



Hokkaido University Integrated Report

Hokudai Oruspe Uwomare Kanpi

2024

(Abridged version in English)



HOKKAIDO
UNIVERSITY



HOUKIN Kiyohiro

20th President of Hokkaido University

Born in Sapporo in 1954. Doctor of Medicine. Dr. HOUKIN graduated from the Hokkaido University School of Medicine in 1979, and has worked as a neurosurgeon at Hokkaido University Hospital and private hospitals. He was appointed the Director of Hokkaido University Hospital in 2013, and has been serving in his current position since October 2020.

Growth Strategy Toward the Realization of HU VISION 2030

Program for Forming Japan's Peak Research Universities (J-PEAKS)

Today, various measures are taken in Japan to strengthen and revitalize university research capabilities. One such measure is the systematic design of the Program for Forming Japan's Peak Research Universities (J-PEAKS) by the government. Hokkaido University's proposal "Building a Regenerative Agri-Fishery System for Sustainable Food Production and Global Well-being Based on Field Science," which includes organizational reform plans to achieve this goal, has been adopted.

The research theme adopted is one that can fully demonstrate the strengths of the field research that the University has cultivated over its long history. It is a new science created by the integration of diverse researchers in environmental science, agriculture, fisheries science, ecology, as well as engineering and information science. As the words "Building a Regenerative Agri-Fishery System" in the title indicate, the project is clearly aimed at social implementation. We also expect this project to be a front-runner for "Excellence and Extension (two EXs)," a concept that signifies the social deployment of excellent research as indicated in HU VISION 2030.

The University's proposal includes organizational reforms to strengthen university research capabilities centered around the Comprehensive Innovation Organization, which is responsible for the integrated process of developing budding research through

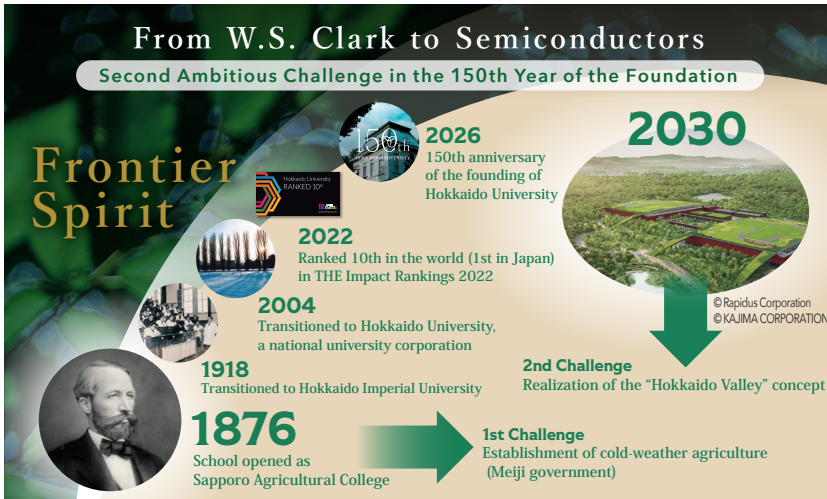
interdisciplinary fusion into full-fledged developmental research; developing it into a research center that can become the University's brand; and deploying the results of cutting-edge research in society. This represents a fusion of the traditional research support function and the industry-academia/society collaboration function, and serves as a powerful pipeline for the University's growth through the linkage of the two EXs.

Semiconductors as the Second Ambitious Challenge

In February 2023, Rapidus Corporation, a Japanese semiconductor company, decided to establish a presence in Chitose City, Hokkaido, with the full support of the Japanese government. Hokkaido University also launched the Office for Promotion of Semiconductor Hub Formation in October 2023, and is proceeding at full speed to strengthen its education and research systems, change admission capacity, and collaborate with domestic and overseas universities and other institutions.

The primary expectation of our University is human resource development. We will provide world-class educational programs by deepening cooperation with other universities and institutions that are at the forefront of semiconductor education and research in Japan and overseas.

The task entrusted to Sapporo Agricultural College, our predecessor which opened in 1876, was to establish cold-weather



agriculture in Hokkaido. In retrospect, this was the University's first challenge, and the main players were Dr. W.S. Clark, faculty members from the U.S., as well as the up-and-coming students, faculty, and staff of the founding years.

Now, 150 years after the school opened its doors for the first time, the second major challenge we face is innovation, especially in semiconductors. This challenge on the stage of Hokkaido, Japan, and the world is the second highly ambitious challenge in the 150th year since the founding of the University, and we believe it is our mission to tackle this challenge as the priority.

Toward a Sustainable Well-being Society

The goal of HU VISION 2030 is to realize a sustainable well-being society.

The University established the Institute for the Advancement of Sustainability in 2021 to centrally promote sustainability activities, including the SDGs, on campus. As a result of these activities, the University ranked No. 1 in Japan in Times Higher Education (THE) Impact Rankings for the fifth consecutive year. The Institute for the Advancement of Sustainability has established a Carbon Neutrality Initiative Division and is now working to improve our organization and strengthen our activities toward the realization of a sustainable well-being society. In June 2024, the Renewable Energy Research & Education Center (REREC) was established as a joint project center for research and human resource development that contributes to nature-positive regional development.

Strengthening the Financial Base

Without an effective financial strategy backing HU VISION 2030, no matter how fine the vision is, it will be impossible to achieve it. Accordingly, the University is strengthening its financial foundation of the growth strategy. We need to expand the University's own financial resources through new ideas based on various deregulations, moving away from the traditional financial goal of harmonizing the balance of income and expenditures. In other words, the question is how to increase the amount of its own funds available for university growth.

To achieve even greater growth, we plan to issue university bonds. We will continue to strengthen our engagement with

society through the university bonds and IR activities for various investors, aiming to make Hokkaido University a trusted management entity.

University Growth Strategies – Concentration and Diversity

Since the incorporation of national universities started in Japan, various measures have been developed to strengthen and revitalize university research capabilities.

The challenging question of how to allocate limited resources for growth is perhaps an

eternal theme that has continued to plague us all. Traditionally, we have thought and experimented between the polar solutions of "concentration" and "dispersion." Even if the strategy of concentrating limited resources in universities in the Tokyo metropolitan area and some national universities will produce results in the short term, it will accelerate the downsizing of Japanese society, continuing the declining birth rate and weakening the country.

Therefore, the distribution of resources to regional national universities is an appropriate strategy, considering that national universities form the core of the knowledge-based society the nation aims to be and are the lifeblood of regional development. Meanwhile, the traditional method of dispersing resources will surely lead to the long-term decline of Japan's national universities on the whole, as the birth rate declines and international university competition intensifies.

Finding the optimal solution is not easy. However, one feasible solution would be for each university to create diversity and maximize its strengths by carefully considering the characteristics of the region and concentrating on education and research that will truly lead to social change based on its own judgment and in an autonomous manner. In other words, I believe that the value we should rely on is not dispersion as before, but diversity.

HU VISION 2030 aims to strengthen the overall functions of the University and to achieve comprehensive growth as a university. To realize this goal, it is essential to improve productivity by restructuring the internal organization, and to implement a detailed and bold strategy to increase the university's own funds, including the acquisition of endowment funds and external funds. A winning formula would be to review the existing organization, appropriately concentrate resources, and then create new research areas and education, and continue to build a new "diversity" full of new possibilities and vitality.

University reforms based on concentration and diversity can only be implemented by individual universities themselves, regardless of their size or regional characteristics, to rebuild the inherent strength of universities throughout Japan. From this perspective, the Novel Japan University Model, which Hokkaido University aims to achieve through HU VISION 2030, would serve as a showcase for Japanese national universities, making solid results essential.

Value Creation Process at Hokkaido University

Aiming to Realize a Sustainable Well-Being Society through a Virtuous Circle of Excellence and Extension

With excellence in education and research in the fields of science and technology; and extension, the ability to expand education and research into society to solve regional issues as its two driving engines, Hokkaido University will steer its own innovation and move vigorously toward the realization of a sustainable well-being society.

Society (local and global)

Ecosystem that Creates a

Hokkaido University

Management resources Capital as sources of value creation

History

- 150-year history
- Accumulation of knowledge as a national university

Climate

- Practical learning in the vast milieu of Hokkaido
- The world's largest research forests and marine research

Academic knowledge

- The largest number of faculties of any national university in Japan
- Leading-edge, top-level research and education

Human resources

- Unique ideas from a diverse range of personnel
- International activities with broad perspectives

Setting

- Formation of an international campus
- Development of an interdisciplinary research environment

Ideal vision for our university Novel Japan University Model

Science and
technology
research

Advanced
human
resources
development

Comprehensive
knowledge

Significantly strengthened ties with
International and local communities

Public assets and a management
body that generate social impact
and innovation

HU
VISION
2030

Extension Ability to expand education and research into society and solve regional issues

HU VISION 2030

This medium-term vision of Hokkaido University targeting the year 2030 has to clearly visualize "Excellence" and "Extension" and create a virtuous circle and ecosystem through the integration of these two elements.

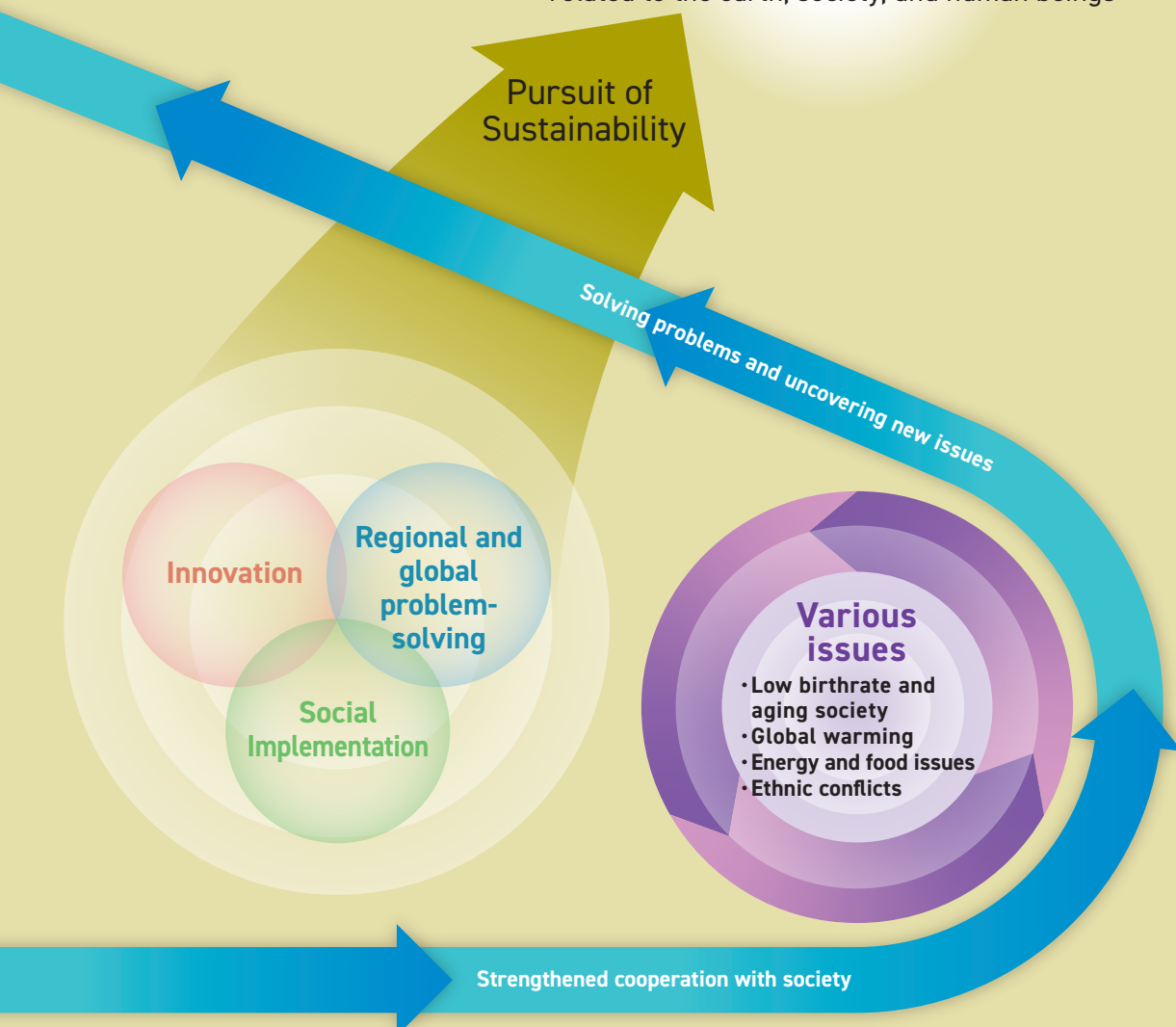
Novel Japan University Model

We aim to achieve a new university image through the realization of HU VISION 2030. It is a Japanese flagship university as a public good and management entity that dramatically strengthens partnerships with the international and local communities, and creates social impact and innovation through collaboration.

Virtuous Circle of University Reform

Creation of Sustainable Well-being in Society

shaped by education, research, and social co-creation related to the earth, society, and human beings



HU VISION 2030



photo by Hiroki Ito (GEOGRAMS)



HU VISION 2030 ➡➡➡➡➡

A New Image of the University Aimed for in HU VISION 2030

Since it opened in 1876 as Sapporo Agricultural College, Hokkaido University has focused on fostering human resources who will contribute to the development of Hokkaido and spread their wings across the world. Building on the spirit of Dr. W.S. Clark, the University has continued to lead the world as one of Japan's core universities, and will celebrate the memorable 150th anniversary of its founding in 2026. In 2014, the "Future Strategy for the 150th Anniversary of Hokkaido University" was established to present specific reform strategies for the University targeting the year 2026. And in 2023, the University formulated HU VISION 2030, a medium-term vision for Hokkaido University targeting the year 2030. It is the manifestation of the University's strong will and concrete strategy to realize a sustainable well-being society through its own innovation, using two driving forces: "Excellence" of education and research in the fields of science and technology; and "Extension," the ability to extend education and research into society and solve regional issues.

HU VISION 2030 is published on the University's website at:
🌐 <https://www.global.hokudai.ac.jp/about/hu-vision-2030/>



Eight Visions that Define Specific Principles



Education

Hokkaido University fosters human resources who play an active role in global and regional societies by acquiring advanced expertise based on cutting-edge research and broad knowledge and skills necessary to co-create a diverse future society, including Society 5.0, through interaction with a diverse group of people in a rich natural environment.



Research

Hokkaido University further enhances its world-class research capabilities through innovation and resolution of issues by leveraging the vast and diverse geographical fields and a wide range of scientific research that it excels.



Co-Creation with Society

Hokkaido University promotes the creation of research results, social implementation, and the resolution of issues for the future of the region and the world through co-creation with society and contributes to the achievement of sustainable development and well-being.



International Collaboration

Hokkaido University creates an international campus where students, researchers, faculty, and staff of diverse backgrounds thrive and contribute to solving global issues in partnership and collaboration with people from various countries, regions, and organizations to lead a sustainable and prosperous society of the future.



Diversity, Equity, and Inclusion

To ensure diversity, equity, and inclusion at Hokkaido University, the university fosters its education and research environment, contributes to the development of human resources, and strives to fulfill the Hokkaido University Diversity Statement.



Governance

Hokkaido University ensures fair and transparent decision-making through the separation of duties and strong collaboration of the executive board that supports the President's leadership. The university establishes the foundation on which all university members create values with pride, hope, and a sense of fulfillment and realizes university operation broadly recognized by society.



Financial Base

Hokkaido University pursues sustainable growth through self-sustained administration and a "virtuous cycle of human resources, knowledge, and funds" by expanding its diverse and robust financial resources.



Pursuit of Sustainability

Hokkaido University leads the social transformation to realize a sustainable society through education, research, and co-creation with society by maximizing its physical and intellectual assets developed on the campus environment with vast and rich fields.



Spread Your Wings to the World!

Hokkaido University Students

Since its foundation, Hokkaido University has provided various types of education to cultivate human resources under four basic philosophies that equip them to look at the world from a broad perspective, enhance their human abilities, pioneer new paths, and play an active role on the front lines of the world. The most distinctive features are the Core Curriculum (Liberal Arts Subjects) that forms the foundation of such education and the Nitobe College program, which fosters global leaders.

Nitobe College to Develop Global Leaders

Nitobe College is an interdisciplinary educational program for HU students to acquire the necessary mindset and skills to actively engage in a global society, in addition to specialized education and research at each undergraduate and graduate school. Based on the basic philosophies of the University and the spirit learned from NITOBÉ Inazo, it aims to nurture global leaders. It is unique among the University's educational offerings and has been highly acclaimed. The Undergraduate Curriculum requires students to study abroad to establish high ethical standards and become autonomous individuals, and to develop logical thinking skills and a high level of expertise. The Graduate Curriculum, which has a high percentage of international students, serves as a microcosm of international society in the classroom, and students with different areas of specialization work together to embrace diversity and acquire skills beyond their area of expertise.



All classes and student discussions in the Graduate Curriculum are conducted in English.

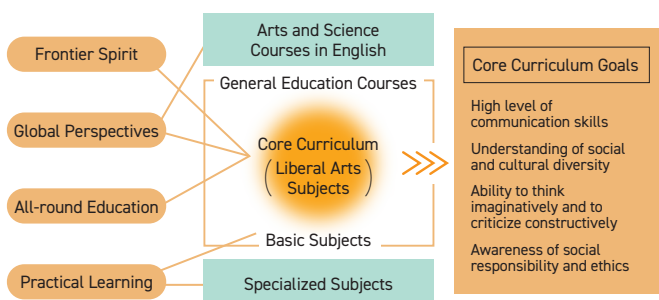
Nitobe College
<https://nitobe-college.academic.hokudai.ac.jp/en>



Curriculum to Nurture the Core for Autonomous and Continued Learning

In the first-year General Education Courses, students study a wide range of subjects in classes that transcend departmental boundaries with a diverse group of peers and foster flexible thinking. General Education Courses consist of the Core Curriculum (Liberal Arts Subjects), which is intended to nurture the common knowledge that students of the University should naturally acquire, and Basic Subjects, which are intended to provide the basic knowledge necessary for studying specialized subjects and to cultivate basic ideas and ways of thinking.

Core Curriculum Concept



Making University Research and Education More Accessible to a Larger Number of People

For graduate education, we are developing programs in collaboration with companies and local communities with the aim of fostering pioneers of future society who can envision a sustainable future and tackle the diverse problems facing the world in general and regions in particular.

As a new initiative, we are also promoting recurrent education at the graduate level, taking advantage of the University's research and unique features.



Visitors of all ages, from children to adults, joined the events.

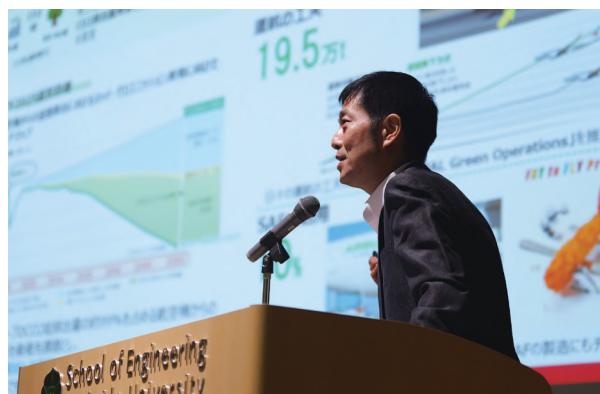
Science Festa 2023

Continuing from the previous year, Science Festa 2023 was held in and around Sapporo Station on December 16 and 17, 2023.

The two-day event included poster presentations by HU doctoral students who used their research results to contribute to the SDGs, as well as hands-on classes, card rallies, games, and other events for elementary school, junior high school, and high school students.

JAL x Hokkaido University SDGs Workshop

Hokkaido University and Japan Airlines Co., Ltd. (JAL) have concluded a partnership agreement with the aim of co-creating a sustainable society. On July 3, 2023, the University co-hosted the JAL x Hokkaido University SDGs Workshop with JAL. The objective is for students to deepen their understanding of the SDGs through actual corporate activities and to grow into human resources who can contribute to the achievement of the SDGs. On the day of the event, Mr. KAMEYAMA Kazuya, Director of the Planning Group at the ESG Promotion Department of JAL, gave a lecture. Students also submitted over 150 business proposals, and JAL awarded the Good Idea Award to a proposal on which they would actually like to work.



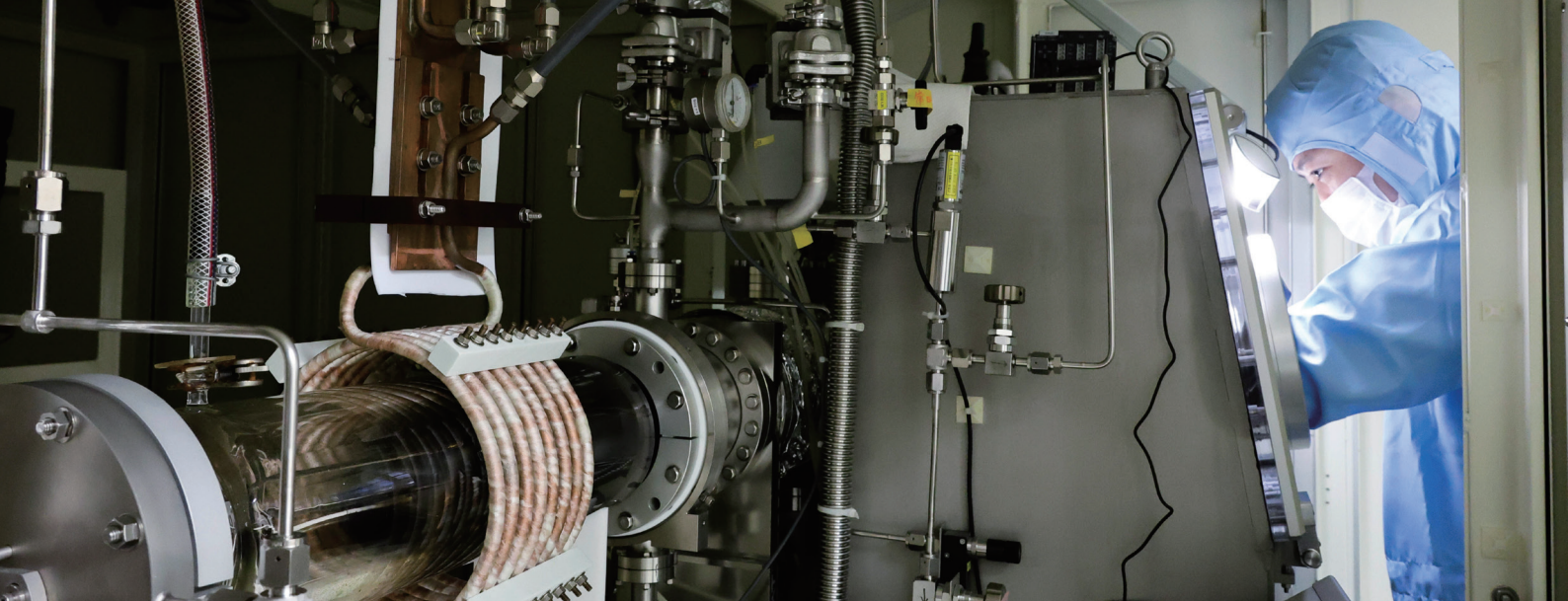
Lecture by Mr. KAMEYAMA Kazuya, Director of the Planning Group



AI and Human Society program

Recurrent Education Program that Meets the Needs of Society

The University offers the Recurrent Education Programs in Hokkaido University (ReH), an advanced educational program that meets the needs of society. Utilizing its rich campus and research facilities, the University has developed a practical program that spans many fields of study. In FY 2023, nine programs were implemented.



Establishment of the Office for Promotion of Semiconductor Hub Formation to Promote Advanced Semiconductor Research and Human Resource Development

Contributing to Research and Advanced Human Resource Development as a Hub for Industry-Academia-Government Collaboration

In October 2023, the University established the Office for Promotion of Semiconductor Hub Formation to promote semiconductor-related research and human resource development. As a hub for industry-academia-government collaboration, the Office will build a strong cooperative framework with semiconductor-related institutions outside the campus and contribute to the development of Japan's cutting-edge semiconductor industry by bringing together the semiconductor expertise of the University's education and research departments. With the aim of fostering human resources and enhancing research capabilities in the field of semiconductors, we signed a

partnership agreement with Tohoku University in January 2024. In June of the same year, we also entered into a comprehensive partnership agreement with Rapidus Corporation, and agreed to strengthen our cooperative system with National Yang Ming Chiao Tung University in Taiwan. In the future, we aim to enhance our research capabilities by strengthening our research system and thereby developing highly skilled human resources. Through these efforts, we will continue to produce advanced human resources in the semiconductor field who can solve social issues.

Partnership Agreement Signed with Tohoku University, Focusing on Human Resource Development in the Semiconductor Field

Hokkaido University and Tohoku University concluded a partnership agreement in January 2024 with the aim of contributing to the development of talented human resources, the enhancement of education, and the promotion of research through mutual collaboration and cooperation by taking advantage of their respective characteristics and educational/research resources.

Initially, the two universities plan to expand their collaboration in education and research related to semiconductors and will work to develop human resources in the semiconductor field by starting a shared e-learning program.





Comprehensive Partnership Agreement Signed with Rapidus

Hokkaido University concluded a comprehensive partnership agreement on semiconductor-related education and research with Rapidus Corporation* in June 2024. The aim is to promote cooperation in the long-term development of highly skilled human resources and research on advanced semiconductors, with a view to the start of pilot line operation in April 2025 and mass production in 2027, as planned by Rapidus. In addition to establishing a base for the evaluation and analysis of 2-nm semiconductors on the Sapporo Campus by the end of 2024, the University will promote R&D projects related to Rapidus and advanced semiconductor research that takes advantage of its research features. For human resource development, Rapidus plans to dispatch its engineers to the University to give practical lectures and to provide engineers opportunities to learn the latest research outcomes at the University.

*A company that aims to develop and manufacture the world's most advanced logic semiconductors. It promotes the creation of new industries by developing and providing cycle time reduction services for design, wafer process, and 3D packaging.



Expectations for Expansion of Research and Education Bases

Rapidus has signed a comprehensive partnership agreement with Hokkaido University, the first educational institution with which it has made an agreement. To realize its management philosophy of delivering prosperity and happiness to people through semiconductors—not only knowledge of engineering, science, and mathematics—but also elements of philosophy and literature are necessary. The agreement with Hokkaido University, a comprehensive university, is very significant for Rapidus, and we hope that students will develop an interest in semiconductors regardless of their field of study. We foresee personnel exchanges including Rapidus employees giving lectures at the university and information sharing by professors working on the latest semiconductor research, and will

broaden the scope of our activities to include local high schools, junior high schools, and elementary schools to convey the appeal of semiconductors to many people and attract outstanding human resources.



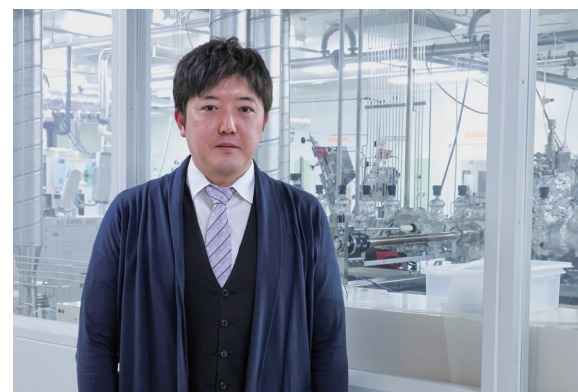
KOIKE Atsuyoshi

President and Representative Director
Rapidus Corporation

Development of a New Type of Transistor Produced by Nanocrystals

Associate Professor TOMIOKA Katsuhiro of the Faculty of Information Science and Technology is conducting research and development of new devices based on semiconductor crystal growth technology to realize next-generation integrated systems.

"Our research is directed at the development of next-generation devices that transcend the limits of semiconductor integrated circuits through unconventional approaches, such as nanowire fabrication methods using new materials and crystal growth techniques," he says. "We are now in the process of preparing for entrepreneurship by conducting applied research based on social implementation. We expect that the establishment of the Office for Promotion of Semiconductor Hub Formation and the presence of Rapidus in Hokkaido will bring worldwide attention to the flourishing semiconductor industry in Hokkaido and generate a variety of synergies."



TOMIOKA Katsuhiro

Associate Professor
Integrated Electron Devices Laboratory
Faculty of Information Science and Technology

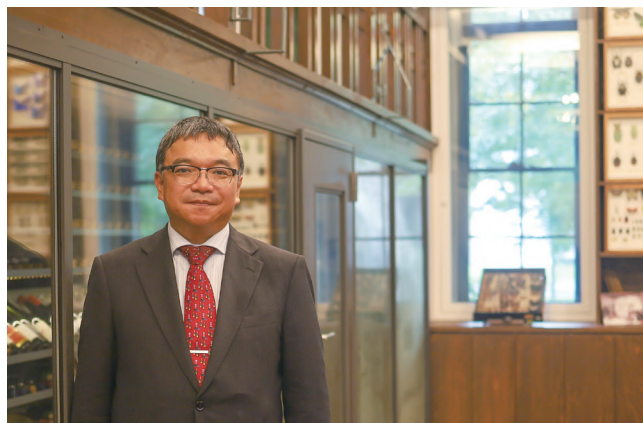
New Base Launched to Promote Hokkaido through Wine

Center of Education and Research for Hokkaido Wines

The University established the Center of Education and Research for Hokkaido Wines in April 2022, with the aim of bringing together the strengths of diverse academic disciplines to resolve issues related to Hokkaido's wine industry. The Center building, which used to be the Former School of Entomology, was renovated and reopened in September 2023, and activities at this new base then began in earnest.

Currently, the Center has about 20 faculty members in the fields of natural sciences and social sciences. The Center's director, Professor SONE Teruo of the Research Faculty of Agriculture, who specializes in microbiology, says, "Wine is a beverage with a great unifying power. Wine expresses the nature of the land where it is produced, and when connected with food and tourism resources, wine can attract people from all over the world and thus bring economic benefits, including employment. With the aim of establishing such production areas throughout Hokkaido, we have established a foundation for comprehensive wine-related

research, human resources development, and promotion of wine in cooperation with people both on and off campus."



SONE Teruo

Professor, Research Faculty of Agriculture
Director, Center of Education and Research for Hokkaido Wines

Preserving the Value of Cultural Properties for the Next 100 Years

Professor OZAWA Takeo of the Faculty of Engineering, who was in charge of planning the building's renovation and conversion, says, "This building has already been used for more than 120 years, so every part of it has been carefully designed to ensure that it will continue to be used for the next 100 years." The exterior of the reborn building retains its original appearance, but the interior, while retaining the original design and materials, has been updated with modern earthquake resistance standard reinforcement, thermal insulation, and other features, giving it a vibrant and brilliant appearance.



OZAWA Takeo

Professor, Faculty of Engineering
Advisor to the President, Executive Office for Facilities and Environmental Planning





Creating a Society Where the Younger Generation Can Live Happily with Others in Their Own Ways

Tackling Potential Needs in the Community

The University was selected by the Ministry of Education, Culture, Sports, Science and Technology and the Japan Science and Technology Agency (JST) for COI-NEXT in FY 2021, and has been working with about 30 local governments, companies, universities, and other organizations as the Life Design Center for Mind and Body. In FY 2022, the University was also adopted by the Cabinet Office for the Cross-ministerial Strategic Innovation Promotion Program (SIP) and began its activities. Specially Appointed Professor YOSHINO Masanori, the planner of both programs, says, "People have primarily learned skills in the past, but now they need to learn creativity to create new values from scratch and need a place for multi-generational learning. For this reason, with COI-NEXT, we are conducting varied research to create a system that enables young people to understand their own minds and bodies, increase their options, and realize a society in which they can live with others in their own way. In SIP,

we are developing specific learning content on that basis."

The Social and Regional Emergence Department (S-RED) was established in 2022 as the organization that manages the projects. Currently, there are approximately 20 staff members, roughly half of whom are dispatched from local governments and companies.



YOSHINO Masanori

Vice Executive Director

Specially Appointed Professor

Director, Social and Regional Emergence Department, Institute for the Promotion of Business-Regional Collaboration

Vice Project Leader, COI-NEXT

Senior Project Manager, Hitachi, Ltd.

Aiming for Social Implementation from Hokkaido, a Region Facing Challenges Ahead of Other Regions

Professor TAMAKOSHI Akiko, who specializes in public health and is the COI-NEXT project leader, speaks about the research and development theme "Life Design for Mind and Body" in COI-NEXT. She says, "We are continuously collecting information on young people about their current health and lifestyle, as well as their life choices, such as employment and childbirth, and what kind of stimulation they received at those times, to study how these aspects affect their health and adaptation to society in the future. Hokkaido is ahead of other regions concerning many issues. I believe that our research on solving these issues will have an impact on Japan as a whole. To link our research to social implementation, we need the participation of people from a wider range of fields, including philosophy, education, psychology, and

the arts. If you are interested in COI-NEXT and think there may be something you can offer, please contact us."



TAMAKOSHI Akiko

Professor, Faculty of Medicine

Project Leader, COI-NEXT

Forum on the Future of Children

S-RED hosted the Forum for the Future of Children in FY 2023. Case studies were presented by researchers and experts from Japan, South Korea, Taiwan, and the U.S., and online communication was conducted between high school and university students from Japan and South Korea.





Supporting Early Training and Career Development of Doctoral Researchers

Ambitious Special Assistant Professors System to Hire and Train Young Researchers

Hokkaido University established the Ambitious Special Assistant Professors (ASAP) System in 2020 for the early development of outstanding doctoral human resources and the formation of diverse career paths. This system is designed to secure posts for young researchers who can contribute to the research and education at Hokkaido University by hiring and training outstanding doctoral candidates with high potential and research ambition as specially appointed faculty members at an early stage. Since the establishment of the system, 32 young researchers have been hired by FY 2024.

The special feature of ASAP is that it will be implemented in an integrated manner as an effort to secure an exit strategy in the Doctoral Fellowship Program,* thereby establishing a consistent

human resource development system for young researchers. Not limited to those who aspire to academia, we are calling for a wide range of candidates who meet the requirements, including those who conduct research with the expectation of starting a business or finding employment in the private sector, and doctoral students who are not participating in the Doctoral Fellowship Program. In addition to excellence in their field of expertise, the selection process also recognizes flexibility in their approach to research and career paths, as well as a pioneering spirit.

*Program adopted by the Ministry of Education, Culture, Sports, Science and Technology to secure excellent human resources from master's degree programs to doctoral degree programs. The University established the EXEX Doctoral Fellowship in April 2024 as the successor to the Ambitious Doctoral Fellowship and the DX Doctoral Fellowship.

Expanding Horizons through Interaction with Researchers in Different Fields

TOYOHARA Ryota, a Specially Appointed Assistant Professor at the Faculty of Engineering, was hired through the ASAP System in FY 2023. His research interests are in the field of biomechanics and the study of the surface geometry and modes of motion of the sacroiliac joint.

The sacroiliac joint is a joint in the human pelvis that is thought to be associated with low back pain disorders.

He says, "The Ambitious Special Assistant Professors System helped me to receive support in terms of funding and the research environment. I think it is a great advantage to be able to continue my research from graduate school. I have also broadened my horizons by interacting with researchers in different fields and being involved in the education of doctoral students in the training program."



TOYOHARA Ryota,
Specially Appointed Assistant Professor, Faculty of Engineering



Exchange meeting between 2nd intake students (joined in FY 2023) and 3rd intake students (joined in FY 2024). They introduced themselves and their research.



Aiming to be a University that Combines Social Deployment Capability and Research Excellence

Adopted for the Program for Forming Japan's Peak Research Universities (J-PEAKS)

The University's proposal, "Building a Regenerative Agri-Fishery System for Sustainable Food Production and Global Well-being Based on Field Science," has been selected by the Japan Society for the Promotion of Science (JSPS) for J-PEAKS.

The University will build a top-down system to strategically create and foster new fusion research areas based on its management strategy, and promote research and development of sustainable food production systems that facilitate environmental regeneration by bringing together research initiatives that utilize the University's distinctive research fields—including agriculture,

fisheries science, environmental science, and ecology—thereby enhancing its research capabilities.

The University of Melbourne (Australia) and the University of Massachusetts Amherst (U.S.), which are strategic partnership universities, as well as Muroran Institute of Technology, Otaru University of Commerce, Obihiro University of Agriculture and Veterinary Medicine, Kitami Institute of Technology, and Hokkaido Research Organization will participate in this project to promote social implementation of research results.

New Building Constructed at Hakodate Campus

In May 2024, a new building, the Fisheries Science Library and Museum Complex, was completed on the Hakodate Campus to support collaboration between students and the local community. Combining the functions of a library and a fisheries science museum, it is equipped with an educational and research environment with IT infrastructure and nighttime access as an active learning space.



The aging library was demolished and the new building was constructed on the site (rendering).

Hokkaido Prime Bio community

The Hokkaido Prime Bio Community, for which the University serves as the organizing body, was certified by the Cabinet Office in June 2021 as a regional biocommunity that aims to make Hokkaido a place where everyone wants to engage in agriculture, forestry, and fisheries. In August 2023, it hosted a delegation from the Committee on Bioeconomy of *Keidanren* (Japan Business Federation) to introduce related facilities and exchange views.

Opening of the New "ENREISO," a Hub for Open Innovation

In October 2023, ENREISO, an open innovation hub, was established at the center of the Sapporo Campus as a place where new ideas are generated to solve social and regional issues by connecting the University with the community and society.

This place has proven to be an effective base for (1) connecting the University with the community and society to strengthen collaboration between industry, academia, government, and finance, (2) connecting students with companies and local governments to support exchanges and startups, and (3) disseminating university information and communicating externally, and remains committed to advancing these initiatives in the coming years.



Coworking space, where an exchange meeting is held to solve local problems and revitalize the community

Building University-Industry Collaboration Hubs in Japan and Abroad

Establishment of the University-Industry Global Development Office — towards a Hokkaido University Contributing to the World

In April 2024, the University-Industry Global Development Office was established under the Institute for the Promotion of Business-Regional Collaboration to serve as a hub for information gathering and dissemination overseas and for international collaboration, and to operate university-industry collaboration activities in an integrated manner. This Office will serve as a command post for overseas offices established in North America, Europe, and Asia, and will also develop human resources (entrepreneurial and support personnel) who will be responsible for future global university-industry collaboration.

Internal and External Structures Surrounding the University-Industry Global Development Office

Setting the Stage for University-Industry Collaboration Worldwide

Global Expansion through Overseas Offices
Building New Industries to the World

Purpose of Overseas Expansion

Technology transfer

Collaborative research

Startup support

University-Industry Global Development Office,
Institute for the Promotion of Business-Regional Collaboration,
Hokkaido University

Europe Liaison Office (under preparation)
Focus areas: biotechnology, life sciences,
environment, energy

Asia Liaison Office (established in May 2024)
Focus areas: agri-food,
chemistry, startup financing

US East Coast Liaison Office
Focus areas: biotechnology,
life sciences

US West Coast Liaison Office
(under preparation)
Focus areas: biotechnology,
life sciences, IT

Supporting Startups from Hokkaido University

Establishment of the Startup Creation Department

In April 2023, the Startup Creation Department was newly established within the Institute for the Promotion of Business-Regional Collaboration. The Entrepreneur Education Division and the Startup Support Division have been established to effectively identify potential entrepreneurs while providing a bridge to startup support. This organizational development is expected to have a positive impact on the revitalization of the Hokkaido economy through the creation of industry and employment opportunities.

Fostering the Next Generation of Entrepreneurs

The Entrepreneur Education Division implements a wide range of programs to develop entrepreneurship. In addition to providing basic business knowledge for the creation of startups, it develops practical approaches to learning creativity, coping with uncertainty, and self-efficacy through the experience of challenges and failures. For elementary and junior high school students, card games, scientific experiments, and other activities are incorporated in an effort to develop human resources who can create further social and economic value.



Watch the entrepreneurship program video.



Students at the TechBBQ event in Denmark



Practicing "Challenge Pizza," a business card game created by Hokkaido University students



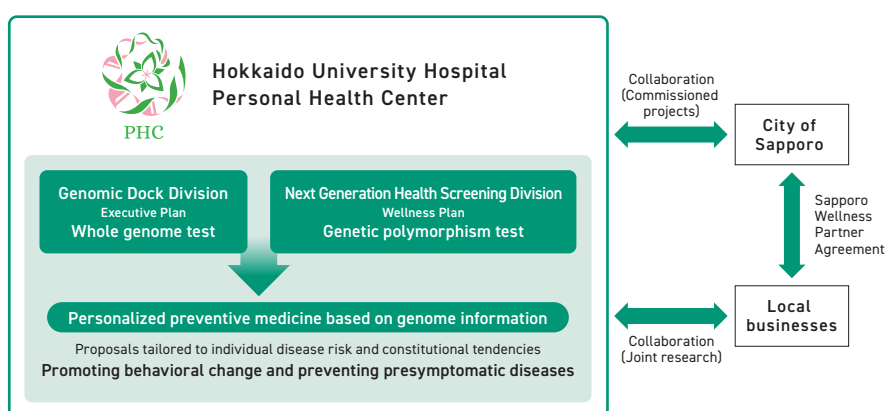
Hokkaido University Hospital to Further Contribute to Local Medical Care and the Community by Opening Four Centers

Establishment of the Personal Health Center (PHC)

Hokkaido University Hospital opened the Personal Health Center (PHC) on September 1, 2023. It supports the practice of health management and preventive medicine tailored to each individual's constitution based on the results of genetic testing (genomic testing, *etc.*). Using genomic information, which is the blueprint of the body, to examine a person's constitution, specialists at the Hospital provide support for preemptive and personalized

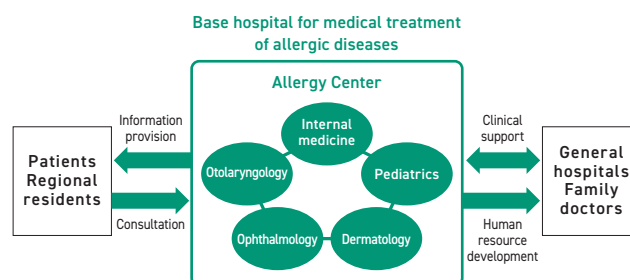
preventive medicine, which is health management before the onset of disease.

In collaboration with the City of Sapporo and local companies, the Center aims to provide citizens with more accurate information based on genome data in the community, and promote citizen-participatory medicine to extend the healthy life expectancy of citizens.



Establishment of the Allergy Center

The Allergy Center opened on April 1, 2022. The Center includes the departments of internal medicine, otorhinolaryngology, dermatology, ophthalmology, and pediatrics, and provides cross-disciplinary care that transcends departmental boundaries through information sharing. At the same time, it is expected to contribute to the development of medical personnel as an educational and training institution for allergy specialists.



Establishment of the Mild Cognitive Impairment Center

The Mild Cognitive Impairment Center opened on October 1, 2023, to facilitate the treatment of Alzheimer's disease with new drugs, and to engage in advanced research on dementia. At the Center, departments handling cognitive disorders collaborate to accurately diagnose and evaluate dementia, treat patients with new drugs, and deal with complications.

Establishment of the Diabetes Management Center

At the Diabetes Management Center, which opened on October 1, 2023, the departments of diabetes and endocrinology, nutrition, rehabilitation, and nursing collaborate to provide regular assessment of diabetes complications and comorbidities, as well as objective evaluation of daily diet and exercise habits.





Realizing an International Campus through Collaboration and Cooperation with Diverse Countries, Regions, and Organizations

Three Future Visions for International Strategy through Four Foundational Pillars

In HU VISION 2030, published July 2023, international collaboration was positioned to influence all University activities. But how can international cooperation be achieved? Hokkaido University's international strategy looking toward the year 2040, or Global Vision 2040, provides the answer. The strategy outlines three visions for the University's future by



TAKAHASHI Aya

Executive Vice President,
Chief International Officer

2040 and establishes two key directions for promoting internationalization. The first direction involves transitioning from a policy of quantitative expansion in education and research to one that emphasizes quality. The second is to expand online education and international exchange. Following these directions, we have established strategic goals consisting of four pillars to pursue specific initiatives. For international collaboration, it is imperative to promote not only external activities but also internal collaboration. In that vein, we launched the Recruitment Office in FY 2023, whose endeavors to attract exceptional international students would not be possible without the collaboration of multiple departments. I believe that by aligning the university-wide awareness of internationalization toward achieving this vision, individual efforts will come together, working like clockwork, to enable the University to take significant strides in internationalization.

Hokkaido University's international strategy looking toward the year 2040 is available on the University's website, below.

🌐 <https://www.global.hokudai.ac.jp/about/international-strategy-of-hokkaido-university-toward-the-year-2040/>



Establishment of the Recruitment Office

The Recruitment Office in the Institute for International Collaboration (currently the Office for International Collaboration) opened in April 2023 to recruit international graduate students. With the opening of the office, a pre-admission support system has been established to serve as a university-wide contact point for international students who wish to study at graduate schools. The office checks the documents submitted by prospective students as well as their eligibility for admission, while providing information on these students to faculty members in the host departments. A symposium on promoting the admission of international students was also held in January 2024.



Symposium (Day 2 discussion)

Website for prospective international students
Gateway to Global Leaderships:

🌐 <https://futuregrad.oia.hokudai.ac.jp/>



A Joint Summer Camp Collaboration Across Borders by Three Universities

From July 16 to August 6, 2023, the first joint summer camp was held spanning Thailand (Chulalongkorn University), Hong Kong (University of Hong Kong), and Japan (Hokkaido University). Participants traveled to each region and university for one week of

practical learning experiences in the field of sustainability. Students from around the world were invited, with 12 participants from universities in China, the U.S., and the U.K. taking part. During the Japan term, students from various schools and graduate programs of Hokkaido University also joined lectures and exercises on the theme of One Health at the Hokkaido Summer Institute (HSI). Additionally, exchange activities such as field training at the Sapporo Maruyama Zoo, Japanese cultural experiences, and campus tours were conducted.



Group photo at the closing ceremony



Diversity, Equity, and Inclusion (DEI)

Implementation of the Initiative for Realizing Diversity in the Research Environment (Female Leader Development Type), a Project Subsidized by MEXT

The University has indicated in HU VISION 2030 that it will strive to realize the Statement on the Promotion of Diversity & Inclusion with a view to ensuring diversity, equity, and inclusion on campus. In this context, the University has been selected for the Initiative for Realizing Diversity in the Research Environment (Female Leader Development Type), a project subsidized by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) for human resource development in science and technology. We aim to create an environment in which female researchers at the University can fully demonstrate their ambition, and to increase the number of women in upper-level and managerial positions.

Action Plan

- I. Fundamental organizational and awareness reforms as the foundation for DEI promotion
- II. Fostering female researcher leaders in line with the ambition of each individual
- III. Recruitment and active promotion of female researchers to higher positions

Yoshie Katsurada Award Ceremony to Honor the Next Generation of Female Faculty Members



Commemorative photo of the Yoshie Katsurada Award ceremony

The Hokkaido University Yoshie Katsurada Award, established in 2023, recognizes female faculty members who have developed outstanding academic research and are expected to be active in the next generation of management positions and contribute to the development of female faculty members as role models representing the University. The first award ceremony was held on October 5, 2023, where Professor KUROIWA Asato (Faculty of Science), Professor OGAWA Mikako (Faculty of Pharmaceutical Sciences), Professor HIDA Kyoko (Faculty of Dental Medicine), and Associate Professor TAKIZAWA Yuko (Institute of Low Temperature Science) were presented with certificates of merit and incentive funds.

Aiming for a Society Free of Discrimination and Prejudice, Where the Ainu People Can Feel Safe and Secure

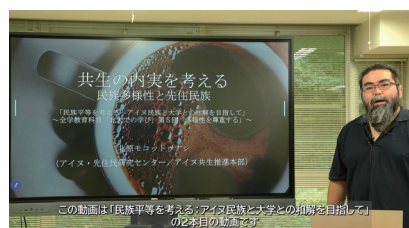
Hokkaido University Does Not Tolerate Racial Harassment

The Office of Ainu Relations and Initiatives was established in April 2022 with the aim of realizing a society where the pride of the Ainu people is respected and contributing to the coexistence of the Ainu people and other members of the University, both on and off campus.

In FY 2023, new efforts were made to address racial harassment, including the preparation of guidelines that provide basic information on racial harassment, case studies, and countermeasures, as well as a leaflet that compactly summarizes the contents of the guidelines.

Lecture on the Ainu People as a Compulsory Subject for First-year Undergraduates

A lecture on the Ainu people has been given in the General Education Course, a mandatory introductory subject for first-year undergraduate students since the academic year 2023. The topic "Toward Reconciliation between the Ainu People and the University" covered the history of the Sapporo Campus as the setting for Ainu history and content related to ethnic diversity and Indigenous peoples.



Consistent Results from Sustainability Promotion Efforts



2023 CDP Score

The University submitted a response to the CDP Climate Change 2023 Questionnaire and received a B score (management level), indicating that the University is making progress in establishing systems and implementing initiatives to address the risks and impacts of climate change. Hokkaido University was the first university in Japan to respond to the CDP Climate Change Questionnaire and one of only three universities in the world to respond in the 2023 edition.

Realizing Carbon Neutrality

The Carbon Neutral Strategy Project Team (PT) was established in November 2022 within the Institute for the Advancement of Sustainability to plan and develop policies, goals and strategies for carbon neutrality at the University. In FY 2022, the Hokkaido

University Greenhouse Gas Inventory 2022 was prepared under the leadership of the Carbon Neutral Strategy PT. It is planned to set and announce numerical targets for reduction of greenhouse gas emissions in FY 2025.

Announcement of the Hokkaido University Sustainability Declaration

Recognizing the importance of each and every member of the University community—including students, faculty, and staff—to be aware of and committed to the SDGs, the University announced the Hokkaido University Sustainability Declaration on August 1, 2024.

The first half of the declaration touches on the history of the University's development and describes how it has developed its strengths in field science and environmental science through the development and possession of large experimental forests and other research properties as well as an extensive, verdant

Sapporo Campus.

The latter half expresses the University's commitment to promote on-campus unity through sustainability as our common language, to become a university that can further contribute to solving global challenges, and to thus become the core of the community and foster engagement and empathy to further increase its social impact.

*The Hokkaido University Sustainability Declaration can be found here.
<https://www.sustainability.hokudai.ac.jp/en/repository/declaration/>



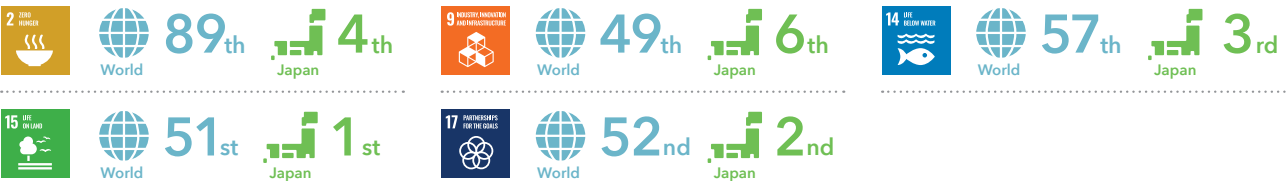
Ranked 72nd in the World and First in Japan for the Fifth Consecutive Year in THE Impact Rankings 2024

Hokkaido University was ranked 72nd in the world and first in Japan for the fifth consecutive year in the overall ranking of THE Impact Rankings 2024 by the Times Higher Education (THE), a UK-based higher education magazine, released on June 12, 2024.

Heading towards 2040, we will continue our efforts to be "a university that contributes to solving global issues (achieving the SDGs)" based on our international strategy regarding sustainability.



SDG ranks (within the top 100 in the world)





Precious peat swamp
forest in the Uryu
Experimental Forest



Sapporo Campus, a place of recreation and relaxation for citizens

- *1 Abbreviation for Other Effective area-based Conservation Measures. Areas other than protected areas, such as national parks, that contribute to the conservation of biodiversity
- *2 An international goal to effectively conserve at least 30% of the land and sea as healthy ecosystems by 2030

Uryu Experimental Forest and Sapporo Campus Certified as Nationally Certified Sustainably Managed Natural Sites

The Uryu Experimental Forest and Sapporo Campus were certified as Nationally Certified Sustainably Managed Natural Sites by the Ministry of the Environment in FY 2023 as areas where biodiversity is being conserved. An area of 24,170 ha of the Uryu Experimental Forest (excluding the Wildlife Protection Area) and an area of 126 ha of the Sapporo Campus (excluding the zone where structures are concentrated) have been registered in the World Database on OECMs*¹. This will directly contribute to achievement of the "30 by 30"*² target of the Kunming-Montreal Global Biodiversity Framework, a global target to be achieved by 2030.

Linking Nationally Certified Sustainably Managed Natural Site Certification to the Future Value



KITAOKA Shingo

Specially Appointed Associate
Professor
Campus Management Division,
Institute for the Advancement of
Sustainability

HU VISION 2030 states that one of the identities of Hokkaido University is "field research represented by one of the world's largest experimental forests and abundant marine research." The significance of the Nationally Certified Sustainably Managed Natural Site Certification is that the value of the biodiversity of

the University's assets has been "visualized" through an objective evaluation by the government. In particular, an area of more than 24,000 ha of the Uryu Experimental Forest, excluding the Wildlife Protection Area, has been registered as an OECM. The University's contribution toward achievement of the "30 by 30" goal is very significant. I also believe that the Sapporo Campus, located in the heart of a city with a population of 1.9 million, being certified as a Nationally Certified Sustainably Managed Natural Site has had no small effect in raising awareness of the program itself and stimulating interest in the program among private companies and other entities.

The certification is not a goal, but a beginning. The question for the University is how to utilize such Site in the future. Nationally Certified Sustainably Managed Natural Sites can, hence, serve as a starting point for joint research with companies, and thus lead to the establishment of new relationships with stakeholders.

Introduction of Executives

President, Executive Directors, Auditors, Vice Presidents



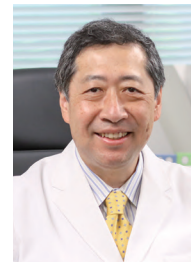
**HOUKIN
Kiyohiro**

20th President of Hokkaido
University



**YUKIMATSU
Yasuhiro**

Executive Director
Chief Administrative Officer



**ATSUMI
Tatsuya**

Vice President
Director, Hokkaido University
Hospital



**YAMAGUCHI
Junji**

Executive Vice President
Chief Executive Vice President
(Provost)



**KOUDA
Akira**

Executive Director
Chief Financial Officer



**YUHAZU
Kazuyori**

Vice President,
Professor, Faculty of
Humanities and Human
Sciences



**YOKOTA
Atsushi**

Executive Vice President
Chief Sustainability Officer



**CHRISTINA
AHMADJIAN**

Executive Director (adjunct)



**ISHIMORI
Kouichirou**

Vice President,
Professor, Faculty of Science



**YAMAMOTO
Fumihiko**

Executive Vice President
Chief Education Officer



**TAKAHASHI
Tomoe**

Auditor



**HASEYAMA
Miki**

Vice President
Professor, Faculty of
Information Science and
Technology



**TAKAHASHI
Aya**

Executive Vice President
Chief International Officer



**KITAMURA
Yoshitaka**

Auditor (adjunct)



**NISHIMURA
Takanori**

Vice President
Specially Appointed Professor,
Creative Research Institution



**SETOGUCHI
Tsuyoshi**

Executive Vice President
Chief Research Officer



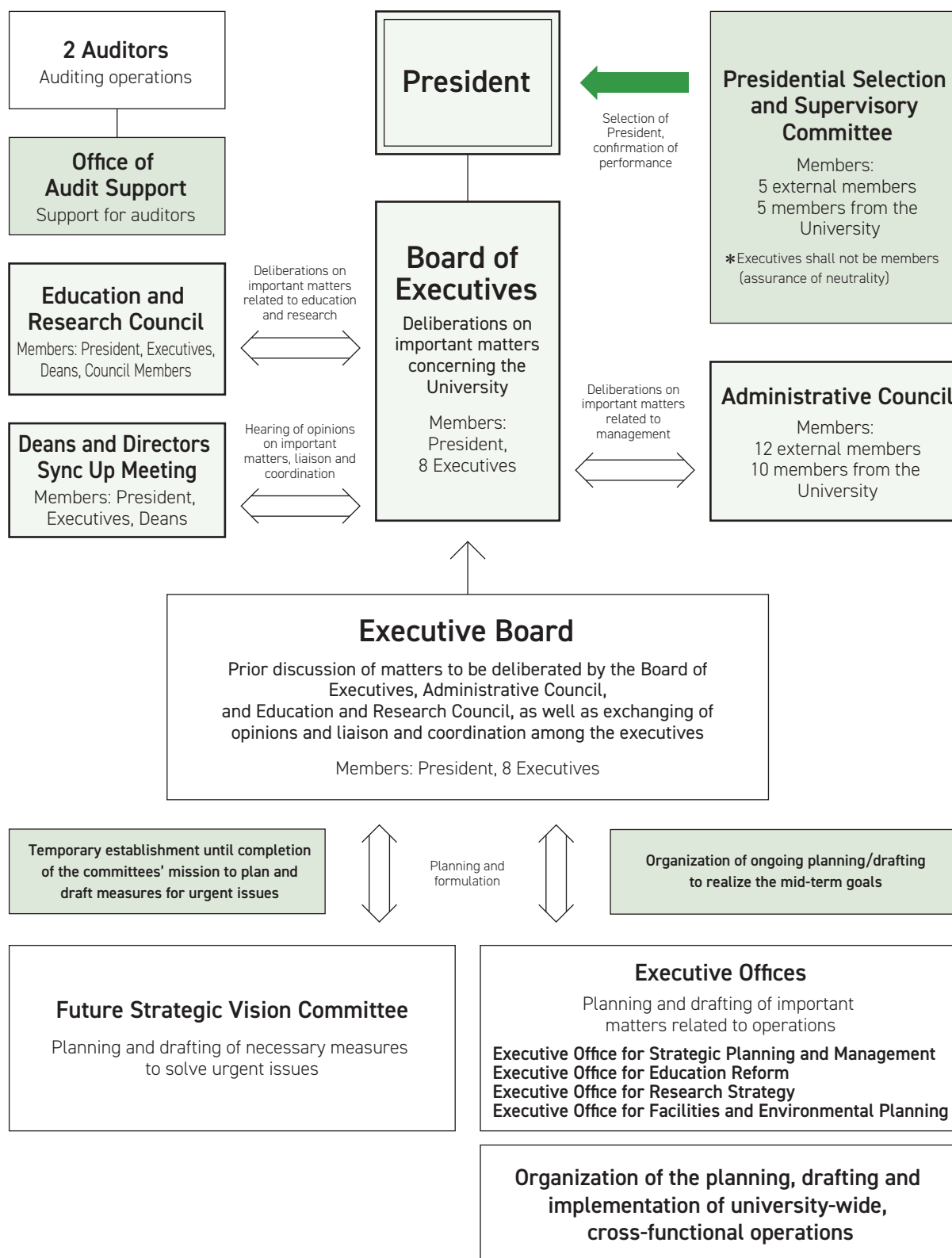
**SHIMIZU
Kiyoyuki**

Vice President
Professor, Office for Promotion
of Semiconductor Hub
Formation
(Until Sept 2024)



Hokkaido University Governance

Decision-Making Structure of Hokkaido University





University Alliance Connecting Universities in Hokkaido through Common Issues

Establishment of The Hokkaido University Alliance

On June 19, 2023, the Hokkaido University Alliance, a platform for university collaboration, was established by eight universities in Hokkaido, including Hokkaido University. The aim is to contribute to the resolution of regional issues in Hokkaido through synergy effects by collecting, sharing, and analyzing information on education, research, social cooperation, and industry-academia collaboration, and by considering and implementing specific

projects in cooperation with other universities in Hokkaido, while taking advantage of their respective characteristics and strengths.

In the future, other public and private universities that agree with the purpose of the Alliance are also expected to join, and cooperation will be deepened in a wide range of fields, including the promotion of research at all universities in Hokkaido.



Establishment of the Integrated URA Office

The University has a policy of fulfilling its mission towards a sustainable society by contributing to the creation of new industries, and the resolution of social issues through the creation of cutting-edge research and the utilization of the results of such research making full use of its advanced research management capabilities. The Research Development Section, which had previously served this function, was reorganized as the Integrated URA Office on April 1, 2024, after expanding its organizational scale.

In this office, University Research Administrators (URAs) with a

high level of expertise engage in a wide range of activities, including: 1) planning and implementation of strategies for university reform and realization of visions, 2) planning and implementation of university-wide and cross-departmental research strategies and planning for the obtainment of large competitive research funds, 3) working with local governments and external organizations to solve social issues and contribute to the creation of new industries, and 4) promoting career development and improvement of URAs' qualifications.

Hokkaido University's DX Strategy

Administrative DX Strategy in Three Processes

In July 2022, the University formulated the Hokkaido University Administrative DX Strategy. Currently, we are working to improve our work environment through the three processes of "stop," "reduce," and "change," with the aim of "building a work environment where people can work anywhere using information and communication technology," as stated in HU VISION 2030. The

basis of the administrative DX is to consider business transformation as pertaining to yourself. DX promotion is not just about digitization, but transformation involving a change in mindset. In total, 19 projects were launched in FY 2023, and efforts are underway under each project leader.

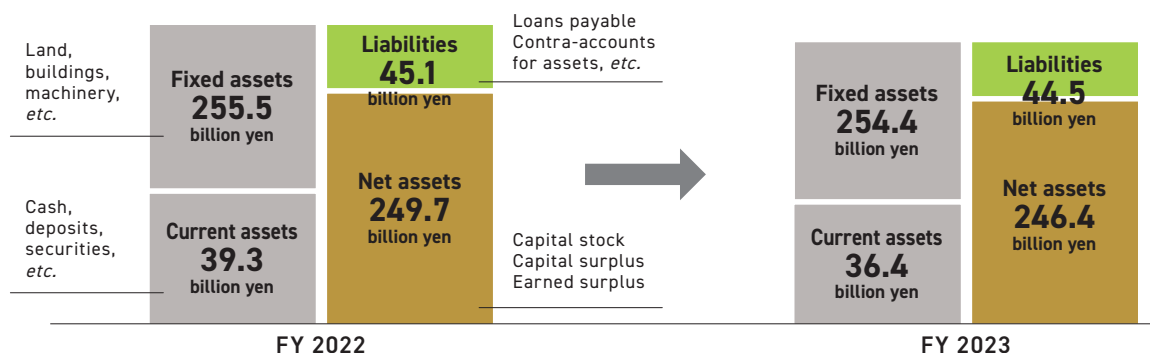


Hokkaido University

FY 2023 Financial Highlights

National University Corporations prepare annual financial statements, clarify their financial and operational status, and submit these to the Minister of Education, Culture, Sports, Science and Technology for approval. The main financial statements are outlined here.

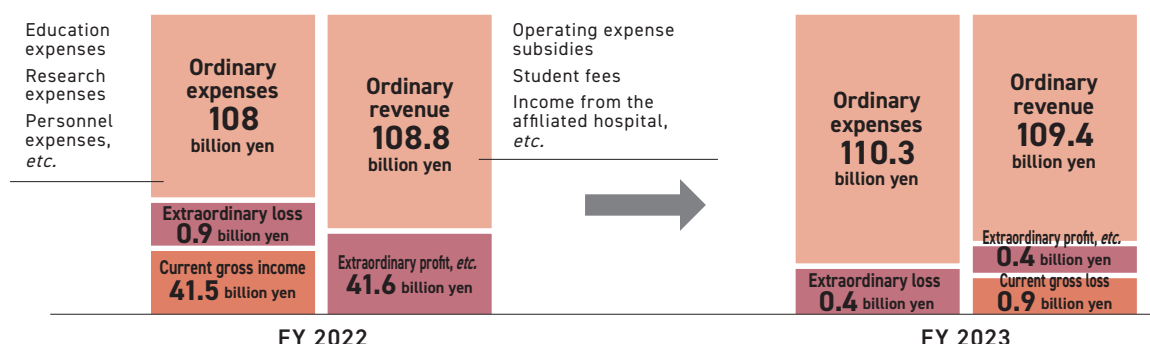
Balance sheet (B/S) University assets, etc. on the closing date (March 31)



Current assets decreased by 2.9 billion yen due to a new specified asset for depreciation (fixed assets) and a transfer within the asset account (from current assets to fixed assets) following the acquisition of bonds for long-term fund management over one year.

Net assets decreased by 3.3 billion yen due to the reversal of the reserve carried over from the previous medium-term target period.

Profit-and-loss statement (P/L) Operational status of the University in one business year (April 1 to March 31)



Ordinary expenses increased by 2.3 billion yen, due to an increase in medical expenses resulting from higher material costs caused by foreign exchange and other factors, and an increase in personnel expenses resulting from the recommendations of the National Personnel Authority.

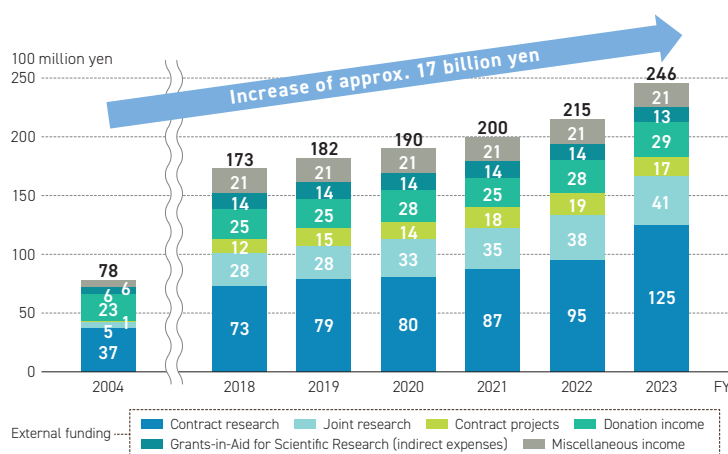
Ordinary revenue increased by 0.6 billion yen due to an increase in revenues from commissioned and joint research, resulting from the activation of industry-academia collaboration activities and an increase in revenues from the affiliated hospital resulting from an increase in the number of surgical procedures, despite a decrease in subsidy income resulting from the termination of COVID-19-related subsidies.

Due to the revision of the National University Corporation Accounting Standards (elimination of contra-accounts for assets), the existing contra-accounts for assets were fully monetized in FY 2022. As a result, the current gross income for FY 2023 was significantly reduced.

*All amounts are rounded down to the nearest unit, so totals may not add up.

Changes in external funding and miscellaneous revenues

The University has been working to increase revenues by diversifying its financial resources, including research funding through industry-academia collaboration such as contract research and joint research, donations from many stakeholders, as well as the use of university assets, crowdfunding, and naming rights.





Initiatives to Strengthen the Financial Base

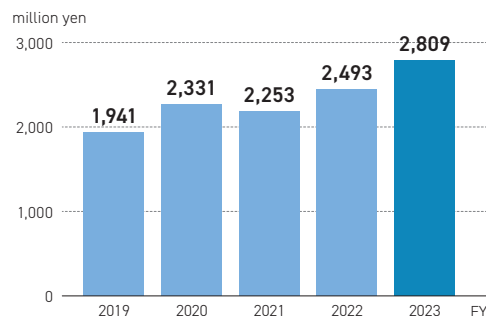
Industry-Academia Collaboration

In its industry-academia collaborative activities, the University aims to contribute to society through the development of new technologies and business creation in cooperation with companies and other organizations. To that end, it is implementing the following initiatives.

- 1) In academic consulting, HU faculty and staff provide guidance and advice based on their expertise on consignment from companies and other organizations.
- 2) Joint research is a system in which HU faculty and staff and researchers from companies and other organizations engage in research on common issues on an equal footing.
- 3) Industry Creation Laboratories are designed to promote commercialization through large-scale joint research on an organization-to-organization basis.

In recent years, the scale of these industry-academia collaborative activities has been expanding, with joint research expenditures reaching a record high of 2.8 billion yen in FY 2023.

Results of joint research expenses (income)



Asset Utilization

Strategic Fund Management

The University's fund management is classified into short-term investment, with an investment period of less than one year, and long-term investment, with an investment period of one year or longer.

Of these, long-term investment income has increased significantly

since FY 2018 by adding high-yielding foreign currency-denominated bonds (foreign bonds) to the investment portfolio, increasing the ratio of foreign bonds, and increasing the amount invested.

Utilization of Naming Rights

The University began operating a naming rights system in January 2023 to establish a stable financial base.

Sky Co., Ltd. was selected as the naming rights partner for the Hokkaido University Library's open area and literacy room after a public call for proposals.



Sky Open Area

Hokkaido University Crowdfunding

In September 2022, the Hokkaido University Crowdfunding System was established; 14 projects were announced in FY 2023, and the cumulative total achieved by the end of March 2024 is approximately 140 million yen.

Ambition to Enlighten the World toward the 150th Anniversary

150th Anniversary website
<https://150th.hokudai.ac.jp/en>



Hokkaido University will celebrate its 150th anniversary in 2026. Toward this milestone year that commemorates its 150th anniversary, the University is promoting commemorative projects for the next 150 years under the slogan "ambition to enlighten the world."

● Human Resource Development Project Fostering "Innovation Frontrunners"

With the concept of "expanding learning beyond the campus into the local community and the global field," we support students who wish to learn more, conduct research, and broaden their perspectives. We will contribute to the comprehensive and sustainable promotion of innovation by building an integrated undergraduate and graduate human resource development program.

● Virtual Campus Project

In addition to the development of a digital education environment for Hokkaido University students, we will create a "place" where society in general can learn about the results of Hokkaido University's education and research, and a virtual campus that utilizes VR education.

● Renovation and Utilization Project of the Furukawa Hall

The Furukawa Hall, a nationally registered tangible cultural property and preserved as a historical building by the University, will be renovated as a place where the local community can be enlightened about the University's activities to achieve the SDGs and DEI, and where young people can experience real "knowledge," thereby contributing to the creation of a future society.



Rendering of the exterior after renovations

● Children's Book Forest Project

The Children's Book Forest, a library for children, will be built on the Sapporo Campus with a donation from the world-renowned architect ANDO Tadao. Based on a three-way agreement between the University, Tadao Ando Architects & Associates, and the City of Sapporo, the library will be operated as a Sapporo municipal library.

● Project to Create a Communication Activation Base

ENLIGHT, a communication activation base, was established within the Open Innovation Hub "ENREISO," a place where researchers, students, and others at the University can connect with users from other universities, local governments, companies, and other organizations to generate new ideas for solutions to social and regional issues.



● Hokkaido University Research Festival Project

In addition to 150 consecutive days of events introducing research related to sustainability, innovation, and diversity to elementary, junior high, and high school students, a symposium will be held to bring together university researchers, industry, government officials, the general public, and others.

● 150th Anniversary Publication Compilation Project

To archive the history of Hokkaido University and to convey the historical appeal of the University through its materials, a general introduction, a collection of documents, a collection of photographs, and booklets will be published.

Hokkaido University 150th Anniversary Fund (Hokkaido University Frontier Foundation)

The Hokkaido University Frontier Foundation, which was established to promote the independence and self-reliance of the University, has been redesigned as the 150th Anniversary Fund in preparation for the 150th anniversary of the founding of the University in 2026.

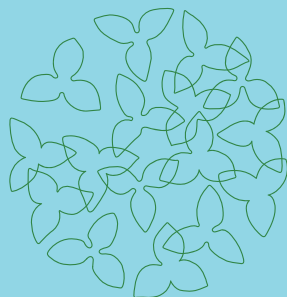
In addition to commemorative projects for the next 150 years, we

have prepared a variety of programs such as scholarships for students and study abroad support, and have received continued warm donations from alumni, individuals, and corporations.

Hokkaido University Frontier Foundation
(150th Anniversary Fund) website

<https://www.hokudai.ac.jp/fund/en>





HOKKAIDO UNIVERSITY

The Trillium flower is symbolic of Hokkaido University and used as its official logo. In this design, the flower symbolizes “human” by combining intelligence, individuality, and diversity. The overlapping elegant lines of the flowers represent human relationships and knowledge. The flowers’ silhouettes reflect academic and contemporary values, suitable for Hokkaido University.

Hokudai Oruspe Uwomare Kanpi

On the front cover: *Hokudai Oruspe Uwomare Kanpi* is the Ainu translation of the Japanese name of the *Hokkaido University Integrated Report*. *Hokudai* is the Japanese contraction of *Hokkaido University*, introduced into Ainu as a loanword; *Oruspe*, *Uwomare*, *Kanpi* are Ainu for *topic*, *collected*, and *booklet*, respectively.

To respect the history and culture of the Ainu, the indigenous people of Hokkaido, we are promoting the use of the Ainu language on campus.

Hokkaido University Integrated Report 2024 (Abridged version in English)

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The previous English integrated reports are available on the website.

🌐 <https://www.global.hokudai.ac.jp/about/publications/integrated-report/>

