

		The 3rd Period of Medium Term Goals					The 4th Period of Medium -Term Goals																																									
		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027																																				
Strengthening Research Capabilities/International Collaboration	Promotion of Cutting-Edge Research	<p>Regenerative Medicine and Advanced Medical Research</p> <ul style="list-style-type: none"> Establish a KU liaison office in San Diego. Open the Kyoto Innovation Center for Next Generation Clinical Trials and iPS Cell Therapy (Ki-CONNECT) Open the Center for Cancer Immunotherapy and Immunobiology (CCII) Advance research in medical, biological, and regenerative medicine-related fields. <p>Fusing Sciences: Chemistry and Biology (iCeMS)</p> <ul style="list-style-type: none"> Conclude partnership agreements (MSTEC). Establish a university-wide support system, and advance interdisciplinary research in nanotechnology and basic biology as a leading international research hub. <p>Kyoto University Institute for Advanced Study (KUIAS)</p> <ul style="list-style-type: none"> Integrate iCeMS into KUIAS Establish ASHBi in KUIAS Open ChEM-OIL (AIST) Establish the RIKEN-Kyoto University Science Technology and Innovation Hub Drive KU's creative research by operating innovative research institutes. Establish the Toyota Riken-Kyoto University Research Center (TRiKUC) 																																														
	[25] On-site Laboratory	Design an institutional system to establish on-site labs.					On-site labs establish a self-sufficient management system as international research collaboration centers.					Total number of on-site laboratories established: 13 labs																																				
	KPIs	<p>Number of academic papers published in top 5% international journals:</p> <table border="1"> <tr><td>2017</td><td>869</td></tr> <tr><td>2018</td><td>854</td></tr> <tr><td>2019</td><td>863</td></tr> <tr><td>2020</td><td>884</td></tr> </table> <p>Number of academic papers by KU scholars published in top 5% international journals: 800 papers (per year)</p> <p>Number of international full-time researchers: 500</p> <table border="1"> <tr><td>2017</td><td>434</td></tr> <tr><td>2018</td><td>420</td></tr> <tr><td>2019</td><td>391</td></tr> <tr><td>2020</td><td>417</td></tr> </table> <p>Number of mid- and long-term international researcher exchanges:</p> <table border="1"> <tr><td>Outbound</td><td>205</td><td>189</td><td>24</td><td>86</td></tr> <tr><td>Inbound</td><td>607</td><td>578</td><td>297</td><td>194</td></tr> <tr><td>Total</td><td></td><td></td><td></td><td>909</td></tr> </table>					2017	869	2018	854	2019	863	2020	884	2017	434	2018	420	2019	391	2020	417	Outbound	205	189	24	86	Inbound	607	578	297	194	Total				909	<p>[17] [20] Number of academic papers written by KU scholars published in top 10% international journals: 1,100 papers (average per year)</p> <p>Number of international full-time researchers: 600</p> <p>Number of mid- and long-term international researcher exchanges:</p> <table border="1"> <tr><td>Outbound</td><td>400</td></tr> <tr><td>Inbound</td><td>600</td></tr> <tr><td>Total</td><td>1,000</td></tr> </table>					Outbound	400	Inbound	600	Total	1,000
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	<p>Recruitment and Development of Human Resources/Internationalization</p> <p>Young Researchers</p> <p>[2] The Hakubi Project</p> <ul style="list-style-type: none"> Expand enrolment for the tenure-track version of the program (launched in FY2016). Enhance research support features, including the provision of support for startup research. Cumulative number of researchers employed through the Hakubi Project: 215 Cumulative number of researchers employed through the Hakubi Project: 325 <table border="1"> <tr><td>2017</td><td>154</td></tr> <tr><td>2018</td><td>167</td></tr> <tr><td>2019</td><td>181</td></tr> <tr><td>2020</td><td>193</td></tr> </table> <p>[19] Recruiting and Fostering Excellent Young Faculty Members</p> <ul style="list-style-type: none"> Formulate plans to promote the employment of young faculty members in different faculty consorts, and consider measures to preferentially allocate regular positions to young faculty members. Functional enhancement and promotion system Quota lending system to facilitate the employment of female and young faculty members Design an institutional system to secure positions for young faculty members (using indirect costs and external funding) 											2017	154	2018	167	2019	181	2020	193																													
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KPIs	Formulate measures to achieve the target percentage of young faculty members.					[19] [22] [24] Percentage of young faculty members (under 40 years of age): 30%																																										
	<table border="1"> <tr><td>2017</td><td>18.6%</td></tr> <tr><td>2018</td><td>18.9%</td></tr> <tr><td>2019</td><td>19.4%</td></tr> <tr><td>2020</td><td>19.7%</td></tr> </table>											2017	18.6%	2018	18.9%	2019	19.4%	2020	19.7%																													
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		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
Recruitment and Development of Human Resources/Internationalization	Students	[11][14] Kyoto iUP (Kyoto University International Undergraduate Program)		● ←									
		Program launch (provide preparatory course).	Develop education programs and implement them in phases. Establish an effective career-development support system for Japanese students.										
		WISE Programs (Doctoral Programs for World-leading Innovative and Smart Education)		●									
		Establish the Center for Educational Program Promotion in Graduate School	Implement each program once it has been selected for support by MEXT.					●					
		Select fields that meet the needs of society.	Establish the Center for Interdisciplinary Graduate Education within the Division of Graduate Studies										
		Implement public relations and recruitment activities, initially focusing on countries in ASEAN and expanding the range of target countries in the future, in accordance with the Kyoto iUP schedule.	Establish the Center for Basic Graduate Courses within the Division of Graduate Studies										
General and Cross-Departmental Education for Graduate Students	←	←	←	←	←								
Assign the necessary faculty members, and design courses in detail.	Establish full course curricula.	Develop and enhance courses.	Establish the Center for Basic Graduate Courses within the Division of Graduate Studies										
Enhancement of Graduate Student Training (GST) Functions	←	←	←	←	←	←							
Design an institutional system and establish the GST Center. (- Diverse training programs - Evaluation system - Certification)						●	Establish the Division of Graduate Studies						
International Student Recruitment	←	←	←	←	←	←							
Design a graduate student recruitment system and establish the recruitment office.	Implement public relations and recruitment activities, initially focusing on countries in ASEAN and expanding the range of target countries in the future, in accordance with the Kyoto iUP schedule.												
[12][15] Recruitment and Support Measures for Graduate and International Students	●	←	←	←	←	←							
Establish a special scholarship program for doctoral studies	Ease restrictions on tuition fees and the number of students that can be enrolled in the university's graduate schools. (request deregulation by the government).					Improve various support systems: Grant a full tuition exemption to all eligible doctoral students. Increase the number of tutors. Improve mental healthcare services. Provide continuous support to international students—from admission to graduation. Support high-caliber international students by providing their travel and other expenses. Increase and improve accommodation facilities.							
KPIs	Annual international student intake		3,558	3,902	3,302	3,422	Annual international student intake: 3,300 (14% of all students)					Annual international student intake: 4,000 (17% of all students)	
	Students going overseas annually		1,544	1,332	24	129	Students going overseas annually: 1,600 (7% of all students)					Students going overseas annually: 2,000 (9% of all students)	
	Cumulative number of JD/DD programs		21	24	25	26	Cumulative number of joint and double degree programs: 14 programs					Cumulative number of joint and double degree programs: 26 programs	
	Multinationally authored academic papers by students		681	600	668	440	Multinationally authored academic papers by students: 820 papers					Multinationally authored academic papers by students: 1,000 papers	
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Deepening Collaboration with Society	Contribution to the Mutual Development of Japan and ASEAN Countries	Promote JASTIP projects (KU's Center for Southeast Asian Studies) 1st phase: 2015–August 2020					Promote JASTIP projects (KU's Center for Southeast Asian Studies) 2nd phase: September 2020–March 2025					Maintain and develop Japan-ASEAN collaboration for sustainable development	
	[4] Disseminating KU's New Approaches to the Social Sciences and Humanities	Establish a joint degree program in the Graduate School of Letters.					Promote the internationalization of research in the social sciences and humanities, and enhance collaborative efforts in cutting-edge research areas relating to human intelligence.						
	Industry-Government-Academia Collaboration	Establish the Kyoto Academia Forum					Establish the Institute for the Future of Human Society						
	Establishment of the "Kyoto University Model"	Establish and operate Kyoto University Originals Co., Ltd.					Establish a holding company as the parent company of Kyoto University Originals and other subsidiaries (request deregulation by the government).						
	Organization-to-Organization	Further develop strategic research collaboration initiatives. Create a system which allows faculties and departments a high degree of freedom in the use of external funds acquired for research collaboration.					Organize big data of evidence-based economics covering an extensive time-span (KU's Institute of Economic Research): FY 2016–2022						
KPIs			Cumulative number of venture companies		35	51	66	82					
			Number of venture companies established: 40 companies								[23] Number of venture companies established: 40 companies		
			Amount of collaborative research funds		5.11 billion	5.83 billion	6.34 billion	6.34 billion			[27][39] Amount of collaborative research funds: JPY 8 billion		
			Amount of collaborative research funds: JPY 6.275 billion										
			Income from intellectual properties		0.72 billion	0.72 billion	0.85 billion	1 billion			Income from intellectual properties: JPY 1 billion		
			Income from intellectual properties: JPY 433 million										
Strengthening University Governance and Enhancement of the Financial Base	[38] Increase Self-Generated Income	Enhance the Kyoto University Fund Office					Develop and operate learning programs for adults. Expansion of the range of purposes for which long-term loans may be taken out (request deregulation by the government). Request easing of government regulations regarding repayment sources.					Cumulative amount of donations received by the KU Fund Office: JPY 71.9 billion	
	KU's Profit-Making Enterprises	Operate consulting service (Kyoto University Originals) and achieve a profitable income/expenditure balance.					Sales and income: JPY 2 billion						
				Cumulative amount of donations		12.1 billion	23.4 billion	30.1 billion	59.4 billion				
				Sales by KU's profit-making enterprises		0.66 billion	0.75 billion	0.79 billion	1.07 billion				
Governance	KU's Provost and the Strategy Council	KU President appoints provost. Establish Office of the Provost. Establish the Strategy Council.					Launch provost system						
	Evidence-Based Management of the University	Establish a system to support the formulation and implementation of KU's policies and initiatives from an international perspective.											
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