

<Materials submitted on May 16, 2025>

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** ▶ P. 15

- 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 funds through the synergistic effects of fundraising, launch of global startups, etc.

 **Research Reform** ▶ P. 5

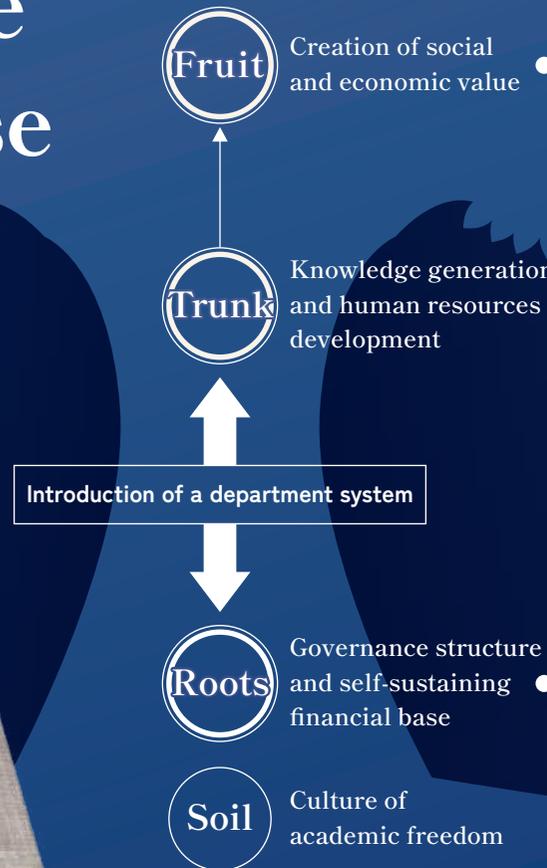
- Establishment of an organization and support system that will consistently produce original and outstanding research outcomes
- Strategic allocation of research resources that takes into consideration research personnel, research time, research environment, and diversity

 **Education Reform** ▶ P. 11

- 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** ▶ P. 16

- 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 education and management support organizations”



Program to Strengthen Research Capabilities (accelerated achievement of targets through the introduction of the department system)		Current situation (latest statistics)	End of Phase 1 (10 years)	End of Phase 2 (18 years)	End of Phase 3 (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 ¹ 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 ² 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 (latest statistics)	End of Phase 1 (10 years)	End of Phase 2 (18 years)	End of Phase 3 (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 (latest statistics)	End of Phase 1 (10 years)	End of Phase 2 (18 years)	End of Phase 3 (25 years)
Economic impact of startups in which the university has invested (market value of investments, including non-equity investments)	¥462.3 billion	¥1.27 trillion in total since initiative launch	¥2.29 trillion in total since initiative launch	¥3.02 trillion in total since initiative launch
Number of jobs created (or total number of people employed) by university-invested startups	2,330	5,800 in total since initiative launch	9,720 in total since initiative launch	12,600 in total since initiative launch
Donations received	¥104.3 billion in total in the last 5 years	¥176 billion in total since initiative launch	¥353 billion in total since initiative launch	¥602 billion in total since initiative launch
Percentage of income that is self-generated	47.8%	54.3%	59.0%	67.7%

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.

Mission

To pursue harmonious coexistence within the world's human and ecological community

Vision

Based on its institutional culture of academic freedom, the university will consistently generate knowledge through creative research and generate value to transform society.

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

Highest number of Nobel laureates in Asia

Affiliated with Kyoto University

11 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



Kenichi Fukui



Hideki Yukawa

World-leading academic knowledge originating from Japan

The Kyoto School

A school of philosophy developed by philosophers such as Kitaro Nishida. It is widely studied around the world.

Field Research

A research method based on fieldwork, which was the impetus for the birth of primatology and other fields.

Materials Chemistry

Experience-based prediction chemistry utilizing Kenichi Fukui's frontier orbital theory. Ryoji Noyori's invention of a highly efficient catalyst for synthesizing optical isomers.

iPS Cells

Pioneering new developments in regenerative medicine using pluripotent stem cells, which were successfully produced by Shinya Yamanaka and colleagues in 2006.

Cancer Immunotherapy

The development of an innovative method of cancer treatment using PD-1 inhibition discovered by Tasuku Honjo and colleagues.

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

Research

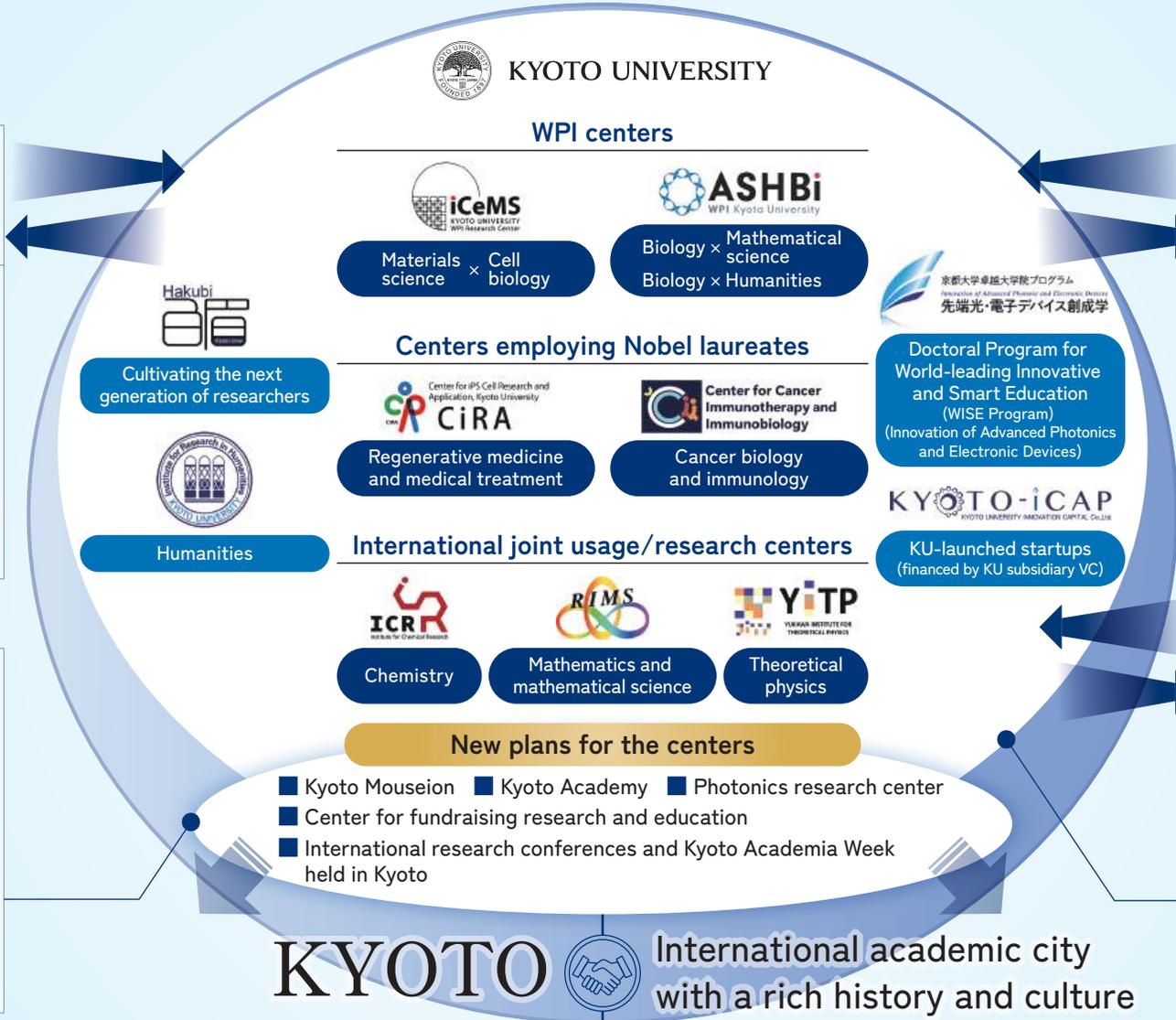
Global expansion of research activities

- 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 (Commencing 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

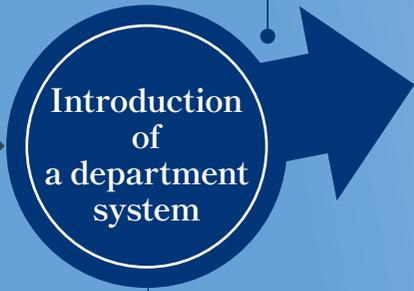


Generating value that can transform society

A university where researchers are free to conduct research based on their intellectual curiosity

- Introduction of a unique research evaluation criteria
- 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

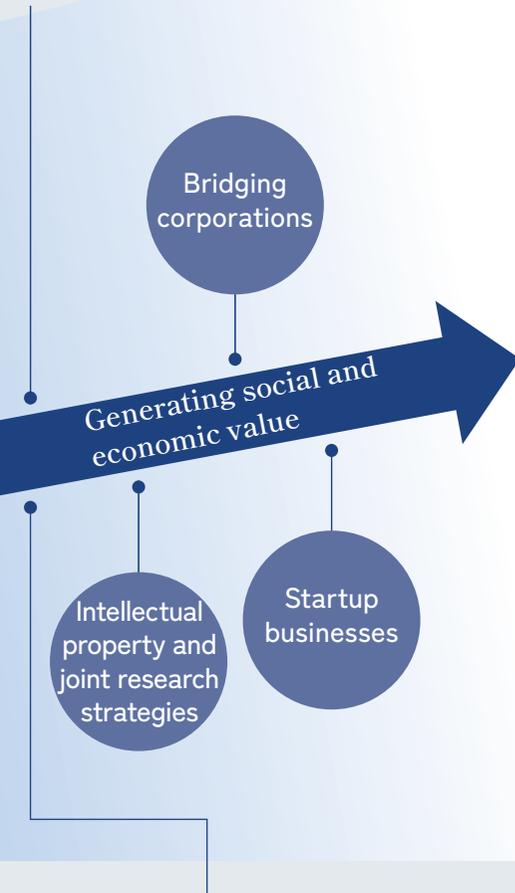
- Finding and cultivating the next generation of outstanding early-career researchers
- Subsidies through translational funds
- Utilizing the “bridging corporation model” to bridge the gap between basic research and social development



Strengthening the research capabilities of each individual department



Discovery of new knowledge and truth / Making breakthroughs



Promoting innovation and generating value that can transform society

- Research organization based on research fields
- An environment that guarantees early-career researchers can conduct research independently and with freedom of ideas
- Formulation of strategies to strengthen research capabilities by the chairpersons
- Establishment of department offices to support research activities

- Development of new academic fields 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 a department system

- Through the introduction of a department system with research fields as the basic unit, research can be advanced freely in an open research environment.
- The chairperson in charge of each department will formulate the department’s future vision and research strategy, and work to strengthen research capabilities.

▶ See p. 7 for details

Currently 1,000 small academic chairs

In 3 years Approx. 40 departments

In 10 years Reorganize into the ideal department structure

Faculties, graduate schools, centers, etc.



etc.

Department (research field)



etc.

Chairperson’s role in promoting research

- Formulation of the department’s future vision and research strategy
- Establishment of the research environment and support system (negotiation and coordination of resource allocation with the provost)
- Implementation of strategic faculty personnel management and human resource development

By converting to a 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
- Interaction with diverse researchers through the appointment of women and foreign nationals
- Ensuring sufficient research time by strengthening the research support system
- Strategic and efficient acquisition and shared use of research equipment
- Expanded opportunities for exchange with researchers in other fields and researchers overseas

Effects throughout the university as a whole

- Formulation of strategies to strengthen research capabilities in each research field
 - Evaluation of research in each field
 - Strategic allocation of research resources based on evaluations
- Other benefits are also anticipated

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

Office supporting department activities
(Collaborative organization of diverse personnel categories centered on highly specialized personnel)

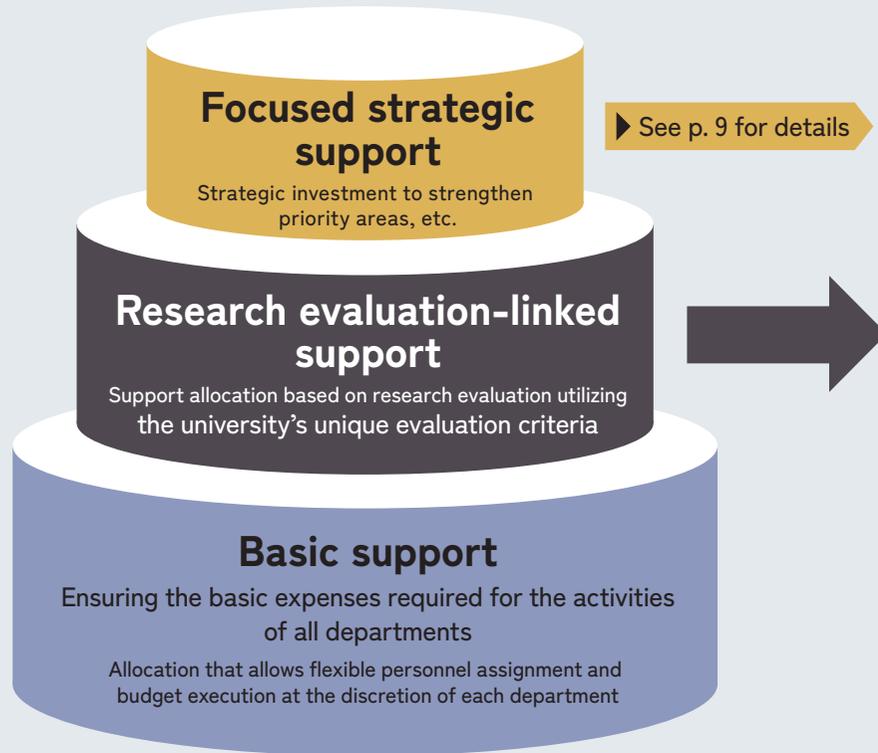
- Support for departmental management and strategy formulation
 - Everyday research support for researchers
- etc.



Three-tiered strategic allocation of research resources and unique evaluation criteria

- Strengthening the research capabilities of each department through a three-tiered strategic allocation of research resources that considers four perspectives.
- Utilizing five unique criteria to evaluate research performance in each department.

Three-tiered strategic allocation of research resources



COMON: Kyoto University's unique five-part evaluation criteria

- Introduction of a unique set of evaluation criteria 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
- Departments determine the weight of each type of evaluation criteria based on their own objectives and strategy

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 fields 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

1 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

2 Securing research time

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

3 Establishing a research environment

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

4 Ensuring diversity in research

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

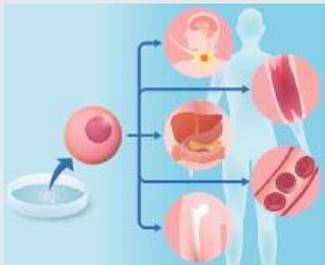


Strengthening priority areas

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

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

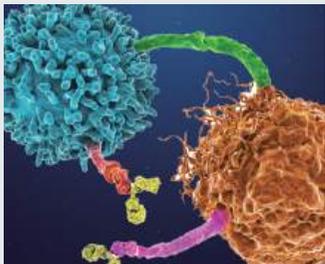
- Regenerative medicine
- Cancer immunotherapy
- Energy science
- Materials science
- Mathematics and information science
- Astrophysics
- Asian humanities/Kyoto School



Regenerative medicine



Materials science



Cancer immunotherapy



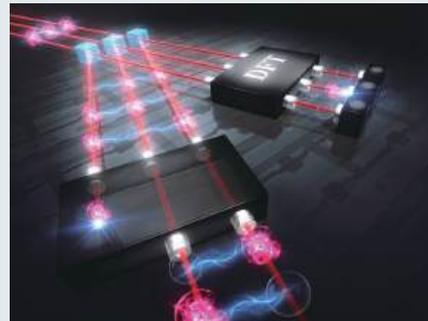
Kyoto School

Pioneering new academic fields and cultivating the next generation

Pioneering and cultivating new fields 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:

- Photonics and quantum science
- Cell-material integrated systems
- Human biology



Photonics and quantum science

Challenging the global agenda

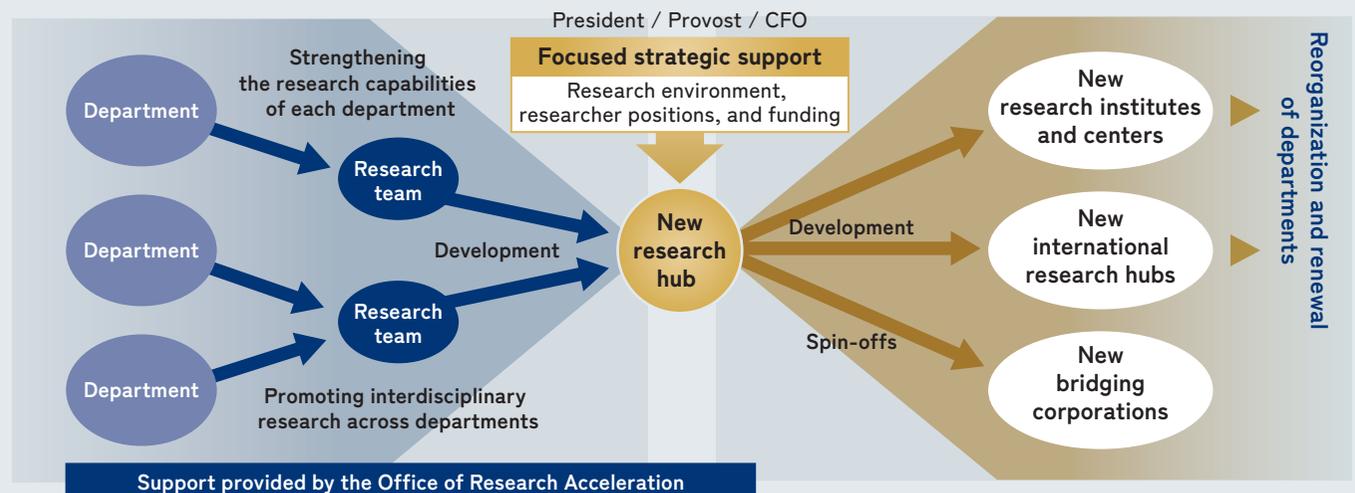
Taking on challenges in fields in which combining Kyoto University's comprehensive research capabilities is anticipated to provide important solutions to global-scale social issues

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





Recruiting and cultivating the next generation of highly skilled research personnel

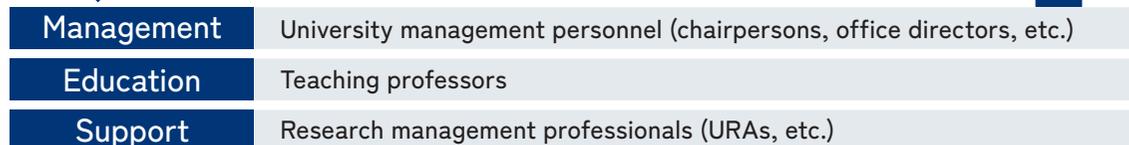
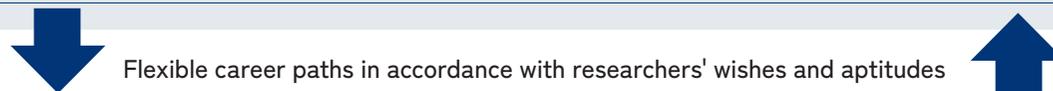
- Developing an education and research environment and career paths that attract outstanding early-career researchers from Japan and overseas to Kyoto University.
- Establishing a system that can consistently produce highly-skilled globally-active human resources through a virtuous cycle of recruiting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



Personnel exchanges with domestic and international research institutions at each phase



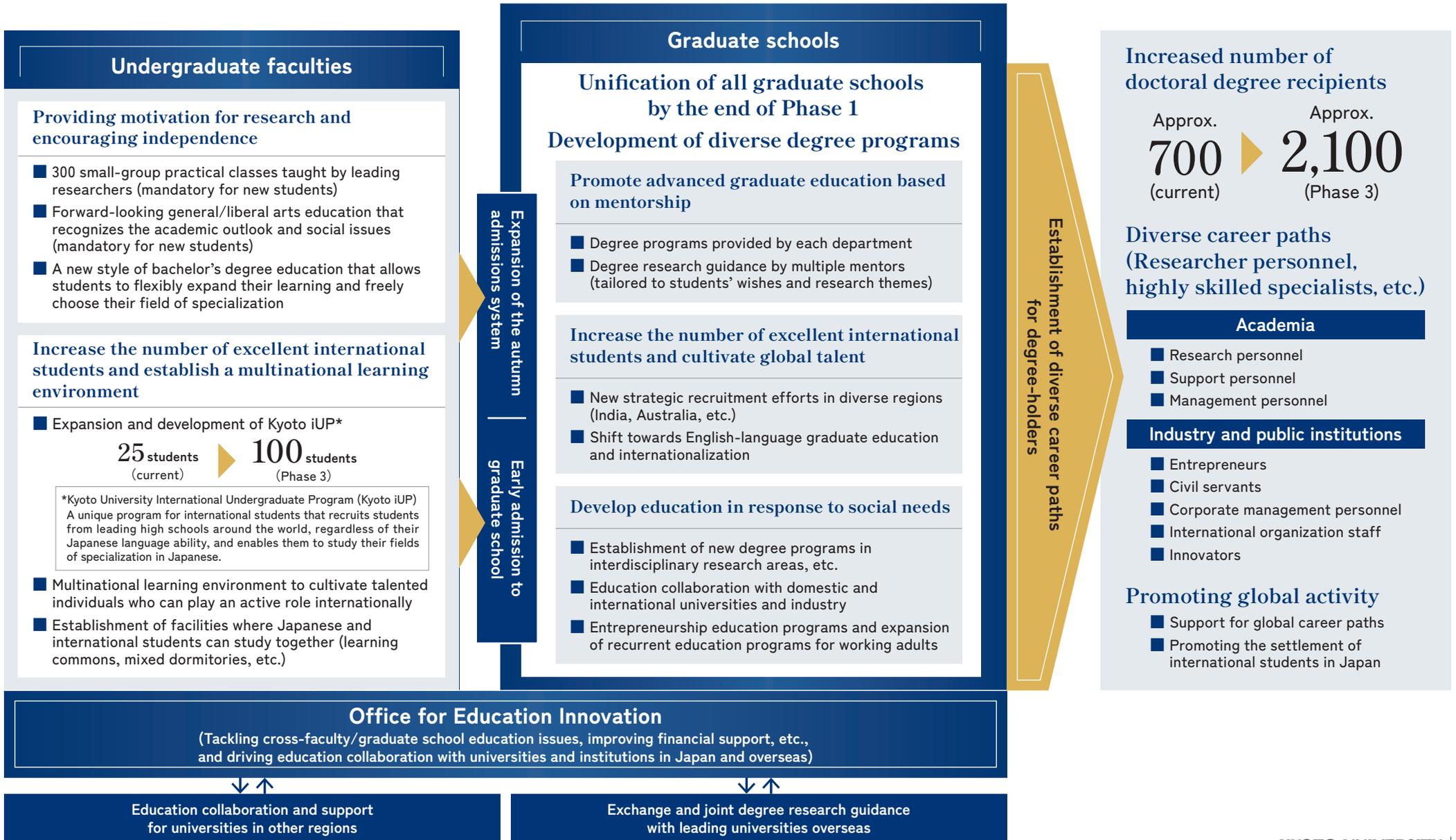
Outstanding researchers





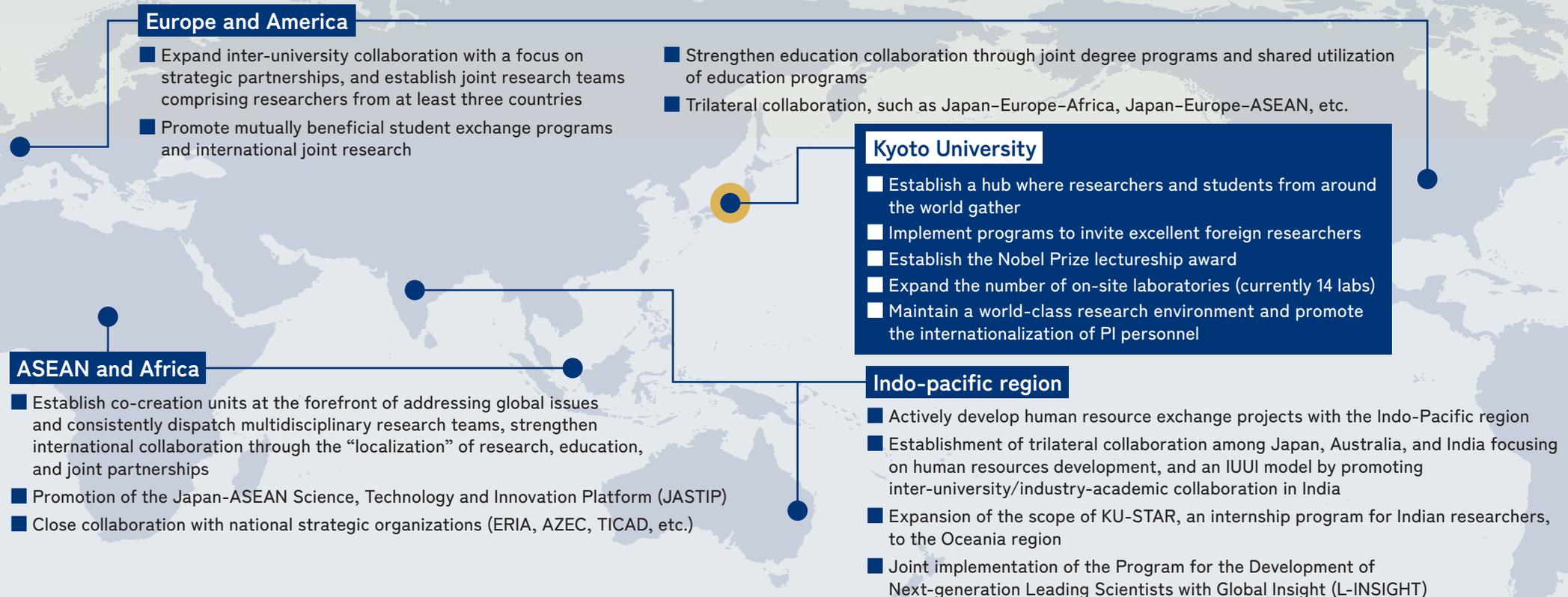
Emphasizing graduate schools to produce global talent

- 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 its graduate schools and expanding the scope of opportunities for degree holders.



Leading the international community through active dialogue and collaboration

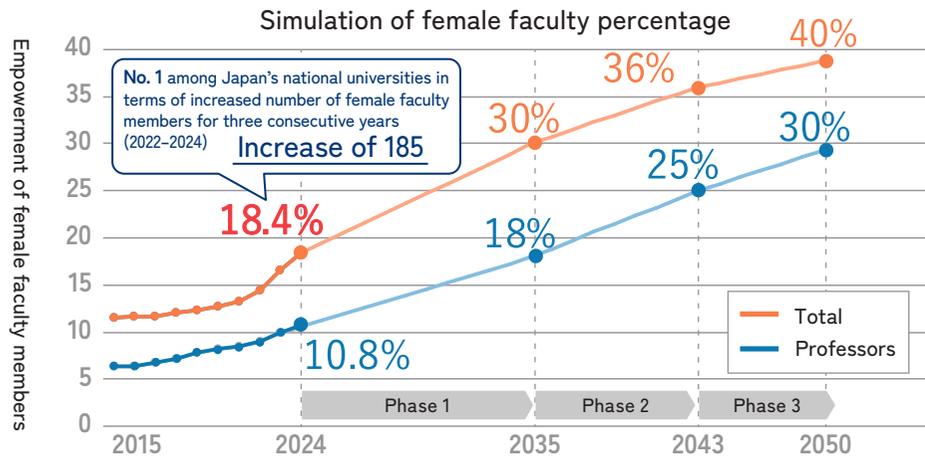
- Building partnerships based on regional characteristics.
- Prioritize responsibilities for international contribution with respect for the value of international collaboration.



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

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

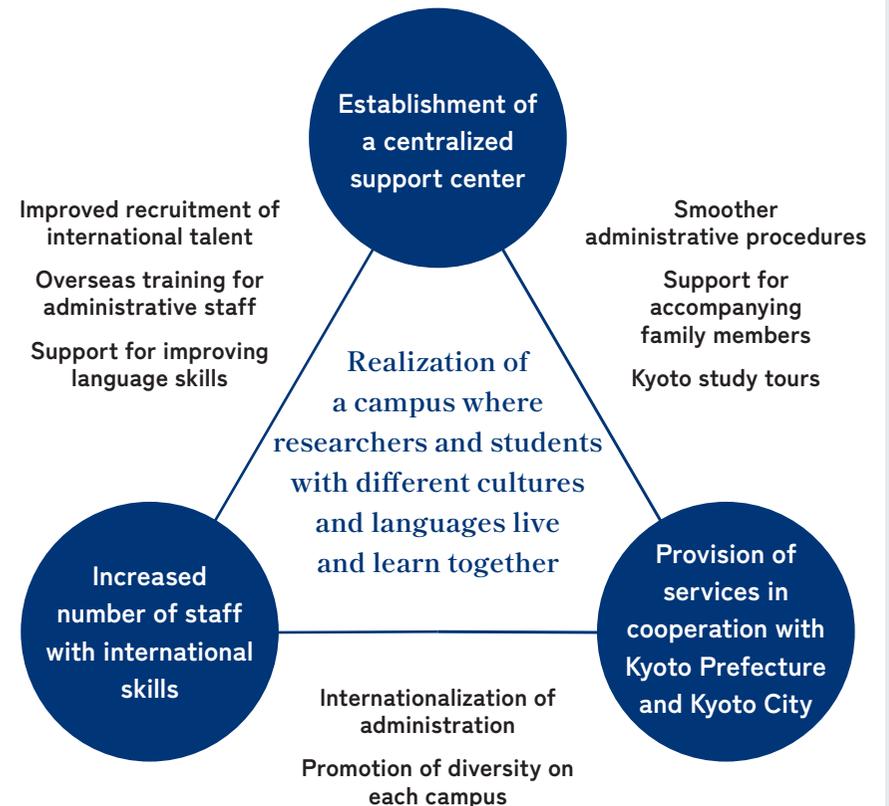
Continuous and comprehensive basic support (Currently 21 initiatives)



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

Enhanced research diversity based on the introduction of a department system

Improving support systems for foreign researchers and international students



Diversification of research through an increase in female and foreign 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 21st-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.

Collaborate to transmit humanities knowledge to the society and the world

Integrate

International knowledge hub

Social transformation

Collaboration and interaction

OECD, UNESCO, Japan Foundation, etc.



Co-creation

Social entrepreneurs, artists, designers, religious leaders, 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

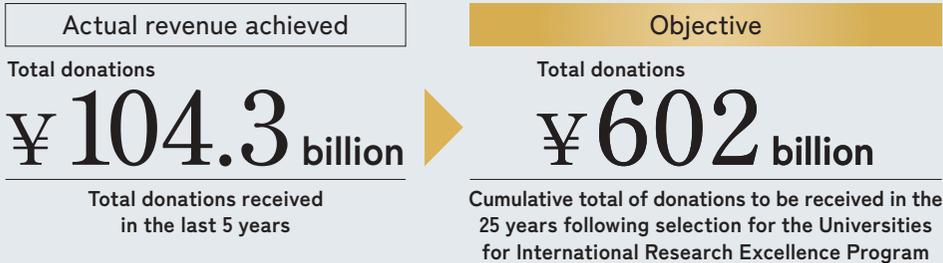
Transmitting new values to the world

- 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

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.

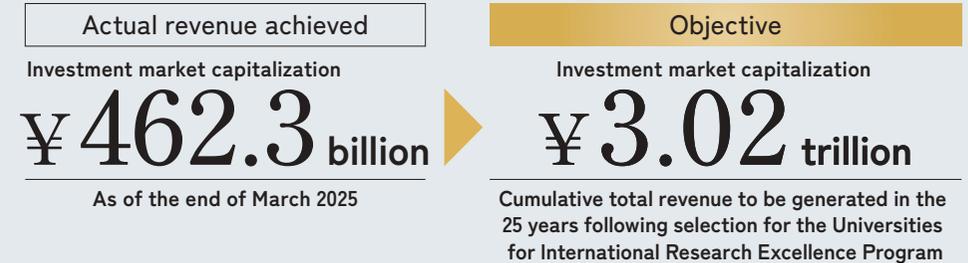
Training of personnel who can understand the academic knowledge and put it into practice

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 ¥460 billion.
- 9 companies invested in have a market capitalization of over ¥10 billion, with the total market capitalization of the 9 companies exceeding ¥340 billion.
- Jobs were created for 2,330 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.

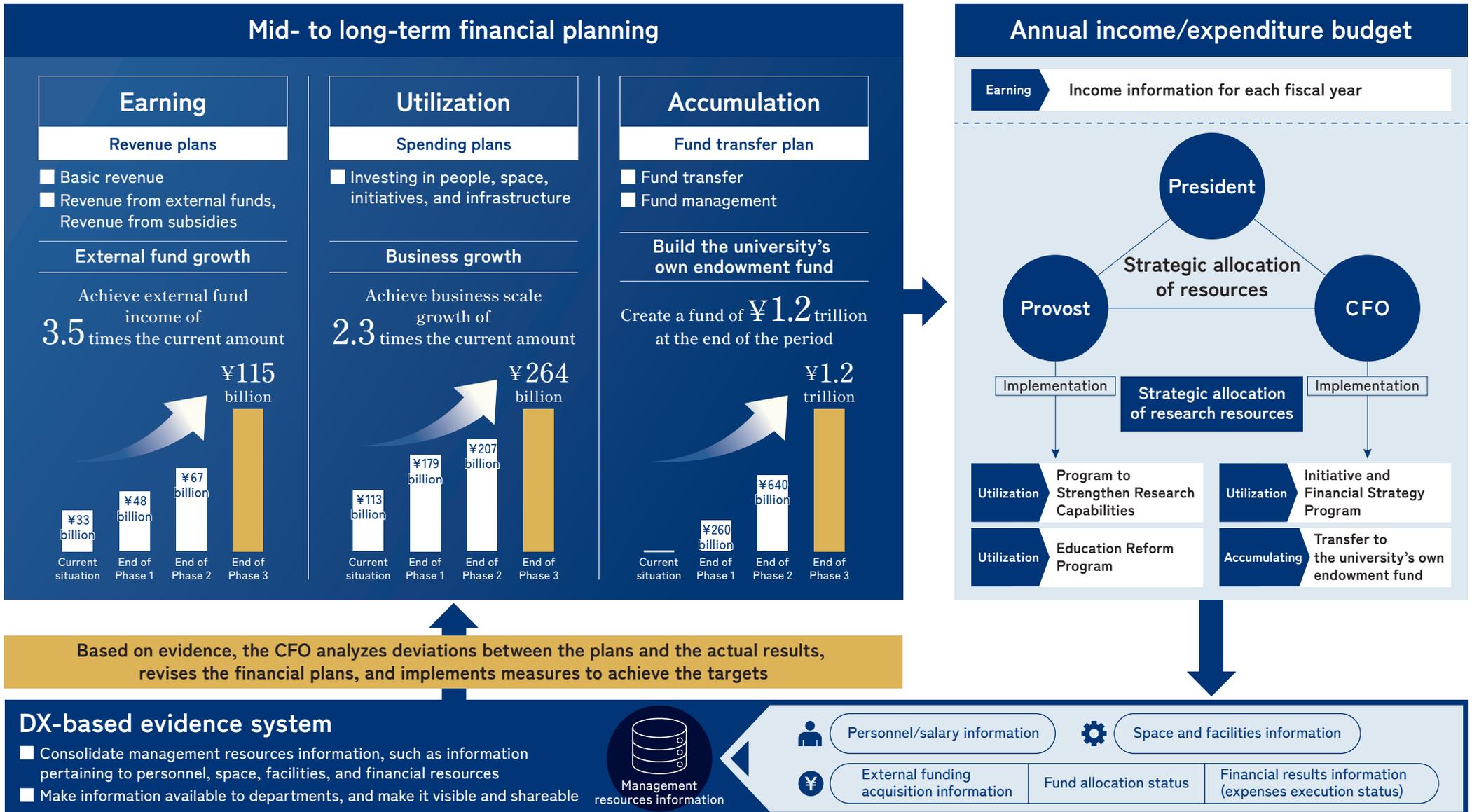
Promotion of a world-class incubation business

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

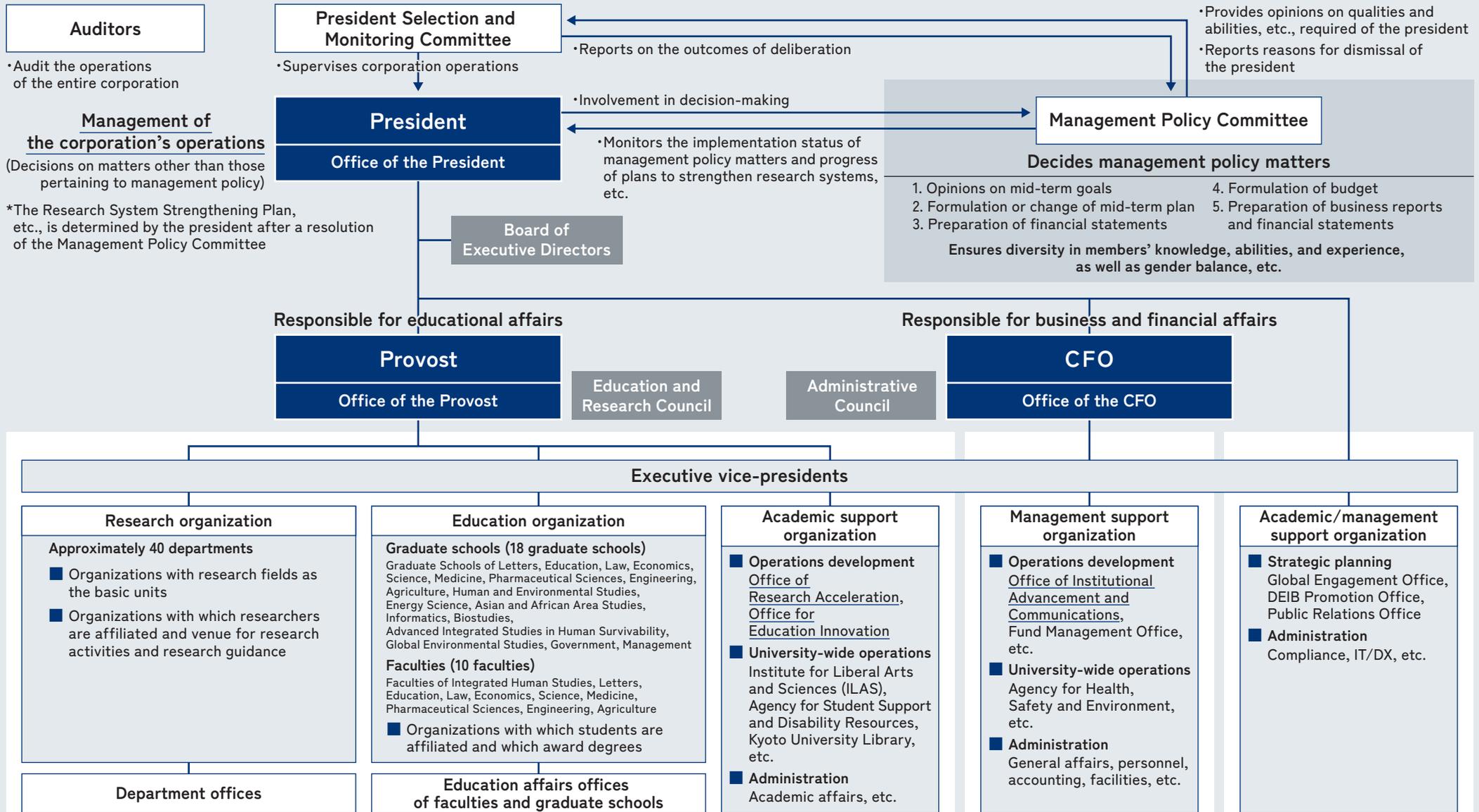
- Formulate mid- to long-term financial plans based on financial data, etc., and execute annual budget plans in line with strategic resource allocation based on the plans.
- Using evidence-based financial analysis produced by the CFO, promote integrated “earning,” “utilization,” and “accumulation,” and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

Current status of issues identified and consensus building within the university

As all of the issues are interrelated, the university will implement university reforms centered on the introduction of the department system.

Through the implementation of fundamental university reforms based on a systems strengthening plan, and while maintaining its institutional culture of academic freedom, Kyoto University will establish itself as an international center of knowledge that attracts diverse researchers from around the world by consistently generating value that transforms society and producing globally active, highly skilled human resources.

Current status of consensus building within the university:

Regular explanations of the proposed reforms by the president and exchange of opinions at university meetings such as the Deans and Directors Meeting and Education and Research Council



University-wide distribution of a video providing an outline of the university's application for the Universities for International Research Excellence program by the president (post-viewing survey results: 95% of viewers understood the content, and 89% had positive expectations for the reforms)

Distribution of videos of discussions between the president and early-career faculty members, and distribution of a video for faculty and staff (over 10,000 views in total)

Individual discussions between the provost and deans/directors, etc. (20 discussions held)

Meetings for discussions between the provost and faculty members in specific individual research fields (16 meetings held)

Discussions on the development of the department system at the University Strategy Council (discussions held on 5 occasions)

Roundtable discussions by 64 young faculty and staff members, with reports of the discussions distributed university-wide (23 discussions held)

Survey of all faculty and staff members about their opinions on the university's education and research environment

Survey of all faculty members on their education and research support needs

Issue 1 Limits and disadvantages of the "small academic chair" system

- Excessive independence and closed nature of existing faculties, graduate schools, centers, etc.
- Hinders research diversity and the sharing of facilities and equipment
- Hinders free and open interaction and development of ideas among graduate students and early-career researchers

Issue 2 Research environment insufficient compared to other countries

- Researchers are unable to focus on their research
- Delay in establishing systems (for personnel and facilities) to support researchers
- Not an environment that attracts excellent researchers from overseas and early-career researchers

Issue 3 Not responding to social needs

- Underdeveloped mechanisms for utilizing research results in society
- Lack of systems for research translation to address social issues
- The university has been unable to propose new values to society

Issue 4 Weak management base

- Weak independent financial base prevents strategic investment
- Evidence-based management is not practiced
- Management personnel are not being cultivated

Revisions and Additional Measures Following an In-Depth Review Since the Previous Application

Overall concept of reforms

- Reorganization of Kyoto University's vision, mission, and culture ▶ Clarification of Kyoto University's uniqueness
- Clarification of Kyoto University's future vision as a University for International Research Excellence and the establishment of consensus within the university



Research reforms

- Introduction of the department system based on a reform of the faculty platform/consort system, and university-wide strengthening of research capabilities centering on the department system
 - Development of strategies for each department by the chairpersons
 - Establishment of department offices, delegation of authority to the offices, and increased appointment of support personnel to ensure that researchers can dedicate sufficient time to their research
 - Promotion of interdisciplinary research across departments
- Establishment of the Office of Research Acceleration to consolidate diverse research support tasks (Jan. 1, 2025)
- Research evaluation system based on 5 evaluation criteria (COMON)
- Three-tiered strategic allocation of research resources based on evaluation and dialogue
- Recruitment and cultivation of early-career researchers based on the establishment of a unique postdoctoral system
- Strengthening of research capabilities through focused support that leverages the university's strengths



Education reforms

- Reform of the education system to dramatically increase the number of doctoral degree recipients and produce diverse, highly skilled global human resources
- #### Graduate schools
- Degree programs provided by each department (degree program system)
 - Unification of all graduate schools by the end of Phase 1
 - Expansion of the autumn admissions system, expansion of English-taught classes, introduction of a multiple mentor system
- #### Undergraduate faculties
- Promotion of students' progression to doctoral programs (motivation through research internships, etc.)
 - Make small-group classes taught by leading researchers compulsory
 - Introduction of a curriculum that enables students to change their major (minor system, etc.)
 - Establishment of a multinational learning environment centered on Kyoto iUP



Strategy for Institutional Advancement

- Plan to triple external funding by leveraging the university's track record (one of the best in Japan) for the receipt of donations, startup investments, and intellectual property income
- #### Scientific fundraising
- Establishment of Asia's first donation and fundraising research and education center
 - Establishment of a fundraising system based on academic knowledge
- #### Launch of deep tech startups
- Formation of an EIR community through the continuous cultivation of professional management personnel
 - Expansion of international hub network and local operations for institutional advancement
 - Establishment of world-class business venture incubation facilities in Kyoto



Management Reform

- Establishment of the Management Policy Committee and a governance structure centered on strategic decision-making by the president, provost, and CFO
- Restructuring from "faculty organizations and administrative organizations" to "research organizations, education organizations, and academic and management support organizations"
 - Establishment of collaborative organizations comprising diverse personnel categories: the Office of Research Acceleration, Office for Education Innovation, and Office of Institutional Advancement and Communications
- Radical reform to ensure personnel and salary systems appropriate for a world-class research university
- Gathering and visualization of management resource information, formulation of mid- to long-term financial plans, and allocation of resources
- Fund management system that leverages the university's excellent fund management track record (Total amount under management: ¥100 billion/Annualized return of 4.0% since the start of management*) *Return on long-term funds with no management constraints



Internationalization/DEIB

- Formation of a hub to engage the global research community, building partnerships based on the characteristics of regions around the world
- Development of a system to recruit highly skilled personnel from Japan and abroad based on the university's Declaration on the Promotion of Diversity, Equity, Inclusion, and Belonging (DEIB) and comprehensive three-way collaboration with Kyoto Prefecture and Kyoto City

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

