

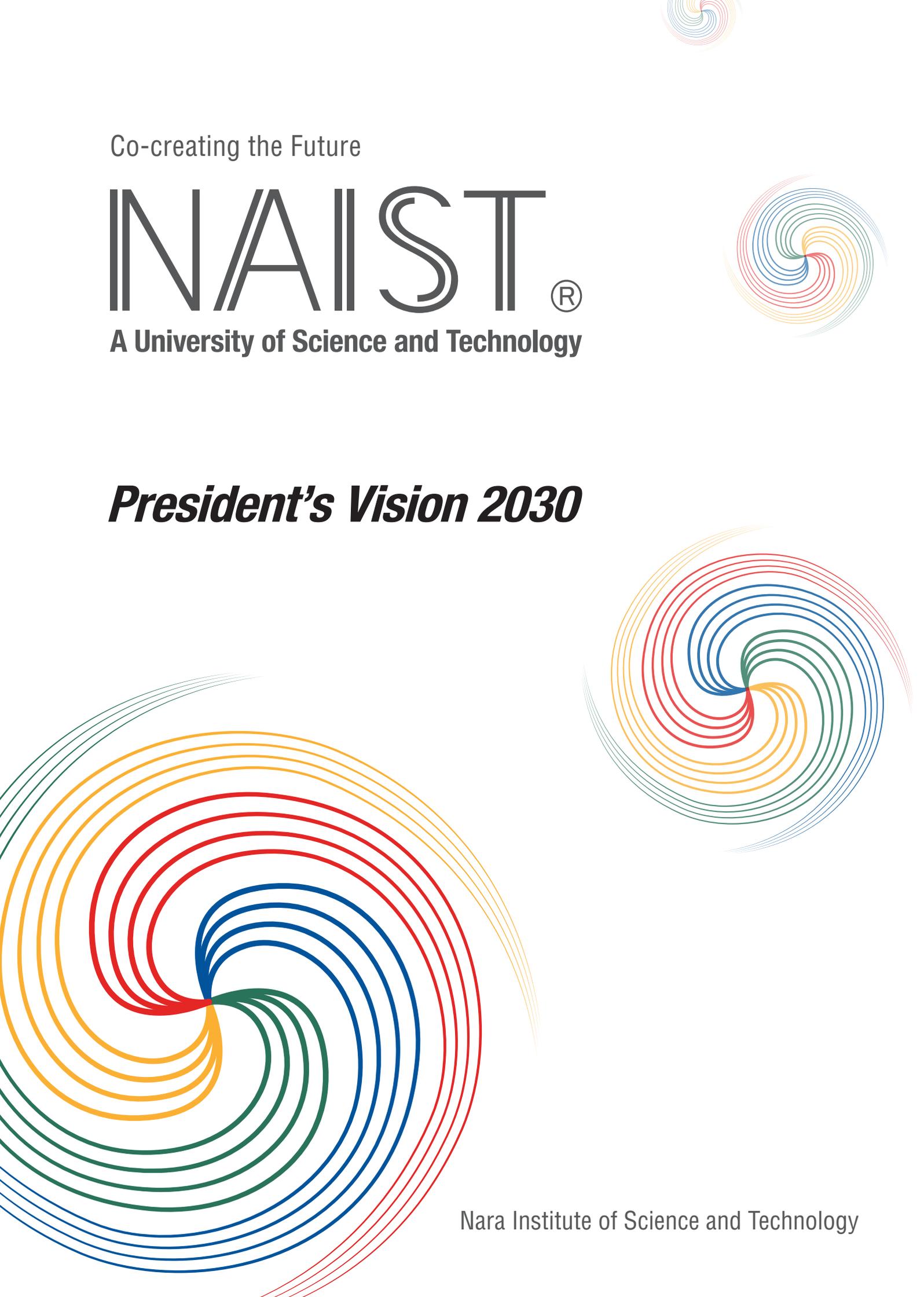
Co-creating the Future

INAIIST.®

A University of Science and Technology

President's Vision 2030

Nara Institute of Science and Technology



To Co-create Tomorrow

Being connected to countries throughout Eurasia as part of the Silk Road, Nara bloomed as an ancient capital of Japan with rich cultural diversity in the community. In 1991, the Nara Institute of Science and Technology (NAIST) was founded in this historic hub as a national postgraduate university, attracting researchers and students from around the globe. Since then, NAIST has been contributing to value creation for societal development through the promotion of advanced research as well as postgraduate education that cultivates expert knowledge and skills in science and technology.

The aim behind NAIST's establishment as a pioneering 'experimental university' without undergraduate programs was twofold. Firstly, such a university design would allow the flexibility to respond to the rapid developments in science and technology. Secondly, by accepting graduates from other universities and colleges, NAIST should be able to ameliorate the limited student mobility in Japan and promote active education and research.

This year NAIST is celebrating its 30th anniversary. We are proud of NAIST's prominent achievements over the last three decades in scientific and technological research, educational reform free from the traditional constraints, and tireless efforts to equip graduates with outstanding expertise. It is evident that NAIST has accomplished its original mission as an experimental university to demonstrate the functionality and potential of independent graduate school institutions.

Looking forward to the next 30 years, NAIST will endeavor to create a new graduate school model centered around the idea of "co-creation"; that is, value creation in collaboration with diverse stakeholders. The integration of the three graduate schools of NAIST in 2018 has prepared us for this new direction. We will build a campus community in which our faculty, staff and students share and discuss their ideas and issues to fulfill NAIST's mission. Furthermore, our efforts for co-creation will not be limited to within NAIST; they will be

expanded domestically and globally to create the momentum and energy that will advance science and technology for the future of our society.

Our first step in initiating this new "co-creative" phase of NAIST, or 'NAIST 2.0', is to share this President's Vision 2030 that outlines our goals and the measures upon which we will strategically focus. With a sense of challenge, and not fear of failure, our community members will strive to create a framework for the graduate school of the future.

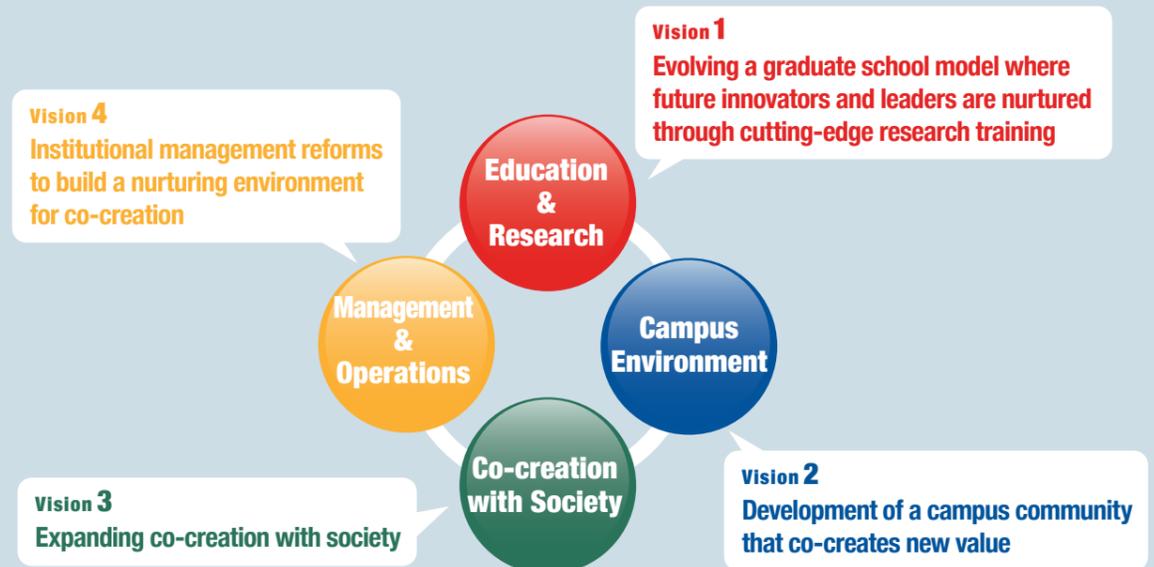


Kazuhiro SHIOZAKI
President



About the President's Vision 2030

These four 'Visions' establish our institutional direction, with the sixteen mid/long-term 'Goals' that must be met in order to achieve the Visions in 2030 through the measures and actions detailed in the sixteen 'Strategies'.





Vision 1

Evolving a graduate school model where future innovators and leaders are nurtured through cutting-edge research training

Goal 1	Excellence and diversity of academic research by our faculty members, students, and researchers
Strategy 1	By improving the campus research environment, we will encourage the diverse academic research of our faculty members, students, and researchers. Our research excellence will attract more talent to NAIST and raise its visibility as a research university.
Goal 2	Co-creation of new fields of problem-oriented, interdisciplinary research centered around NAIST's strengths
Strategy 2	Our world-leading research fields identified by institutional research (IR) will serve as the core of novel interdisciplinary research, which brings together multiple disciplines, including social sciences, toward solving problems. We will aim to create a new research culture independent of the traditional academic framework.
Goal 3	Preparing future innovators and leaders to tackle global social challenges through co-creation
Strategy 3	By promoting interdisciplinary research where students and researchers with different areas of expertise collaborate, NAIST will cultivate their ability to address global issues such as SDGs through co-creation across diverse disciplines and cultures. Our graduates equipped with multiple perspectives will lead value creation for the future.
Goal 4	Advanced education and research through co-creation with our partner institutions
Strategy 4	We will utilize our domestic and international networks with other universities and research institutions, which have strengths and characteristics different from those of NAIST, to facilitate the shared use of educational and research resources. Such collaborations will allow NAIST to implement graduate education in line with international standards and to propel world-class research.

Vision 2

Development of a campus community that co-creates new value

Goal 5	Increased diversity and understanding of global issues by our faculty, staff and students to foster their innovative thinking and flexibility to respond to changes
Strategy 5	We will implement personnel and student recruitment strategies to further diversity and global understanding within our campus community. Our concerted efforts will be directed toward the development of a campus environment where diverse community members enjoy learning and working to achieve their full potential.
Goal 6	Established administrative channels to collect expert advice and ideas from our campus community and beyond
Strategy 6	We will revitalize our institutional management and the campus community by reforming the NAIST administrative system for gathering and discussing various ideas and opinions from on- and off-campus stakeholders regarding education, research, and operation/management of NAIST.
Goal 7	Augmented on-campus communications to develop a sense of identity within the NAIST community as a place for personal fulfillment
Strategy 7	We will establish effective networks to disseminate campus news about the excellent education and research environments and the achievements of NAIST to our campus community and graduates. Community members' sense of pride and enjoyment in being part of NAIST is the base on which our brand identity will grow.
Goal 8	Expanded participation of faculty and staff in university operation/management to foster future leadership at NAIST
Strategy 8	We will identify and foster future leaders of NAIST by appointing diverse faculty and staff members to project teams and administrative positions that contribute to institutional and corporate management of the university.



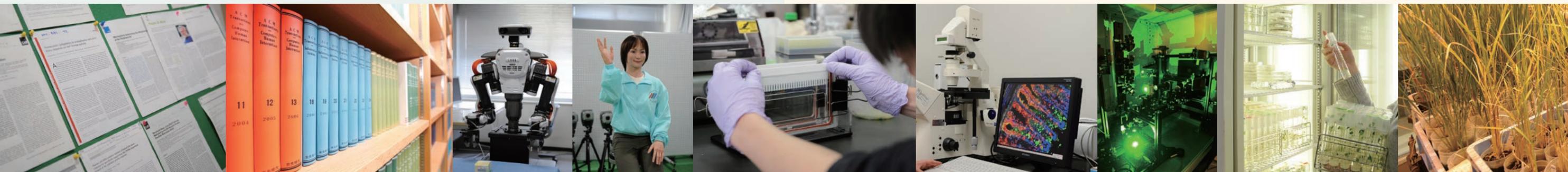


Vision 3 Expanding co-creation with society

Goal 9	Collaboration with industry for innovations to address global social challenges
Strategy 9	Aiming for innovations that provide solutions for global social challenges such as SDGs and carbon neutrality, we will expedite information about our research projects, human resources, and research facilities at NAIST to construct new collaborative networks with regional communities and industry.
Goal 10	Constant review of our education programs in response to societal changes and developments
Strategy 10	Through proactive communication with industry and other stakeholders, we will continuously monitor the changes in what society needs from NAIST graduates, and implement timely revisions to our education and career support programs.
Goal 11	Robust dialog with off-campus stakeholders
Strategy 11	We will establish two-way communication optimized for each of the diverse stakeholders of NAIST; industry, governments, academia; individuals and corporations; both in Japan and overseas. Robust dialog with our stakeholders will allow us to gather their ideas, advice and support for our education, research and institutional management, leading to new types of collaboration.
Goal 12	Increased visibility of our research/education/contributions to society through strategic branding
Strategy 12	We will utilize IR to identify our strengths in research, education and contributions to society, and convey this information to each of our domestic and overseas stakeholders in order to build NAIST's brand identity.

Vision 4 Institutional management reforms to build a nurturing environment for co-creation

Goal 13	Campus-wide management for effective utilization and allocation of our university resources
Strategy 13	We will consolidate information concerning our campus resources, such as human resources, funding, and infrastructure, to streamline resource allocation/utilization across the campus for more efficient and effective institutional operation.
Goal 14	Financial stability through diversified university revenue and bold investment in our education and research
Strategy 14	To diversify NAIST's revenue streams, we will aggressively compete for grant funding and accelerate collaboration with industry and society. In parallel, we will actively invest in our campus education and research environments, which in turn increase our ability to obtain funding.
Goal 15	Fostering faculty and staff engagement through performance appraisals that consider their diverse contributions to NAIST's mission and society
Strategy 15	Multifaceted evaluation of faculty and staff for their contributions to NAIST's mission and society will be introduced to motivate each of them in roles that play to their strengths. We will establish mutually beneficial partnerships between our university and community members for future growth.
Goal 16	Transition to a digital campus with improved efficiency and resilience
Strategy 16	We will formulate and implement a campus plan to effect the digital transformation of education, research, and management operations at NAIST. A reinforced cyber environment that supports more efficient and resilient university functions will create a next-generation campus model without physical constraint.





Nara Institute of Science and Technology

— Outgrow your limits —

8916-5 Takayama, Ikoma, Nara, 630-0192, Japan

somu@ad.naist.jp

<http://www.naist.jp/en/>

