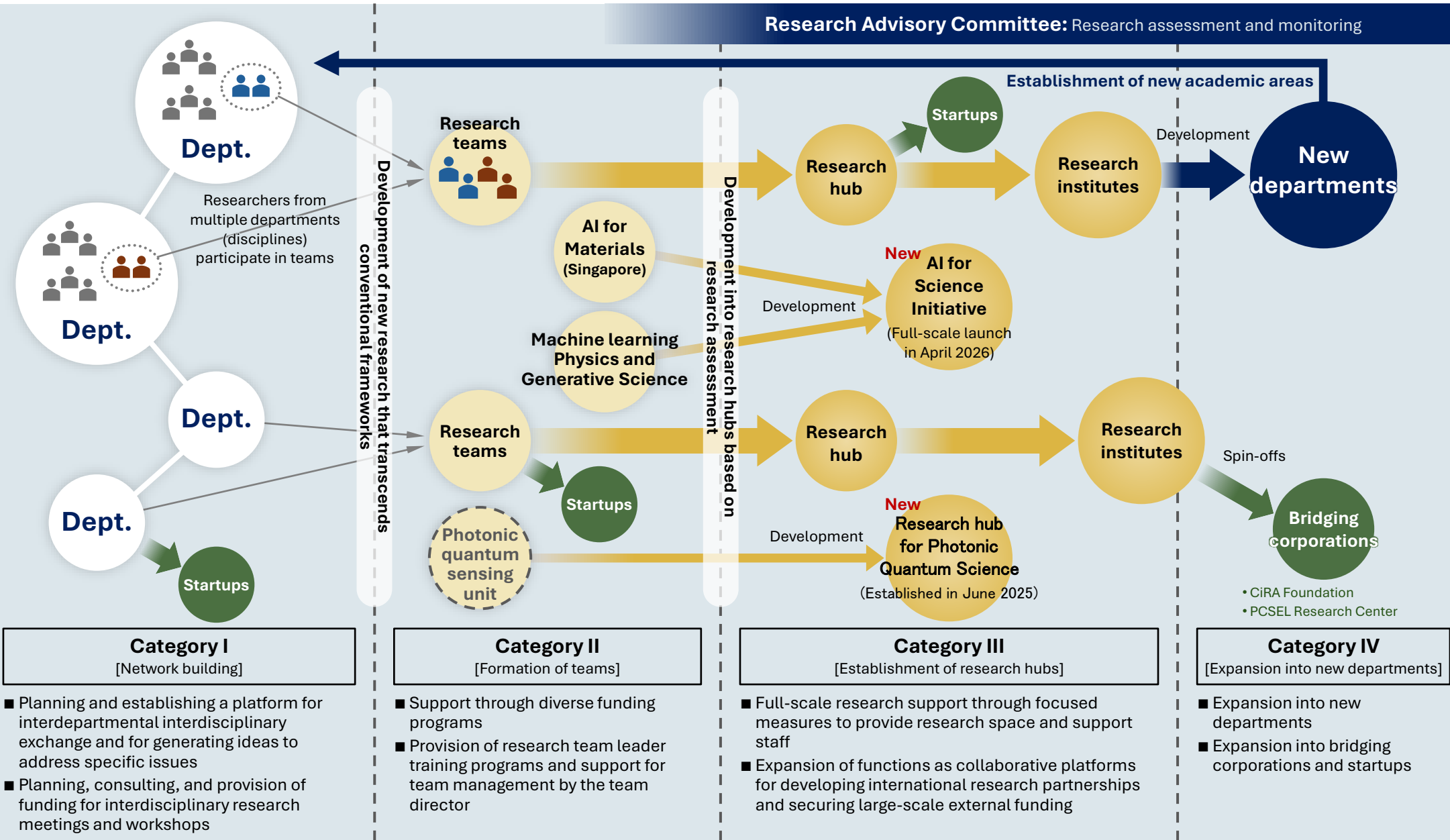
- Climate change and large-scale disasters
- Biodiversity
- Energy and resource issues/development of new materials
- Digital society issues
- Divisions and disparity
- Demographic issues



Global agendas



# Interdepartmental system for the Promotion of Emerging Transdisciplinary Research



Office of Research Acceleration: Support tailored to each stage / Office of Institutional Advancement and Communications: Startup support

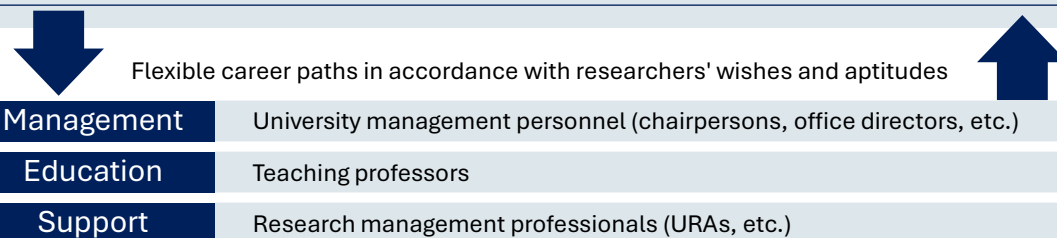


# Recruiting and cultivating the next generation of highly skilled research personnel

- Developing an education and research environment and career paths that attract outstanding early-career researchers from Japan and overseas to Kyoto University.
- Establishing a system that can consistently produce highly-skilled globally-active human resources through a virtuous cycle of recruiting and cultivating early-career researchers.



Personnel exchanges with domestic and international research institutions at each phase

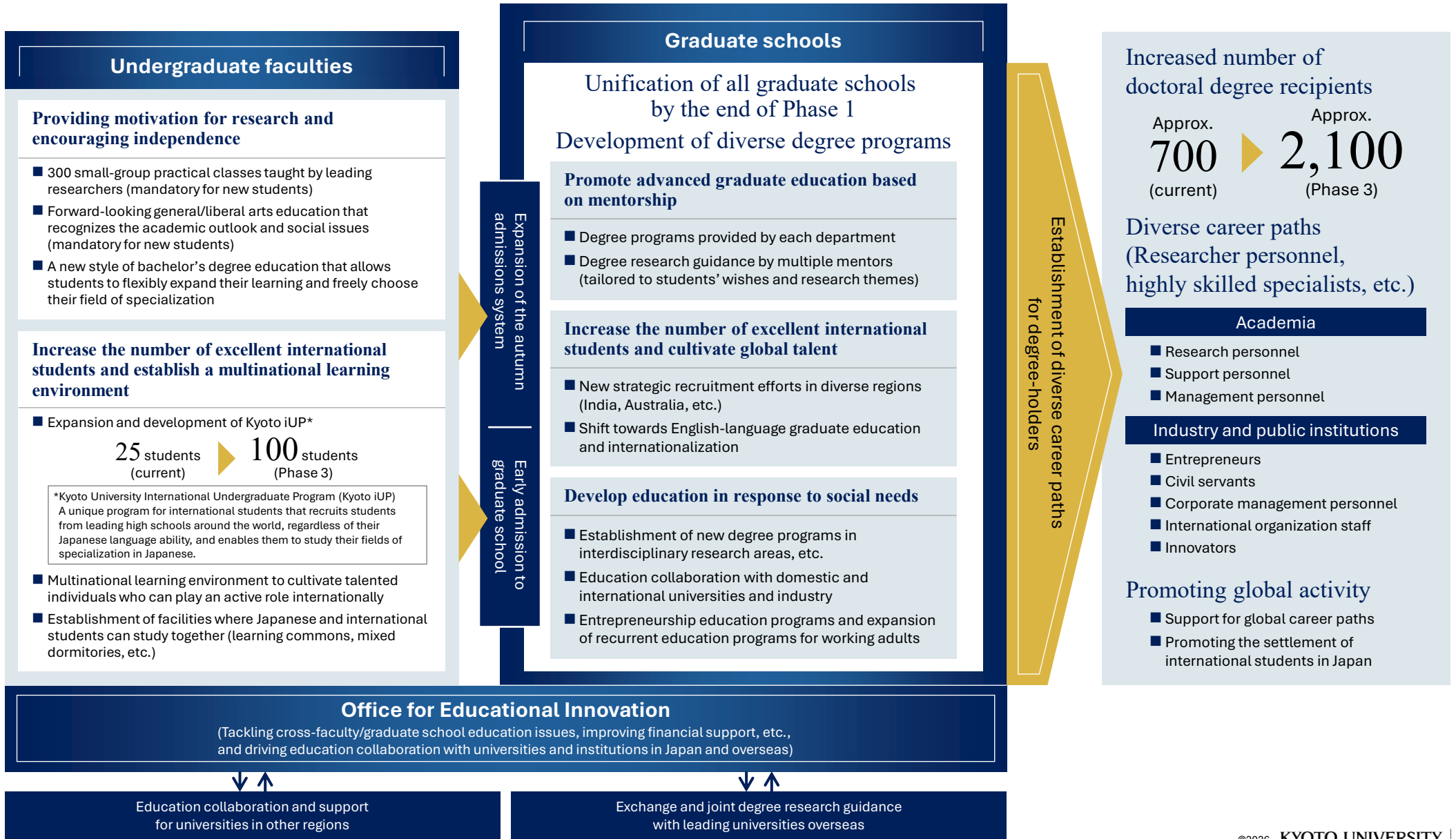


Outstanding researchers



# Emphasizing graduate schools to produce global talent

- Establishing an undergraduate and graduate education system that attracts outstanding students from diverse countries and regions, trains them as highly skilled human resources, and launches them into careers in global society.
- Tripling the number of doctoral degree recipients through a focus on strengthening graduate schools and expanding the scope of opportunities for degree holders.



# Leading the international community through active dialogue and collaboration

- Building partnerships based on regional characteristics.
- Prioritize responsibilities for international contribution with respect for the value of international collaboration.

## Agile governance to promote internationalization

### Global Engagement Office

- Planning of internationalization measures
- Management of overseas centers, support for the activities of on-site laboratories

### Collaboration within the university (organizing teams by issue or objective)



#### Europe and America

- Expand inter-university collaboration with a focus on strategic partnerships, and establish joint research teams comprising researchers from at least three countries
- Promote mutually beneficial student exchange programs and international joint research

- Strengthen education collaboration through joint degree programs and shared utilization of education programs
- Trilateral collaboration, such as Japan–Europe–Africa, Japan–Europe–ASEAN, etc.

#### Kyoto University

- Establish a hub where researchers and students from around the world gather
- Implement programs to invite excellent international researchers
- Establish the Kyoto University Lectureship Award
- Expand the number of on-site laboratories (currently 14 labs)
- Maintain a world-class research environment and promote the internationalization of PI personnel

#### ASEAN and Africa

- Establish co-creation units at the forefront of addressing global issues and consistently dispatch multidisciplinary research teams, strengthen international collaboration through the “localization” of research, education, and joint partnerships
- Promotion of the Japan-ASEAN Science, Technology and Innovation Platform (JASTIP)
- Close collaboration with national strategic organizations (ERIA, AZEC, TICAD, etc.)

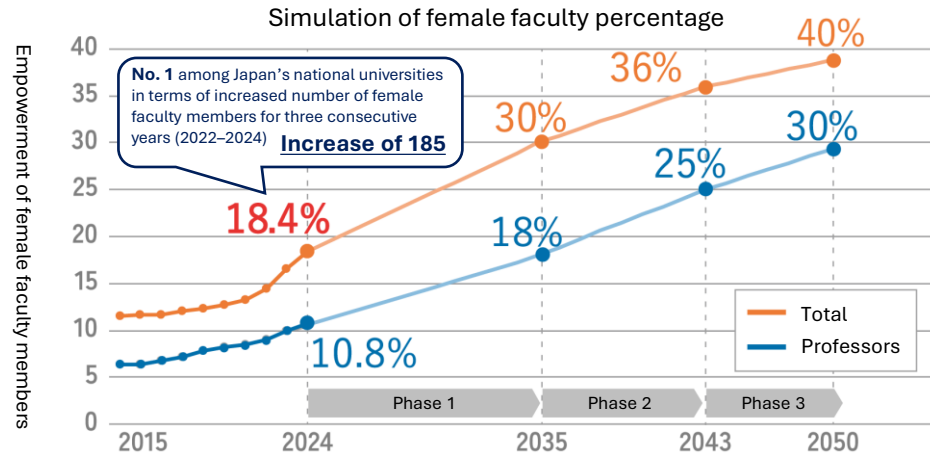
#### Indo-pacific region

- Actively develop human resource exchange projects with the Indo-Pacific region
- Establishment of trilateral collaboration among Japan, Australia, and India focusing on human resources development, and an IUUI model by promoting inter-university/industry-academic collaboration in India
- Expansion of the scope of KU-STAR, an internship program for Indian researchers, to the Oceania region
- Joint implementation of the Program for the Development of Next-generation Leading Scientists with Global Insight (L-INSIGHT)

Declaration on the Promotion of Diversity, Equity, Inclusion, and Belonging (DEIB) at Kyoto University (April 2025)

Pioneering the future by transforming diversity into strength  
 Deepening Kyoto University's tradition of academic freedom from the perspective of DEIB

## Achieving gender diversity



### Empowerment of female students

- Develop the research and management skills of female students
- Programs to promote female junior and senior high school students' advancement to higher education
- Provision of financial support in collaboration with local alumni associations

Continuous and comprehensive basic support (Currently 21 initiatives)



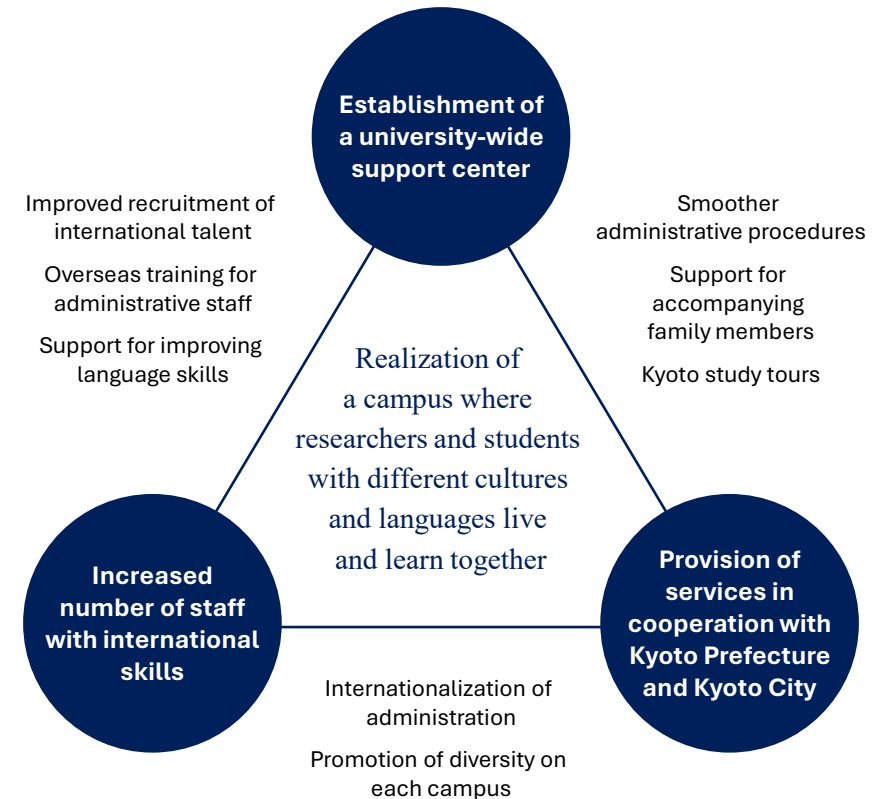
Dec. 2023  
 Opening of KuSuKu, an on-campus childcare facility

### Social impact

- Establish the Center to Support the Development of the Next Generation and develop it as a national model project
- Contribute to and expand female university management leadership training to universities nationwide

Enhanced research diversity based on the introduction of the Department System

## Improving support systems for foreign researchers and international researchers and students



Diversification of research through an increase in female and international researchers that utilizes advantage of scale and broader exchanges between researchers

# Transmitting insights from the humanities and social sciences to society and the world

- Learn from past history and thought to tackle the challenges of modern society and create a better future.
- Based on three initiatives, the university will promote a deepening of the humanities and social sciences and the transmission of humanities knowledge to domestic and international society in an integrated manner, thereby linking research with social change.

## Academic assets related to Asia and Africa World-leading archives

- Turning tangible and intangible assets into intellectual content in Kyoto, a center of history and culture
- Tangible assets: ancient documents, modern and contemporary materials, archaeological materials, ethnographic/natural history materials  
Intangible assets: disappearing intangible cultural properties (festivals, performing arts, etc.) and languages at risk of extinction
- Promoting digitalization and rediscovering value

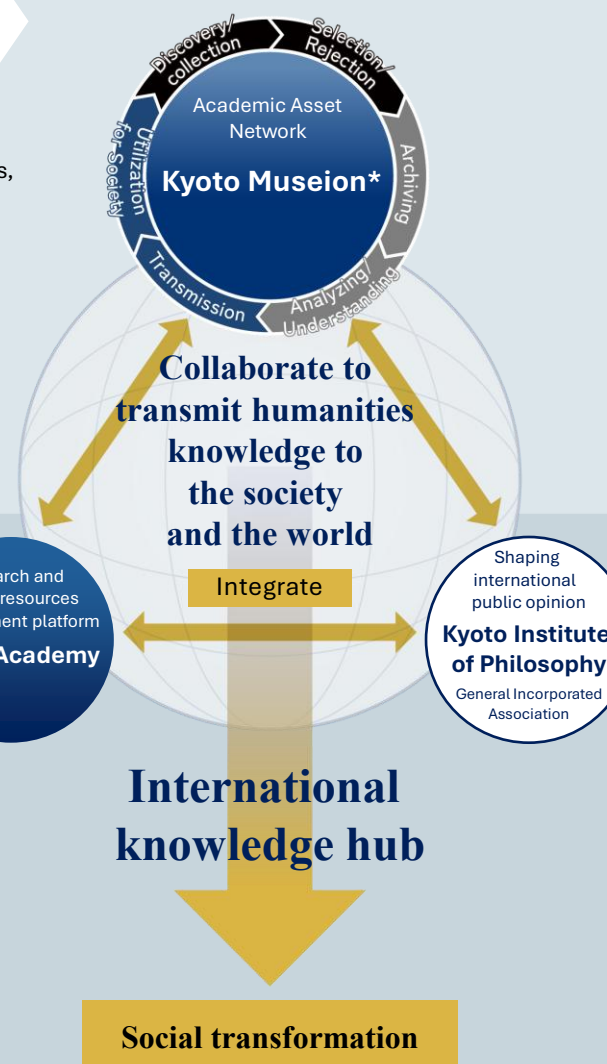


★ Mouseion: A Hellenistic library/museum/humanities and natural sciences research institute named after the Muses, the goddesses of scholarship. The origin of the word “museum.”

## A 21<sup>st</sup>-century multi-purpose cultural exchange facility

- Discovery/collection, selection/rejection, archiving, analysis/understanding of academic materials Training “connoisseurs” (academic curators, etc.)
- Making academic assets available to the general public, the next generation of researchers, and researchers around the world
- Establishing a multi-purpose cultural exchange facility with a theater, exhibition/interaction space, etc., that can be used by the general public

Organizations with which collaboration is anticipated: Agency for Cultural Affairs, Kyoto Prefecture, Kyoto City, Kyoto National Museum, International Research Center for Japanese Studies, National Museum of Ethnology, Museum of Kyoto, etc.



## Academic exchange/research hub

- Identifying a post-SDGs global agenda
- Thorough discussion among early-career researchers and leading researchers from overseas
- Development of evidence-based large-scale international comparative research
- International collaborative research platform for the humanities and social sciences

## Transmitting new values to the world

- A general incorporated association aiming to create a “society of multi-layered values” through “new value proposals” from Kyoto
- Forming an international movement by networking domestic and international movements, organizations, and congresses
- In collaboration with Kyoto University, host the Kyoto Conference to propose new values and promote the mutual understanding and compatibility of different values

OECD, UNESCO, Japan Foundation, etc. ↔ Collaboration and interaction

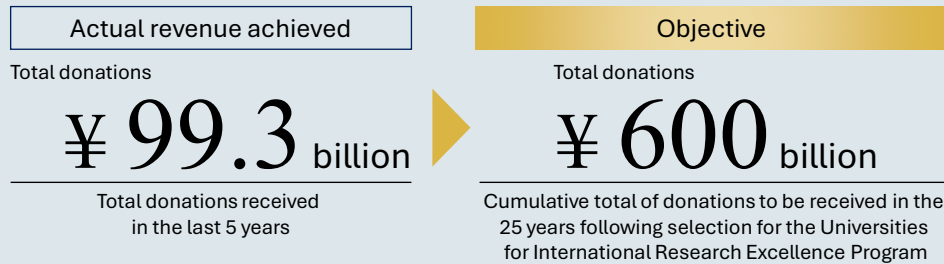
Co-creation ↔ Social entrepreneurs, artists, designers, religious leaders, etc.



# Strategy to achieve an annual 5% growth in external funding

- The Office of Institutional Advancement and Communications will comprehensively manage donations, investments in startups, intellectual property, and alliance businesses for collaborative research, etc.
- Through interactions and synergies between those different funding sources, the university will achieve an annual 5% growth in external funding revenue.

## Donations



- The total donations received in the last 5 years is the highest among Japanese universities
- Social impacts, such as affiliated researchers winning the Nobel Prize, have a large impact on the amount of donations received
- The number of people or companies who donated over ¥100 million has exceeded 120 and there is potential to acquire large donations

Based on its performance to date, the university aims to receive a total of ¥600 billion in donations through new initiatives.

New initiatives

### Establishment of Asia's first donation and fundraising research and education center

Recruiting and hosting outstanding researchers from overseas to accumulate knowledge about donations, establish an academic foundation, and provide educational programs both domestically and internationally.

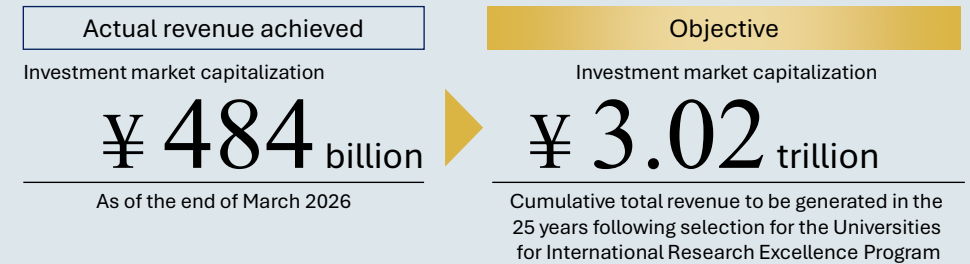
### Training of personnel who can understand the academic knowledge and put it into practice

Establish a system for training specialists and an effective fundraising system based on the knowledge generated at the research and education center.

### Promotion of donation culture and revitalization of the donation market

Contribute to society by promoting donation culture and revitalizing the market through a strategy tailored to Japanese and Asian contexts, which differs from the West.

## Investment in startups that utilize research outcomes



- Kyoto iCAP's investments have grown to a market capitalization of over ¥480 billion.
- 9 companies invested in have a market capitalization of over ¥10 billion, with the total market capitalization of the 9 companies exceeding ¥330 billion.
- Jobs were created for 2,328 people, mainly highly skilled personnel (number of employees in companies invested in).

Based on its performance to date, the university aims to achieve a market capitalization of ¥3.02 trillion through new initiatives.

New initiatives

### Formation of an EIR community through the continuous cultivation of professional management personnel

Employ doctoral degree recipients and produce a total of 50–100 “entrepreneurs in residence” (EIRs), who launch their own businesses based on the university’s research seeds.

### Expansion of the university's network of overseas hubs and local development to achieve institutional advancement

Establish a new network of overseas hubs in Silicon Valley, Taipei, London, Hyderabad, etc., with a focus on the US and Asia, and expand the local support system.

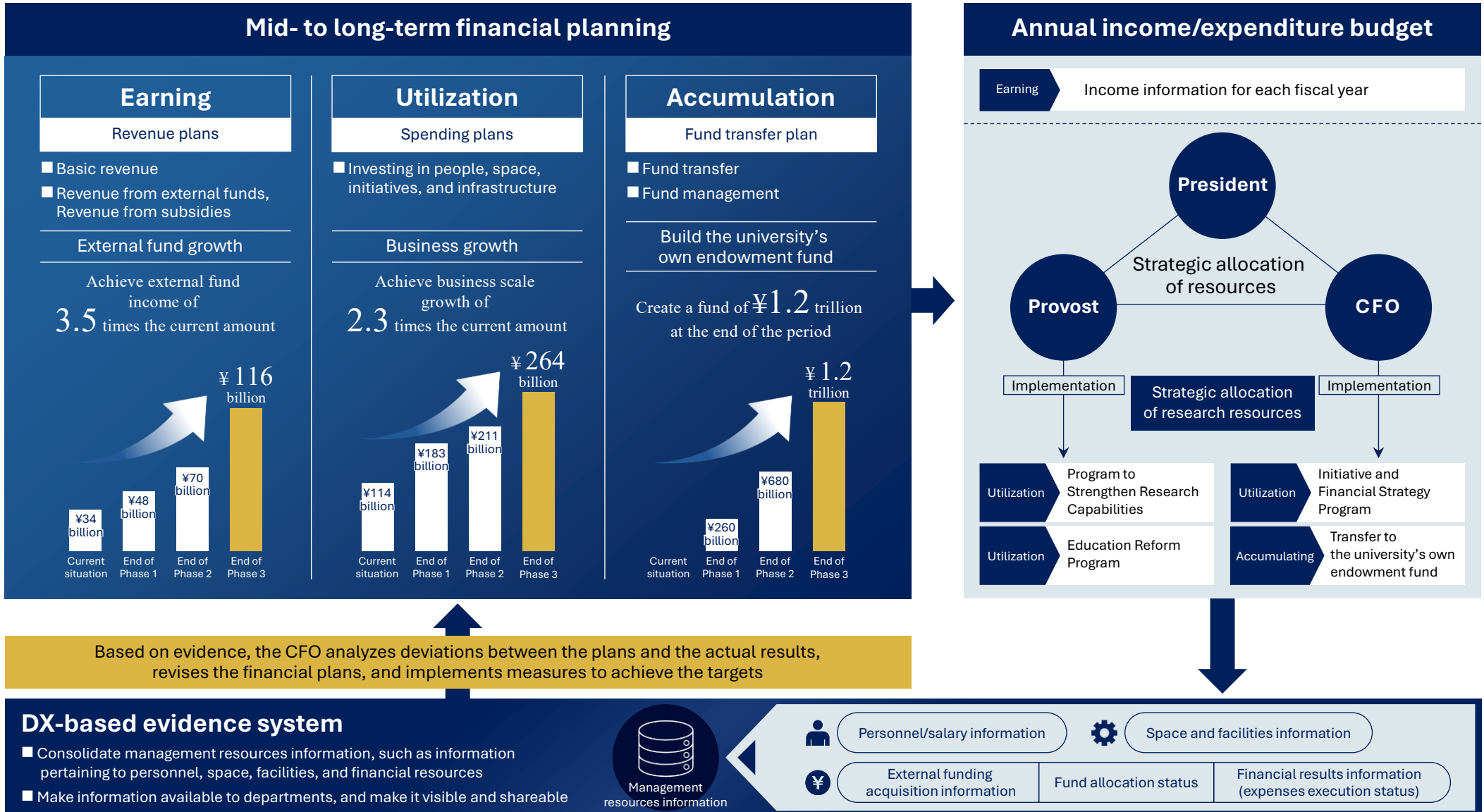
### Promotion of a world-class incubation business

Promote joint ventures with the world's leading incubators and create an entrepreneurial environment centered on Kyoto through the provision of world-class shared labs and business development support.



# Evidence-based financial management strategy

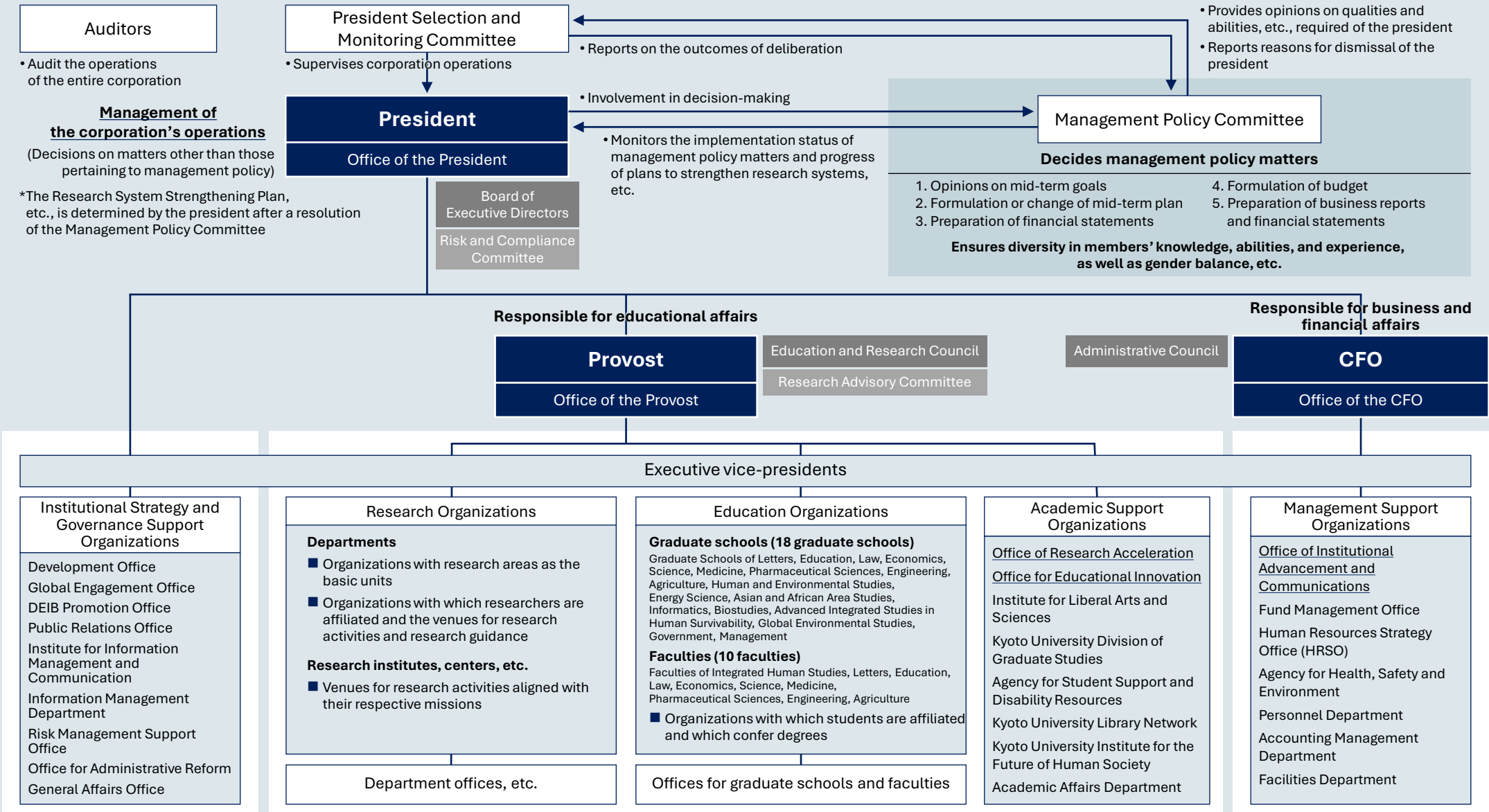
- Formulate mid- to long-term financial plans based on financial data, etc., and execute annual budget plans in line with strategic resource allocation based on the plans.
- Using evidence-based financial analysis produced by the CFO, promote integrated “earning,” “utilization,” and “accumulation,” and develop a financial management strategy based on a mid- to long-term perspective.





# Governance structure

- Establish the Management Policy Committee to reflect the opinions of diverse stakeholders in university management.
- Establish a governance structure centered on strategic decision-making by the president, provost (executive in charge of academic matters), and CFO (executive in charge of business and financial matters).

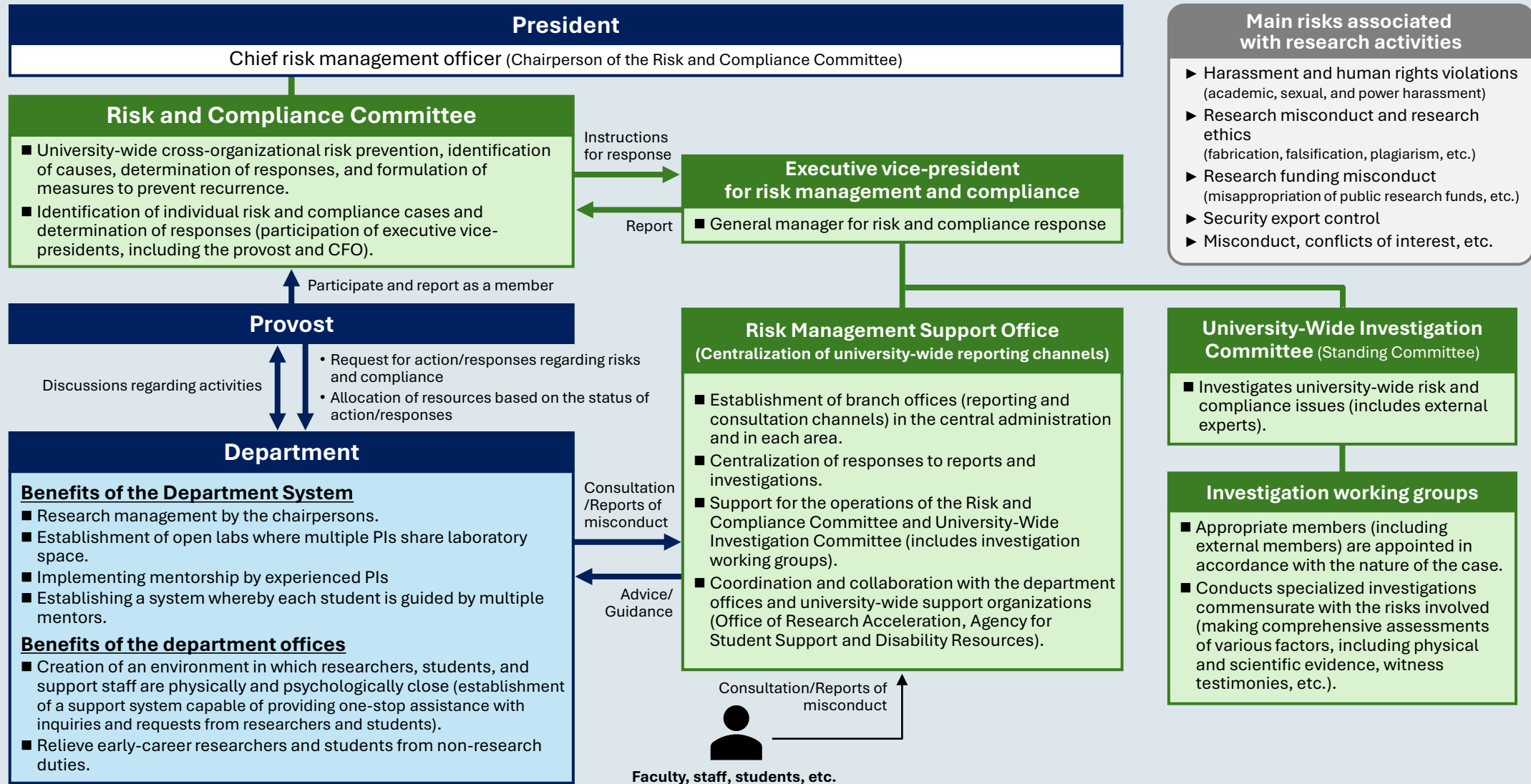


\* This chart shows the organizational structure that is expected to be established within 3 years of being selected for the Universities for International Research Excellence Program. After that period, the university will continue to flexibly reorganize its research and education organizations.



# Establishment of a university-wide risk management system

- Establish a Risk and Compliance Committee under the president to identify university-wide and cross-organizational risk factors and to deliberate and decide on responses to individual cases.
- Establish the Risk Management Support Office and University-Wide Investigation Committee to enable risk and compliance issues to be centrally managed and investigated by the university central administration.
- Through the introduction of the Department System, establish an open research and education environment free from risk and compliance issues.

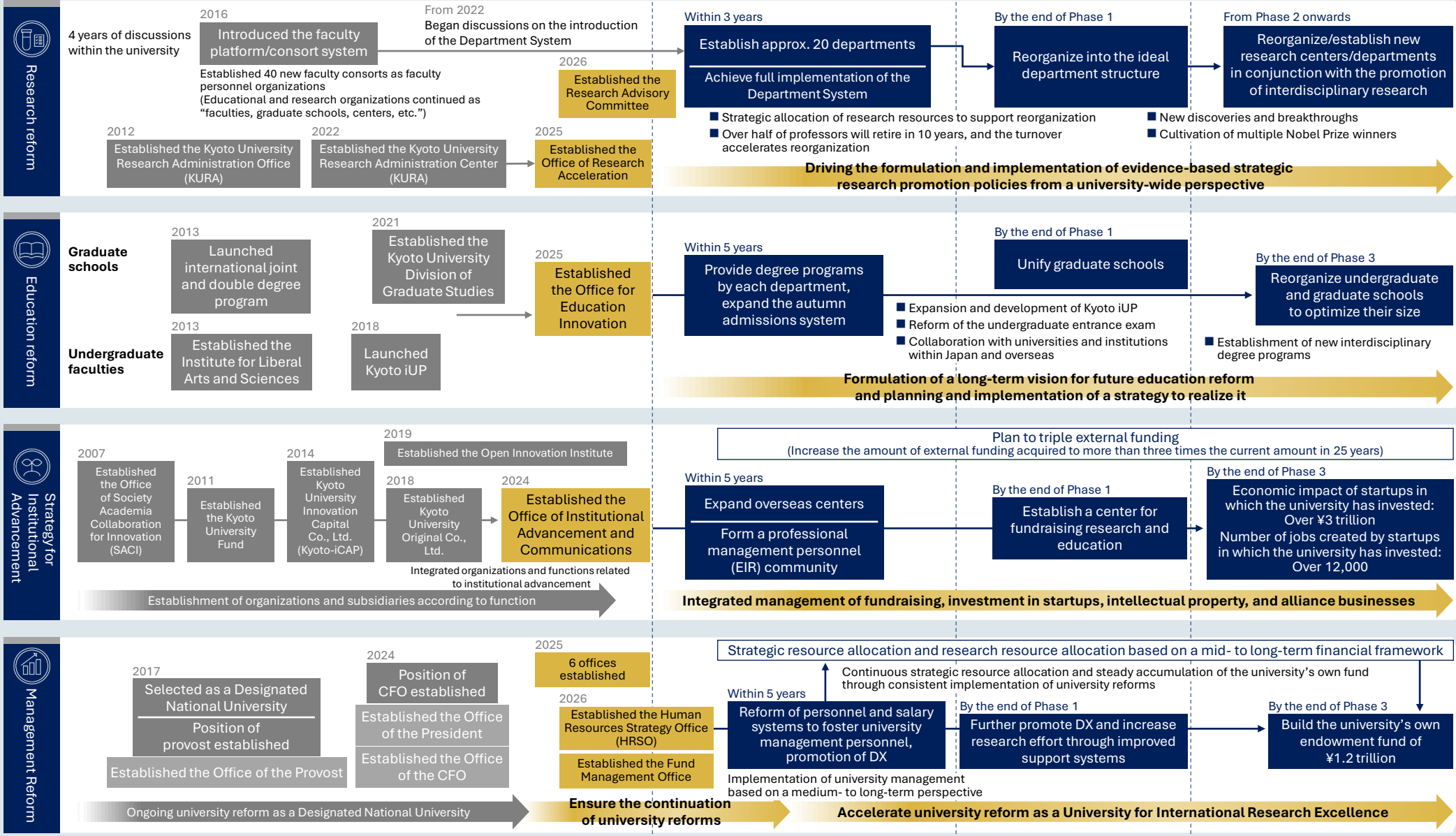


# Major Reform Achievements to Date and Roadmap for the Future

Over 10 years of university reform achievements



Accelerating reform as a University for International Research Excellence



2026

(selection for the University for International Research Excellence program)

Phase 1

End of Phase 1

Phase 2 and Phase 3

10 years after selection for the Universities for International Research Excellence Program.

| Program to Strengthen Research Capabilities |  | (accelerated achievement of targets through the introduction of the Department System) | Current situation<br>(latest statistics) | End of Phase 1<br>(10 years) | End of Phase 2<br>(18 years) | End of Phase 3<br>(25 years) |
|---|--|--|--|------------------------------|------------------------------|------------------------------|
| Research capabilities                       | Percentage share of the top 10% of cited papers  |  | 10.7%                                    | 15%                          | 18%                          | 20%                          |
|   | Percentage of “Small Island-Type Research Areas”   |  | 28%                                      | 33%                          | 37%                          | 40%                          |
| Research personnel                          | Number of institutional postdocs employed  |  | —  | 120                          | 160                          | 200                          |
|   | Number of early-career PIs   |  | 244                                      | 350                          | 450                          | 550                          |
|   | Number of papers with early-career researchers as corresponding authors  |  | 405                                      | 500                          | 680                          | 840                          |
| Research hours                              | Number of support staff per faculty member   |  | 0.7                                      | 0.9                          | 1.1                          | 1.3                          |
|   | Research hours (research effort)   |  | 35.8%                                    | 45%                          | 50%                          | 55%                          |
| Research environment                        | Total number of users of shared facilities   |  | Approx. 50,000                           | 59,000                       | 68,000                       | 79,000                       |
|   | Percentage of published research datasets <sup>1</sup> associated with papers produced by Kyoto University researchers |  | 2.3%                                     | 17%                          | 20%                          | 24%                          |
| Internationalization /Diversity             | Percentage of foreign researchers  |  | 12%                                      | 15%                          | 20%                          | 25%                          |
|   | Number of co-creation units <sup>2</sup> established at leading hub universities in the Global South                   |  | —  | 6                            | 10                           | 10                           |
|   | Percentage of bilingual staff (staff who can work in languages other than Japanese)                                    |  | 14%                                      | 25%                          | 40%                          | 50%                          |
|   | Percentage of female faculty   |  | 18%                                      | 30%                          | 36%                          | 40%                          |

| Education Reform Program  | Current situation<br>(latest statistics) | End of Phase 1<br>(10 years) | End of Phase 2<br>(18 years) | End of Phase 3<br>(25 years) |
|---|--|------------------------------|------------------------------|------------------------------|
| Number of doctoral degree recipients  | 690                                      | 1,100                        | 1,750                        | 2,100                        |
| Percentage of doctoral degree recipients who have decided their career path | 80%                                      | 95%                          | 100%                         | 100%                         |

| Business and Financial Strategy Program  | Current situation<br>(latest statistics)         | End of Phase 1<br>(10 years)                          | End of Phase 2<br>(18 years)                          | End of Phase 3<br>(25 years)                          |
|--|--|---|---|---|
| Economic impact of startups in which the university has invested (market value of investments, including non-equity investments) | ¥484 billion                                     | ¥1.27 trillion<br>in total since<br>initiative launch | ¥2.29 trillion<br>in total since<br>initiative launch | ¥3.02 trillion<br>in total since<br>initiative launch |
| Number of jobs created (or total number of people employed) by university-invested startups                                      | 2,328  | 5,800<br>in total since<br>initiative launch          | 9,720<br>in total since<br>initiative launch          | 12,600<br>in total since<br>initiative launch         |
| Donations received   | ¥99.3 billion<br>in total<br>in the last 5 years | ¥170 billion<br>in total since<br>initiative launch   | ¥350 billion<br>in total since<br>initiative launch   | ¥600 billion<br>in total since<br>initiative launch   |
| Percentage of income that is self-generated  | 49.8%  | 54.0%   | 59.0%   | 67.0%   |

1 Data used as a source of information for scientific research.

Includes not only primary data collected or generated as research materials, but also processed or analyzed data (e.g., measurement data, source code, photographs, audio, video, experiment notes, questionnaires, clinical data, etc.)

2 Education and research centers established at universities and research institutions that serve as national or regional hubs to promote the localization of research and education-related global issues.

The centers promote joint research, develop and provide research internship programs, etc.