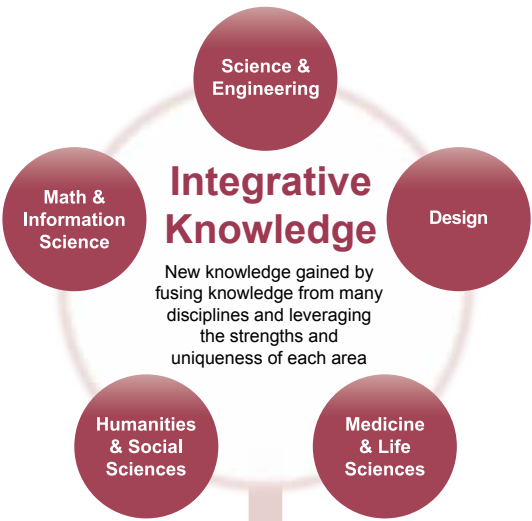


Kyushu University
VISION 2030

Kyushu University's vision toward 2030 is to drive social transformation through integrative knowledge. By bringing together diverse knowledge and talent, the university will lead research and innovation that create new value and contribute to solving societal challenges and transforming social and economic systems. Kyushu University VISION 2030 outlines the university's direction and guiding principles for the coming decade, shaped through extensive, university-wide discussions that included early- and mid-career faculty and staff who will lead the

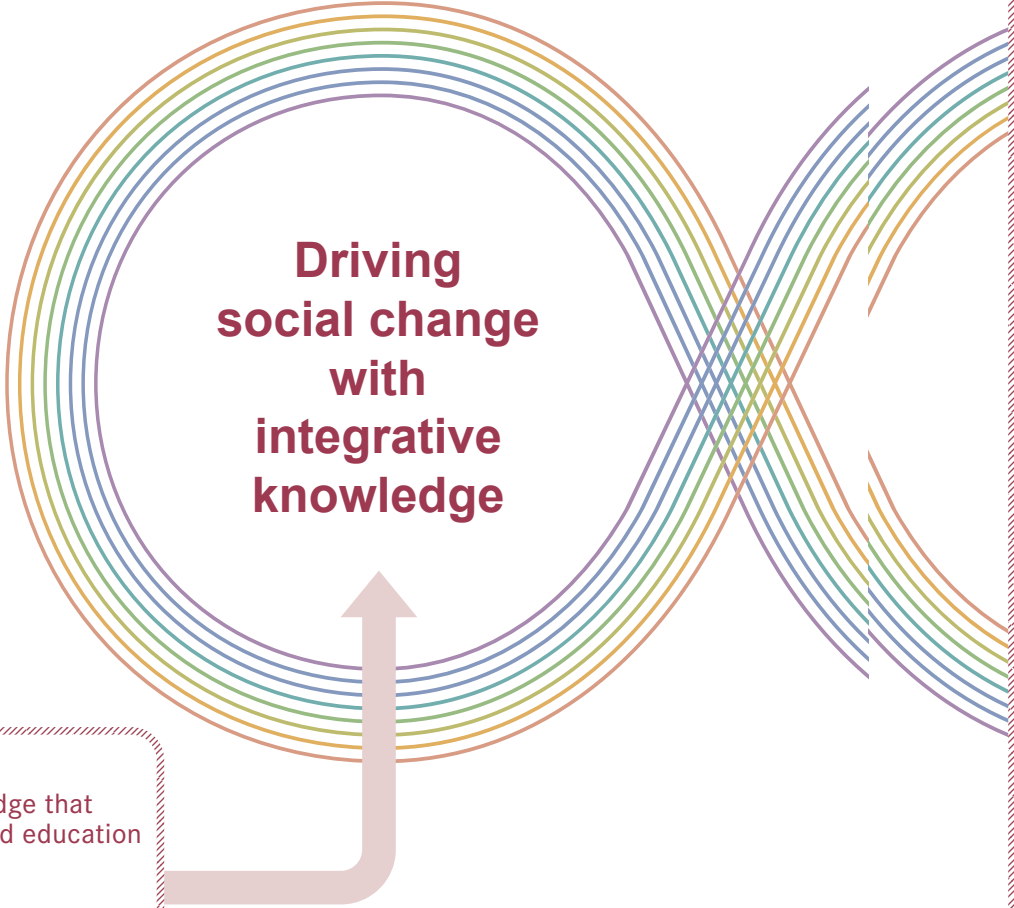
university into the future. Building on its academic strengths and rich tradition, Kyushu University will move forward as a unified institution to advance new initiatives under Kyushu University VISION 2030, strengthening its global presence through world-class education and research and by attracting top talent worldwide.

VISION 2030 Process



Objective I Become a platform for knowledge that drives world-class research and education

Objective II Become the core of an innovation ecosystem that forges new social and economic systems

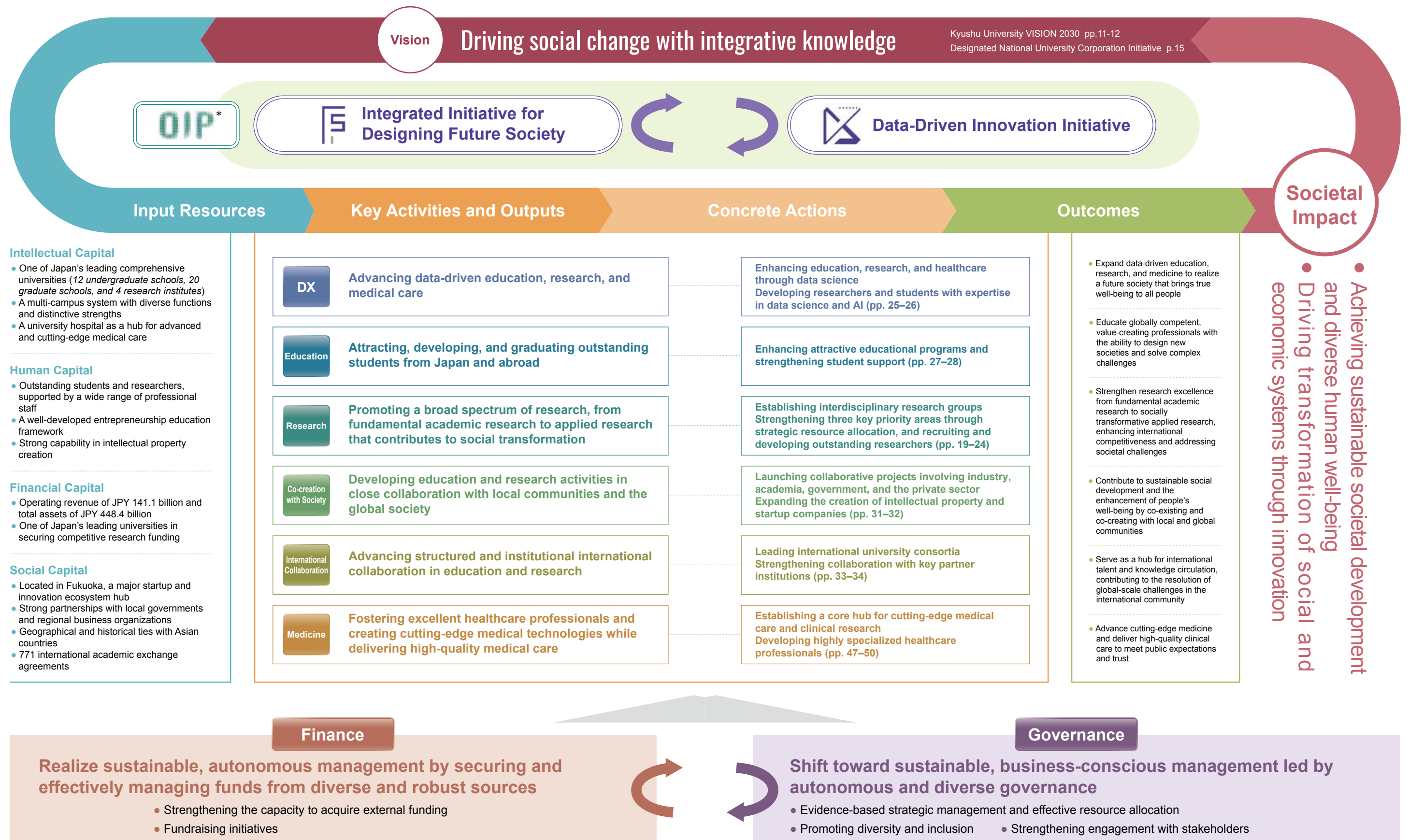


Driving social change with integrative knowledge

8 Visions toward Realization

VISION 1	Governance	Shift toward sustainable, business-conscious management led by autonomous and diverse governance
VISION 2	Digital Transformation	Expand data-driven education, research, and medicine that continuously create new value and work toward realizing a future society that enables true well-being for all people
VISION 3	Education	Educate globally competent, value-creating professionals capable of designing a new society and solving social issues
VISION 4	Research	Strengthen research capabilities in both basic and applied research to compete in the world and provide solutions to problems in society
VISION 5	Co-creation with Society	Contribute to people's well-being and sustainable social development through research and education by co-existing and co-creating with society locally and globally as a hub for knowledge
VISION 6	International Collaboration	Become a hub for international talent circulation through institution-level international collaborations to tackle global issues and foster future leaders
VISION 7	Medicine	Strive for top medical care fulfilling the public's expectations by developing cutting-edge medicine, providing high-quality clinical practices, and training ambitious and exceptional medical professionals
VISION 8	Finance	Realize sustainable, autonomous management by securing and effectively managing funds from diverse and robust sources

Kyushu University's Value Creation Process



*Open Innovation Platform: A comprehensive exit-strategy organization for social implementation and the resolution of societal challenges through collaboration among industry, academia, government, and private sector (established as an independent external legal entity in 2024)

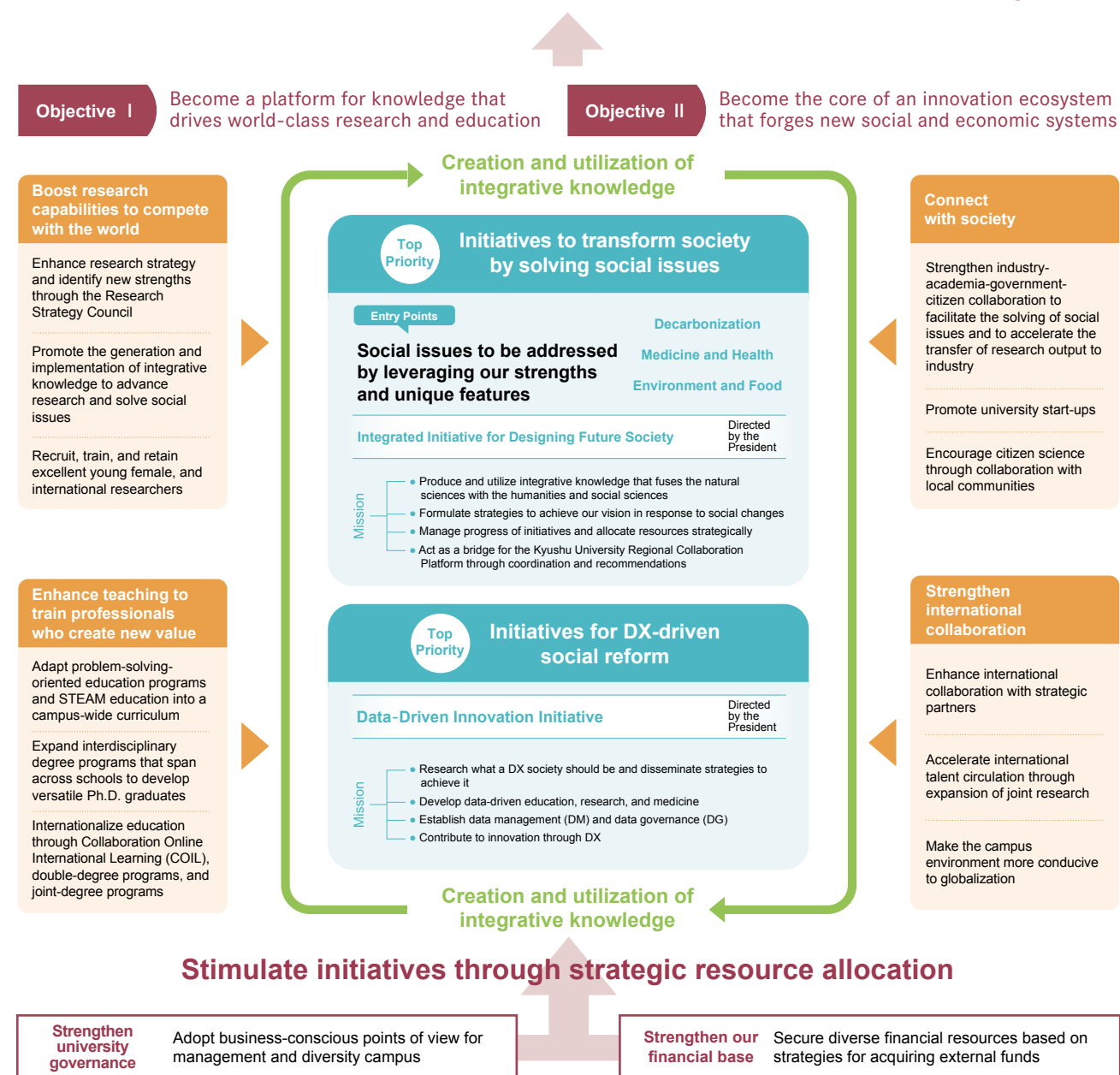
Kyushu University's Initiative as a Designated National University Corporation

Toward the realization of the Designated National University Corporation Initiative

Kyushu University was designated by the Minister of Education, Culture, Sports, Science and Technology in November 2021 as a Designated National University Corporation for the Fourth Medium-Term Goal Period, in recognition of its potential to deliver education and research activities at the highest global standards. Designated National University Corporations are expected to compete alongside leading universities worldwide in an increasingly competitive international environment. They are also required to proactively communicate tangible outcomes of their initiatives that contribute to social and economic development,

while serving as key drivers of national university reform. In response to this designation, Kyushu University is committed, as a Designated National University Corporation, to becoming a university driving social change with integrative knowledge. We will continue to advance institutional reform to further strengthen world-class education and research, and to realize the goals of the Designated National University Corporation initiative. We sincerely ask for your continued support and cooperation as we move forward in this endeavor.

Driving social change with integrative knowledge



Core Organizations Driving the University's Vision

To realize our vision, we have developed a comprehensive framework in which **the Integrated Initiative for Designing the Future Society** and **the Data-Driven Innovation Initiative** work collaboratively to address societal challenges, with the resulting outcomes being socially implemented through **Kyushu University Open Innovation Platform Co., Ltd.**

Integrated Initiative for Designing the Future Society

By bringing together knowledge from diverse research areas, including the natural sciences, the humanities and social sciences, and design, we will initially focus on addressing key societal challenges related to **decarbonization, medicine and health, and environment and food**. With the goal of creating a roadmap for an ideal future society and designing the processes

by which to achieve it by solving these problems. We are committed to integrating various research findings and implementing them in broader society to help solve the increasingly diverse and complex issues we face.

Data-Driven Innovation Initiative

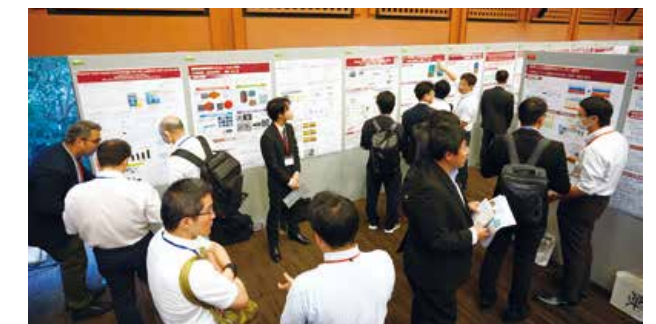
We will establish a digital transformation framework that functions as a data-driven knowledge platform, enabling the discovery and creation of new value across and beyond disciplines. Through this framework, we will effectively realize data-driven education, research, and healthcare, and achieve "integrative knowledge" by combining and integrating the diverse knowledge assets of the university.

Kyushu University Open Innovation Platform Co., Ltd.

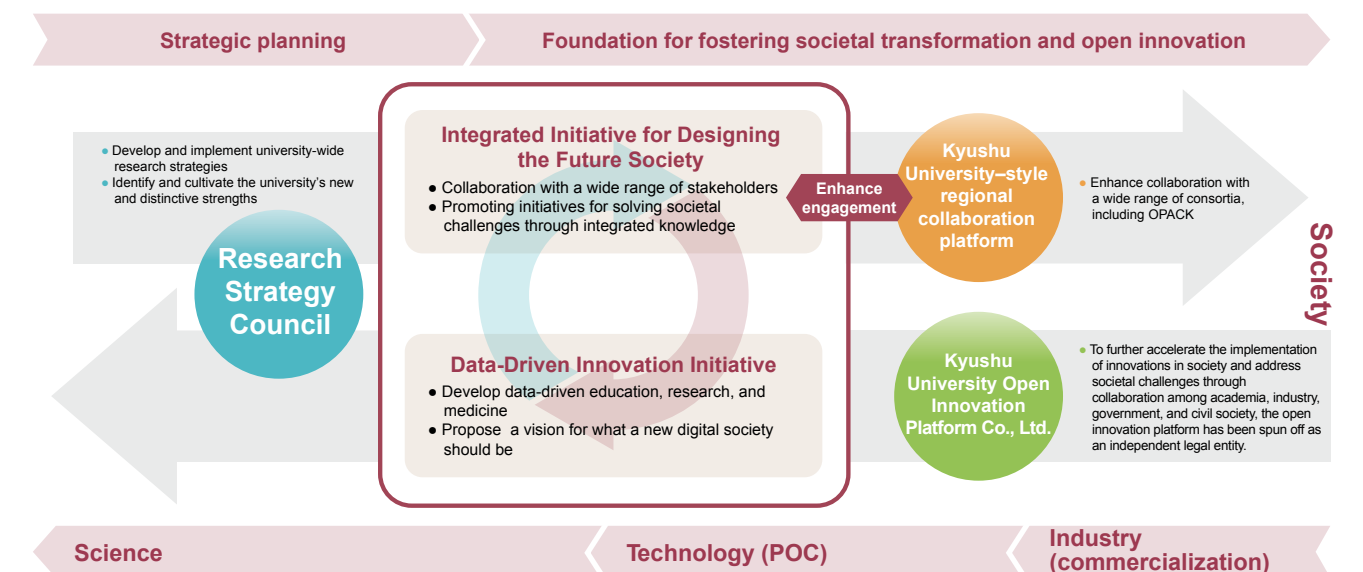
In April 2024, the Open Innovation Platform, which had previously operated as an internal industry-academia-government collaboration organization within the university, was externalized and established as **Kyushu University Open Innovation Platform Co., Ltd.** By developing its own personnel and compensation frameworks tailored to business development, the company is able to recruit professionals with expertise in commercialization. In addition, its agile organizational structure enables swift and flexible decision-making. Together, these initiatives will further accelerate the formation and execution of collaborative projects among industry, academia, and government to address societal challenges that cannot be solved by the public or private sectors alone, as well as the commercialization and social implementation of the university's research outcomes.



▲ Highlights from the joint symposium hosted by the Integrated Initiative for Designing the Future Society and the Data-Driven Innovation Initiative

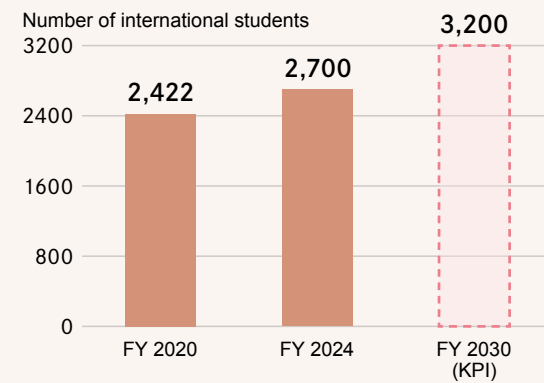


▲ Poster session showcasing initiatives by participation from researchers, companies, and local governments, and other stakeholders

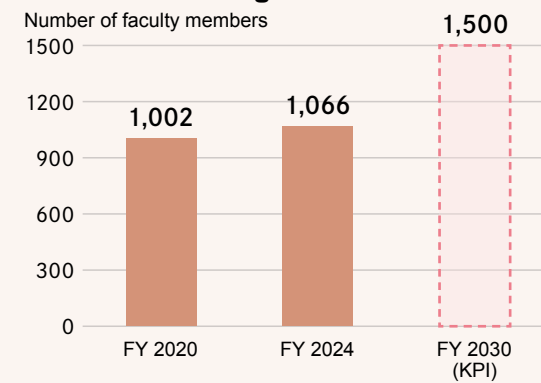


Enhance teaching to train professionals who create new value

Number of incoming international students

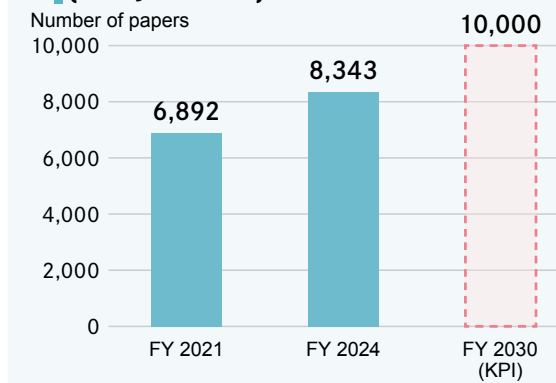


Number of faculty members with international backgrounds

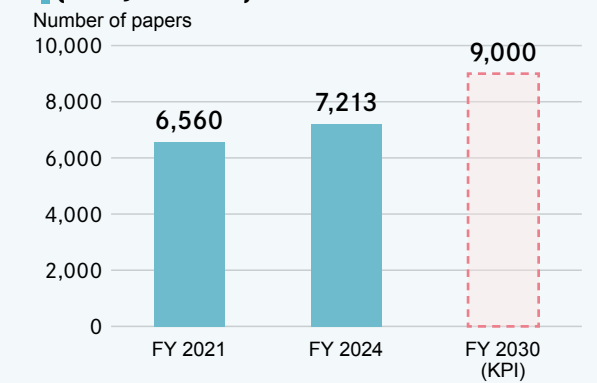


Strengthen research capabilities to remain globally competitive

International co-authored publications (five-year total)

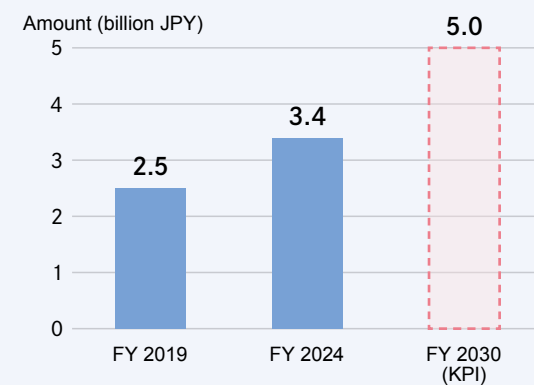


Publications in Top 10% Journals (five-year total)

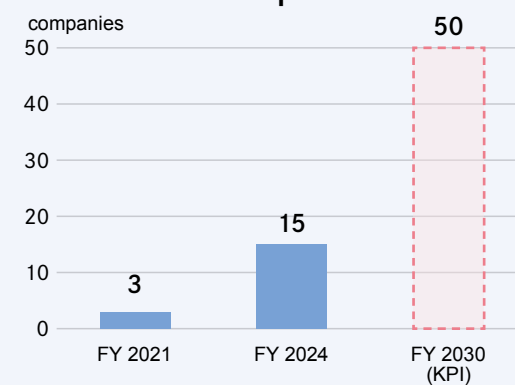


Connect with society

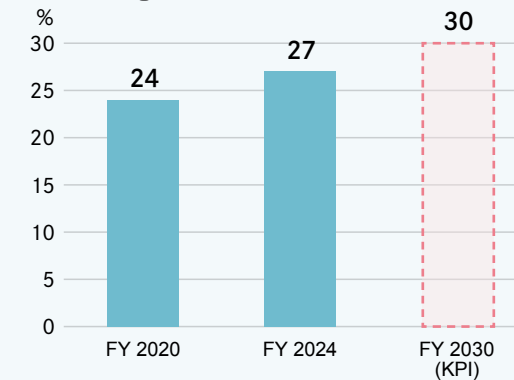
Total amount of joint research funding received



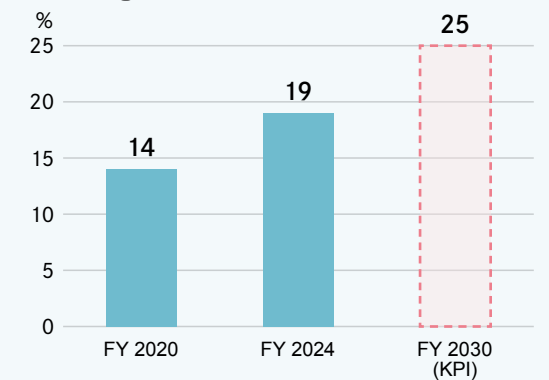
Total number of university research-based startups



Percentage of early-career researchers

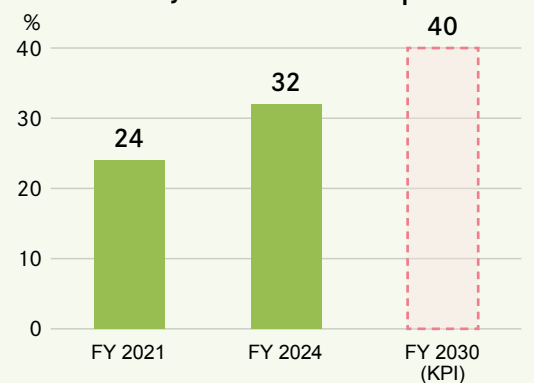


Percentage of female researchers



Strengthen university governance

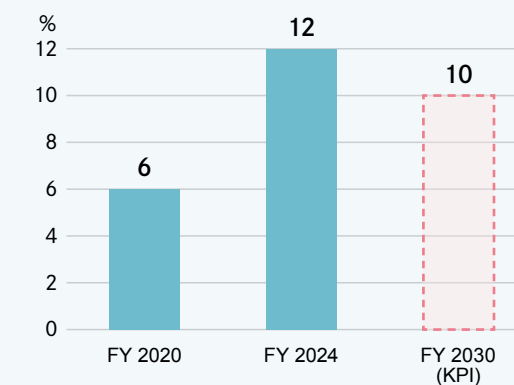
Percentage of women and international members in the university's executive leadership



QS World University Rankings by Subject: Top 100

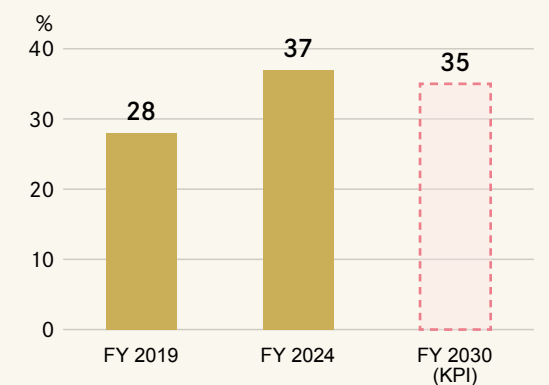
2024 : 1 subject
(Engineering - Mineral&Mining)
2030(KPI): 10 subjects

Percentage of international researchers



Strengthen the financial base

Share of external funding-related revenue in ordinary revenue (excluding hospital revenue)



Initiatives to Transform Society through Social Innovation

Contribution to “Decarbonization”

Develop the “Kyushu University Carbon Neutral Campus Facilities Development Plan”

In March 2025, Kyushu University developed the Kyushu University Carbon Neutral Campus Facilities Development Plan and was certified by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) in August 2025 as a Leading Model Institution for its pioneering initiatives toward carbon neutrality.

Through collaboration among industry, academia, and government, including local governments and private companies, the university has advanced cutting-edge research and development aimed at realizing a decarbonized society. The campus is positioned as both a living laboratory and a showcase for decarbonization technologies, promoting the social implementation of research outcomes, while also fostering the next generation of environmental leaders.

Kyushu University will further develop the campus as a co-creation hub for a decarbonized society and contribute to addressing societal challenges by leveraging its strengths and distinctive features. Based on this Plan, the university aims to realize a carbon-neutral campus that serves as a model for the regional community through systematic energy-saving measures in both facility development and operations.



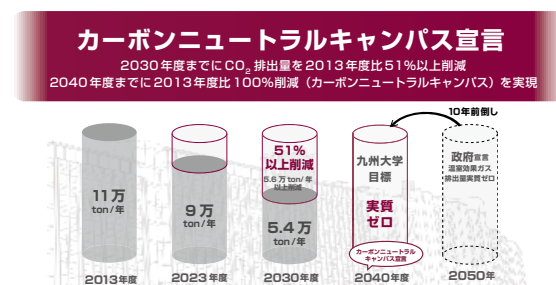
▲ Kyushu University Carbon Neutral Campus Facilities Development Plan



Visit our website for details.
<https://shisetsu.jimu.kyushu-u.ac.jp/>

Goal

Based on the Government's Plan for Global Warming Countermeasures, Kyushu University aims to reduce CO₂ emissions by at least 51% by fiscal year 2030 compared to fiscal year 2013. In alignment with Fukuoka City's target set, the university further aims to achieve a carbon-neutral campus by fiscal year 2040, ten years ahead of the national target.



▲ Kyushu University Carbon-Neutral Campus Declaration



▲ At the regular press conference held in March 2025 (Tanimoto, Executive Vice President for Campus Development and Management)

Actions Toward a Carbon-Neutral Campus

By implementing the following six measures, we aim to decarbonize energy use and advance the realization of a carbon-neutral campus.

- | | | |
|---|--------------------------------------|--|
| 1 Enhance energy efficiency in facilities | 2 Introduce renewable energy systems | 3 Advance wood utilization |
| 4 Forest carbon absorption | 5 Reduce base power consumption | 6 Implement energy-saving measures through improved operations |

Policy proposals for decarbonized community development by the Integrated Initiative for Designing Future Society

In January 2025, researchers from diverse disciplines within the Integrated Initiative for Designing Future Society collaboratively developed a model of a future society that leverages decarbonization technologies. This work was published as a set of “proposals” aimed at a broad audience.

With a vision of a “diversity-nurturing inclusive society,” the proposal introduces the concept of a “Cooperative Region” as a social model capable of balancing social diversity and collaboration—both essential conditions for realizing such a future. It also outlines concrete implementation scenarios utilizing decarbonization technologies. These include, for example, the introduction of service mobility systems based on regional microgrids, the establishment of community hubs, the expansion of solar-sharing systems into residential environments, the development of data centers, and the creation of new industries through the use of regional data.

To achieve truly sustainable regional communities, it is expected that these future society scenarios will be implemented in collaboration with local governments, companies, and other stakeholders.

Policy proposal booklet (published on the Kyushu University website and the website of the Integrated Initiative for Designing Future Society)



▲ Conceptual image of autonomous buses and community hubs

Successful design of a membrane system for CO₂ separation and removal in a lunar exploration spacecraft

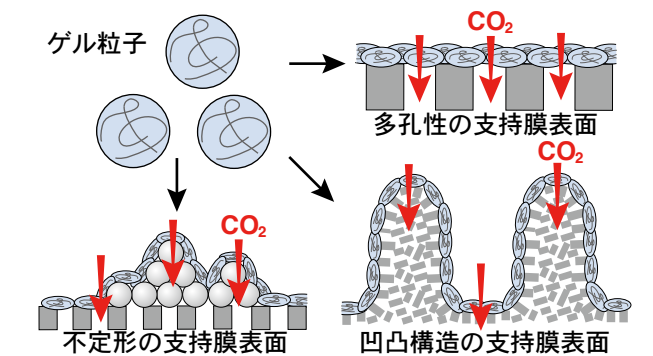
Kyushu University, JCCL Co., Ltd., JAXA, and Tokyo Institute of Technology (now Institute of Science Tokyo) have successfully designed a CO₂ separation and removal system for a crewed pressurized rover currently under development by JAXA for NASA's Artemis lunar exploration program. The system is designed to separate CO₂ from the astronauts' living space inside the rover and discharge it outside the rover.

Based on research outcomes by Professor Hoshino of the Faculty of Engineering at Kyushu University, the system utilizes a high-performance CO₂-selective membrane (amine-containing gel particle membrane) developed by JCCL, together with a vacuum-assisted vapor sweep membrane separation process. The operating conditions were optimized to maintain low CO₂ concentrations inside the rover by separating and removing CO₂ in the astronauts' exhaled breath during a two-person mission.

The results showed that adjusting the number of membrane modules in response to CO₂ generation levels—which vary significantly depending on astronauts' activity states such as sleeping, working, and exercising—can effectively suppress CO₂ accumulation without the loss of essential gases such as nitrogen and oxygen.

In addition, regulating the airflow into the CO₂ removal system according to activity levels was shown to significantly reduce power consumption.

Future work will focus on further miniaturization for onboard implementation in crewed spacecraft. Beyond space exploration, this technology is also expected to serve as a foundational platform for direct air capture (DAC) of CO₂ from ambient air and indoor environments such as office buildings on the earth.



▲ CO₂-selectively permeating membranes composed of an amine-containing gel

Initiatives to Transform Society through Social Innovation

Contribution to “Medicine and Health”

Clarifying the cellular composition and characteristics of specialized immune cells covering the brain

The brain, known as the control center of whole-body functions, maintains its complex capabilities through interactions not only among neurons but also among a wide variety of cell types. Understanding which cells constitute the brain and the specific characteristics of each cell type is therefore essential for accurately understanding brain function, and is also a critical and urgent step toward clarifying the mechanisms underlying neurological diseases.

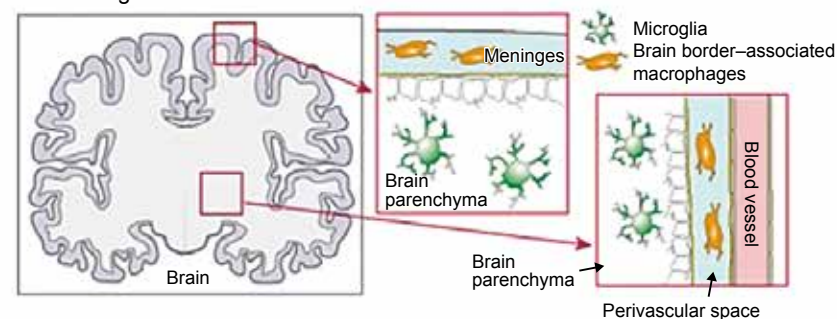
An international research team led by Professor Takahiro Masuda of the Medical Institute of Bioregulation and Professor Marco Prinz of the University of Freiburg has successfully clarified how brain border-associated macrophages are formed and their key properties, a specialized immune cell type that had remained largely unexplored. Using advanced methods including single-cell analysis, fate-mapping, and original genetic tools, the team analyzed these cells from fetal development through adulthood, revealing how they are established at brain border regions and identifying their genetic and functional characteristics, as well as a previously unknown mechanism involved in brain development.

By introducing a new perspective on brain formation, these findings are expected to contribute significantly to understanding the mechanisms underlying neurological disorders such as dementia and autism spectrum disorder. In the longer term, they may also support the development of new therapeutic strategies and drug discovery targeting immune cells in the brain.

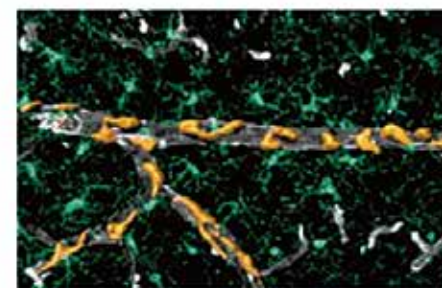


▲In recognition of this achievement, Prof. Masuda received the AMED President's Award at the 7th Japan Medical Research and Development Awards - AMED

Distribution of brain border-associated macrophages and microglia in the brain



Brain



Agreement on startup creation in the life sciences sector between the Kyushu University Realization Hub for Biomedical Innovation and the City of Fukuoka

In October 2024, Kyushu University was selected for the Translational Research Program (University-Launched Medical Startup Support Program) administered by the Japan Agency for Medical Research and Development (AMED).

Following this selection, Kyushu University Realization Hub for Biomedical Innovation and the City of Fukuoka concluded an agreement to support the creation and growth of life science startups and attract related industries through the development of a startup ecosystem, contributing to sustainable societal development and improved well-being.

The agreement focuses on cooperation in three areas:

- 1 Enhancing the startup environment in the life sciences sector, including growth support and global expansion.
- 2 Promoting regulatory reform to facilitate research, development, and commercialization of pharmaceuticals and medical devices.
- 3 Promoting industry clustering to strengthen the life sciences startup ecosystem.



▲Overview diagram of the medical startup ecosystem “QUICK”



▲Agreement signing ceremony

Developing a health database research platform in collaboration with local governments

Local governments play a dual role as both strategic leaders and operational actors in promoting public health and are therefore expected to practice Evidence-Based Policy Making (EBPM). However, health data is often scattered across different departments, and access for research is limited, making it difficult to use data across organizations and slowing research based on real-world data.

To address these challenges, a research team led by Associate Professor Haruhisa Fukuda of the Faculty of Medicine, Kyushu University, developed the LIFE Study, a general-purpose database platform that integrates public health, medical, long-term care, and administrative data at the individual resident level, enabling longitudinal tracking for over 20 years.

The LIFE Study supports EBPM in local governments while enabling the efficient

use of data for research across Japan. It has already generated significant social impact, including the first integration of vaccination records and medical claims data in Japan to generate large-scale evidence on the effectiveness and safety of COVID-19 vaccines.



▲Development of a life-course tracking database

Initiatives to Transform Society through Social Innovation

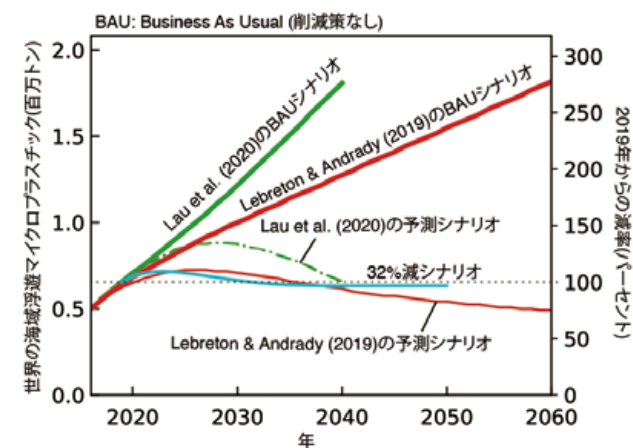
Contribution to “Environment and Food”

Setting targets for reducing plastic leakage and marine plastic pollution

A research team led by Professor Atsuhiko Isobe of the Research Institute for Applied Mechanics has, for the first time in the world, proposed quantitative targets for reducing plastic waste leakage into the ocean. The study estimates that, to achieve the Osaka Blue Ocean Vision, it is necessary to reduce the global annual volume of plastic leakage by 32% by weight from 2019 levels by 2035.

Using computer simulations of plastic discharged from rivers into surface oceans worldwide (excluding polar regions), the team developed a model to estimate and project the distribution of plastic debris, including microplastics, reaching oceans and coastlines under different leakage scenarios.

This study establishes the first concrete target for preventing marine plastic pollution. The 32% reduction is expected to be achieved through a combination of measures, including restrictions on single-use plastics, waste reduction, improved recycling rates, and innovation in lightweight materials.



▲ Predicted changes in floating microplastics under marine plastic reduction scenarios



▲ Thailand's coastline affected by plastic pollution

Environmental disclosure and conservation initiatives improve economic performance

Amid growing global demands for corporate action on climate change and biodiversity conservation, sustainability disclosure standards have already been established under International Financial Reporting Standards. In Japan, mandatory disclosure of sustainability issues that may affect corporate performance is expected to take effect from fiscal year 2027. While such initiatives are advancing worldwide, the economic impact of environmental disclosure and conservation efforts remains insufficiently understood, and international comparative studies covering multiple countries have been limited.

A research team led by Professor Hidemichi Fujii of the Faculty of Economics conducted a large-scale data

analysis of 8,547 companies across 34 countries over the period from 2015 to 2022. The study examined how corporate environmental disclosure and conservation initiatives affect economic performance, including profitability, firm value, and the cost of capital. The results demonstrate that proactive responses to environmental challenges contribute to improved economic performance, with particularly strong effects observed in developed economies. These findings are expected to provide valuable evidence for policymakers seeking to encourage greater corporate engagement with environmental issues.

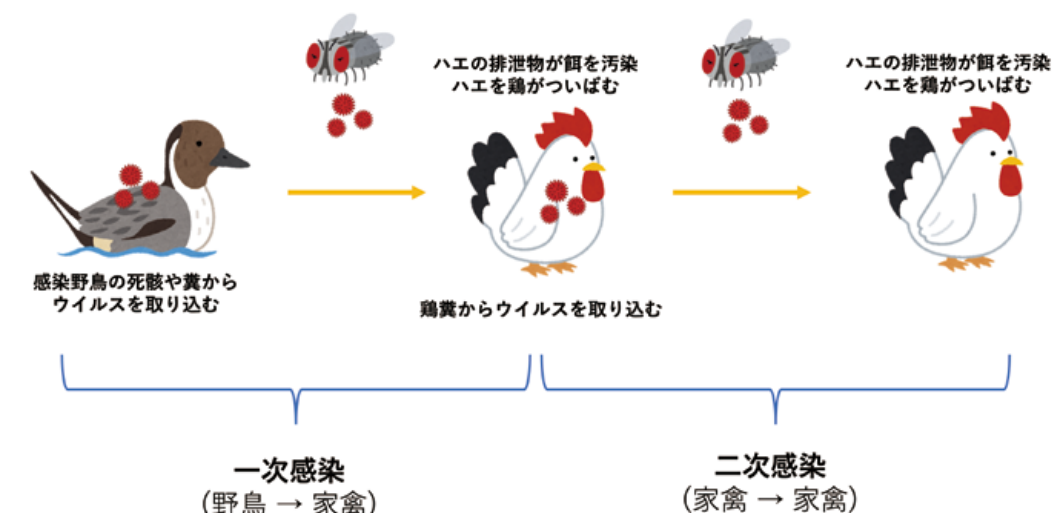
Discovery that winter-active flies transmit the avian influenza virus

Highly pathogenic avian influenza has become a global concern and drew significant public attention in Japan during the winter of 2022, when widespread outbreaks led to sharp increases in egg prices. Despite the implementation of stringent biosecurity measures in poultry farming, these measures have not been sufficient to prevent outbreaks, suggesting the existence of transmission routes not fully addressed by current controls.

A research group led by Associate Professor Ryosuke Fujita of the Faculty of Agriculture and Associate Professor Takuji Tachi of the Faculty of Social and Cultural

Studies at Kyushu University investigated the relationship between highly pathogenic avian influenza viruses and the winter-active blowfly *Calliphora nigribarbis* in Izumi City, Kagoshima Prefecture, where outbreaks were frequent during the winters of 2022–2023. The study found that blowflies feeding on carcasses and feces of infected birds can harbor the virus and disperse it while flying.

This discovery identifies a previously underestimated transmission pathway for avian influenza and is expected to contribute to the development of more effective biosecurity and disease prevention measures.



▲ *Calliphora nigribarbis* flies carrying avian influenza viruses

Societal Transformation through Digital Transformation (DX)

DX

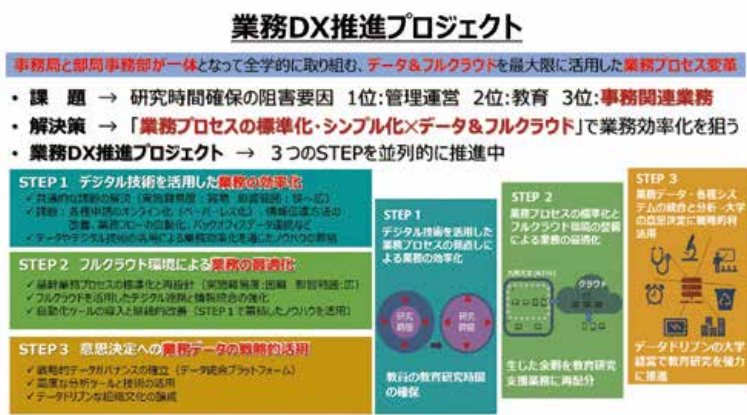
Digital transformation of administrative operations supporting value creation

— strengthening the management foundation to enhance the quality of education and research —

Strategic context and contribution to value creation

Kyushu University is committed to contributing to society through world-class education and research. However, as university operations have become increasingly complex, the time available for faculty to engage in research has declined, making it an urgent priority to sustain and enhance research excellence—one of the university’s core competitive strengths.

To address this challenge, the university launched an administrative digital transformation (DX) initiative in fiscal year 2023. By strategically leveraging digital technologies and data to redesign and streamline administrative processes, the initiative aims to create an environment in which faculty and staff can focus on their core missions of education and research. Through these efforts, the university seeks to strengthen its capacity for medium- to long-term value creation.



Three-step transformation approach

Through a three-step approach that combines phased and parallel implementation, the project seeks to deliver short-term operational efficiencies while building the management capabilities required for sustainable medium- and long-term value creation.

Phases	Key initiatives	Value created
STEP 1 Operational efficiency improvement	Digitization of administrative procedures, automation through RPA and AI, and development of information-sharing platforms.	Freeing up work capacity through the review and streamlining of common administrative tasks.
STEP 2 Operational optimization	Standardization and simplification of core business processes, establishment of a fully cloud-based infrastructure, and cross-functional data integration.	Sustainable productivity improvement through standardized processes.
STEP 3 Management advancement	Development of an integrated data platform, enhanced data analytics and visualization, and promotion of evidence-based decision-making.	Establishment of competitive advantage through data-driven management.

Implementation structure and governance

- To enable university-wide transformation, Kyushu University has established a Division of Administrative DX Promotion under the Data-Driven Innovation Initiative. Composed of the Information Technology and Planning Division and the General Affairs Division (Administration Bureau), the division provides a robust governance framework to steer the project effectively.
- Division of Administrative DX Promotion:** Overall management and coordination of the administrative digital transformation project.
 - Digital Transformation Officer Program:** Thirty-four officers selected from across the university allocate approximately 20% of their regular duties to advancing the project.
 - Mentor Support Program:** Tailored operational support provided by 30 managers to ensure steady progress across departments.
 - Human Resource Development Program:** Organization-wide capability building through digital skills training and support for obtaining IT-related certifications, including the IT Passport.

Value created and performance indicators

- Quantitative outcomes (FY2024 results and prospects)**
- Reduction in administrative workload:** Approximately 13,000 hours of work time reduced annually, with a further reduction of 7,000 hours planned.
 - Development of digital talent:** 132 administrative staff members have obtained the IT Passport certification.
- Qualitative outcomes**
- Strengthening of research capacity through increased time allocated to faculty research.
 - Improved quality of student services.
 - Faster and more effective decision-making based on data.
 - Organizational culture transformation to foster innovation.

Value provided to stakeholders

Stakeholders	Value provided
Students and prospective students	Simplified administrative procedures and improved service quality.
Faculty and staff	Reduced administrative burden and greater focus on core education and research activities.
Industry and local communities	Accelerated creation of research outcomes and promotion of social implementation.
National and local governments	Provision of an advanced model for university management and operations.

Future outlook and commitment

From fiscal year 2025 onward, Kyushu University will accelerate Step 2, which entails a fundamental review of core administrative functions and organizational reform, as it advances toward genuine digital transformation. Through these efforts, the university aims to develop a technology-enabled management model unique to Kyushu University that addresses one of the fundamental challenges facing universities—the effective separation of

academic and managerial functions—and to take a leading role in driving university reform in Japan.

Through this project, Kyushu University is committed to maximizing both efficiency and effectiveness while creating new value, further strengthening its position as a world-class research university.

Launch of the “Sub-Major Program for Informatics and Digital Technology” for cross-disciplinary talent development

Kyushu University has been selected as an implementing institution under Japan’s Acceleration program for reorganization of universities and KOSEN (FY2023), specifically under the Support for Strengthening Functions to Secure Advanced IT Professionals (High-Level Track). As part of this initiative, the Faculty of Information Science and Electrical Engineering proposed and launched the Open-Style Advanced Information Human Resource Development program.

As demand for information professionals continues to grow across virtually all sectors—including healthcare, manufacturing, agriculture, finance, logistics, and the public sector—the university launched the Sub-Major Program for Informatics and Digital Technology in fiscal year 2024.

Open to undergraduate and graduate students from all disciplines, the program offers a structured curriculum from foundational knowledge to practical programming and discipline-specific applications of informatics. It consists of four course clusters: foundational AI and data analysis, core programming and computer literacy, field-specific applied courses, and integrated informatics courses selected from existing offerings across the university. Upon completion, students earn open badges based on accumulated credits (8, 12, or 16 or more), which can be used to certify their skills. Core and applied courses are delivered as intensive summer programs to ensure accessibility for busy students.

修了認定の段階 (バッジの種類)	必要単位数	到達目標
Silver	8 単位	情報学・デジタル分野の基本的知識を有しており、それと自分の専門分野の関連性について考える力も有する。
Gold	12 単位	情報学・デジタル分野に関する基本的知識のみならず、応用に必要となる知識を一定程度有する。さらに、それら知識を自分の専門分野に適用する技術も有する。
Platinum	16 単位	情報学・デジタル分野に関する基礎から応用までの知識と技術を有している。そしてそれらを自分の専門分野に適用するための、多角的な思考力と実践的な問題解決力を有している。加えて、情報学分野の社会的・倫理的責任や、オープンソースやオープンデータの潮流など、技術の側面に留まらない幅広い知識を有することが望ましい。

Developing Value-Creating Talent through Education

Launch of Joint Degree Programs (JDPs)

Graduate School of Human-Environment Studies launches JDP with College of Engineering, Pusan National University (from April 2024)

In April 2024, Kyushu University's Graduate School of Human-Environment Studies and the College of Engineering at Pusan National University launched a doctoral Joint Degree Program in Architecture and Urban Systems. By combining the strengths of both institutions, the program delivers high-quality education and research integrating theory and practice to develop internationally competitive professionals. A hybrid learning model

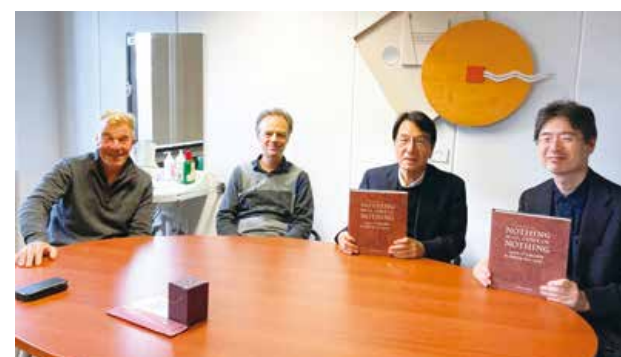
incorporating Collaborative Online International Learning (COIL) enables flexible global collaboration. Through field-based training in Asia and overseas internships, the program supports global career development by strengthening expertise, interdisciplinary perspectives, and practical research skills.

Interdisciplinary Graduate School of Engineering Sciences launches JDP with Faculty of Science, University of Antwerp (from April 2025)

Starting in April 2025, Kyushu University's Interdisciplinary Graduate School of Engineering Sciences and the Faculty of Science at the University of Antwerp will launch a doctoral Joint Degree Program for Interdisciplinary Science.

The program aims to develop internationally minded researchers and highly skilled professionals capable of proposing and implementing interdisciplinary solutions through innovative materials research to address global environmental and energy challenges and advance a sustainable international society.

Through this program, Kyushu University will strengthen research collaboration with the University of Antwerp, deepen synergetic partnerships in materials science, and nurture future global leaders.

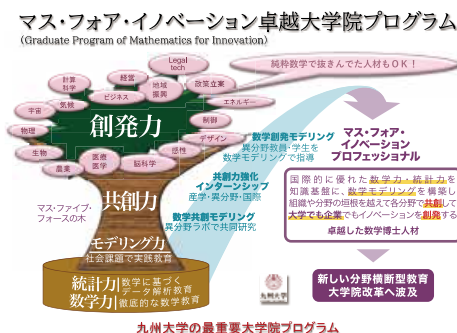


▲ Visit to the University of Antwerp (October 2023)

Promoting integrative, cross-disciplinary degree programs

Kyushu University advances integrative, cross-disciplinary degree programs to develop the capacity to address increasingly complex societal challenges. A flagship initiative is the Graduate Program of Mathematics for Innovation (GPMI), an interdisciplinary doctoral program delivered through the Joint Graduate School of Mathematics for Innovation. Supported by faculty from the Graduate School of Mathematics, the Graduate School of Information Science and Electrical Engineering, and the Graduate School of Economics, the program offers a mathematics-based curriculum that promotes cross-disciplinary collaboration and innovation, cultivating doctoral-level talent in mathematics. Building on this model, the university is expanding

such approaches across fields. In April 2025, Kyushu University will establish the Joint Graduate School of Digital Humanities to develop highly skilled, cross-disciplinary professionals who integrate humanistic perspectives with expertise in data analysis, artificial intelligence, and related information sciences.



K²-SPRING and K-BOOST programs

Kyushu University leverages grant programs administered by the Japan Science and Technology Agency (JST) to provide comprehensive financial, research, and career development support for doctoral students, thereby strengthening the recruitment of outstanding doctoral candidates.

In October 2021, Kyushu University was selected for JST's Support for Pioneering Research Initiated by the Next Generation (SPRING) and launched the Open Platform Fostering System for Ph.D. Students Who Will Open Up the Future (K-SPRING). In April 2024, this initiative was integrated with the Innovator Fellowship Program, resulting in the launch of K²-SPRING: Kyushu University Program for Nurturing Doctoral Talent to Lead the Future. K²-SPRING provides financial support that enables highly motivated and capable students to pursue pioneering, interdisciplinary research beyond conventional frameworks, while guiding them toward diverse career paths. Alongside advanced research capabilities, the program fosters interdisciplinary insight, global competence, and a wide range of transferable skills, supporting holistic career development. In FY2024, the program supported 448 doctoral students.

Kyushu University was also selected for JST's Broadening Opportunities for Outstanding Young Researchers and Doctoral Students in Strategic Areas (BOOST). In April 2024, Kyushu University launched the Kyushu University Next Generation AI Human Resource Development Program (K-BOOST), a doctoral fellowship

initiative designed to cultivate advanced AI talent by maximizing the synergetic impact of foundational and applied research.



QREC programs

The Robert T.Huang Entrepreneurship Center of Kyushu University(QREC) promotes entrepreneurship education to develop talent that creates new value through programs supporting student initiatives and entrepreneurship courses integrated into university-wide foundational education and degree programs in the School of Engineering, School of Design, and Kyushu University Business School.

In FY2024, under the Student Initiative Programs (S.I.P)—which encourage students to address societal challenges based on their own problem awareness—QREC selected 19 projects at the idea stage through the "Idea Battle," 8 projects for practical implementation through "Challenge & Creation," and 1 project through "Jump-Out Challenge," which supports participation in external business contests.

Selected projects have continued to advance toward social implementation and were subsequently adopted



into the PARKS Startup Creation Program under PARKS (Platform for All Regions of Kyushu & Okinawa for Startup Ecosystem). Student teams earned strong external recognition by winning first place at a regional Kyushu competition and receiving awards at the national level.

QREC will continue to expand opportunities for students to address societal challenges and strengthen its role as a hub for entrepreneurship education.

Strengthening World-Class Research Excellence

Initiatives to Promote Research

Significant enhancement of the PI personnel cost scheme

Kyushu University introduced the Principal Investigator (PI) Personnel Cost Scheme in FY2021. The scheme allows researchers to allocate a portion of their personnel costs from the direct expenses of competitively acquired research funds, thereby creating freed-up employment funds ("secured funds") that are reinvested in individual incentives and initiatives to strengthen research capacity at Kyushu University.

In FY2024, the incentive framework for participating faculty was significantly enhanced. Faculty members can now receive incentives either as allowances or research funds, with the allocation determined at their own discretion. As a result of this enhancement, both participation in the scheme and the total amount of secured funds have increased substantially.

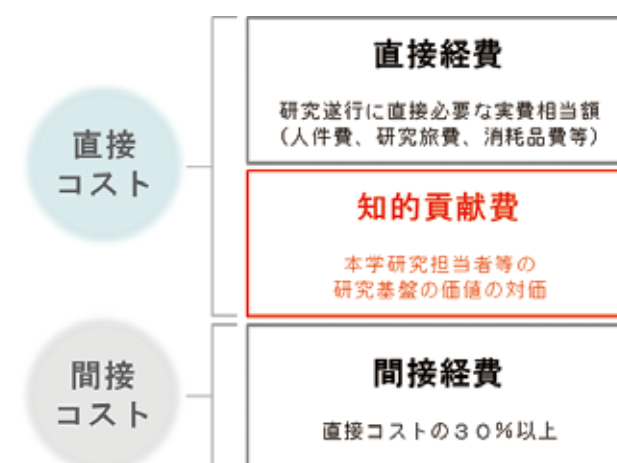


Implementation of "Faculty Expertise Compensation" in collaborative research

Starting in April 2025, Kyushu University will introduce a new cost category in collaborative research and related projects with industry partners, called "Faculty Expertise Compensation," which recognizes faculty expertise. The scheme is designed to appropriately acknowledge the long-established research foundations of faculty members, including their accumulated expertise, knowledge, and technical skills.

Compensation under the scheme is provided directly to the faculty members responsible for each project and may be used to enhance laboratory environments and support research activities. By strengthening faculty motivation and stimulating research activity, the scheme is expected to accelerate innovation and promote the effective societal application of research outcomes.

Through this initiative, Kyushu University aims to further strengthen faculty engagement in research while deepening collaboration with industry partners, thereby contributing to innovation, sustainable growth, and societal progress.



▲ Cost calculation framework for Faculty Expertise Compensation

Strengthening Research Capacity through University-wide Collaboration

Initiatives under KOOU (Kyushu–Okinawa Open University)

Eleven national university corporations in the Kyushu–Okinawa region have formed the Kyushu–Okinawa Open University (KOOU) to enhance research capacity through university-wide collaboration. KOOU operates five working groups aligned with specific areas of cooperation. Among them, the Working Group on Enhancing the Capabilities of Research Support Professionals advances initiatives centered on University Research Administrators (URAs).

Strengthening university research capacity requires an environment in which researchers and research support professionals work collaboratively to pursue cutting-edge research. To this end, national universities in the region are working together to develop highly specialized professionals and enhance their skills, thereby improving research environments.

In FY2024, two exchange and networking sessions were held to facilitate discussions on the roles and initiatives of URAs at each institution, contributing to the advancement of research support capabilities.



▲ Highlights of the URA Networking Session, October 2024

Collaboration with OIST

Kyushu University entered into a comprehensive partnership agreement with the Okinawa Institute of Science and Technology Graduate University (OIST) in March 2023 to strengthen wide-ranging collaboration, including in the fields of technology and entrepreneurship.

OIST is an interdisciplinary graduate university specializing in science and engineering, bringing together researchers and graduate students from Japan and abroad in a world-class research environment. By leveraging their respective strengths through cross-disciplinary collaboration, the two universities aim to generate outstanding research outcomes and contribute to the social and economic development of the Kyushu–Okinawa region and Japan as a whole.



Collaboration overview

To promote exchanges between researchers and advance collaborative research, the second OIST–Kyushu University Joint Workshop was held at Kyushu University's Ito Campus in February 2025. Focusing on next-generation AI and quantum technologies, the workshop brought together 35 researchers from both universities for active discussions across disciplines and career stages.



Collaboration with Industry and Society

Bridging the university, industry, and the community

At Kyushu University, the Academic Research and Industrial Collaboration Management Office plays a central role in supporting the translation of the university's creative and pioneering research into innovation, while strategically managing the creation, acquisition, and utilization of intellectual property.

The Office also provides a one-stop service for academic research and collaboration activities, serving as a key interface between the university and society.

Enhancing industry-academia-government collaboration support functions: Establishment of Kyudai OIP Inc.

In April 2022, Kyushu University established the Open Innovation Platform (OIP) to coordinate and support industry-academia-government collaboration activities across the university.

In April 2024, OIP was incorporated as Kyudai OIP Inc., a wholly owned subsidiary of Kyushu University. Through a more agile decision-making structure and greater flexibility in recruiting specialized personnel, the company has further strengthened the university's industry-academia-government collaboration activities.

Located at Ito Lab+ in Kyudai Shinmachi, adjacent to the Ito Campus, Kyudai OIP Inc. supports the university's collaboration with industry, government, and local communities through innovative approaches that go beyond conventional frameworks and practices.



▲ ITO Lab Plus, the headquarters of Kyudai OIP Inc.

Collaborative Initiatives with Kyudai OIP Inc.

One of the initiatives that Kyushu University undertakes in collaboration with Kyudai OIP Inc. is support for the creation of university-based startups.

Selected for the Japan Science and Technology Agency (JST) program, "Support for University-Ecosystem-Driven Startup Ecosystem Development," Kyushu University joined forces with 19 other universities across Kyushu and Okinawa, together with two corporate partners including Kyudai OIP Inc., to establish the Platform for All Regions of Kyushu & Okinawa for Startup-ecosystem (PARKS). Through this initiative, the partners are working to build a startup ecosystem across the Kyushu-Okinawa region that is connected to Asia.

Under the PARKS Startup Creation Program, PARKS provides support to bridge the gap between research outcomes and commercialization, assisting researchers in refining business models, developing prototypes, and advancing their technologies toward market adoption.

While many university-based startups have been launched over the years, the program contributed to the creation of a new Kyushu University startup (*) in fiscal year 2024.

Through these efforts, PARKS helps transform the university's outstanding research achievements into startup ventures and promotes their implementation in society.



*Arthron Inc. (established in February 2025):

A company developing biological control solutions for stable flies, a major livestock pest, using a native parasitic wasp (*Spalangia cameronii*, commonly known as "Cameron") first identified in Japan by Kazunori Matsuo, Lecturer at the Faculty of Social and Cultural Studies, Kyushu University (at the time of establishment).

Establishment of EUV Photon Inc.

Semiconductors continue to advance as a foundational technology of modern society, and extreme ultraviolet (EUV) light is essential for their miniaturization and the development of new materials.

While Japan's semiconductor industry has strong capabilities in advanced materials, research and development using EUV light still relies on overseas facilities, raising concerns about shipment delays, high costs, and the potential loss of proprietary expertise, which could weaken industrial competitiveness.

To address these challenges, Kyushu University established EUV Photon Inc. in July 2024 through Kyudai OIP Inc.

In addition to providing EUV irradiation and analytical

evaluation services, the company is also committed to developing skilled personnel, preparing for the full-scale emergence of the EUV era. Leveraging these capabilities, the university will further promote collaborative research and talent development in the semiconductor field.

EUV Photon

Extreme Ultraviolet light

A form of electromagnetic radiation essential for semiconductor manufacturing and the development of advanced materials (e.g., photoresists).

Establishment of the Taiwan branch of Kyudai OIP Inc.

On March 26, 2025, Kyudai OIP Inc. signed a memorandum of understanding (MOU) with the Center of Industry Accelerator and Patent Strategy (IAPS) at National Yang Ming Chiao Tung University in Taiwan to jointly support the business development of startup companies in Taiwan and Fukuoka. This agreement marks a step toward strengthening support for startups that can expand and succeed globally.

On the same day, Kyudai OIP Inc. established its

Taiwan branch within the Taiwan Tech Arena (TTA) in Taipei, an international startup support hub. The branch will assist semiconductor-related and medical startups in forming business partnerships and securing funding in Taiwan.

Through these initiatives, Kyushu University aims to accelerate and expand support for the global business development and fundraising of Kyushu University-based startups.



▲ MOU signing ceremony (Representative Director Onishi, front right)



▲ Session between IAPS and Kyudai OIP Inc.

International Collaboration and Partnerships

Advancing and expanding international collaboration through strategic partnerships

Trilateral partnership: UNIQ



In FY2024, Kyushu University, together with its strategic partner institutions—the University of Illinois Urbana-Champaign (UIUC) and National Taiwan University (NTU)—launched a trilateral collaboration initiative called UNIQ and jointly established a collaboration center. In March 2025, the three universities introduced a matching fund scheme to strengthen research and educational collaboration. Each institution committed approximately JPY 15 million to support researcher exchanged and joint projects.

Prior to the call for proposals, Kyushu University hosted a joint workshop at the Ito Campus in March 2025, bringing together approximately 30 researchers from the three universities. Through presentations and discussions, the workshop facilitated interdisciplinary collaboration and supported future applications for joint funding and external grants.

*UNIQ is an acronym for **U**niversities: **N**ational Taiwan University, **U**niversity of **I**llinois Urbana-Champaign, **K**yushu University (Kyu = Q)



▲ Group photo of workshop participants



▲ Field trip during the workshop (Fukuoka university forest)

Engaging in international university consortia

Kyushu University participates in three international consortia—MIRAI (Japan–Sweden), RENKEI (Japan–UK), and APRU (Asia-Pacific)—to promote the development of early-career researchers and expand global research networks. By allocating its own funding, the university provides strategic financial support to

selected doctoral students and researchers engaged in these programs, thereby enhancing academic exchange. In FY2024, more than 10 researchers and students participated in the following activities:

- **MIRAI Global Challenges Winter School (Sweden)**
Early-career researchers aim to address global challenges through interdisciplinary collaboration, complemented by lectures and networking sessions with industry and policy stakeholders.
- **RENKEI Workshops (Japan, two sessions)**
Keio University hosted workshops on health, while Kyushu University led sessions on climate change and energy, promoting cross-disciplinary exchange through group work.
- **APRU Forest Ecosystems Living Lab Initiative Core Member Meeting (Canada)**
Established in 2024, this initiative brings together leading universities that manage forest research facilities. Discussions focused on future collaborative activities, including student exchange programs.



▲ Site visit during the RENKEI Climate Change/Energy Workshop (TOTO Museum)

APRU SDGs Education Program for Global Citizenship (Thailand or Malaysia)

Kyushu University serves as a core member in leading this program. Conducted in collaboration with the United Nations, it aims to enhance participants' understanding of global challenges and strengthen their international communication skills through a blended format combining online and in-person activities.

The university supports individual researcher matching and provides assistance in securing external funding within the consortia, promoting mid- to long-term research collaboration. As a result, four projects have been awarded seed funding, contributing to the advancement of international talent circulation.



MIRAI グローバルチャレンジウィンタースクール
4名 | 総合理工学部、芸術工学部、経済学部、工学部 | スウェーデン
SDGsを軸にした地球規模の課題解決に向けて協働



RENKEI ワークショップ
7名 | 工学部 (3名)、生物資源環境科学部 (2名)、芸術工学部 (1名)、システム生命科学部 (1名) | 日本国内・2回
本学は気候変動/エネルギーをテーマにWSを主催



APRU 森林エコシステムリビングラボ会議
2名 | 農学研究科附属演習林 | カナダ
森林を持つ世界の著名大学を主要メンバーとして始動



APRU グローバル市民育成のためのSDGs教育プログラム
4名 | 生物資源環境科学部 (2名)、経済学部 (1名)、共創学部 (1名) | タイ or マレーシア
オンライン・対面を組み合わせたグループでの交流が特徴

▲ Participation in Consortium Programs (FY2024)

UPWARDS: Japan–U.S. university initiative for semiconductor talent development

UPWARDS, launched in 2023 by 11 universities in Japan and the United States including Kyushu University, promotes semiconductor talent development and R&D activities and development through industry funding. In FY2024, 27 students were dispatched to the Rochester Institute of Technology and Boise State University, where they participated in a two-week program covering topics ranging from semiconductor fundamentals to applications, hands-on cleanroom training, and exchanges with engineers. Through these experiences, students deepened their knowledge of semiconductors and broadened their career perspectives.

※UPWARDS: University Partnership for Workforce Advancement and Research & Development in Semiconductors



▲ Group photo of participants at Rochester Institute of Technology

KOOU-UAAT: Japan–Taiwan university consortium collaboration

In April 2024, the Kyushu–Okinawa Open University (KOOU), a consortium of 11 national universities in the Kyushu–Okinawa region, and the University Academic Alliance in Taiwan (UAAT) signed a memorandum of understanding, launching collaboration across six fields: semiconductors, life sciences, engineering, sciences, social sciences and humanities, mandarin language.

- **International Young Visiting Scholar Program**
Funded by UAAT, this program hosts early-career researchers from KOOU in Taiwan to strengthen global talent exchange in research, education, innovation, and entrepreneurship. Three researchers from Kyushu University were selected.
- **Mandarin Language Program**
Conducted over approximately one month from late February 2025 and hosted by National Sun Yat-sen University, the program offered high-quality Mandarin education and laboratory tours. Seven students from Kyushu University participated from various faculties.

In December 2024, representatives from 12 UAAT member universities visited Kyushu University, where in-person events were held, including research matching sessions across six fields and a study-abroad fair for Kyushu University students interested in studying in Taiwan.



▲ UAAT Study Abroad Fair at Kyushu University

Strengthening Governance

Under the leadership of the President, Kyushu University clarifies the roles and responsibilities of each organizational unit and establishes an appropriate decision-making framework.

Board members

- **President:** The President is selected by the Presidential Selection and Oversight Committee and appointed by MEXT. The President oversees all university operations, supervises staff, represents the university, and has overall responsibility for its management.
- **Executive Vice Presidents (EVP) (9):** Assist the President and manage the operations of the university corporation.



President
Tatsuro Ishibashi



EVP/Provost/SVP
Makoto Aratono
(University Management and Coordination, Planning, Personnel, Safety and Health)



EVP/SVP
Kenji Iwata
(International Affairs, SDGs, Records Management, Legal Affairs, Research Integrity)



EVP/SVP
Yoshimi Sonoda
(Education, Student Support, Admission, Partnerships with High Schools, Alumni Associations, Kyushu University Fund, Diversity, Equity & Inclusion)



EVP/SVP
Jun Tanimoto
(Research, Industry-Academia-Government Collaboration, Intellectual Properties, Campus Development and Management)

- **Senor Vice Presidents (SVP) (16, including 5 concurrently serving as EVPs):** Support the President and, under the President's direction, oversee specific areas of university administration.
- **Vice Presidents (VP) (11):** Support the duties of EVPs.
- **Auditors (2):** Appointed by MEXT, auditors conduct audits of the university's operations.



EVP/SVP
Seiichi Uchida
(Information Technology, DX, Library, Evaluation and Institutional Research)



EVP/Secretary-General
Kazuyuki Furuta
(Finance(excluding financial strategy and asset management), Administrative Affairs, Labor Management, Crisis Management, Harassment Prevention)



EVP(Part-time)
Shiso Kataoka
(Finance Strategy, Asset Management)



EVP(Part-time)
Mami Oyama
(Academic, Science and Technology Policy)



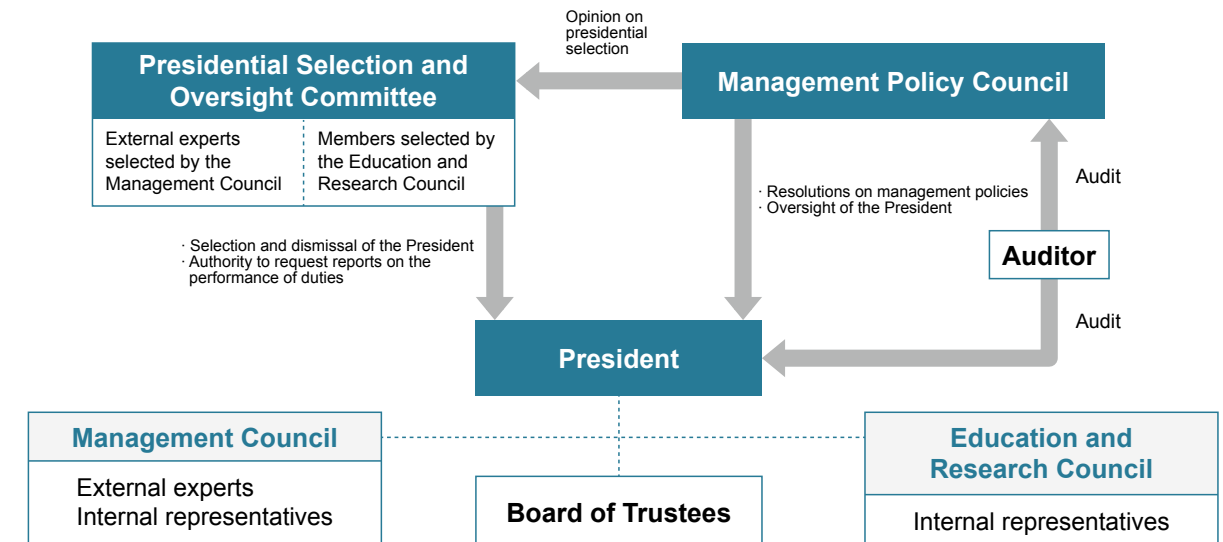
EVP(Part-time)
Yukiko Motomura
(Public Relations Strategy, Citizen Science)

Governing and advisory bodies

- **Management Policy Council:** In accordance with the National University Corporation Act, determines management policies, oversees their implementation, and provides opinions on the selection of the President. It consists of the President and Management Policy Council members, who are appointed by the President following consultation with the Presidential Selection and Oversight Committee and approval by MEXT.
- **Board of Trustees:** Deliberates on important matters concerning the university's operations. It consists of the President and nine EVPs, with the Auditors in attendance.
- **Management Council:** Considers key matters related to university management. It consists of the President; four EVPs designated by the President; the Hospital Director; six Deans nominated by the President; and 13 external experts. To reflect broader societal perspectives, more than half of its members are external.
- **Education and Research Council:** Deliberates on important matters concerning education and research. It consists of the

- President, EVPs, SVPs, and Deans of faculties and research institutes. Auditors and VPs attend as observers.
- **Presidential Selection and Oversight Committee:** Holds authority to select the President, recommend dismissal, and request reports on the execution of the President's duties. It consists of external experts selected by the Management Council and members selected by the Education and Research Council.
- **Executive Roundtable:** Facilitates the exchange of opinions among the members on various issues related to the organization and management of Kyushu University. Members include the President, EVPs, Auditors, and the Hospital Director. When SVPs and VPs participate, the meeting is referred to as the Executive Committee Meeting.
- **Roundtable Meeting of Board Members and Directors of Departments:** Facilitates information and opinion exchange relating to the organization and operation of Kyushu University between trustees and deans. Members include the President, EVPs, Auditors, SVPs, VPs and Deans.

Governance organizational chart



Framework for ensuring proper operations

- At our university, in accordance with the Act on General Rules for Incorporated Administrative Agencies, we have established and maintain a framework to ensure the proper conduct of university operations and effective institutional governance.
- Under this framework, Executive Vice Presidents are responsible for developing operational procedures, conducting risk assessments and implementing appropriate risk mitigation measures, and carrying out monitoring activities within their respective areas of responsibility. They report identified risks, mitigation measures, and monitoring results to the President.
- In addition, we have established the Compliance Reporting Hotline to receive reports from both internal and external stakeholders regarding violations of laws, regulations, or university rules.

Components of the internal control system at Kyushu University

