

The Future Vision of Kanazawa University



Kokorozashi

May 20th, 2022

Introduction

President **WADA Takashi**



Kanazawa University hereby presents its future vision, *Kokorozashi* (aspirations). This vision is based on our philosophy, as stated in the Charter of Kanazawa University, of being “a research university dedicated to education, and open to local and global societies”.

Kanazawa University was founded in 1862 as Kaga Domain’s Hikoso Vaccination Center. We are a comprehensive university that has inherited the history and traditions of our predecessor schools, including the Fourth Higher School, Ishikawa Normal School, Ishikawa Youth Normal School, Kanazawa Higher Normal School, Kanazawa Medical College, and Kanazawa Industrial College.

Building on the history of our predecessors, Kanazawa University’s vision of *Kokorozashi* expresses our unwavering will for the future, both within the university and in society.

Our goal is to contribute to society through “future-oriented intelligence”, which means exploring and overcoming future issues, as well as solving current issues, by utilizing two perspectives – local and global.

With this in mind, our research, education, and administrative aspirations are as follows:

Research: Establish ourselves as a global research base through the development of innovative, world-class research.

Education: Foster core leaders of society recognized and respected as “Kanazawa University graduates”.

Administration: Realize sustainable and autonomous management and administration that creates a virtuous cycle of people, knowledge, and global society.

These three aspirations are closely related to each other. Research and education form a positive loop with a mutually positive impact. At the same time, this is supported by solid administration and management. The vision of Kanazawa University is to integrate these three functions and contribute to society through “future-oriented intelligence”.

Building on our basic philosophy, our vision for the future – *Kokorozashi* – and aspirations for research, education, and administration have led us to develop missions for what Kanazawa University should aim for at this stage, and individual action plans for what Kanazawa University needs to do with urgency.

This vision for the future, as well as our missions and the action plans derived from them, can only be realized when students, faculty, and staff share the vision and work together. Thus, we will treasure each and every student and faculty member as an asset of Kanazawa University, and we will strive to follow an “all Kanazawa University” approach.

We sincerely hope for your understanding, cooperation and encouragement in this endeavor.

**Overall
Structure
/
Summary**

Kanazawa University Future Vision: “*Kokorozashi*”

Contributing to Society through "Future-oriented Intelligence", Built on an "All Kanazawa University" Approach

We have set out our vision for the future of Kanazawa University, built on the basic philosophy stated in the Charter of Kanazawa University.

Our aspirations

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| Research | Establish ourselves as a global research base through the development of innovative, world-class research |
| Education | Produce core leaders of society, as "Kanazawa University graduates" |
| Administration | Realize sustainable and autonomous administration that creates a virtuous cycle of people, knowledge and society |

As part of our efforts to contribute to society through “future-oriented intelligence”, as expressed in *Kokorozashi*, we have set out aspirations for research, education, and administration as a comprehensive university covering diverse fields, including humanities and social sciences, as well as natural sciences and life sciences.

As we strive toward these aspirations, we have set ourselves missions for what Kanazawa University needs to do urgently by considering the establishment and development of organizations and systems, the propagation and expansion of the power possessed by university personnel (students and faculty), and creation and deepening of harmony with society.

This has led to the development of 27 missions, which are interrelated, through which we aim to realize *Kokorozashi*.

We will strive to realize our aspirations and missions for research, education, and administration, with a view to achieving our medium-term targets and medium-term plan. We will develop action plans for each mission and set out a timetable for the next two years, working swiftly and boldly to reform and strengthen the functions of the university.

Research

Establish a Global Research Base through the Development of Innovative, World-class Research

The university has invested intensively in research fields where we possess strengths and unique characteristics. As exemplified by the Nano Life Science Institute, which is part of the World Premier International Research Center Initiative (WPI) of the Ministry of Education, Culture, Sports, Science and Technology, our research capabilities have improved dramatically.

Based on the pursuit of truth and our heritage of research, we will promote basic research, applied research, and integrated research with a wide range of diverse backgrounds. We will employ forward casting and back casting methods to define out research objectives, in the context of current issues. We will also conduct empirical research on campus, with a view to social implementation, and aim to contribute to the development of society. As an innovation hub for comprehensive knowledge comprising global knowledge and cutting-edge research, we will generate social impact through future-oriented intelligence.

In order to realize *Kokorozashi*, we have set forth nine missions for our research, based on three perspectives. In addition, our action plans we will clarify what we need to do with urgency so we may work to reform and strengthen the functions of our university.

1 Establish and Develop Organizations and Systems

In order to foster world-class research and establish Kanazawa University as a global research base, we will develop our research capabilities by establishing organizations to lead research and by strengthening our research support systems.

Mission (1) Promote Diverse Research through the Establishment of the Interfaculty Institute for Frontier Science

[Actions] We will establish the Interfaculty Institute for Frontier Science under the direct control of the President to lead new integrated research.
We will further promote basic, applied and integrated research in a wide range of fields.

Mission (2) Develop Competitive and Unique Research Fields

[Actions] With the aim of creating a WPI-class base that will lead the world in several specific fields, we will strategically and systematically identify and support research fields where our university has competitive advantages and unique characteristics.

Mission (3) Strengthen Research Support Functions

[Actions] In order to strengthen our research support functions, we will clarify the tasks of research support personnel, such as University Research Administrators (URA) and Technical Staff. We will develop research support methods, fully utilizing the individual strengths of our URA and Technical Staff.

2 Propagate and Grow the Capabilities of University Personnel

We will strengthen our research capabilities by improving the university research environment and supporting ambitious research personnel.

Mission (1) Develop Strategic and Systematic Research, and Achieve and Expand Research Outcomes

[Actions] We will develop and refine research strategy projects and the Core Facility Construction Support Program. We will strategically and systematically develop specific fields and new fields, and promote diverse basic research, in order to significantly expand the production of research outcomes.

Mission (2) Develop University-Wide Empirical Research

[Actions] We will come together as a whole university to develop an empirical research environment on campus, centered on industry-academia collaborative research bases, and conduct empirical experiments in cooperation with companies and local government.

Mission (3) Develop the Research Environment, Including Support for Young Researchers

[Actions] We will increase our individual expertise and skills in education and research support, as well as providing organizational support. We will further enhance support for young researchers, and improve the research environment to further develop the research capabilities of our university.

3 Create and Deepen Harmony with Society

We will strengthen our research capabilities by expanding the development of research through collaboration with society and the implementation of research outcomes in society.

Mission (1) Support the Development of Young Researchers through Undergraduate Courses and Graduate Schools

[Actions] Through our program "Support for Pioneering Research Initiated by the Next Generation", we will take advantage of the scale a comprehensive university offers, and support our students with undergraduate and doctoral programs that will allow them to lead our country into the future.

Mission (2) Expand Social Implementation of Open Innovation and Research Results

[Actions] We will conduct new projects on social co-creation with corporate and other partners at the Frontier Science and Social Co-creation Initiative, and expand the implementation of research results in society.

Mission (3) Promote Systematic Joint Research

[Actions] We will systematically promote industry-academia collaboration and industry-academia-government-finance collaboration to generate research outcomes and return them to society. We will develop projects related to social co-creation in collaboration with corporate and other partners, as well as promoting international joint research at Joint Usage / Research Center.

Education

Produce Core Leaders of Society, Recognized as “Kanazawa University Graduates”

Rapid social changes are taking place around the world, including the advancement of AI and IoT and the spread of new infectious diseases. Against this backdrop, leaders are needed who can find solutions to the challenges we face today and explore and overcome the challenges of the future.

Through the Kanazawa University Global Standard (KUGS) program, we seek to foster students who can be active internationally and in local communities. We educate our students to become leaders in a knowledge-based society, who can face difficulties on the ground without fear. Our aim is to produce such leaders who will be recognized as "Kanazawa University graduates".

Accordingly, we have established nine educational missions, utilizing three perspectives.

1 Establish and Develop Organizations and Systems

In order to develop students as above, we will strengthen our educational functions through the establishment of a system to comprehensively promote educational reforms and the reorganization of educational systems.

Mission (1) Switch to Learner-Oriented Education through the Interfaculty Institute for Future Education

[Actions] We will promote educational reform by establishing the Interfaculty Institute for Future Education under the direct control of the president to promote dramatic advances in educational reform. By consolidating and visualizing a variety of educational resources within the university, we will shift the focus of educational reforms to students and provide them with a variety of learning opportunities.

Mission (2) Dramatically Enhance Graduate School Functions

[Actions] With the aim of developing globally active intellectual professionals who will contribute to regional revitalization, we will implement reorganizations in relation to the training of humanities and social sciences, natural sciences, basic medicine and pharmaceutical researchers.
We will expand the admission capacity of our graduate schools, particularly for doctoral courses.

Mission (3) Create New Schools that Combine Humanities and Sciences, and Enhance Our Educational Environment

[Actions] Based on the needs of society and other factors, we will create new schools in interdisciplinary fields of humanities and sciences. We will expand the number of students, including transfer students, on our undergraduate courses.

2 Propagate and Grow the Capabilities of University Personnel

We will further strengthen our educational capabilities by developing an educational environment that fosters learning and knowledge.

Mission (1) Develop an Educational Environment where Students Teach and Nurture Themselves

[Actions] We will make a qualitative shift to "learning-based education", centering on the expansion of new educational methods, such as virtual reality technology, in anticipation of a new post-COVID era. We will enhance digital content and educational materials that learners can study on their own, in accordance with their personal interests.

Mission (2) Develop Pioneering Educational Programs

[Actions] In order to develop students who can play active roles in society, even in the face of uncertainty, we will develop educational programs such as "KU-STEAM" for promoting a knowledge-based society.

Mission (3) Promote Diverse Student Exchanges

[Actions] In order to nurture students who can accept diverse values and play active roles in international and local communities, we will provide opportunities for exchanges through which students from diverse backgrounds can learn from each other and grow.

3 Create and Deepen Harmony with Society

We will provide consistent support to a wide range of students from enrollment through to graduation and completion. We will strengthen harmony between students and the university, between students, and between students and society.

Mission (1) Construct an Ongoing Support System for High School, Undergraduate and Postgraduate Students

[Actions] We will provide consistent education and student support, from high school through to undergraduate courses and graduate schools, including fostering links between high schools and undergraduate courses.

Mission (2) Increase the Acceptance of Students from Diverse Backgrounds

[Actions] We will implement entrance examination reforms to increase the acceptance of students from diverse backgrounds, including foreign students and working adults. We will create an environment that welcomes diversity.

Mission (3) Expand Career Support, Including Support after Graduation and Course Completion

[Actions] In addition to enhancing students' specialized knowledge, we will strengthen cooperation with society to foster the knowledge, wisdom, and skills needed in a new society. We will enhance recurrent education to meet the diverse needs of those who continue to study after graduation and course completion.

Realize Sustainable and Autonomous Administration that Creates a Virtuous Cycle of People, Knowledge and Society

In order to meet the expectations of society and fulfill their roles, universities need to possess sustainable competitiveness and generate high added value. It is essential that we make the most of our strengths and characteristics to transform ourselves into an organization that can contribute to academic progress and the creation of innovation.

Under the leadership of the President, faculty and staff will work together to promote pioneering and strategic reforms so that we become an innovation hub for comprehensive knowledge that generates social impact. Through engagement with diverse stakeholders, we aim to establish sustainable university management and administration, whereby funds, people, and knowledge flow in a virtuous cycle.

Thus, we have advanced nine missions for administration, developed from three perspectives.

1 Establish and Develop Organizations and Systems

In order to realize sustainable and autonomous management and administration, we will establish an organization under the direct control of the president to act as a control tower for university reform. In accordance with the progress made with university reforms, we will reorganize our administrative organizations and strengthen the functions of the University Hospital.

Mission (1) Establish the KU Strategy Office and Promote Reforms

[Actions] In order to swiftly promote pioneering and strategic reforms, we will establish the KU Strategy Office under the direct control of the President.
Faculty and staff will work together to systematically and flexibly strengthen functions and reform management.

Mission (2) Strengthen the Functions of Support Organizations and Administrative Organizations

[Actions] We will reorganize support organizations and administrative organizations flexibly according to objectives and project needs. In addition, we will establish a system to execute operations across organizations in accordance with project needs, etc.

Mission (3) Strengthen the Medical and Research Functions of the University Hospital

[Actions] In order to strengthen the medical treatment and research functions of the University Hospital, we will carry out reforms at the University Hospital in anticipation of the post-COVID era, including the systematic development of medical treatment buildings and medical devices, and the promotion of advanced clinical research.

2 Propagate and Grow the Capabilities of University Personnel

We will promote work style reforms, including the utilization of external knowledge, in order to improve the operational efficiency of staff and improve the quality of their work.

Mission (1) Promote Digital Transformation (DX), Introduce AI, and Improve Operational Efficiency and Quality

[Actions] We will implement ICT-based operational improvements by promoting DX, including the use of AI for the rationalization and automation of work. We will strengthen IR functions using accumulated data. We will promote reductions in meetings and meeting times. This will generate time for creative activities.

Mission (2) Building a Career System

[Actions] We will reorganize the career systems for URA, Technical Staff, and administrative staff and reform the personnel salary system.

Mission (3) Enhance Management Functions by Utilizing External Knowledge and Technology

[Actions] We will promote fundamental reforms related to management, including the acquisition of more external funding.
We will hire external and diverse human resources and utilize external knowledge and technology.
In addition, we will share knowledge and technology within the university to improve the management skills of staff.

3 Create and Deepen Harmony with Society

We will strengthen our cooperative structure for establishing circulation with society.

Mission (1) Strengthen Management as an Innovation Hub

[Actions] As the highest seat of learning and an innovation hub, we will develop an innovation ecosystem in which diverse human resources, knowledge, and funds circulate based on the knowledge created at Kanazawa University.

Mission (2) Strengthen Foundations for Social Co-creation

[Actions] We will carry out a fundamental review of our branding and public relations strategy, including management reforms, and conduct effective public relations in line with this strategy.
We will review our systems for gaining the understanding, support, and opinions of stakeholders, and strengthen management and administration through engagement.
Through the HOKURIKU Open Platform for Co-creating the Future, we will collaborate with various stakeholders in the Hokuriku region to expand co-creation projects aimed at regional revitalization.

Mission (3) Improve the Diversity Environment

[Actions] The Institute for Promotion of Diversity and Inclusion will play a central role in creating a diverse environment where students, faculty members and staff with diverse characteristics can make the most of their abilities with high aspirations.



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