

Future Vision of Osaka University  
toward 2031, the University's 100th Anniversary

# A World-Leading Innovative University

Contributing to Social Transformation



**NISHIO Shojiro**

President, National University Corporation Osaka University

Thursday, January 20, 2022



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### ⑤ New Priority Initiatives and Plans toward the 4th Period





# ① Embodying Our Ideal Model

## Osaka University's Goal of Social Transformation

Creating

A Society that Fosters a Sense of Purpose in Life

through Co-Creation with Society



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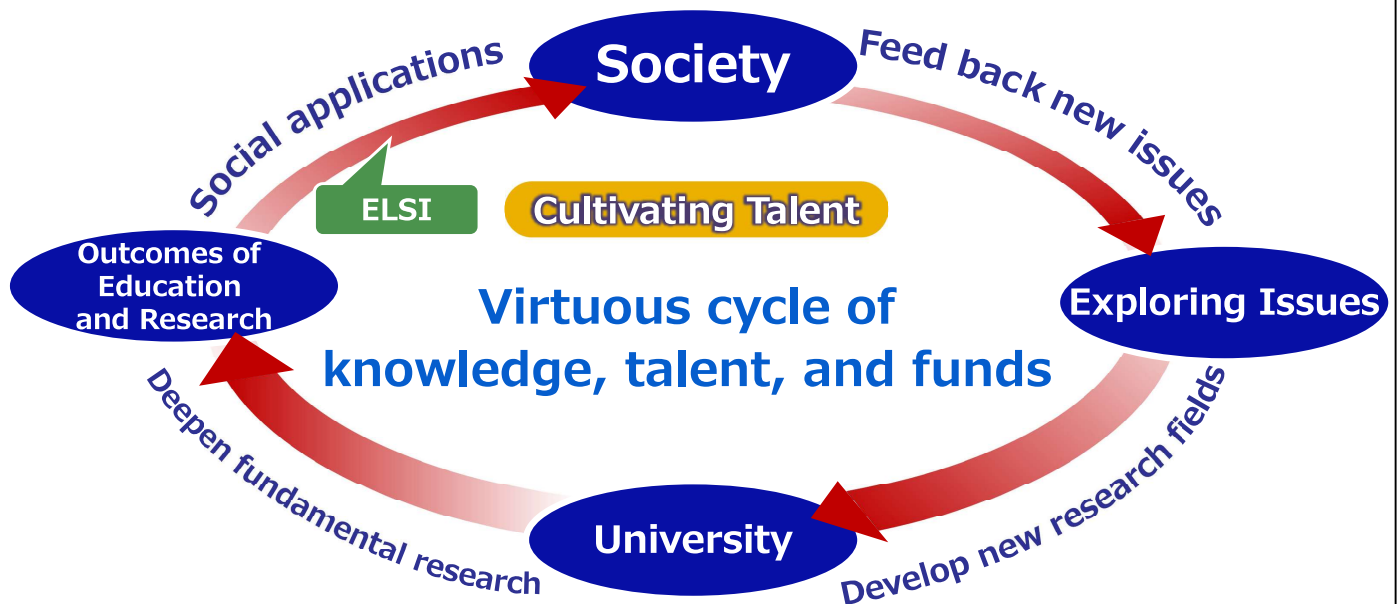
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# ② Overview of Management Reform Concept

## Management Reforms Driven by the OU Ecosystem

A virtuous cycle that generates new values and creates further social transformation



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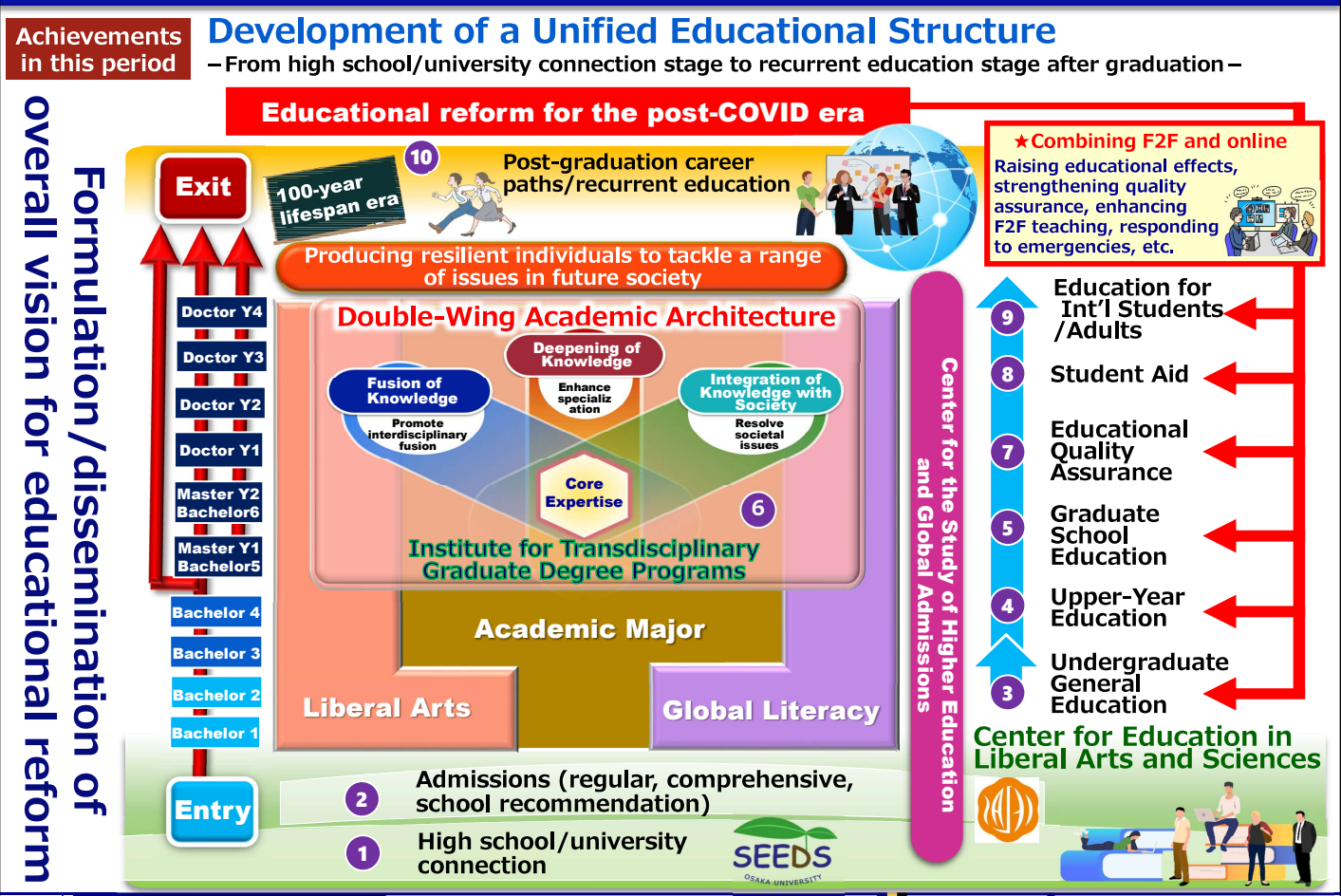
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# ③ Achievements Inspired by Universities Overseas

International Benchmark	Initiatives	Major Achievements
<b>1 Co-Creation with Society</b>		
<b>EPFL (Switzerland)</b>  Industry liaison office as a unified point of contact with society	<b>Establishment of Co-Creation Bureau</b> <ul style="list-style-type: none"> <li>● Command center for university-wide co-creation activities</li> <li>● Unified liaison with society</li> <li>● Inter-organizational joint research</li> </ul>	<b>Joint Research Funds Doubled in Value</b>  4.66 billion yen (2016) ↓ 9.54 billion yen (2020)
<b>2 Governance Reform</b>		
<b>The University of Edinburgh (UK)</b>  College system (decision-making functions based on large organizational groupings)	<b>Adoption of OU-Style Provost System, Establishment of Strategic Meetings</b> <ul style="list-style-type: none"> <li>● Establish Strategic Meetings as large groupings of departments</li> <li>● Promote swift, overall optimal decision making</li> </ul>	<b>Education</b> <ul style="list-style-type: none"> <li>● Unified education system</li> <li>● WISE Program selection</li> </ul> <b>Research</b> <ul style="list-style-type: none"> <li>● Transdisciplinary research</li> <li>● New world-class centers</li> <li>● Int'l co-authored papers</li> </ul> <b>Governance</b> <ul style="list-style-type: none"> <li>● Swift COVID-19 response etc.</li> </ul>
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	大阪大学 OSAKA UNIVERSITY	NISHIO Shojiro

# ④-1 Attracting and Cultivating Talent





## ④-1 Attracting and Cultivating Talent

### Comparison with International Benchmark Universities

**Osaka University's scores have risen  
while those of international benchmark universities have fallen**

University Rankings: Comparison of THE World Teaching Reputation Scores

University	2020	2021	Change
<b>Osaka University</b>	<b>43.6</b>	<b>45.2</b>	<b>+1.6</b>
The University of Edinburgh	75.9	74.6	-1.3
EPFL	62.4	59.8	-2.6

- Reforms for unified educational structure
- Reputation of Osaka University students among employers: Ability to tackle problems with no clear answers

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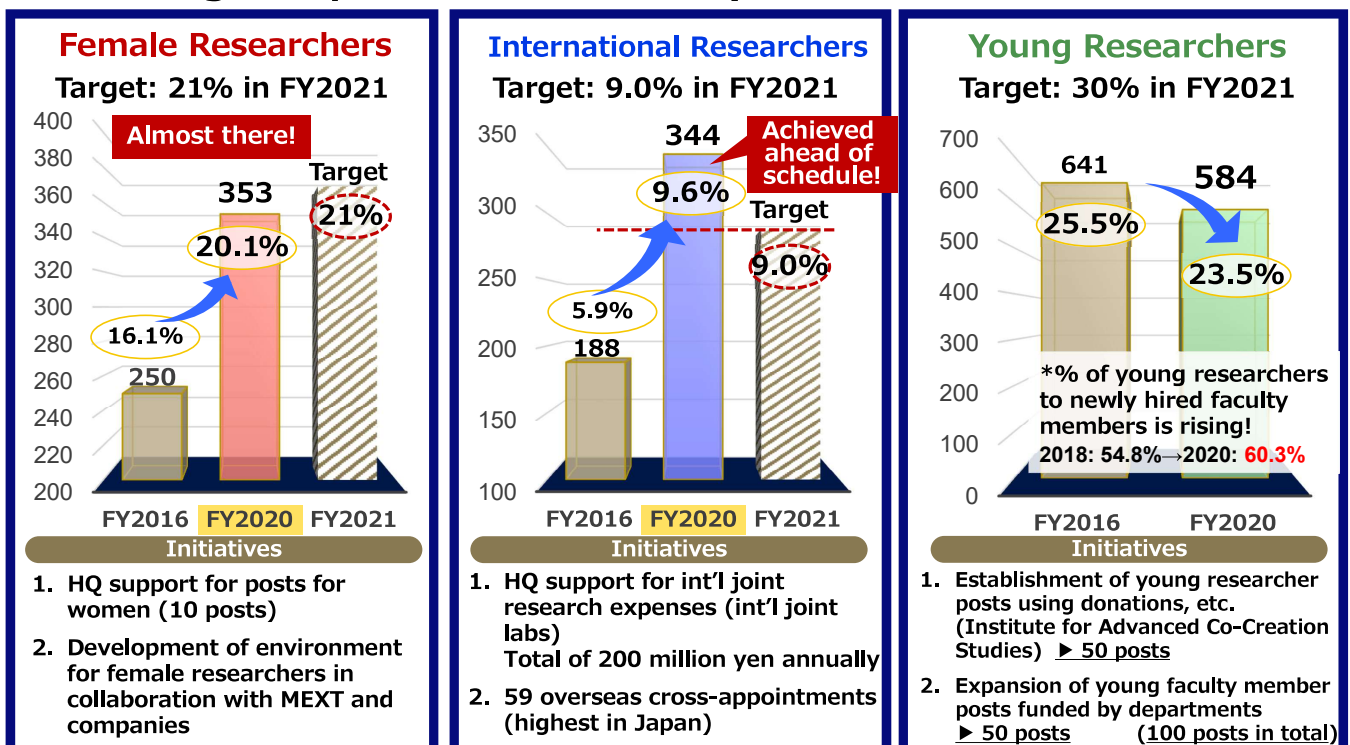
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## ④-1 Attracting and Cultivating Talent

### Activating Innovation with Diversity

- ▶ Diversity is the key to innovation
- ▶ Realizing campuses with Diversity & Inclusion



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## ④-2 Strengthening Research Capacity

### Advancement of World-Class Research

Advance research for social creation

Form new world-class research centers

Osaka University's paramount ideal:  
Environments that enable all researchers  
to pursue their research  
based on intellectual curiosity



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## ④-2 Strengthening Research Capacity

Achievements in this period

### Formation of a New World-Class Research Center

### Center for Quantum Information and Quantum Biology (est. April 2021)

- Brings the largest community of researchers in the world together at Osaka University
- Aims to advance quantum technologies beyond today's information communications and processing technologies
- Selected for MEXT Q-LEAP
- Total of **1.9** billion yen (2020) in external funding: self-supporting operation achieved

Reference: Research Indicators	
No. of researchers	76
FWCI	1.15
Papers in Top 1%	1.3%
Papers in Top 10%	16.6%
University ranking by number of patent applications related to quantum computing*	Global 5th/Japan 1st

\*Source: Osaka University and Clarivate Analytics Japan, *Technology Trends Survey*, July 6, 2020

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## 4-2 Strengthening Research Capacity

Achievements in this period

### Advancement of Research for Social Creation

Formation of a center contributing to the protection of human life and continuity of social and economic activity, in preparation for future infectious disease threats

**Establishment of Center for Infectious Disease Education and Research (est. April 2021)**

Support of **23 billion yen** over 10 years from the Nippon Foundation



#### ● Three Action Plans

1. Disseminate information based on scientific evidence
2. Build foundations for fundamental research toward conquering infectious diseases
3. Pursue education and training of medical workers

#### ● Strengths of a comprehensive university

Depth of research expertise in immunology and virology, and systems for interdisciplinary infectious disease research



**Immunology**  
**Shimon Sakaguchi**  
Specially Appointed Professor  
Regulatory T cells, immune disorders



**Immune regulation**  
**Kiyoshi Takeda**  
Professor  
Analysis of natural immune systems



**Immunology/internal medicine**  
**Atsushi Kumanogoh**  
Professor  
Clarification of molecular mechanisms of immune response, development of novel therapies



**Viral molecular biology**  
**Yoshiharu Matsuura**  
Specially Appointed Professor  
Clarification of viral replication systems

Advisory Council on Countermeasures against Novel Influenza and Other Diseases

Osaka Prefecture COVID-19 Response Headquarters Expert Committee



**Behavioral economics**  
**Fumio Ohtake**  
Specially Appointed Professor  
Economic policy



**Social psychology**  
**Asako Miura**  
Professor  
Social impact surveys



**Theoretical physics**  
**Takashi Nakano**  
Professor  
Macro-analysis of infection status using K-value



**Infection control**  
**Satoshi Kutsuna**  
Professor  
Epidemiological analysis of infection control

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## 4-2 Strengthening Research Capacity

Achievements in this period

### Co-Creation with Society Utilizing Insights Gained from the Humanities and Social Sciences

ELSI comprehensive research center: a pioneering initiative in Japan

**Research Center on Ethical, Legal and Social Issues (ELSI Center) (est. April 2020)**



University-wide pursuit of ELSI-related activities in order to utilize new advancements in science and technology

General Research

Collaborative Research

Practice Research

Cultivation of ELSI Experts

#### International deployment of the ELSI Center

- ▶ Collaboration with University of Montreal and other universities outside Japan

**Participation in drafting proposals for the U7+ Forum, a multilateral international consortium**

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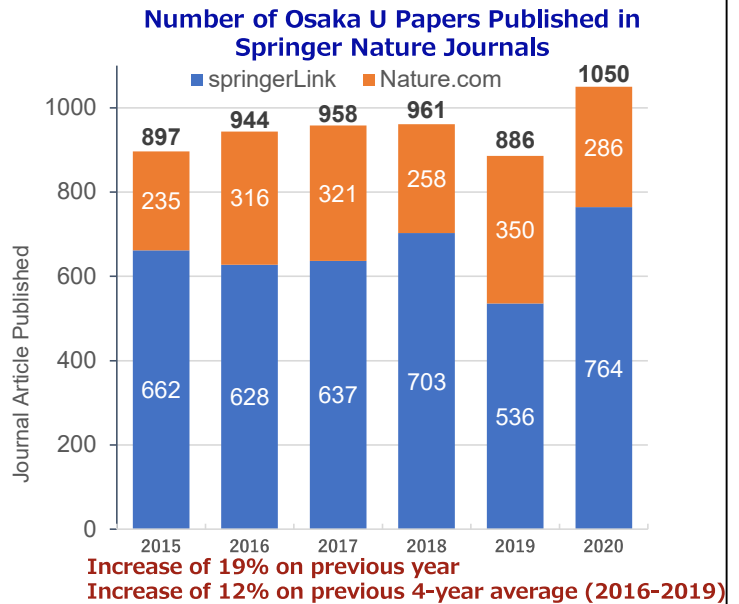
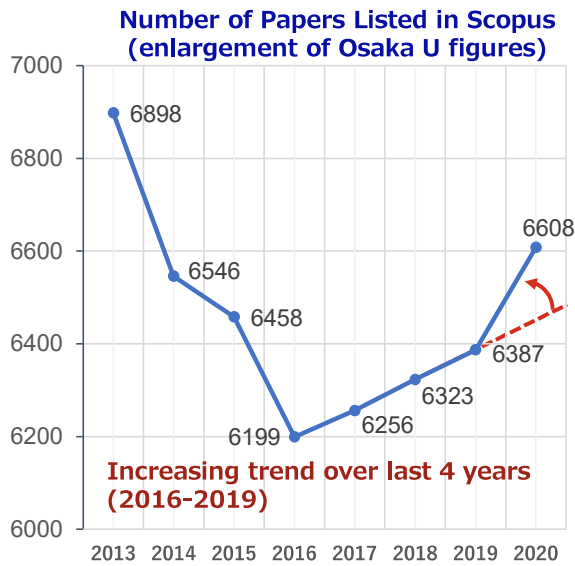


# 4-2 Strengthening Research Capacity

Achievements in this period

## IR and URA Support for Research Capacity Enhancement

### Increasing numbers of papers and published journal articles



Increased support from second half of 2019

Eligibility

Middle tier young/doctoral researchers eligible based on analysis of paper quality and quantity

Support

- English-language paper writing support
- Journal publication costs support

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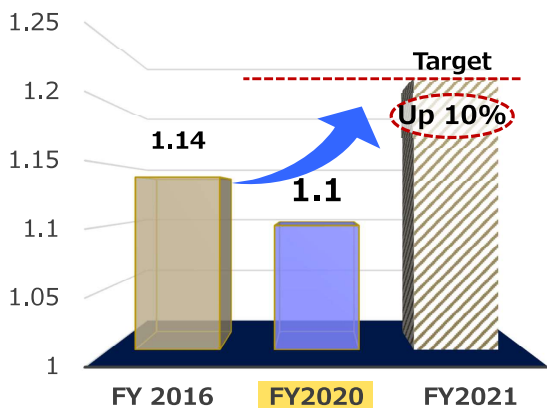
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# 4-2 Strengthening Research Capacity

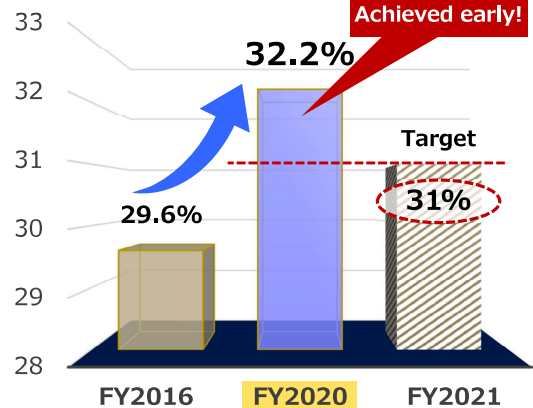
### Field-Weighted Citation Impact

FY2021 target: 10% increase on FY2016



### Percentage of Internationally Co-Authored Papers

FY2021 target: 31%



### Comparison of Research Capacity with International Benchmark Universities

University Name	Field-Weighted Citation Impact		Internationally Co-Authored Papers	
	FY2016	FY2020	FY2016	FY2020
Osaka University	1.14	1.10	29.6%	32.2%
University of California, Berkeley	2.56	2.31	45.8%	49.7%
The University of Edinburgh	2.37	2.25	56.8%	62.6%
EPFL	2.15	1.89	66.1%	68.5%

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## Co-Creation with Society

Achievements in this period

- ◆ Establishment of command center for co-creation: **Co-Creation Bureau** (est. January 2018)
- ◆ Development of **OU Ecosystem** (virtuous cycle system)

Co-creation with society

- Promote joint research
- Strengthen intellectual property strategy
- Cultivate talent for innovation
- Bolster fundraising activities

Exploring issues

Osaka University Co-Creation Bureau

Information-gathering and analysis of problems by IR and URA

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Education and research effects

Virtuous cycle of knowledge, talent, and funds in the OU Ecosystem

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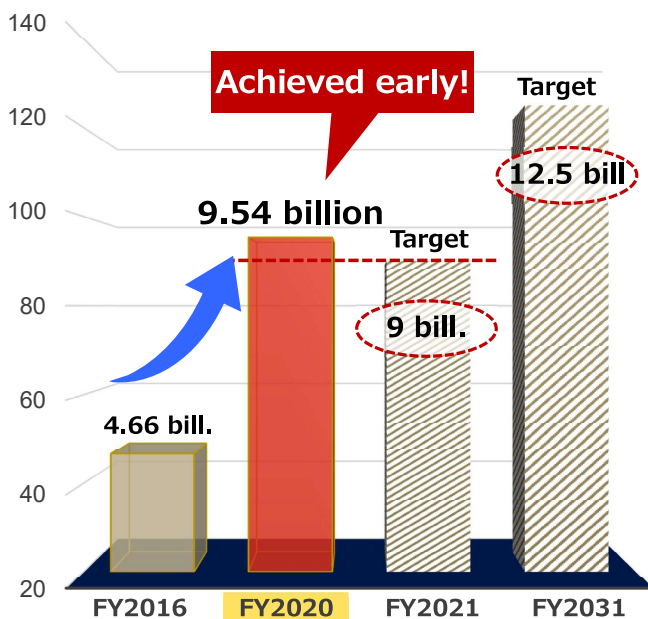
## Co-Creation with Society

Achievements in this period

### Major Expansion of Joint Research

#### Revenue from Joint Research

Target: 9 billion yen in FY2021  
12.5 billion yen in FY2031



#### Achievements in FY2019

\*FY2019 Status of Industry-Academia Collaborations at Universities, etc., MEXT

Revenue from/No. of joint research projects

➡ **No.2** in Japan

Revenue from large-scale joint research projects

10 million yen+

➡ **No.1** in Japan (third year running)

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## Co-Creation with Society

Achievements  
in this period

### Coordinated Promotion of Patent Strategy

#### Strengthening Intellectual Property

##### IP Licensing

Licenses **204** (2016) → **310** (2020)

Value **220** million yen (2016) → **640** million yen (2020)

##### University-Initiated Startups

**80** companies (2016) → **168** companies (2020) **3<sup>rd</sup>** in Japan

#### Promoting International Industry-Academia Collaboration

##### Joint Research with Overseas Firms

**16** projects (2016) → **33** projects (2020) **Doubled**

##### International Patent Applications

**15<sup>th</sup>** in the world (Educational institutions)(2020) **2<sup>nd</sup>** in Japan

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## International Collaboration

Achievements  
in this period

### Strengthening the Foundation of International Collaborative Networks

#### Expanded to 5 Global Knowledge Partners (aiming for 20)

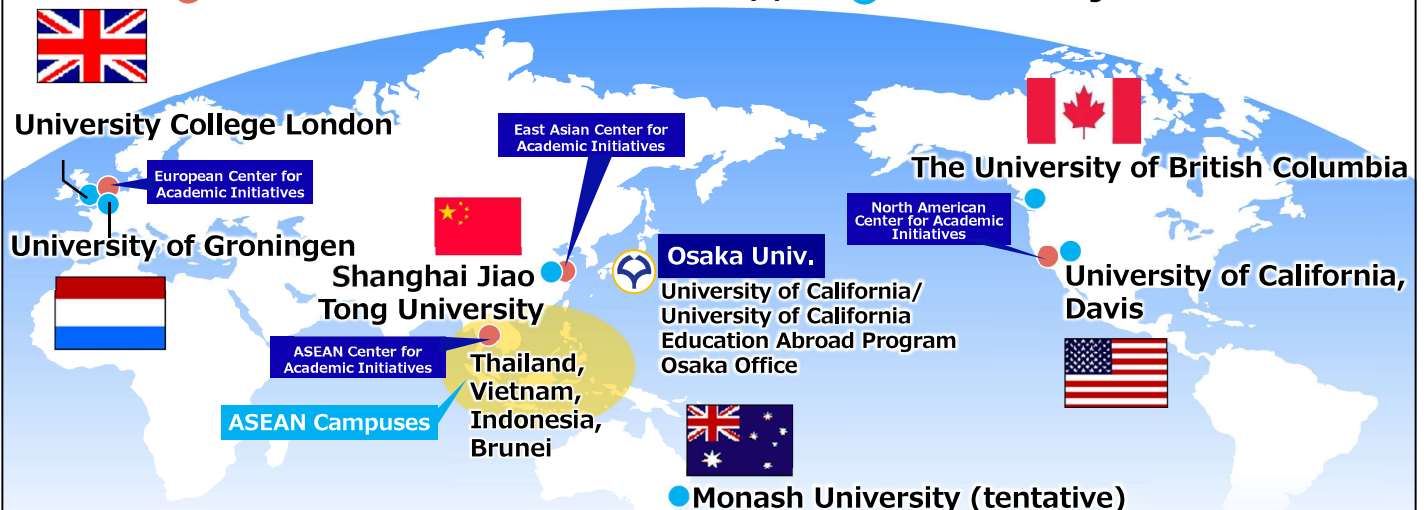
- Tackling global-scale problems and fostering highly-skilled professionals

#### Completed establishment of ASEAN Campuses in 4 countries

- Tackling local issues and fostering highly-skilled professionals among local students

● Overseas Centers for Academic Initiatives (4)

● Global Knowledge Partners



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## ④-4 International Collaboration

Achievements in this period

# Achievements with Global Knowledge Partners

## Promotion of International Joint Research

● Joint research projects designed to tackle global-scale societal problems

12 with Shanghai Jiao Tong Univ.

18 with UCL

## Hosting of Online Seminars (November 2020)

● Seminars with Shanghai Jiao Tong University in 10 areas

Academic Exchange Seminars

Student Seminars

Participation of division heads from Osaka and Shanghai city governments on Smart Cities, advancing international regional-level collaboration



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## ④-4 International Collaboration

Achievements in this period

# Osaka University ASEAN Campuses

Promoting joint research and advanced talent development responsive to local needs

Developing DDPs in areas of collaboration, utilizing local campuses to reduce the length of stay in Japan

<p><b>Vietnam</b></p> <p>Vietnam Academy of Science and Technology</p> <ul style="list-style-type: none"> <li>Environmental Science</li> <li>Applied Physics</li> </ul>	<p><b>Brunei</b></p> <p>University of Brunei Darussalam</p> <ul style="list-style-type: none"> <li>Pharmaceutical Science</li> <li>Bioengineering</li> </ul> <p>Sultan Sharif Ali Islamic University</p> <p>Brunei University of Technology</p>
<p><b>Thailand</b></p> <p>Mahidol University</p> <ul style="list-style-type: none"> <li>Biomedical Engineering</li> <li>Japanese Language/Culture</li> </ul>	<p><b>Indonesia</b></p> <p>Bandung Institute of Technology</p> <ul style="list-style-type: none"> <li>Applied Biology</li> <li>Quantum Engineering</li> </ul>

## Solving regional problems, contributing to "quality growth"

● Student mobility programs	→ 180 inbound international students, 59 outbound students
● Double Degree Programs (DDPs) utilizing ASEAN Campuses	→ 180 inbound international students, 59 outbound students
● Hybrid Programs (OUICP) utilizing local campuses	→ 5 programs / 2020: 66 students, 2021: 46 students
● Japanese language video on demand program for science/engineering students	→ 2020: 11 students, 2021: 19 students

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# International Collaboration

## Developing an Alliance under Osaka University Leadership

# Osaka University Partner Summit April 30, 2021

Discussion and joint statement on "The Role of Universities in Facing Societal Challenges and Recovering from COVID-19"

**Opportunity to announce interim achievements of collaboration toward Expo 2025 Osaka, Kansai, Japan**



### Joint statement with 6 participating universities

Mahidol University (Thailand), Shanghai Jiao Tong University (China), The University of British Columbia (Canada), University College London (UK), University of California, Davis (US), University of Groningen (Netherlands)



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# International Collaboration

Achievements in this period

## Partnerships with Foreign Governments, etc.

### Partnership Agreement with Government of the Republic of Indonesia

Collaboration across 3 research fields, Promotion of joint research

- ▶ Vaccine development
- ▶ Food security
- ▶ Biotechnology



H.E. Mr. Heri Akhmadi, Indonesian Ambassador Extraordinary and Plenipotentiary to Japan (left) with President Nishio (right)

### Partnership Agreement with Government of Brunei Darussalam

Joint symposiums on themes including halal science

Advancement of joint research and educational programs in collaboration with Brunei Ministry of Education and Ministry of Primary Resources and Tourism

#### Benefits of collaboration in education highlighted

The benefits of collaboration were highlighted during the recent 4th Joint Symposium of Osaka University with Higher Educational Institutions of Brunei Darussalam.

The online symposium was jointly officiated by Permanent Secretary (Higher Education) at the Ministry of Education (MEd) Dr Haji Aman bin Ahmad and Executive Vice President of Osaka University Professor Dr Kawahara Genki.

Dr Haji Aman in his welcoming remarks highlighted how the collaboration has benefited local universities, in enabling students to experience and gain exposure conducting research at Osaka University through the student exchange programme.

"Osaka lecturers and researchers were able to access the advance laboratory facilities at Osaka University, where their findings have reached another level of development. This is indeed an important and encouraging achievement," he said.

"I foresee that this collaboration will have more prospects in the future, and I am happy to learn that the scope of collaboration has expanded and the number of participation has increased both at the student level, as well as at the lecturer and researcher levels."

A total of 150 participants joined the symposium, which showcased research findings and the experiences of students who studied at Osaka University.



Message from Permanent Secretary of Ministry of Education, reported in newspaper in Brunei (Oct. 3, 2020)



Scene from the 4th Joint Symposium

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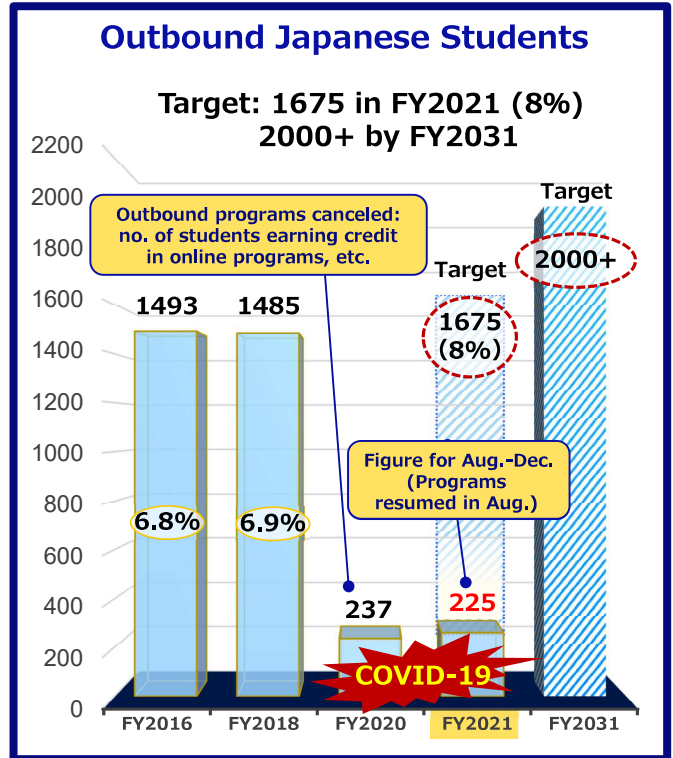
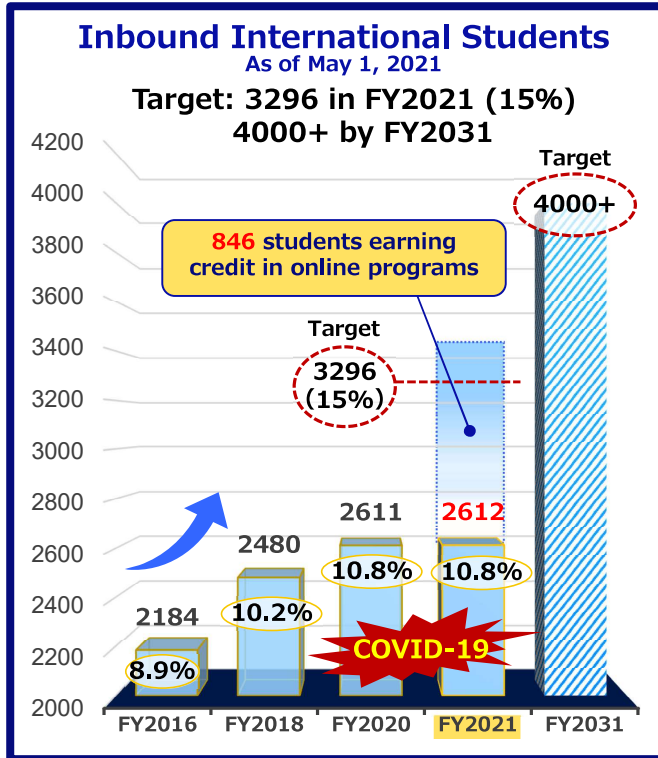




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# International Collaboration

## Student Exchange



COVID-19 pandemic has necessitated a major review of student exchange initiatives. Going forward, we will promote student exchange with a focus on online activities as well.



④-④

# International Collaboration

Achievements in this period

## Minoh Campus (OU Global Campus)

Opened on April 1, 2021



## Global Village Tsukumodai

300 student rooms  
400 faculty/staff rooms  
(Opened in October 2020)



► Improved environment for inbound international researchers and students

## Global Village Minoh Semba

300 student rooms  
(Opened in April 2021)



### Nurturing globally-focused individuals in Osaka for the next 100 years

► A base where international researchers and students from 70 countries and regions gather





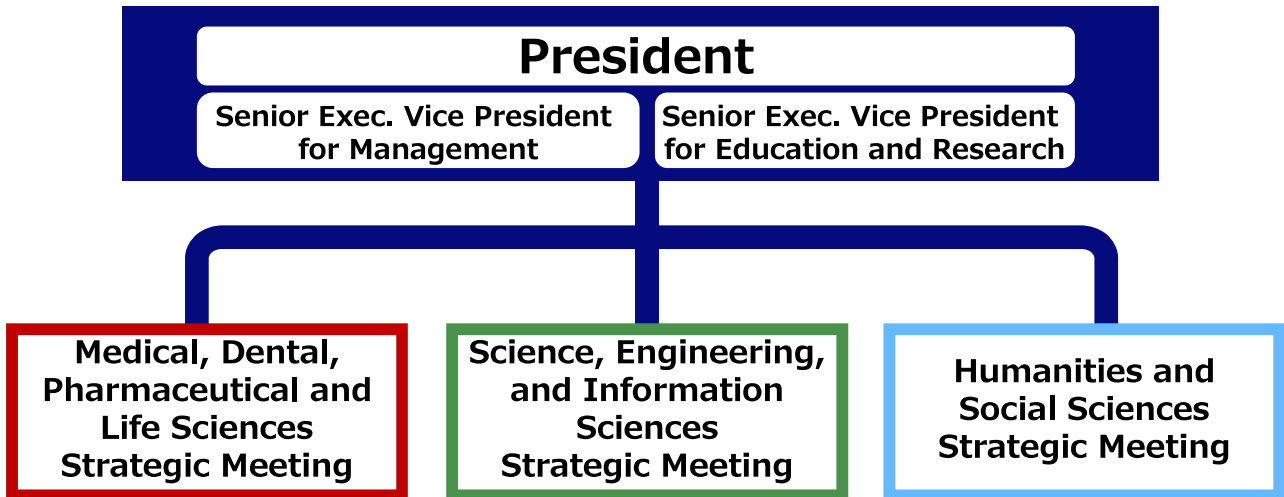


# 4-5 Governance Reform

Achievements in this period

Establishment of Senior Executive Vice President (Osaka University Provost) Positions and Strategic Meetings, Building Strong and Flexible Governance Systems

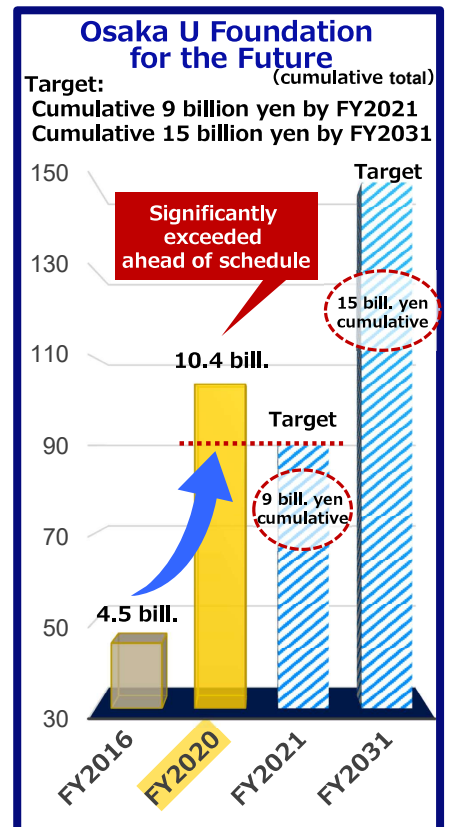
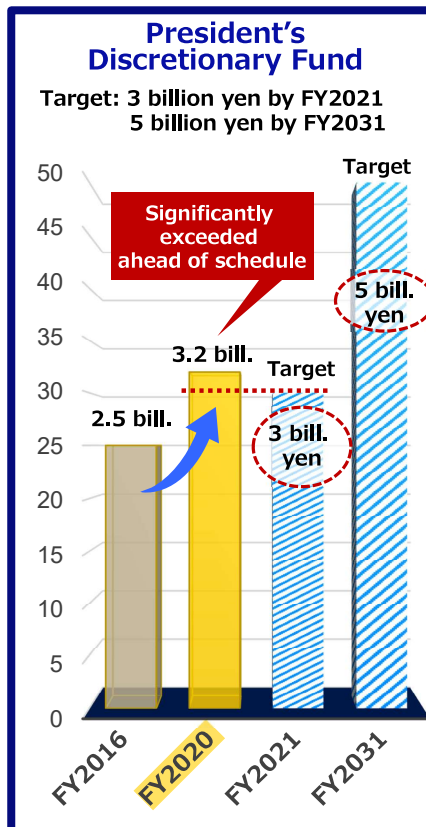
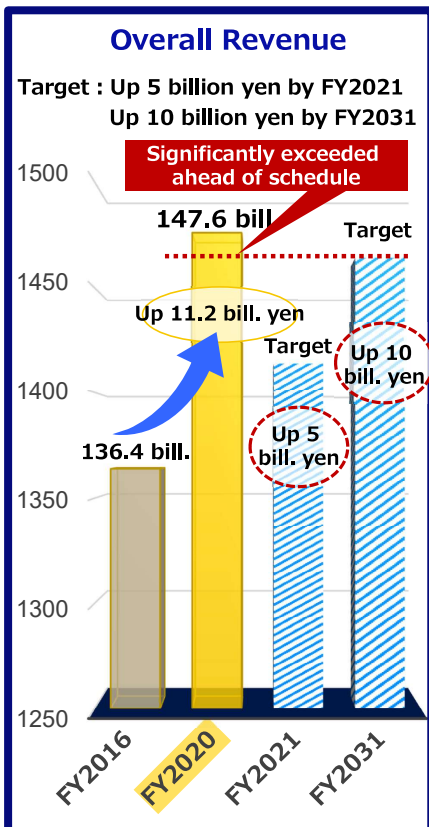
## Balance of bottom-up and top-down approaches important in university management



# 4-6 Reinforcement of the Financial Base

Achievements in this period

Reinforcement of a Stable and Sustained Financial Base



## 5 New Priority Initiatives and Plans toward the 4th Period

### 1 Attracting and Cultivating Talent

Use digital transformation of the learning environment to **visualize education outcomes**, and strengthen explanations for society

### 2 Strengthening Research Capacity

Expand to **five** world-class research centers with focused support combining IR and URA functions

### 3 Co-Creation with Society

Strengthen **systems for exploring societal issues** in collaboration with multiple departments and companies

### 4 International Collaboration

Enhance **online study abroad program** to respond to the current pandemic and to be used in the post-COVID era

### 5 Governance Reform

Develop **university-wide information infrastructure** and strengthen management systems through digital transformation

### 6 Reinforcement of the Financial Base

Build **a new asset management structure** for funds and real estate

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## 5 New Priority Initiatives and Plans toward the 4th Period

### Creating

**“A Society that Fosters a Sense of Purpose in Life” through Co-Creation with Society**

Become an opinion leader in the creation of a society where individual active lifespan (social longevity) is extended, people of all ages apply their diversity in support of community, and each and every person enjoys a rewarding and happy life.



**Development of Osaka University Master Plan as unified medium/long-term university management policies to achieve this goal**

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# Reference Materials Contents

## (Materials related to achievements)

1. Attracting and Cultivating Researchers for the Future (Attracting and Cultivating Talent)
2. Development of Educational Programs to Tackle Societal Issues (Attracting and Cultivating Talent)
3. Improving the Environment for Young Researchers (SAKIGAKE Club) (Attracting and Cultivating Talent)
4. Solving Societal Problems with the Humanities and Social Sciences (Strengthening Research Capacity)

## (New initiatives toward the 4th Period)

5. Outline of OU Master Plan 2027
6. Establishment of a Student Life-Cycle Support System
7. Strengthening Functions for New Co-Creation with Industry (Launch of Consortium for a Co-Creative Future)
8. Overall Vision for Development of Information Infrastructure (OUDX Initiative)
9. A University that can Contribute to Carbon-Neutral Goals at a Global Level

## (Others)

10. Office for Information and Communications Technology Services/Office for Information Security



## 1. Attracting and Cultivating Talent

Achievements  
in this period

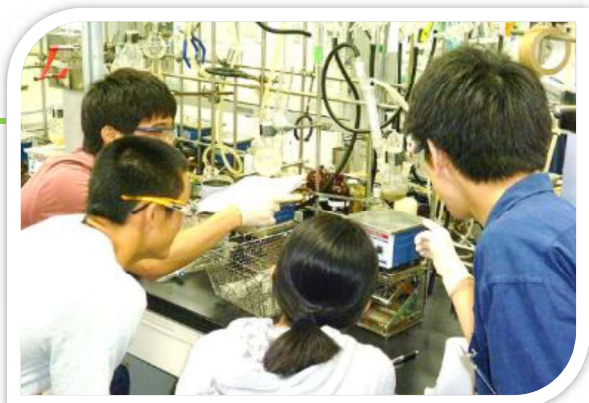
### Cultivating Young and Female Researchers for the Future

#### Osaka University SEEDS Program



- For senior high school students
- Encounter the university's world-leading research and grow curiosity

422 applicants from across Japan  
(for 130 places)



#### Mebae Tekijuku

- 40 students, 5th year elementary to 3rd year junior high
- Develop scientific sense, nurture budding scientists of the future



Class by Prof. Tamotsu Yoshimori (Biosciences), recipient of the Medal with Purple Ribbon (fall 2019)



## 2. Attracting and Cultivating Talent

Achievements  
in this period

### Development of Educational Programs to Tackle Societal Issues

#### Advancing Talent Development Programs through Co-Creation with Society

Programs in medicine, dentistry,  
pharmaceutical and life sciences

Selected for WISE Program, FY2018

#### Transdisciplinary Program for Biomedical Entrepreneurship and Innovation

- Collaboration with national research institutes and major pharmaceutical companies to cultivate talent to develop social applications for research findings in medicine, dentistry, pharmaceutical and life sciences

Programs in science, engineering and informatics

Selected for WISE Program, FY2019

#### Multidisciplinary PhD Program for Pioneering Quantum Beam Application

- Solving global-scale societal problems with a focus on joint research in “nuclear medicine”
- Collaboration with the University of British Columbia

Programs in humanities and social sciences

Newly established in FY2020

#### Global Japanese Studies Education and Research Incubator

- Cultivating global talent with a grounding in “Japanese studies” as the academic basis for social applications

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## 3. Improving the Environment for Young Researchers

### SAKIGAKE CLUB

A **mechanism** for the formation of teams to carry out leading-edge interdisciplinary research

#### Goals

A club composed of outstanding young Osaka U researchers

Forums for  
exchange

Opportunities  
for funding

Places for  
relaxation

#### Eligibility

Outstanding young researchers at Osaka U,  
generally aged 45 or under  
Approx. 60 members



#### Example of achievements

Application for COI-NEXT  
(Program on open innovation platform for industry academia co-creation)

URA support for cross-disciplinary exchange helps initiate new research

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## 4. Strengthening Research Capacity

Solving Societal Problems with the Humanities and Social Sciences

### Realizing a “society that values life” by 2050

Selected for MEXT Project for Co-creating Knowledge in Humanities and Social Sciences

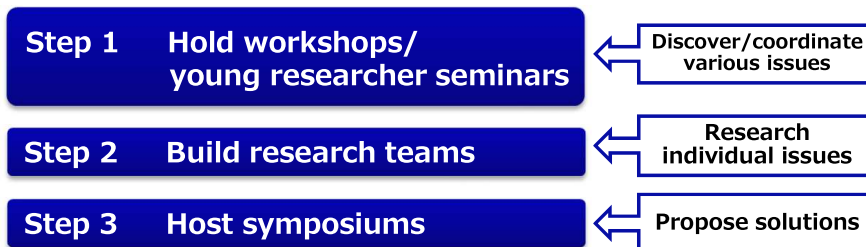
▶ Aiming to systematize the processes of identifying **what knowledge in the humanities and social sciences can contribute and achieve** in order to tackle the problems society is likely to confront in the future

Osaka U is the only university in Japan to be selected! SSI is taking the lead in advancing activities!

Main themes set:

- Models for society and humans taking into account population trends
- Overcoming social divisions
- Creating value for a new human society

3-step approach to problem solving



Social Solution Initiative

SUSTAINABLE DEVELOPMENT GOALS

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Toward 2031, the University's 100th Anniversary

A World-Leading Innovative University Contributing to Social Transformation



大阪大学 OSAKA UNIVERSITY

NISHIO Shojiro



## 5. Outline of OU Master Plan 2027

### Osaka University Master Plan 2027 Guideposts for the university's medium/long-term future

#### Policies on the vertical axis

- 1 Educational Foundations → Environments fostering rich intellectual capabilities
- 2 Research Foundations → Environments where free thinking can blossom
- 3 Management Foundations → Management with co-creation at its core

#### Policies on the horizontal axis

- 4 Digital transformation for the new COVID-19 era
- 5 Globalization and diversity & inclusion
- 6 Creating enriched time for free thinking to grow (work style reform)
- 7 Branding initiatives to foster and invigorate co-creation with society

5

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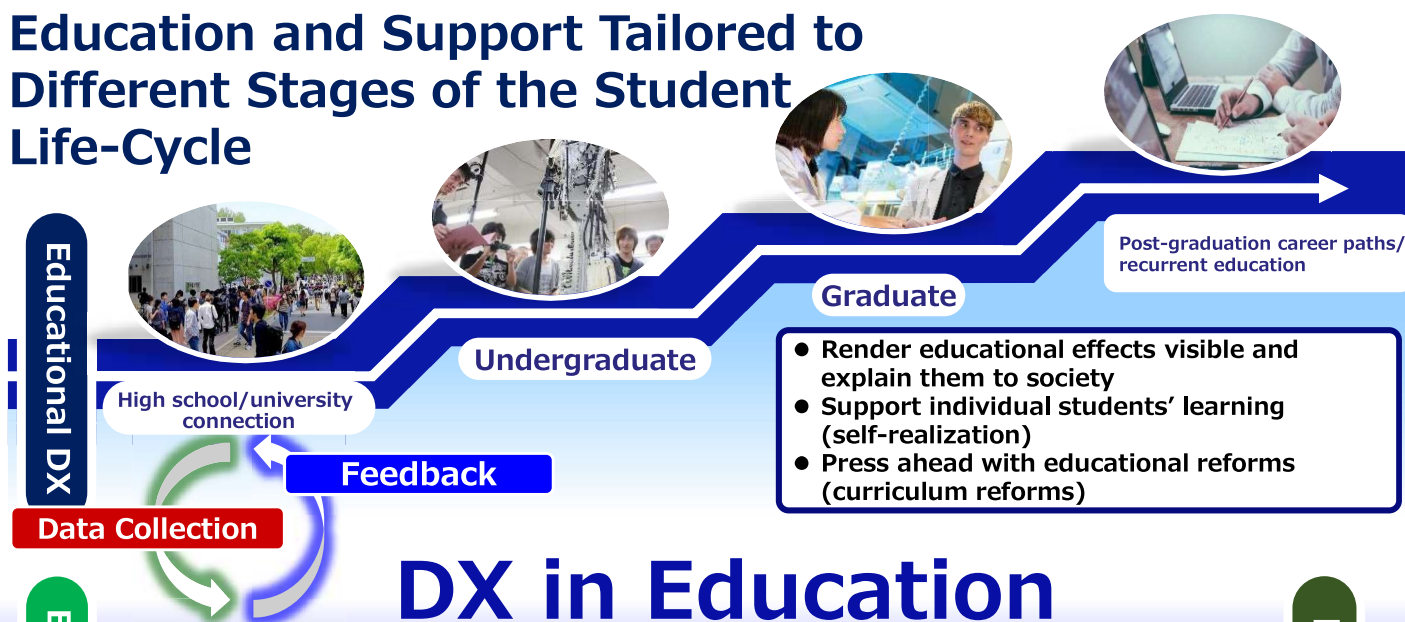
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## 6. Establishment of a Student Life-Cycle Support System

### Education and Support Tailored to Different Stages of the Student Life-Cycle



## DX in Education

Integration of databases from pre-admission to post-graduation  
Analysis of educational effects

Admissions Information

Student Affairs Information

Student Questionnaire Information

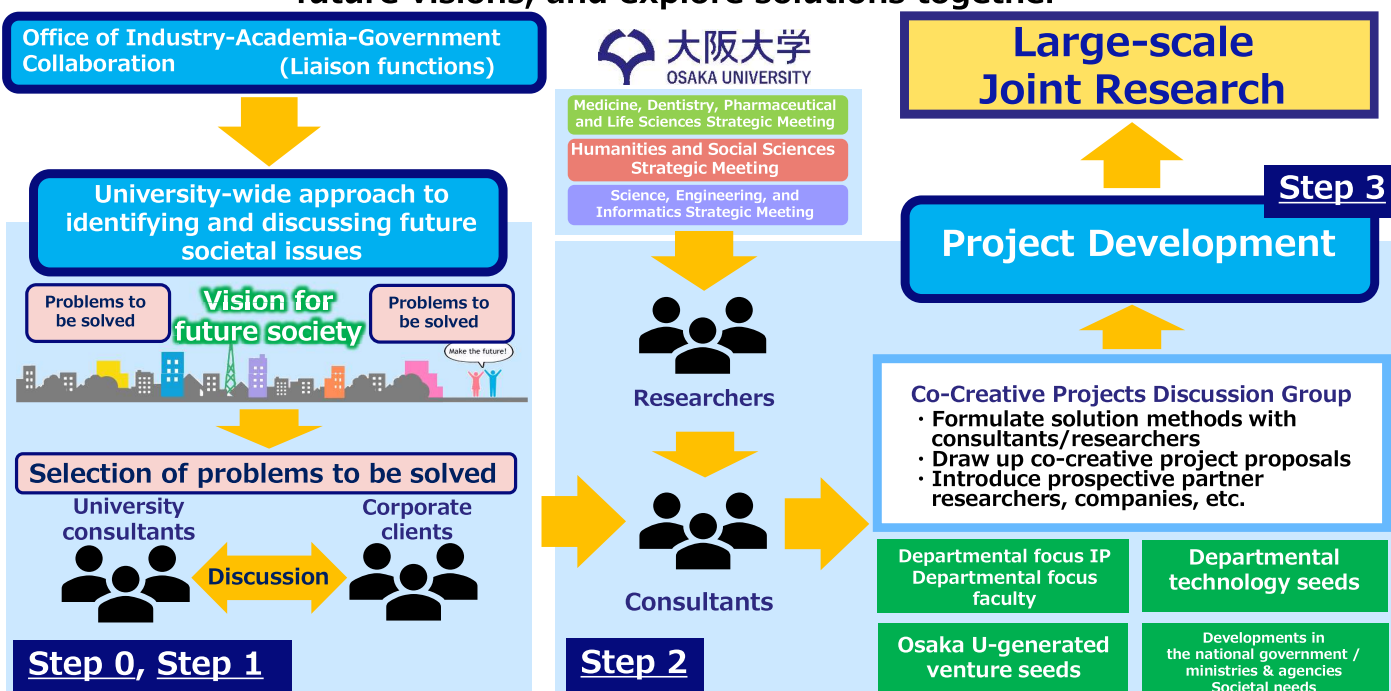
Career Support Information

Research IR

## 7. Strengthening Functions for New Co-Creation with Industry

### Launch of Consortium for a Co-Creative Future (April 2020)

Industry and Osaka University identify and discuss societal issues and future visions, and explore solutions together



## Consortium for a Co-Creative Future

# Development of New Information Infrastructure to Support Education, Research, and University Management



## OU Digital Transformation Initiative

**Build more sophisticated learning environments to support blended education (DX in Education)**

- Visualization of learning status
- Development of information infrastructure



**Develop eResearch environment to enable pursuit of research activity fully online (DX in Research)**

- DX of research/laboratory environments
- Development of infrastructure for intensive management of research data
- Public access to research data



**Achieve DX in Management to support strategic university management**

- Raising quality and efficiency of student services through digitalization
- Obtaining data to contribute to management decisions



## 9. Promoting a Green Recovery through Co-Creation with Society

A University that can Contribute to Carbon-Neutral Goals at a Global Level

**+CO<sub>2</sub>**

- Research on new energy through transformative innovation
- Cultivation of talent responsive to changes in global conditions

±0

**-CO<sub>2</sub>**

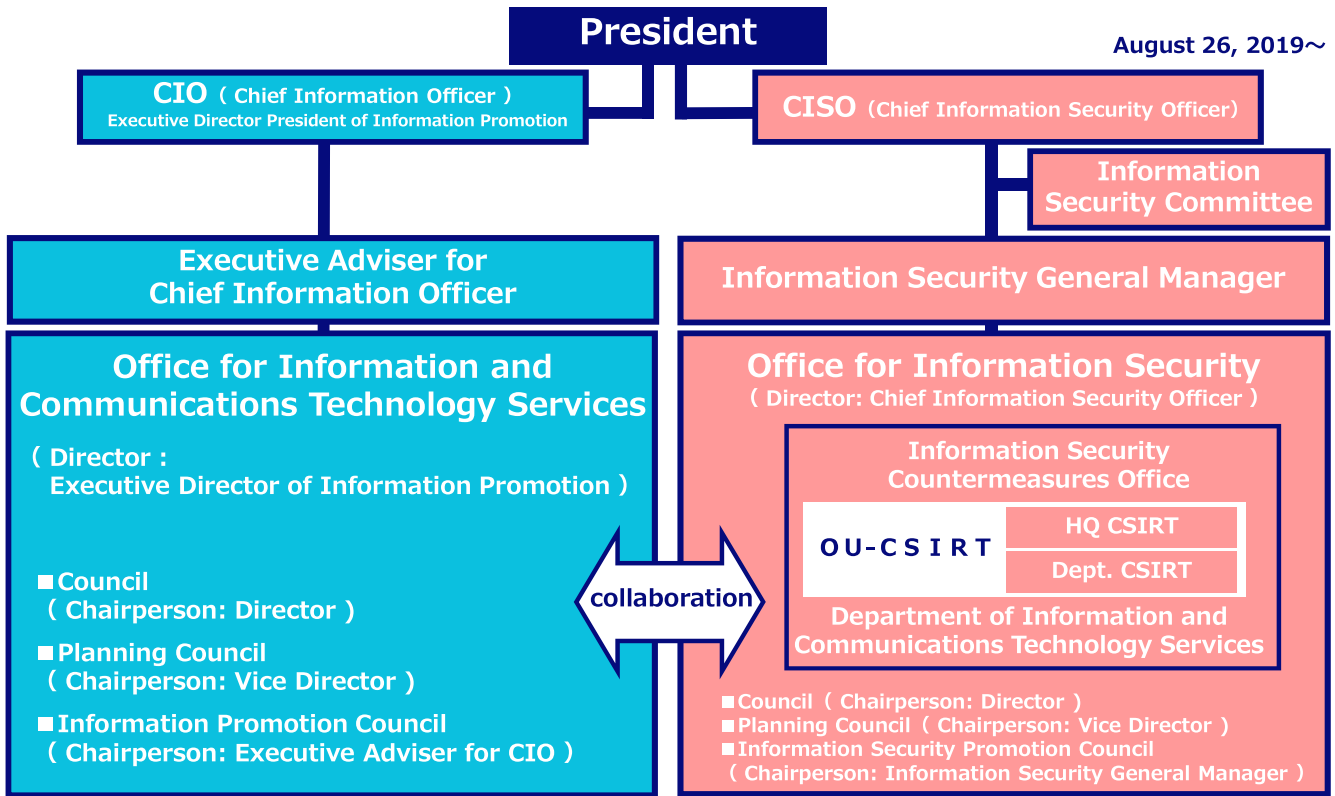
- Development of facilities fully equipped to reduce emissions

**Objective** Osaka University's total greenhouse gas emissions:  
Aiming to **achieve government target** by FY2030

**SUSTAINABLE DEVELOPMENT GOALS**  
12 つくす責任 (Responsible Consumption and Production) | 13 気候変動に具体的な対策を (Climate Action)  
**Realization of a carbon-neutral society**

- Promoting informatization (accelerator)
- Controlling information security (brake)

Development of a paired structure



CSIRT : Computer Security Incident Response Team

