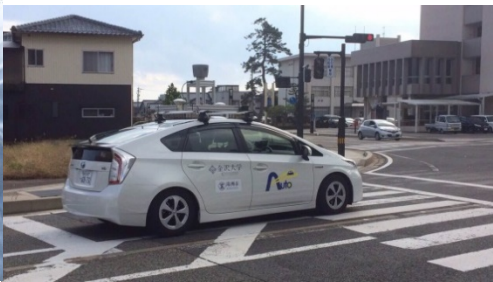
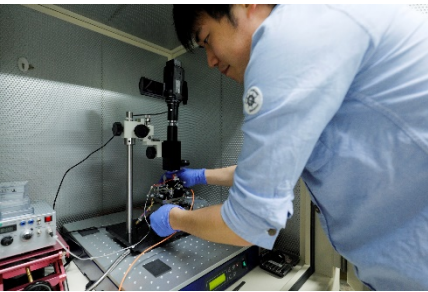




**2018 Japan-UK Dialogue on Exchange
in Higher Education & Research**

Challenges in University Governance and Linkage with Society

**October 30, 2018
Koetsu YAMAZAKI, Ph.D.
President
Kanazawa University**



Characteristics of Governance at National University Corporate Governance

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Outline of Kanazawa University

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Efforts at Kanazawa University

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1. Characteristics of Governance at National University Corporate Governance (1of2)

Before the
change
(~2004)

All national universities are organized as government bodies, and their budget, organization, etc. are based on the orders of the government and its policies

Difficult to make voluntary reforms at national universities based on social needs

April 2004 Change into National University Corporate

Effects of becoming a corporate

A university has greater discretionary power and can manage itself independently



Organizational reform led by university



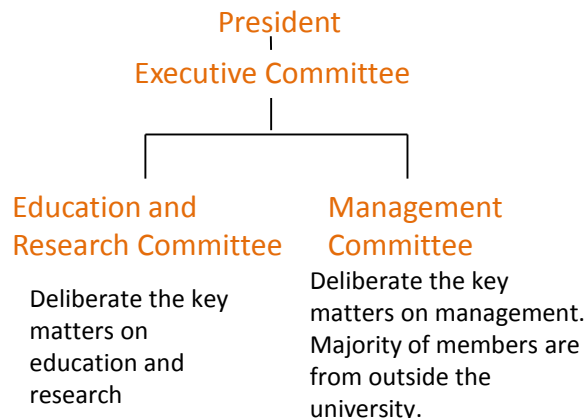
Implementation of flexible personnel system with appointment under president's discretion



Reforms in response to social needs, utilizing the unique character of university

Management system of national universities

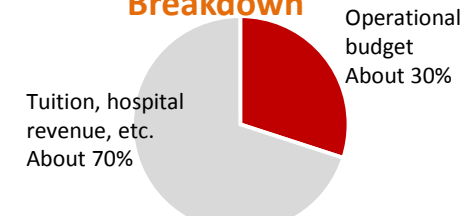
President-led system in which the president has rights and responsibility for both academics and management



Operational budget, etc.

National universities receive budget from MEXT

Normal Income Breakdown



• MEXT implements other competitive grants to support universities

※FY2016 Kanazawa University Financial Report

1. Characteristics of Governance at National University Corporate Governance (2of2)

“On Promoting University Governance Reforms” (Feb 2016 MEXT)

It is absolutely essential to construct a governance system that can strategically manage the university under the president’s leadership

- ◇Governance reforms shall be voluntarily and independently made by universities
- ◇Universities make their own governance reforms under the leadership of the president
- ◇The president optimizes the university’s budget breakdown to maximize its educational, research and social contribution functions
- ◇Constructing a relationship where the president’s leadership boosts the society

“Governance Reforms” at Kanazawa University

Act-1 ➤ Constructing a governance system for strategic university management

Act-2 ➤ Personnel and budget system reforms based on the president’s vision

Managing a National University “connected to the Society”

Act-3 ➤ Maximizing functions for social implementation and contribution

Act-4 ➤ Educational organization reforms based on unique standards for global personnel training (KUGS)

2. Outline of Kanazawa University (1of2)

National University Corporate

Kanazawa University

Charter

「a research university dedicated to education, while opening up its doors to both local and global society」

Promoting **“university reforms”** to enrich its functions
Kanazawa

Location

Kanazawa, Ishikawa

(Approx. 300km from Tokyo)



Kotoji Doro in Kenroku Park

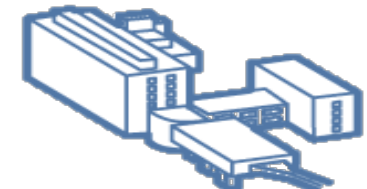


History

- 1862** Establishment of Hikoso Vaccination Center by Kaga Clan
(origin of Kanazawa University today)
- 1894** Establishment of the Fourth Higher School
- 1920** Establishment of Kanazawa High School of Technology
- 1923** Establishment of Kanazawa Medical University and its Pharmacy Department
- 1949** Establishment of Kanazawa University as a comprehensive university under a new system
- 2008** Reformed 3 Colleges and 16 Schools for Undergraduate



Monument at the site of the former Hikoso Vaccination Center



KU is a comprehensive university with over 150 years of history and tradition

2. Outline of Kanazawa University (2of2)

Basic Facts

As of May 2018

Students 10,227 (Undergraduate 7,862, Master's 1,239, Doctoral 1,038, Professional Degree 59, Other 29)

International Students **632**

Faculty & Staff 3,933 (Executive 9, Faculty 1,291, Staff 436, Technical Staff 1,070, Adjunct Staff 1,127)

Partner Institutions

University-level **181** institutions

Department-level **69** institutions

Total 239 institutions (45 countries, 1 region)

Organization (As of April 1, 2018)

Undergraduate 3 Colleges, 17 Schools

College of Human and Social Sciences

School of Humanities/Law/Economics/Teacher Education/Regional Development/International Studies

College of Science and Engineering

School of Mathematics and Physics/Chemistry/Mechanical Engineering/Frontier Engineering/Electrical, Information and Communication Engineering/Geosciences and Civil Engineering/Biological Science and Technology

College of Medical, Pharmaceutical and Health Sciences

School of Medicine/Pharmacy/Pharmaceutical Sciences/Health Sciences

7 Graduate Schools

Graduate School of Human and Socio-Environment Studies/Natural Science and Technology/Medical Sciences/Advanced Preventive Medical Sciences/Frontier Science Initiative/Law School/Professional Development in Teacher Education

Institutes and Centers

Institute of Liberal Arts and Science/Univ. Library/Univ. Hospital/Cancer Research Institute/Institute for Frontier Science Initiative/Advanced Preventive Medical Sciences Research Center/etc.

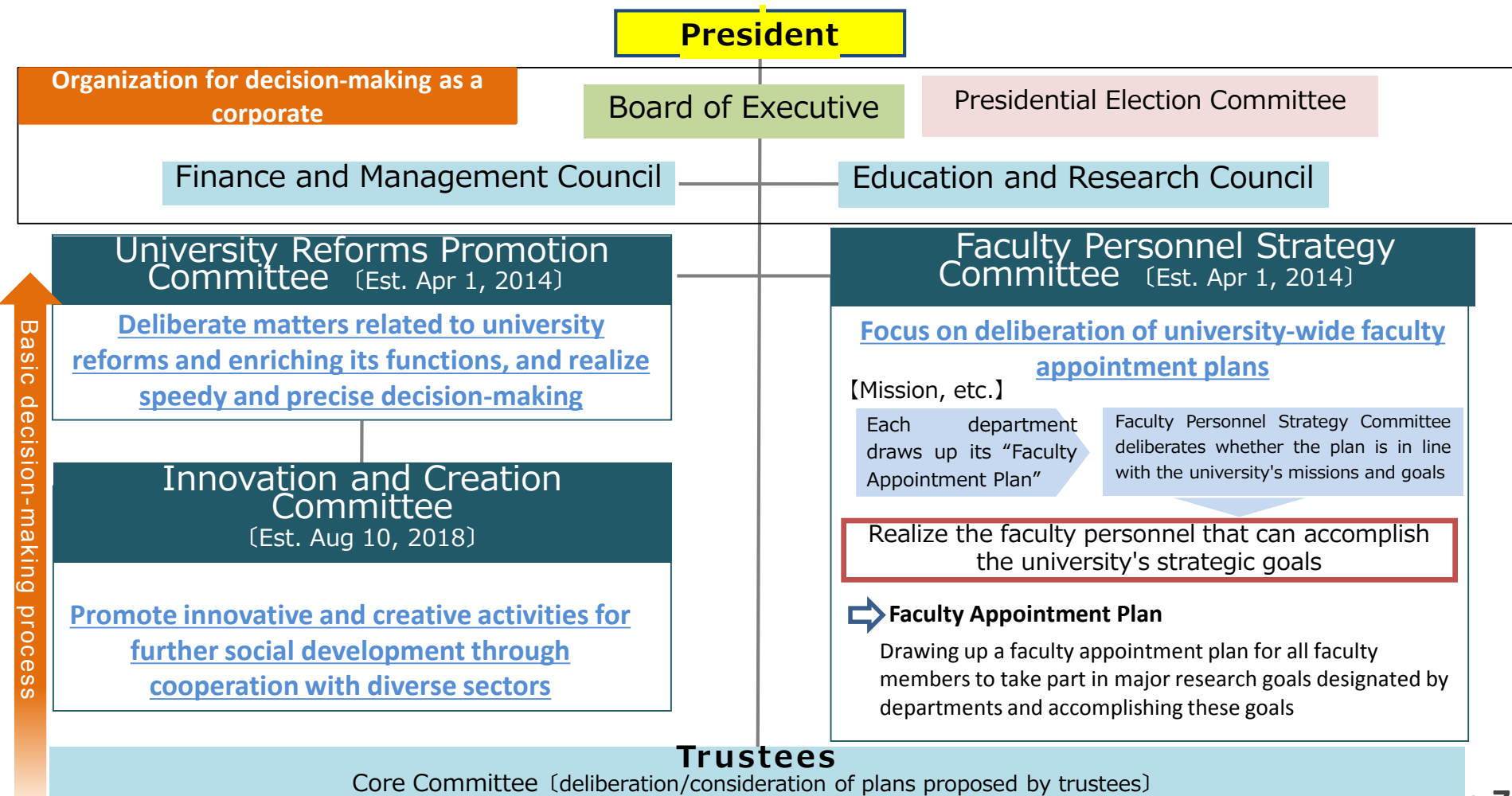
“Governance Reforms” at Kanazawa University

Managing national universities
“connected to the Society”

3. Efforts at Kanazawa University (1of13)

Act-1 ▶ Constructing a governance system for strategic university management

1. Establishing an organization for speedy decision-making



3. Efforts at Kanazawa University (2of13)

Act-1 ▶ Constructing a governance system for strategic university management

1. Sharing the vision of university reforms by drawing up the YAMAZAKI Plan

Announcing the university reforms under the president's leadership as "YAMAZAKI Plan"



New YAMAZAKI Plan 2018

~Reforms to become the world's leading education and research base~

◆ Guideline of the "University Reforms" for Kanazawa University to **lead the world in formulating the international education and research base which also contributes to regional creation.**

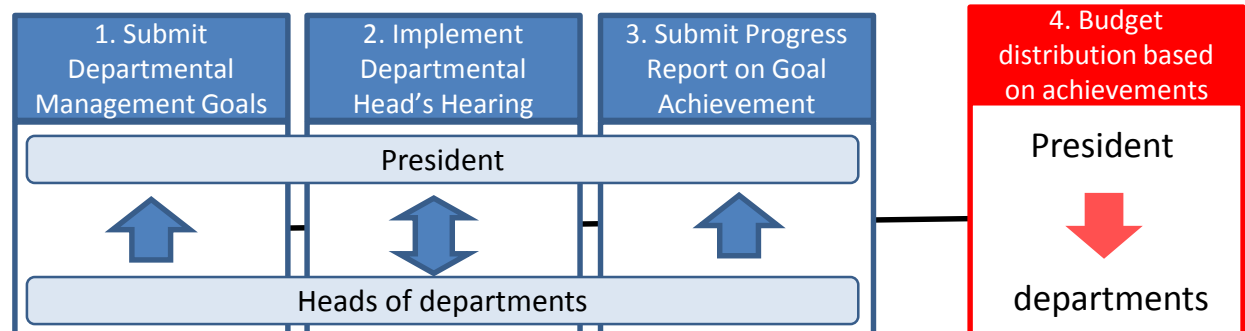
◆ Formulating the **"Action Plan"** to embody the reforms

- ⇒ [13 visions] determined for each item on research, education, etc.
- [34 subjects] to organize the issues to be resolved based on the vision
 - ⇒ **Specific Action (policy)** based on vision and subject
 - ⇒ **Draw up an annual plan for each Action (policy)**



2. Expanding departmental management through departmental head's hearing

• The President arranges and evaluates the management policy of department head and its outcome, based on the meeting with the head, from the perspective of whether it is in line with the university-wide management policy.

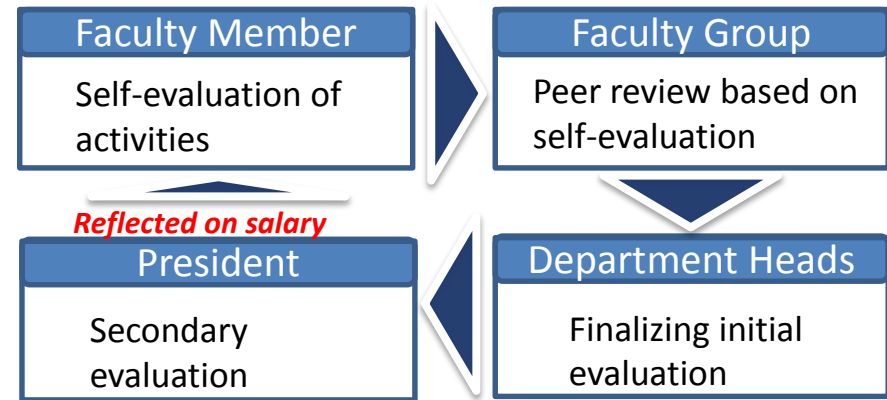


Act-2 Personnel and budget system reforms based on the president's vision

1. Installation of faculty evaluation system that reflects evaluation outcomes on salary

- Evaluate each faculty member based on his/her mission and efforts designated in five areas including education and research.
- Be the frontier in installing a new faculty evaluation system that reflects the outcomes to salary.
- Installing evaluation by multiple peer reviews to heighten the objectivity of evaluation itself.

※Reflected in FY2017 salary!



2. Installation of Research Professor System

- In January 2015, the Research Professor System (RP) was installed to arrange an environment that allows faculty members to concentrate on research and maximize their research activities.



Prof. Jean-Pierre Sauvage, our RP (by invitation), received the Nobel Prize in Chemistry in 2016.

Type	Description	Persons
By invitation	An invited researcher with extremely outstanding research achievements	6
By selection	A researcher with notable research achievements	9
Young researcher	A young researcher with anticipation for rapid progress in research	17
Research-base	A researcher in charge of managing a world-class research base	21

Two university researchers from UK are appointed as RP

Act-2 Personnel and budget system reforms based on the president's vision

3.Strategic concentrated distribution of resources

Implement prioritized support for "our strong research areas" by realizing strategic budget distribution led by the President

CHOZEN Project

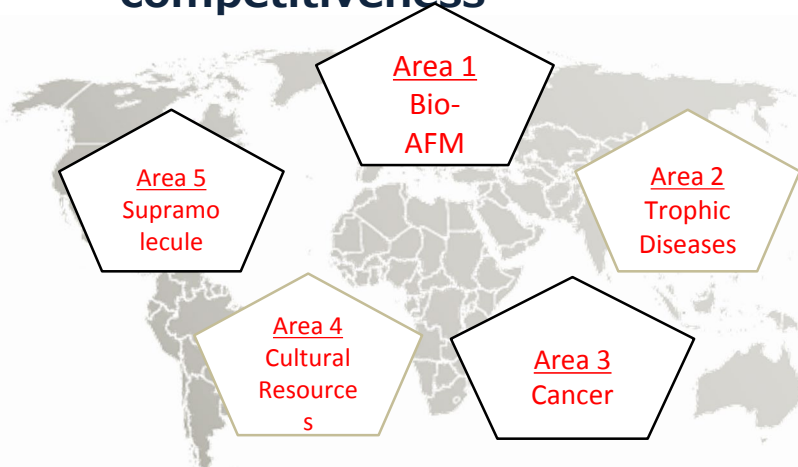


Project launched in 2014

Emphasized support for the research areas aiming for the **World's Top 100**

- Grant 20mil JPY/year
- # Selected 5 areas university-wide
- Small research groups with mainstay leader at center

Strengthened international competitiveness



Institute for Frontier Science Initiative



Established 2015

Promote academic research by pushing forward the further strengthening our strong research areas, greater promotion of cross-disciplinary research base, and sustained expansion of international intellectual circulation

Reform of Governance

Strategic placement of professors by President's initiative

Research Department

Intensive reinforcement of research performance and promotion of integrated research

Strategic placement of research professors and 16 young PIs

Cancer Research Core

Innovative Integrated Bio-Research Core

Future Society Creation Research Core

Higher Education Department

Special support for young investigators and graduate students

Inter-laboratory training of high quality

Research Support Department

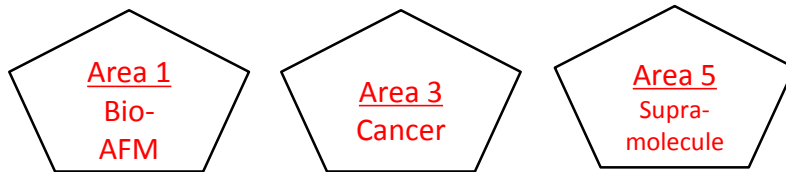
Support by URAs for interdisciplinary and international research projects

3. Efforts at Kanazawa University (5 of 13)

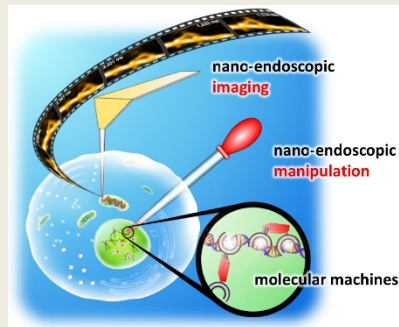
Act-2 Personnel and budget system reforms based on the president's vision

World Premier International Research Center Initiative Nano Life Science Institute

In Oct 2017, KU established a research center to pioneer a new research field through the fusion of 3 projects selected in "CHOZEN Project."



NanoLSI brings together the world-class Bio-SPM technology which we are very proud of and supramolecular sciences, and develop them to create a new research field, "Nanoprobe Life Science," with the aim to gain fundamental understanding of various life phenomena including cancer.



World Premier International Research Center Initiative (WPI)



WPI is a program supported by MEXT to create top world-level research centers staffed at their core with the world's most leading researchers.

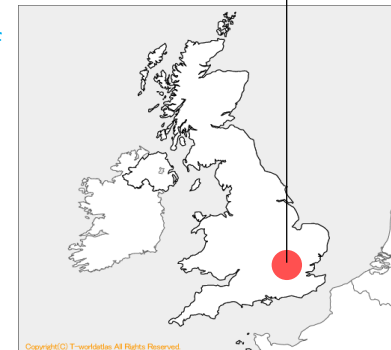
13 centers including Tokyo University and Kyoto University have been selected since the start of WPI in 2007

Satellite Lab

Europe : Imperial College London, London, UK

The 2nd NanoLSI Symposium in London - Towards Establishment of New Research Field: Nanoprobe Life Science- will be held on **November 19** at the Cumberland Hotel, London

North America : The University of British Columbia, Vancouver, Canada



“Governance Reforms” at Kanazawa University

**Managing national universities
“connected to the Society”**

3. Efforts at Kanazawa University (6of13)

Present Situation of Japanese universities and society

Decreasing under-18 yrs population Progressing globalization

Development of AI and IoT, Industry 4.0, Society5.0(Smart Society)

Decreased competitiveness of Japan as a former production giant

Face the current situation surrounding the Japanese universities and society to solve those problems through cooperation with diverse sectors, considering it as the mission of national universities, and accelerate our effort under the leadership of the President

- Solving the new problems in today's society
- Realizing a sustainable society including SDGs



realize "the system to promote social co-creation" through synergistic cooperation with various sectors



- "Social contribution" and "Social implementation" to aid sustainable development of the society
- "Training outstanding personnel" who can immediately address social needs

Act-3

▶ Maximizing functions for social implementation and contribution

1. Social implementation of research outcomes

Establishing the "Research Center for Advanced Manufacturing Technology" in the Institute of Science and Engineering

Purpose: Formulated in Oct 2016 as the base for strengthening the manufacturing competitiveness to lead the Fourth Industrial Revolution through industry-academia and international collaboration. The center takes advantage of the regional characteristic of having many machine tool makers, and constructs the next-generation smart design and manufacturing system that makes possible rapid individual design and manufacturing which reflect uniqueness and sensibility.

Ex. ■ Artificial design theory based on the natural world :
Accelerating the formulation of a new research base with industry-academia collaboration as the axis

Promoting open innovation

Establishing a new management body

High-level management system to realize
"organization" to "organization" collaboration is in making

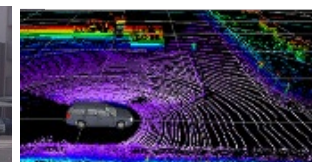
Center for the next-generation advanced technology in manufacturing

To be established in 2019 as a joint research base with the purpose to construct the "Smart Design & Manufacturing System"

Developing and proving autonomous vehicles (2016.10)

Performed the demonstration experiment of autonomous vehicle in urban area

in a scope unprecedented in Japan (spanning 60km) by collaboration with Suzu City, Ishikawa



detect the surrounding environment using the sensor (left photo, marked with red line) at the top of the vehicle

Act-3

Maximizing functions for social implementation and contribution

2.Implementation of Stakeholders' Meeting

- From FY2015, sustained implementation of the “Stakeholders’ Meeting” in Kanazawa, in which the stakeholders from local government, businesses, regional society, higher education sector, alumni and guardians come together
- Report updates about education, research and management of Kanazawa University, receive comments and requests, and reflect them in future university management
- Implemented in Tokyo as well a Kanazawa from FY 2018

FY2018: 130 participants in Kanazawa, 140 in Tokyo



(Left) Pamphlet “Our Kanazawa University” handed out
(Right) Photo of the meeting

Highly evaluated as a "notable point" in FY2016 by the National University Corporate Evaluation Committee

3.Contributing to the regional society ~ Developing the dream project for sports and regional activation ~

- Make use of private funds to re-maintenance outdoor sports facilities (soccer ground)
- After re-maintenance, widely provide the facility as a venue of sports schools and events for the children of the region
- Cooperation by Kanazawa City from the perspective of “City-Planning through Sports”



Model case of a new regional collaboration and facility maintenance through joint effort with private enterprise (HONDA ESTILO, Ltd.) and local government (Kanazawa City)!

Act-3

Maximizing social implementation and contribution functions

4. Contributing to the regional society ~ Noto Satoyama Satoumi Meister Training Program ~

Noto region is the most depopulated and aged society in Japan. The program utilizes regional resources to nurture young entrepreneurs.

Train working adults to become personnel who can solve the various problems of Noto
Completed training of 165 “Noto Satoyama Satoumi Meisters” by FY2017



**Winner of the 7th Ward Project for Regional Industry Support
Project MEXT Minister Award**

SDGs Established

In Sept 2018, “Noto SDGs Lab” was established in Noto School as the base of collaboration by local government, university, businesses, etc..



5. Contributing to the regional society ~ Providing advanced medical care ~

- In April 2016, the first hybrid operation room in Ishikawa was installed which makes it possible to simultaneously perform endovascular treatment and operation.
- In July 2016, for the first time in Hokuriku region, received the recognition of the Ministry of Health, Labor and Welfare as the specific ICU equipped with the highest level treatment environment



Maintains the high-level and specialized treatment system expected of the core hospital of the region

Medical Specialist Training Program Unique specialist training

supported by the government

• Cancer Specialist Training

Six neighbor universities collaborate to train medical professionals in advanced cancer treatment in a super-aging society.

• Dementia Specialist Training

Train medical doctors equipped with high-level knowledge and skills about dementia who can be leaders in regional diagnosis and treatment of dementia

Act-3

Maximizing social implementation and contribution functions

6. Contributing to the global society ~KU International Award in Commemoration of Daisetz T. Suzuki and Kitaro Nishida~

The KU International Award has been founded in tribute to Daisetz T. Suzuki and Kitaro Nishida, both of whom are associated with Kanazawa University, and is intended to honor scholars or researchers who are making internationally distinguished achievements in the realm of philosophy, thought and religion, and thereby to facilitate advancement of the University's research internationally and contribute to the development of academic research.



First Awardee

Girard Frédéric, René, Robert

Professor Emeritus, École
française d'Extrême-Orient

June 2018 1st Award Ceremony and Memorial Lecture takes place in Kanazawa

7. Contributing to the global society ~Designation as a WHO Collaborating Center~



An institution designated by the Director-General to form part of an international collaborative network carrying out activities in support of the Organization's programme at all levels.

From "Guide for WHO Collaborating centre(WHO)"

34 institutions in Japan have been designated as WHO Collaborating Centers (11 of them are universities).

KU is the 4th designation in the world in the field of hepatitis treatment

First time designation in the field of liver cancer.



(Left Photo)
Commemoration
ceremony on Apr
21, 2017



(Left photo)
Certificate of WHO
Collaboration
Center designation

3. Efforts at Kanazawa University (11of13)

Act-4 Educational organization reforms based on unique standards for global personnel training (KUGS)

1. Enacting KUGS (Kanazawa University Global Standard)

'KUGS' ; Kanazawa University "Global" Standard is Composed of 5 Standards (undergraduate-level) for realizing the KU brand of Education.



- ▶ 1. Know one's position/2. Know and train oneself/3. Express thoughts and values/4. Connect with the world/5. Tackle future problems

**Adopting a quarter system throughout the entire university and
Implementing thorough curriculum reforms based on KUGS**

- Setting up unique courses to teach the abilities identified in KUGS as 30 GS courses (in general education)
- Preparing Japanese- and English-language editions of the texts and teaching materials in all GS courses

2. Establishment of the Institute of Liberal Arts and Science

Established in April 2016 as **an organization to lead internationalization in education**

Divisions to undertake education based on "KUGS"

Promote "Kanazawa University Brand" personnel training

Faculty of Higher Education Research and Development

Academic support through development of pedagogy-education system

International Student Center

Implement initial education for international students

Faculty of GS Education

Developing and implementing GS linguistic courses

Faculty of Foreign Language Education

Implement initial education for international students

Faculty of Remedial Basic Courses

Enriching remedial education, etc.

Skill-up Center

Implement pedagogical training for faculty members

School of General Education

Students enrolled in Fall Semester as Freshmen

3. Efforts at Kanazawa University (12of13)

Act-4 Educational organization reforms based on unique standards for global personnel training (KUGS)

3.SGU project and vitalizing international student exchanges



Top Global University Project (2014~2023)

“Developing Human Resources to Lead the Global Society and Establishing the Kanazawa University Brand by Thorough Internationalization”

Promote the necessary university reforms for internationalization, in order to enrich the functions as the stronghold of intellect in the East Asia

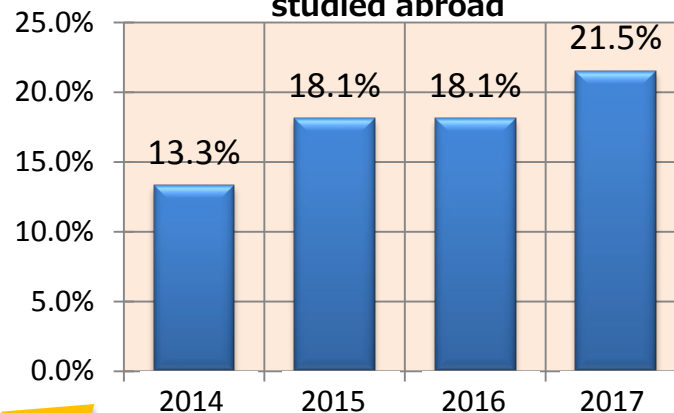
—Kanazawa University in 10 Years—

- Be a university that provides high-quality education on the unique global standard (KUGS).
- Be a university that leads the globalization of Japan by nurturing "Kanazawa University Brand" human resources who take active roles in the world.
- Be a university that is the core of the world's network of higher research.

Promoting Japanese students' study abroad

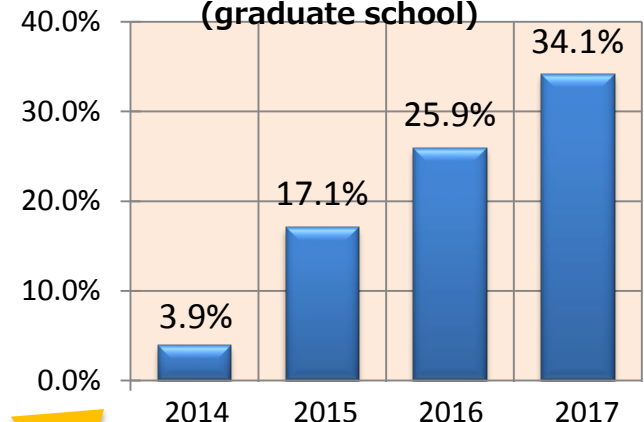
- Developing the First-Step Program for those who study abroad for the first-time
- Applying the quarter system
- Increased university scholarship

Percentage of students who studied abroad



By 2023: **50%**

Courses taught in English (graduate school)



By 2023: **100%**

3. Efforts at Kanazawa University (13of13)

Act-4 Educational organization reforms based on unique standards for global personnel training (KUGS)

4. Establishing a new educational organization to respond to social needs

Est. 2016.4

**【4-year graduate course in medicine】
Graduate School of Advanced
Preventive Medical Sciences,
Division of Advanced Preventive
Medical Sciences**

The program synergistically brings together the strengths of 3 universities (Kanazawa, Chiba and Nagasaki), and aims to put to practice “individual prevention” spanning zero to tertiary prevention using omics analysis, information medical engineering, and macro environmental evaluation analysis.

Est. 2018.4

**【Graduate Course】
Graduate School of Frontier
Science Initiative, Division of
Transdisciplinary Sciences**

This new graduate school is established to actively promote transdisciplinary graduate-level education that exceeds existing specialty areas, taking advantage of the strengths of 2 neighboring universities (Kanazawa and JAIST).

Est. 2018.4

**【Undergraduate Course】
College of Science and
Technology, School of Frontier
Engineering**

Nurtures engineers and researchers to lead the rapid development in engineering, who bring together the knowledge and skills in information technology, mechanical engineering and material sciences and pioneer the unexplored areas from nano-sized world to the universe.

Est. 2018.4

**【Undergraduate Course】
College of Science and
Technology, School of Biological
Science and Technology**

Nurtures researchers to elucidate the make-up of life and ecosystem and its working principles, technicians to develop new technologies which contribute to various bio-related industries including marine science, and educators to train the next generation of personnel.

Education and research by unique regional characteristics

➤ Jointly established with Noto Town the “Noto Marine Education and Research Center” to nurture researchers, technicians and educators for aquaculture.



Thank you for your kind attention