



Executive Summary:

Nagoya University Proposal to Become a Designated National University

The youngest of the former imperial universities, Nagoya University was founded in 1939. It is located in the Greater Nagoya Region of central Japan, the country's manufacturing belt. Our history as a comprehensive university is shortest among the seven former imperial universities and we are also the smallest. Our *free and open* academic culture has been the springboard for many remarkable research achievements. This is due to Nagoya University's collegial atmosphere which has nurtured a number of outstanding contributors to society. Among our alumni, for instance, are some of Japan's most prominent industrial leaders. From current and former faculty, we also can name recipients of six Nobel Prizes since 2001. Further, we lead other universities in engaging with the countries of Asia. We are also working hard to support our female faculty and staff.

As stated in the *NU MIRAI 2020* policy document, Nagoya University's central medium-term goal is to rise to the rank of an elite research university. This will allow us to contribute to the peaceful co-existence and sustainable development of society. We are reforming our management so we can better develop talented people who will lead the next generation. To stimulate innovation and contribute to the search for truth, our faculty members pursue groundbreaking research.

In this application for the status of a Designated National University, we describe our vision for Nagoya University. Based on the *NU MIRAI 2020* plan, and taking advantage of our strengths, we will:

- Set up research hubs to lead their respective fields;
- Train Ph.D. graduates to play leading roles in advancing our knowledge-based society;
- Make the campus environment more international;
- Develop a comprehensive management network within ten years to support and promote transfer of fundamental research success into technical achievement;
- Encourage innovation in collaboration with industry.

To achieve these aims, we want to manage our university based on the principle of shared governance; create a positive cycle for generating revenue to strengthen our finances; and establish a multi-campus system. Nagoya University aims to join the global elite of research universities through the following seven points.



Becoming an elite research university that produces world-leading research

Building on the track record displayed by our Nobel Prize winners, Nagoya University will establish new research hubs (Stage III research). These will be modeled on our successful **Institute for Transformative Bio-Molecules (ITbM)** WPI research center and the **Kobayashi-Maskawa Institute for the Origin of Particles and the Universe (KMI)**. To develop such research hubs, we recognize the importance of encouraging young researchers and founding new academic fields. To meet these needs, we plan to provide **multitier support optimized for different research achievements**. This includes Stage I support for young researchers and Stage II support for training next-generation research leaders. These efforts will include interdisciplinary studies linking researchers in different schools within the university, including the humanities and social sciences, so they underpin future society.

01



Training outstanding doctoral researchers to lead our knowledge-based society

Training PhDs is our core mission. We will build on our track record of success in the Leading Graduate School Programs and the **Institute for Promotion of Doctoral Education**. We aim to train our PhDs in three core skills:

- the capacity to address new challenges in research;
- the capacity to communicate with an international audience; and
- the capacity to connect with society.

We will provide interdisciplinary education by collaborating with research hubs; developing international networks by expanding our joint degree programs; and training students in transferable skills.

At the same time, we will promote a new approach to postgraduate education involving close collaboration between industry and university called the Sharing Education Initiative. Financial support for Ph.D. students will increase using a special fund, and career paths for graduate students will be promoted.

02



Creating an international campus that attracts people from around the world, and developing overseas outreach

Nagoya University aims to increase our intake of **international students to 3,200** in ten years. We will also expand opportunities for Japanese students to enroll in English-Taught courses offered in our **G30 international programs**. Also, we aim to increase the proportion of students who experience study or training abroad to 70 percent. The recently established **Applied Social System Institute of Asia (ASIA)** is a platform that facilitates research cooperation with scholars throughout Asia to solve problems of a global scale. Nagoya University will benefit from greater international cooperation by increasing faculty and student awareness of global issues. A more international campus will also help attract students, faculty and administrative staff from the global talent pool.

03



Developing synergies outside of academia

Nagoya University aims to take advantage of its location in one of the world's premiere manufacturing belts. We will increase the responsibilities of **URAs**, along with unifying management of research and technical support for innovation creation, training personnel, and contributing more to industry. By encouraging industry, university and government to cooperate, we are setting up education programs that take full advantage of cross-sector cooperation. We will form research and development centers for **“open innovation.”**

New research labs and a center for collaborative industry-academia research will introduce a true organizational partnership. Last, we plan to bolster support for entrepreneurship education and university-based start-up companies.

04



Presidential Leadership and a Flexible System for Proposing, Debating, and Enacting Policies through Shared Governance

The university will appoint a provost responsible for education and research under the university president. Under **shared governance**, the board of trustees and those leading each school can share responsibilities. The Office of Institutional Research will also fulfill the following roles:

- Summarizing information about university management and collecting information from students and other members of the community,
- Proposing measures based on data analysis,
- Training personnel as future managers.

We wish to design and manage Nagoya University so it can respond to political, economic and social change. Importantly, we will continue to strengthen policies promoting gender equality. For the future, we must also nurture faculty who can become administrators through **university design workshops**. Enhancing training of faculty and staff is essential for developing a university that serves society's needs.

05



Strengthening our financial basis through a positive cycle of management resources

Nagoya University contributes to Japan's economic growth by creating knowledge and developing human resources. This attracts management resources which we can then invest in creating more knowledge and developing more human resources in a positive cycle. To support this, further deregulation is necessary so we can **diversify our sources of revenue** and continue our drive for greater efficiency. Nagoya University seeks to increase its budget size 1.4 times, or, by 40 billion yen.

06



Creation of Positive Cycle for Continuous Development with the New Multicampus System

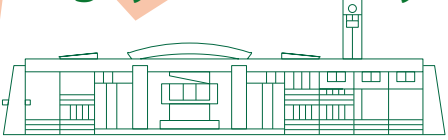
Nagoya University plans to remove institutional barriers with our partner universities and establish a new regional multi-campus system. Member universities in this group will preserve their autonomy. But each will contribute to the organization by strengthening education and research functions. Our hope is that the strengthened education and research functions will contribute to world peace and sustainable development.

Greater economies of scale will make it easier for the acquisition of external funds, strengthen international competitiveness and form one of the world's leading national university organizations.

07

Asia and the World

Nagoya University

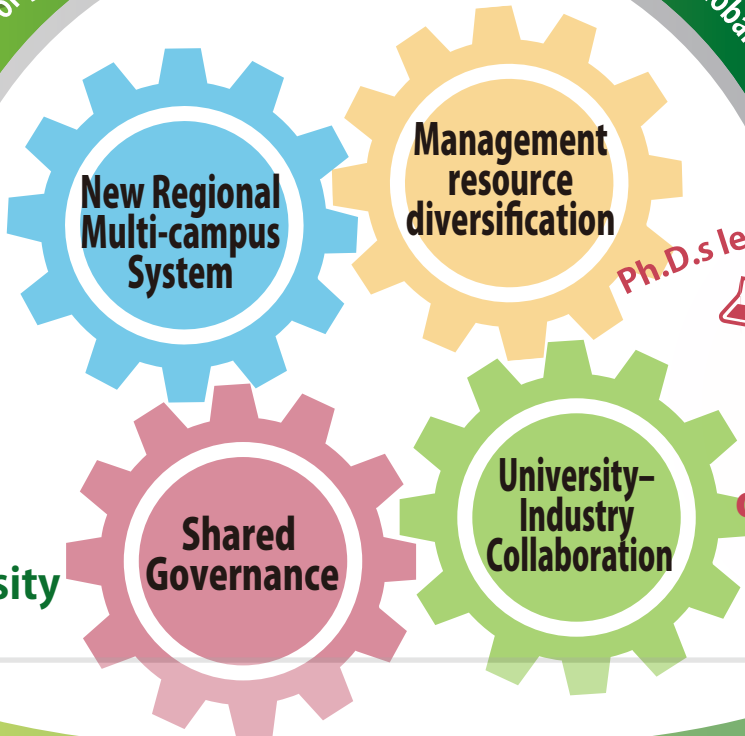


world-class research university

Producing World-Class Research and Partnering with Top Global Universities

Diversifying the university to attract the best students and faculty from around the world

Enhancing the appeal of graduate programs through Sharing Education and attaining global benchmarks



Ph.D.s leading our knowledge-based society



outstanding research

Society and Industry

Education

Institute for Doctoral Education to train students in 3 core skills: ability to take on ground-breaking research, international communication proficiency, ability to use research skills to the benefit of society Dynamic state-of-the-art interdisciplinary education that works in tandem with multi-tiered research system

International

- Further development of Joint Degree Programs (JDPs)
- Increase the number of international students and faculty through expanding and developing programs taught in English
- Working in Asia to solve the world's problems through the activities of the Applied Social System Institute of Asia (ASIA)

Research

Continuous production of world-class research sustained by a multi-tiered system in three stages.

- Stage 1: Recruitment and support of outstanding young researchers
- Stage 2: Development of the next-generation research hubs
- Stage 3: Construction of world-leading research hubs