

International Strategy of Hokkaido University
Toward the Year 2040

“Hokkaido University Global Vision 2040”

December 2021



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HOKKAIDO UNIVERSITY

Introduction

“Hokkaido University Global Vision 2040” has been prepared as a long-term strategy in the context of realizing my future prospects as expressed in “President’s Policy: Aiming to be an Unparalleled University – Towards the Fourth Period of Mid-Term Goals and Mid-Term Plan” on a global scale. Building upon the achievements earned in fostering internationalization of Hokkaido University, it intends to serve as a guideline in reexamining our positioning at home and abroad so that our efforts can be united in tackling global issues. I would like to express my deepest gratitude to the faculty and staff members involved in the university for their precious contributions in formulating this strategy.

As is commonly known, “internationalization” of the university is no

longer limited to a small number of specialists in international sections in the university. In an increasingly globalized society, it matters to every one of us in the university, including faculty/staff members as well as students, and it is something we deal with everyday throughout our activities on campus at all levels. However, it may not be the most efficient way to pursue “internationalization” if we were to tackle global issues individually and separately. To this end, this strategy is designed in such a way that everyone involved would understand where Hokkaido University is heading to and what it is determined to achieve in the long-term, so that the efforts of all members of the university can merge and become a driving force to strengthen internationalization of the university.

It is my belief that Global Vision 2040 shall be considered as a guideline in order to further enhance the internationalization of research and education at Hokkaido University. While target goals and main activities to be focused on are explicitly indicated, the Key Performance Indicators (KPI) are purposely not mentioned. More efforts are dedicated to show the direction of the road ahead in a qualitative manner, as I believe that it is our role to build a meaningful “virtuous cycle of knowledge” through which diverse people can collaborate with each other and foster activities as flexibly and creatively as possible, especially in a period of great uncertainty.

In this strategy, quantitative target goals of each theme and how those can be achieved are not necessarily specified in detail. Rather, it is my expectation that the each of us concerned, together with diverse parties, would broaden the view and make creative innovations, and tackle the issues in a more flexible manner, so that the target goals can be pursued and realized while making necessary adjustments when needed. I hope that it would serve as a foundation in executing our activities during the Fourth Period of Mid-Term Goals and Mid-Term Plan and eventually guiding us to formulate further target goals for the Fifth Period. It may not be an easy process, however, with the “strategic patience,” let’s move forward together.



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Announcement of International Strategy: “Hokkaido University Global Vision 2040”

“Hokkaido University Global Vision 2040” intends to illustrate the strategic direction of the university for the medium- to long-term future until 2040, taking into account the achievements earned in “Hokkaido Universal Campus Initiative” (hereinafter referred to as “HUCI”), a university-wide action plan that forms the core of the “Future Strategy for the 150th Anniversary of Hokkaido University” to foster internationalization. In formulating the strategy, approximately thirty focus discussion groups have been held with the Faculties/Schools and Research Institutes/Centers of the university in order to listen to and compile their first-hand experiences and views in the classrooms and laboratories, and efforts have been made to apply their suggestions as much as possible. Through this process, it became clear that the current situation and target goals of internationalization differ depending on fields of studies, therefore issues need to be tackled specifically in each field. Having this situation in mind, the strategy has been formulated to clarify a common direction to aim for, and at the same time, to solve specific tasks. In that sense, I am confident that it has been successfully summarized with a focus on the practical and highly effective initiatives.

Global Vision 2040 firstly defines three future visions which Hokkaido University aims to pursue as the year 2040 approaches and describes the practical initiatives necessary in realizing them. To achieve those visions, the modalities to promote internationalization in the post-HUCI era in the university have been redefined, and two new sets of directions have been explicitly presented. The first of which is the shift from “quantitative expansion” to “emphasis on quality” in promoting research and education of the university so that achievements of HUCI shall be maintained in a sustainable manner. The second direction relates to the advancement of digitalization in education which has rapidly expanded around the world due to the spread of Covid-19.

Under those two new directions, the following four pillars of strategic goals have been formulated and practical initiatives have been set for their realization. The first pillar relates to the promotion of a “virtuous cycle of knowledge” which aims to increase enrollment of international students in various degree programs. Strengthening development and research capabilities of students at the university by fostering this cycle is in fact the cornerstone of this international strategy. The second pillar revolves around the advancement of sending students and researchers overseas for study and research. More innovative study abroad programs utilizing online education and diverse intercultural co-learning education opportunities will be developed and promoted. The pursuit of sustainability makes up the third pillar. Given the history of the founding and its unique development, the university has gained strength



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in contributing to the achievement of sustainability and positioned it as the ultimate goal for the university in the Fourth Period of Mid-Term Goals and Mid-Term Plan. The fourth and last pillar relates to internal management issues of the university and the solutions designed to achieve the target goals described in pillars one to three. To maximize the appeal of the university as a comprehensive research university of the new era, the university is determined to develop an internal environment and organization to effectively and sustainably support promotion of global activities such as recruitment of international students for various degree programs.

As is the case of HUCI, this strategy also covers comprehensive issues including education, research, and community outreach. In this regard, it is my expectation that everyone involved in the university will refer to this strategy as a guideline and utilize it for the purpose of advancement of a university that contributes to resolution of global issues.

International Strategy of Hokkaido University

Toward the Year 2040

“Hokkaido University Global Vision 2040”

Introduction - Overview of International Strategy

Background and Purpose of Formulation

Since the Fiscal Year 2014 when the university was selected for the Top Global University Project by the Ministry of Education, Culture, Sports, Science and Technology (MEXT), the university has set high numerical goals and implemented a variety of initiatives under the "Hokkaido Universal Campus Initiative" (hereinafter referred to as the "HUCI"), an action plan that forms the core of the "Future Strategy for the 150th Anniversary of Hokkaido University," the reform strategy leading up to the year 2026 which marks the 150th anniversary of the founding of the university. As the result of these efforts, the university has made steady progress in the internationalization of education and research including significant increases in the number of international faculty members, the number of international students from abroad, and the percentage of internationally co-authored papers. However, due to increased competition with major universities both inside and outside the country in addition to the global COVID-19 pandemic, the nature of international exchange has changed significantly, and working toward a new form of internationalization for the university that differs from the past is an urgent matter.

In response to the need to formulate an international strategy with long term views for education, research, and societal collaboration expressed in the “President’s Policy: Aiming to be an Unparalleled University – Towards the Fourth Period of Mid-Term Goals and Mid-Term Plan” which was issued by the President Houkin after taking office in October 2020, this international strategy sets out the direction in which the university should move toward a new form of internationalization under the strong leadership of the President.

Target Year for This International Strategy

The target year for the new internationalization of the university is the year 2040 when the higher education advancement rate is predicted to become 80% and "the national universities will need to review their scales and fields of study" according to the Central Council for Education of the Ministry of Education, Culture, Sports, Science and Technology Report, the "Grand Design for Higher Education Toward 2040." This international strategy first targets specific items to be focused on during the Fourth Period of Mid-Term Goals and Mid-Term Plan (FY2022-FY2027) for national university corporations and then outlines what the long-term strategy shall be for the Fifth Period (FY2028-FY2033) and beyond on the premise that the content of this strategy may be revised as necessary based on the domestic and international circumstances in addition to other factors.

Future of the University

Aspirations of Hokkaido University for the Year 2040

Hokkaido University aspires to achieve the following by the year 2040.

I. To be a driving force in contributing to the resolution of global issues through partnership and collaboration with people from diverse countries, regions and organizations, and in creating a thriving future society.

II. To be recognized as an unparalleled university by contributing to the achievement of sustainability with originality and excellence through global education and research in diverse fields grounded in the history of the founding of the university, its unique development, and geographic characteristics.

III. To achieve an equitable and inclusive campus internationalization in which diverse students, researchers, and faculty/staff members thrive and excel.

In order to move toward I through III of the Aspirations of Hokkaido University for the Year 2040 above, the university will ensure its internationalization over the long term by pursuing the following directions.

I. To be a driving force in contributing to the resolution of global issues through partnership and collaboration with people from diverse countries, regions and organizations, and in creating a thriving future society.

- Develop Globally Minded Individuals who Contribute to Resolution of Global Issues and Enhance Research Capability
 - Create globally minded individuals who can pursue mutual understanding with people from diverse countries and regions with flexibility and open-mindedness and contribute to the resolution of issues on a global scale by providing education that serves as a foundation for cultivating the global perspectives necessary to partner and collaborate with people around the world.
 - Through a virtuous cycle of knowledge sharing from the world to the university and from the university to the world, develop globally minded individuals and enhance research capabilities to become a key presence in the region and the world to pioneer a new era.

- Partnership and Co-Creation with Society
 - Strengthen partnerships with diverse organizations in industry, academia, and government inside and outside of Japan, and comprehensively collaborate to solve regional and global issues and to facilitate the transformation into a thriving society.

II. To be recognized as an unparalleled university by contributing to the achievement of sustainability with originality and excellence through global education and research in diverse fields grounded in the history of the founding of the university, its unique development, and geographic characteristics.

- Contribute to Achievement of Sustainability by Global Advancement of Education and Research in Fields where the University Excels
 - In addition to promoting basic research, a core mission of the university and an important breeding ground for innovation, contributing to the achievement of sustainability by promoting applied and practical research in fields where the university has a competitive advantage will realize a research-driven, international flagship university that attracts outstanding researchers.
 - Through basic and applied research that contributes to the achievement of sustainability, provide an attractive environment for education in fields where the university excels, and develop globally minded individuals who contribute to the resolution of issues in the local and global society.

- Strengthen International Presence and Impact Centered on Sustainability
 - As a university located in Hokkaido which is interspersed with a rich natural environment and urban cities, we will present and circulate our initiatives and methods to the world for fostering an environment in which nature and humankind exist in harmony.
 - Actively advance research and education in fields where the university shows excellence and spread them effectively inside and outside of Japan in order to strengthen the brand of the university while partnering and collaborating with various stakeholders through the framework of international partnerships.

III. To achieve an equitable and inclusive campus internationalization in which diverse students, researchers, and faculty/staff members thrive and excel.

- Create a Multicultural Campus That Attracts Diverse and Talented International Students, Researchers, and Faculty/Staff Members
 - Improve the education and research environment in order to attract diverse and talented international students, researchers, and faculty/staff members, and establish a system that allows them to actively participate in activities on campus.
 - As a core university in the region, partner and collaborate with the community to achieve the inclusive internationalization of the campus that contributes to solving regional issues.

- Promote an Equitable and Highly Flexible Internationalization of the Campus
 - Promote development of an equitable, high-quality place of education in a multicultural learning

environment and facilitate the social mobility of diverse students.

- Increase the mobility of faculty and staff members, enhance their cross-cultural understanding and international communication skills, and provide a campus environment that allows them to partner and collaborate with others with flexibility.

To move closer to what we envision above with a long-term perspective, during the Fourth Period of Mid-Term Goals and Mid-Term Plan, we will first implement the strategies described in the following for the internationalization of the university that draws on its strengths and characteristics, while keeping in mind the resolution of urgent issues we are currently facing.

Redefining the Direction of International Strategy

In implementing this international strategy during the Fourth Period of Mid-Term Goals and Mid-Term Plan, we will redefine the way we have been advancing internationalization in the following ways.

【Shift from "Quantitative Expansion" to "Emphasis on Quality" in Education and Research】

As stated above, since FY2014, the university has been implementing various initiatives with high numerical targets in line with the university reform plan, HUCI. Consequently, the number of partner universities, international students, internationally co-authored papers, courses taught in English, overseas offices, and the Hokkaido University Ambassadors and Partners, along with other programs has steadily increased, and notable achievements have been made in many areas including the establishment of international graduate schools and educational programs targeted for international students. This is the fruit of various university-wide internationalization efforts to achieve the Key Performance Indicators (KPI) set under the HUCI with a focus on "quantitative expansion."

On the other hand, the MEXT subsidy project pertaining to the HUCI will end in FY2023, and the university will be required to make more effective use of its human and financial resources and needs to consider increasing the burden shared by each department. It is now necessary for the university to set a new direction for the advancement of internationalization.

Therefore, during the Fourth Period Mid-Term Goals and Mid-Term Plan (FY2022-FY2027), the university will review various efforts to make them sustainable based on the results obtained so far through efforts under HUCI and shift the direction of internationalization under this international strategy to "emphasis on quality" of education and research, which is the responsibility of a research-driven core university.

【Advancing International Strategy for Digitalization of Education】

Due to the COVID-19 pandemic, international exchange efforts through remote and online education have quickly expanded around the world. While the university is also rapidly digitizing educational content for its international education and other programs, we will further enhance the development and

implementation of Collaborative Online International Learning programs, actively promote initiatives that take advantage of the benefits of remote and online education, and make effective and strategic use of our limited resources.

With regard to study abroad programs for students, especially for Japanese students, we will actively create online intercultural co-learning programs and increase the number of virtual study abroad opportunities that do not necessarily involve overseas travel, with the aim of broadening the base of participating students. We will also expand online education before and after actual travel and further promote hybrid study abroad programs that make more effective use of in-person and online education.

In order to attract talented international students, which is one of the primary goals of this international strategy, it is important to strategically review existing programs and encourage international students who have studied through remote or online education courses with expanded content for overseas students to move on to the next step, which is to physically come and study in Japan. In addition, we will continue to further explore the digitalization of international public relations to enhance our international presence in the new era by actively disseminating our educational and research efforts online in the form of seminars, symposiums, or other events.

Specific Strategic Goals That Become Pillars For Medium -Term

Given our vision for the year 2040 and its long-term directions as shown in I-III above, we will pursue internationalization with the following four specific strategic goals as the pillars during the Fourth Period of Mid-Term Goals and Mid-Term Plan.

1. A University That Promotes Brain Circulation

Enhancing Human Resource Development and Research Capabilities Through a Virtuous Cycle of Knowledge

We will further promote a "virtuous cycle of knowledge" in which the university acquires talented international students in its degree programs, they go back to their countries after having completed their studies and earned their doctoral degrees to acquire positions at universities or other institutions, educate the next generation of students, and encourage the following generations of students come to study at the university.

. In addition, we will create the environment necessary to promote the acquisition of international researchers with outstanding research achievements, thereby enhancing the university's research capabilities and international credibility.

◆Attracting Talented International Students to Degree Programs◆

- Create degree programs to promote the enrollment of talented international students and enhance financial support and support systems for incoming students for sustainable operation.

- Aim to enhance human resource development and research capabilities through a virtuous cycle of knowledge in which students who have completed their study and obtained their doctoral degrees then return to their home countries, acquire positions at universities or other institutions, educate the next generation of students, and encourage the following generations of students come to study at the university.
- Strengthen recruiting activities by effectively utilizing the functions of overseas offices and programs such as the Study in Japan Global Network Project.
- Focus on initiatives to promote the flow of talented international students accepted through various short-term study abroad programs and exchange programs into enrolling in degree programs at the university.
- Expand opportunities for remote and online intercultural co-learning and promote initiatives to encourage international students who participate in them to study abroad in the future in degree programs at the university.
- Establish the acquisition of talented international students as one of the primary objectives of international public relations and develop effective actions to achieve this goal.
- When considering acceptance of international students, promote the implementation of appropriate screening and evaluation of overseas degrees and qualifications, and work to ensure security export control at the time of acceptance and throughout their time at the university.

◆Encouraging Retention of International Students in Japan◆

【Expansion of Japanese Language Education】

- Promote appropriate Japanese language education by accurately grasping the needs of international students on campus and reexamining the subjects offered in line with those needs.
- Actively share the methods and content of Japanese language education with other universities to strengthen networks and support the development of researchers in the field of Japanese language education in the region.
- To attract talented international students, promote Japanese language education by effectively sharing information with the outside community about the Japanese language classes offered in the university as well as widely circulating information related to relevant courses within the university.

【Promoting Employment and Career Support】

- Focusing on the retention of international students who have graduated or completed their studies in Japan, provide career support for international students by creating opportunities for internships and learning about Japanese corporate culture, developing an employment support system including interview coaching, and strengthening cooperation with local governments and local industries while ensuring the prevention of technology transfer and security export control when they leave the country.

◆Creating an Environment for a Multicultural Campus◆

【Improving the Support System for Acceptance into the University】

- Improve support systems for international students and researchers including help with various procedures for acceptance and for daily life in Japan.
- In order to attract international researchers with outstanding research achievements, develop a compensation system and working environment that are internationally viable.
- Strengthen the system that enables the prompt circulation of internal guidance and information in both Japanese and English in order to allow international researchers to actively participate in activities in the university.
- Reinforce a comprehensive crisis management system for international students and researchers affiliated with the university including information management for crisis prevention, development of a system for prompt information circulation, and enhancement of psychological care.

【Improving Accommodations and Creating Opportunities and Spaces for Interaction】

- For the creation of a multicultural campus, in addition to exploring the development of accommodations for international researchers, secure accommodations in cooperation with private companies which allow international students who are entering Japan for the first time to live safely and comfortably.
- Actively make organic bases for co-creation by effectively utilizing cafeterias, dormitories, outdoor and other open spaces, and work to expand opportunities and spaces for diverse students and researchers to engage with each other.

2. Students and Faculty Who Contribute to Resolution of Issues with Cultural Fluidity

Develop an Appealing International Collaborative Co-Learning Environment and Promote Overseas Research for Faculty Members

In anticipation of the post-pandemic era, while establishing opportunities for studying abroad in person as the ideal format, build effective study abroad programs and expand the international learning experiences for students, especially for Japanese students, by taking advantage of online education. In addition, accepting international students into the degree programs will create an attractive intercultural co-learning environment where international and Japanese students can study together in classes and laboratories and be exposed to different ways of thinking that come from diverse nationalities and cultures. The goal is to create a space of co-learning that is available on a day-to-day basis on campus, and as a result, a virtuous cycle for the development of globally minded individuals with cross-cultural understanding, international communication skills, and problem-solving abilities.

Having faculty members experience short-term, mid-term, or long-term research periods abroad at

least once not only enhances the research capabilities of individual faculty members in their fields of expertise but also help them acquire the knowledge and skills necessary to accept international students by utilizing their overseas experience, thereby improving the research and educational capabilities of the university.

◆Providing Appealing Study Abroad Programs and Diverse Co-Learning Opportunities for Students◆

- Upon reviewing the performance and effectiveness of existing study abroad programs, improve the efficiency of the system of operations by organizing the function of each program, and establish a systematic study abroad program that effectively contributes to improving cross-cultural understanding, international communication, and problem-solving skills of participating students.
- In anticipation of the post-pandemic era, actively create online intercultural co-learning programs in addition to in-person study abroad programs to develop an environment where students have intercultural co-learning opportunities without necessarily traveling abroad. Furthermore, expand online education before and after actual travel and create hybrid study abroad programs that combine face-to-face education and online education more effectively.
- By increasing the number of opportunities for international students and Japanese students to study together in classes, laboratories, and other areas, enhance cross-cultural understanding and international communication skills and cultivate global perspectives.
- Increase opportunities for interaction in the community, such as the international exchange between international students and local citizens or high school students, and the participation in multicultural projects in cooperation with the local governments and various relevant organizations.

◆Establishing a Mobility System with Quality Assurance◆

- In order to strengthen our ability to engage globally, actively promote international collaboration and student exchange with quality assurance, including mutual recognition of credits, grade management, and degree completion with overseas universities that are strategically significant to the university and offer mutually beneficial outcomes while considering domestic and international circumstances.
- Strive to enhance international collaborative programs among universities including JDs (Joint Degrees), DDs (Double Degrees), and Cotutelles, and promote the creation of a framework for quality assurance.

◆Strengthening the Crisis Management System During Overseas Mobility◆

- In preparation for the post-pandemic era, review the university-wide overseas comprehensive crisis management system for students, faculty and staff members as necessary.

◆Creating Opportunities for International Experience for Faculty Members◆

- Develop short-, mid-, and long-term overseas research opportunities within the university in order to provide all faculty members overseas research experience at least one time. This will not only improve the research capabilities of individual faculty members but also promote the acceptance of international students in degree programs and strengthen the research capabilities of the university by utilizing their various overseas experiences in the education of international students.

3. Pursuit of Sustainability

Practical Contributions in Areas of Sustainability

Given the history of the founding of the university and its unique development, the university has continued education and research for many years in various fields related to sustainability. In addition, in 2005, the university established the Hokkaido University Initiative on Sustainable Development and created the university's first international strategy centered on sustainability. Since then, building on the concrete efforts to achieve sustainability through campus management and research in various disciplines including research utilizing vast fields, the university has gained high levels of expertise enabling practical contributions in various fields of sustainability as a university that contributes to the resolution of global issues. As standard operating policy for the Fourth Period, the new executive board has recognized global issues and SDGs to the same degree and has positioned contribution to the achievement of sustainability as the ultimate goal of the university, forming the cornerstone of this international strategy.

◆Promoting Research in Fields of Strength◆

- In order to contribute to the resolution of issues ranging from the local to the global scale and the achievement of a sustainable society, globally promote practical or applied research including implementation of research findings into the society by leveraging the vast geographical fields such as the abundant nature of the campus and research forests as well as the training ships while strengthening our basic research capabilities in the fields where the university excels.
- Contribute to the achievement of a sustainable society by effectively promoting interdisciplinary and cross-disciplinary collaborative research and industry-academia collaboration utilizing the framework of international advanced collaborative research centers.

◆Advancing Appealing International Education and Social Partnerships◆

- Develop and promote systematic undergraduate and graduate-level curriculums unique to the university in fields related to SDGs or sustainability while utilizing online education methods in order to develop globally minded individuals who can contribute to the resolution of regional and global issues.

- By taking advantage of the university's vast and distinctive field resources and research facilities in the forested, arable, and aquatic zones in addition to the characteristics of the region, develop international collaborative education in fields of sustainability that leverages the university's strengths, thereby fostering young talented individuals and attracting international students.
- Strengthen partnerships with international organizations, government agencies, local governments, businesses, and other institutions and create diverse educational opportunities to develop globally minded individuals who contribute to the sustainable development of local and international communities and international cooperative efforts.

◆Enhancing International Presence through Sustainability◆

- Utilizing international frameworks such as international consortiums in which the university participates and presidents' conferences with other countries, develop effective international public relations by proactively disseminating the university's prominent efforts in the diverse fields of education and research related to sustainability and SDGs overseas, and enhance our international presence.

4. Evolving Management

Developing the Environment and Organization to Improve International Adaptability

In order to promote the cycle of knowledge, increase the mobility of students, faculty and staff members, and advance education and research in fields of sustainability that are unique to the university as described above in one to three of this international strategy, the university will develop an internal environment and organization to effectively support these efforts. In particular, to maximize the appeal of the university as a comprehensive research university of the new era, the university will work to create an environment and organization that supports the promotion of international activities, such as increasing the recruitment of international students into degree programs, in a sustainable manner by reducing the burden on researchers involved in those activities in their respective departments, and also by creating an environment that enables them to exclusively focus on international joint research and educational efforts. Additionally, monitoring of the key strategic objectives of this international strategy will be conducted for quality assurance, measures for periodic reviews will be put in place, and the results will be used to improve or change the direction of this strategy.

◆Expanding International Reach Based on Strategy in Priority Regions and Countries◆

- Examine and analyze trends in international exchange and determine the key regions and countries with high strategic priority. Then, establish a system to ensure that the recruitment of international students and other international exchange efforts are effectively planned and implemented per the strategy and that the results are evaluated by experts for improvement.

- In order to respond to the changing international climate with flexibility, seek evaluations and opinions periodically from experts both inside and outside the country on the strategies for and results of the priority policies established for each region and country. Reflect the information obtained in the university's goals from a medium- to long-term perspective while sharing the information with all related parties within the university.

◆Promoting Strategic Collaboration with Partner Universities◆

- Promoting effective and strategic collaboration with partner universities that can be reinforced in terms of research and education, effectively taking into account mutual strengths, based on the factors that the university emphasizes in the partner along with analysis of the exchange situation.
- Advance mutually complementary research collaboration with overseas universities that have strong track records in advanced research and build strong and mutually beneficial strategic partnerships that will enable us to jointly obtain domestic and international external funding in respective fields of joint research.

◆Strengthening Analytical Function for International Exchange Efforts◆

- Strengthen the data analysis function for trends in international student and faculty exchange by country, region, academic discipline, department, and other parameters in line with the university's digitalization efforts, and effectively utilize the data to achieve the goals of the international strategy.

◆Enhancing Cooperation among University Departments regarding International Activities ◆

- To ensure the smooth implementation of international activities, establish a system to promote information sharing within the university and strengthen cooperation going forward.
- For the smooth advancement of this multifaceted international strategy within the university, build a platform for circulating and sharing the progress, activities, and good practices of international activities for each item.

◆Expanding and Effectively Placing Staff with Expertise in International Operations◆

- In order to provide more flexible support for acceptance of international researchers and students and implementation of international education programs at the university, build a system of operations that leads to the improvement of practical support skills and language capabilities for administrative staff by expanding opportunities to participate in training abroad or directly experience the operational support at international joint research activities overseas.
- Further promote the effective and strategic placement of administrative staff who are engaged in duties in international operations.
- Create a system for effective human resource management that fully leverages the talents of regular employees and part-time employees who have expertise in international operations and allows them

to play an active role and contribute over the long term.

◆Strategically Utilizing Overseas Offices◆

- Carefully examine and establish the functions and missions of the overseas offices as well as the geographical areas they cover, and create a system to efficiently promote their efforts upon reevaluating matters of priority such as the recruitment of talented international students, open call for international researchers, support for students sent abroad, information gathering on industry-academia collaboration, collaboration with ambassadors and partners, and effective use of overseas alumni networks.
- Share the efforts of the overseas offices with the departments and research institutions within the university and create a system that allows the university-wide, effective use of the functions of these offices.

◆Pursuing Strategic International Public Relations Efforts◆

- Strengthen the collaborative system for international public relations between each department and the entire university for the effective implementation of external communication in the areas of research and education.
- Effectively disseminate information on the university's world-class research and unique research/education efforts, and promote international joint research, international industry-academia collaboration, and recruitment of talented international students.

In Conclusion

This international strategy has been formulated to bring the university closer to its goals for the year 2040 by primarily focusing on the objectives for the Fourth Period of Mid-Term Goals and Mid-Term Plan while reflecting on opinions from both inside and outside the university by considering the current status and challenges of international activities. The specific tasks and schedule to be implemented for this international strategy will be prepared separately in the future, and each major task shall be carried out in cooperation and consultation with the key departments responsible for implementation as a university-wide effort.

It should also be noted that this international strategy is based on the global climate and the circumstances surrounding the university as of 2021, and as such, it will be revised as necessary per changes in the circumstances.