

Future Plan of Nagoya City University 2021

48 Plans for a Brighter Future

Opening the Way to a Bright Future for Nagoya City University

The Future Plan of Nagoya City University was formulated with the aspiration of becoming the world's leading university on October 28, 2014, the anniversary date of its founding. Six years later, we have been able to implement almost all the 52 plans. Typical examples are School of Biology and Integrated Sciences, which opened in April 2018, and Nagoya City East Medical Center and West Medical Center, which will become hospitals affiliated with the School of Medicine in April 2021. In 2025, Japan's largest emergency and disaster medical center will open. With your kind support, Nagoya City University is steadily evolving.

On the other hand, when we look at society, the environment surrounding universities is undergoing major changes. In addition to the ongoing aging of society with a declining birthrate and globalization, we are heading toward Society 5.0, which is promoting digital revolution and innovation. Additionally, COVID-19 has also changed our values and caused a paradigm shift. In this environment, Nagoya City University must set its own lofty goals and constantly grow in order to survive international and inter-university competition.

Based on this background, we have formulated the Future Plan of Nagoya City University 2021 as a guideline for a long-term perspective. About 100 people, including faculty members from all levels of the university, as well as doctors and staff members from Nagoya City East Medical Center and West Medical Center, which will become affiliated hospitals this spring, participated in the discussions to formulate the plan. I am confident that the Future Plan of Nagoya City University 2021, consisting of 48 plans in eight areas, will be reflected in the Fourth Medium-Term Plan that will begin in three years, and will become the foundation for our bright future.

In order to steadily implement the Future Plan of Nagoya City University 2021, we would like to humbly ask for the warm understanding and support of not only the faculty members and students, but also the city of Nagoya, the founding body, relevant ministries and agencies, businesses, citizens, alumni associations, and many other people on and off campus.

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Chairperson and President, Nagoya City University

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Background of the formulation of the new Future Plan of Nagoya City University

1. Current State of this University

Nagoya City University was established in 1950 through the merger of Nagoya Women's Medical College and Nagoya Pharmaceutical College. Since its incorporation as a public university in 2006, it has continued to push forward with various activities in education, research, and social contribution. It has contributed to the dissemination of cutting-edge research to the world, the development of outstanding human resources, and the health and welfare of citizens. In 2018, the School of Biology and Integrated Sciences was established as a new department, and it developed into a university with seven faculties and seven graduate schools, and in 2020, it celebrated its 70th year anniversary.

The university hospital, as a core medical institution in the region, has been striving to provide advanced, safe, and open medical care and to develop high quality medical personnel. In 2021, Nagoya City East Medical Center and West Medical Center will become hospitals affiliated with the School of Medicine, marking a major turning point for the university.

2. Changes in social conditions

Our society is on the verge of change impacted by various trends such as the aging of society with a declining birthrate, globalization, and Society 5.0. Global poverty, an increasing number of natural disasters, and environmental problems also affect us, including a shift toward new lifestyles in response to the spread of COVID-19 infections.

In 2015, the United Nations adopted the SDGs, which are international goals to be achieved by 2030. The City of Nagoya, the founding body of Nagoya City University, has been selected by the Cabinet Office as an SDGs Future City and is actively working toward the goals.

3. Formulation of a new Future Plan of Nagoya City University

In October 2014, we formulated the Future Plan of Nagoya City University in order to build a brighter future over the course of 15 years, while responding to the changes of the times and taking advantage of our strengths. Six years have passed since it was formulated, we have achieved most of the 52 plans.

Inheriting the current Future Plan, we have formulated a new plan, the Future Plan of Nagoya City University 2021, as a long-term, strategic guide for the direction we should take in light of the university's current situation and changes in social conditions.

Based on this new Future Plan, we will formulate the Fourth Medium-Term Plan, and by reflecting its contents in the next Nagoya City Master Plan, we will realize a bright future for the university.

Four Visions, Three Perspectives, 48 Plans

1. Relationship between the Charter of Nagoya City University and Future Plan of Nagoya City University 2021

The Future Plan of Nagoya City University 2021 was formulated in the spirit of the Charter of Nagoya City University, which is a statement of long-term, universal content appropriate to the basic philosophy of the university and guidelines for our actions.

2. Four Visions

The Future Plan of Nagoya City University formulated in 2014 set out the following four visions, and we have been working on the management of universities and the affiliated hospital.

- 1) NCU in which citizens feel pride and affinity:
Creating an Environment for Education, Research and Medical Care
- 2) NCU which keeps developing together with Nagoya City:
Creating a Bright Future for the University
- 3) NCU which keeps advancing on the world stage with a strategic perspective:
Creating the University with Harmony, Execution, Strategy, and Transparency
- 4) NCU which has a stable management base:
Building a System for Improving Management

3. Three Perspectives -3S-

In the Future Plan of Nagoya City University 2021, in addition to the four visions described above, we have established three new perspectives. These are important standpoints that should be shared in all future activities of this University.

■Society5.0:

A society in which people and things are connected through artificial intelligence and databases.

■Social Innovation :

Innovative solutions to social problems that are more effective, efficient, and sustainable than existing solutions.

■SDGs :

Sustainable Development Goals.

4. 48 Plans

In Future Plan of Nagoya City University 2021, we set forth 48 plans that we should realize in the following 8 fields.

[Eight fields and keywords for each field]

◆Education: Realization of student-oriented education

- ◆ Research, Industry-Academia-Government Innovation: Creating Industry-Academia-Government Innovation through Advanced Research
- ◆ Social Contribution: Nagoya City University to be grown by Nagoya and to create Nagoya
- ◆ Internationalization: The development of localized, “Glocal” activities
- ◆ Medical: Providing outstanding medical service and promoting a community-based care system
- ◆ Management Base: Establishing a sustainable management base for future development
- ◆ Organizational Management: Creating an organization that can flexibly adapt to changes and diversification in society
- ◆ Evolution into the future: A University that continues to evolve, designing one step ahead of the times.

Future Plan of Nagoya City University 2021 List

1. Education

- (1) Cultivation of Future-oriented human resources succeeding beyond Society 5.0**
- (2) Construction of a flexible educational program that can accommodate a diverse range of students**
- (3) Enhancement of educational opportunities and support for student-oriented learning**
- (4) Improvement of educational capabilities through teachers who have a broad perspective and can provide high-quality education**
- (5) Development of facilities and equipment to support independent and self-motivated learning**
- (6) Enhancement of learning environments with ICT**
- (7) Strengthening of cooperation with the Nagoya City Board of Education and collaboration with high schools**

2. Research, Industry-Academia-Government Innovation

- (1) Promotion of innovative interdisciplinary research**
- (2) Promotion of innovative research for public health and welfare**
- (3) Realization of innovation based on social issues and needs**
- (4) Promotion of joint research by strengthening support systems for industry-academia-government collaboration**
- (5) Creating of innovation by supporting startup companies**
- (6) Construction of an attractive research environment that attracts excellent young researchers and graduate students**
- (7) Establishment of research centers and expansion of research facilities**
- (8) Sustainable acquisition of research funds**
- (9) Strategic and effective dissemination of research results**
- (10) Construction of the Nagoya City University Model for industry-academia-government collaboration with Nagoya City**

3. Social Contribution

- (1) Promotion of efforts to achieve the goals of SDG 17**
- (2) Contribution to sustainable community development**
- (3) Creating of a continuous learning environment for self-renovation**
- (4) Contribution to the solution of issues facing Nagoya City**

4. Internationalization

- (1) Establishment of a system for internationalization of education and research**
- (2) Strengthening the function and structure of the International Exchange Center**
- (3) Promotion of exchange and cooperation focused on overseas contact point universities**
- (4) Promotion of interdisciplinary practical research to support multicultural coexistence in Nagoya City**

5. Medical Care

- (1) Strengthening of the medical system and provision of highly advanced medical care utilizing approximately 1,800 sickbeds**
- (2) Contribution to the provision of medical systems and community health care in super aging society**
- (3) Strengthening of hospital functions to provide highly advanced medical care**
- (4) Strengthening of emergency and disaster medicine functions**
- (5) Development of excellent medical persons and establishment of an organization to provide high-quality medical care**
- (6) Utilization of big data, advanced information technology, and robot technology**
- (7) Construction of a clinical research and trial network**
- (8) Promotion of management and organizational reforms for stable management**

6. Management Base

- (1) Securing financial resources to serve as the foundation for corporate management**
- (2) Efforts to secure diverse financial resources**
- (3) Stabilization of corporate management with the University Hospital Group**
- (4) Improved efficiency of corporate management through the appropriate allocation of resources and the use of AI and ICT**
- (5) Development and effective use of facilities from the perspective of long-term utilization**

7. Organizational Management

- (1) Evolution into a flexible organization that can constantly respond to social changes**
- (2) Strategic recruitment, development and deployment of human resources**
- (3) Promotion of diversity for each faculty member to play an active role**
- (4) Utilization of AI and ICT in organizational management**

8. Evolution into the future

- (1) Strategic investment to become the world's top 100**
- (2) Flexible response to sustainable development**
- (3) Optimal use of multiple campuses through active utilization of AI and ICT**
- (4) Enhancement of domestic and international presence by strengthening our brand**
- (5) Collaboration between Alumni Association and Nagoya City University Supporters**
- (6) Evolution of cooperation with Nagoya City and related ministries**

1. Education

Realization of student-oriented education

By developing diverse and flexible educational programs, we aid students in learning independently toward clear goals and in becoming self-motivated learners who evaluate themselves and take steps to learn further.

(1) Cultivation of Future-oriented human resources succeeding beyond Society 5.0

In order to contribute to Society 5.0 and beyond, we will reorganize our undergraduate and graduate schools and set up new programs from the perspective of backcasting (*1). We develop human resources who can utilize AI, IoT (*2), and big data, as well as those who form the basis of urban policy and create such a society.

(2) Construction of a flexible educational program that can accommodate a diverse range of students

In order to respond to diverse academic needs, we set up flexible curriculums by integrating humanities and sciences, and enhancing graduate education for adults and foreigners through collaboration across schools. By providing such educational curricula, we will develop human resources who have a broad view of their local community, as well as both domestically and internationally, and who can find, engage, and resolve issues on their own.

(3) Enhancement of educational opportunities and support for student-oriented learning

We will promote and utilize academic IR (*3) to provide opportunities to deal with global and community-based issues. We enhance student-oriented academic support to make each student feel at home on campus.

(4) Improvement of educational capabilities through teachers who have a broad perspective and can provide high-quality education

In order to provide education based on content and methods in line with global trends, we will improve teachers' educational capabilities. We acquire human resources who can provide high-quality education with a broad perspective. We will enhance FD (*4) that corresponds to the features and issues of education in each faculty, and introduce a system to evaluate the teaching ability of faculty members for the improvement.

(5) Development of facilities and equipment to support independent and self-motivated learning

Because of its importance in educational activities, we provide facilities and equipment to support students' independent and self-motivated learning. At the same time, we will invest in facilities relating to our local community.

(6) Enhancement of learning environments with ICT

In order to promote students' independent and active learning and visualization of study results, we will enhance learning environments using ICT. It will also enable us to continue educational activities in the event of a disaster or pandemic infection.

(7) Strengthening of cooperation with the Nagoya City Board of Education and collaboration with high schools

In cooperation with the Nagoya City Board of Education, we contribute to local education. We encourage teachers

to participate in diverse learning opportunity and children to engage in interdisciplinary approaches to various contemporary issues. In addition, by collaboration with high schools, we will grow together with municipal schools by creating excellent human resources for the community.

(*1) Backcasting: A planning method that starts with defining a desirable future and then works backwards to identify policies and programs that will connect that specified future to the present.

(*2) IoT: Internet of Things.

A network system in which things (objects) communicate with each other over the Internet to bring convenience to our lives.

(*3) Academic IR: Institutional Research.

An initiative to collect and analyze information on university education to support decision-making and improvement activities.

(*4) FD: Faculty Development.

Organized efforts by faculty members to improve and enhance the content and methods of their classes.

2. Research, Industry-Academia-Government Innovation

Creating Industry-Academia-Government Innovation through Advanced Research

We will drive society with distinctive and cutting-edge research. With stakeholders in industry, academia and government, we will open up a new era of innovation by solving social issues and giving back to society through research results.

(1) Promotion of innovative interdisciplinary research

We will promote innovative research as exemplified by data science (*1) through collaboration with industry and other sectors.

(2) Promotion of innovative research for public health and welfare

We will promote research utilizing our extensive network and cutting-edge technologies and create innovative medical seeds. We will realize advanced medical care across graduate schools through technological innovation, participation in clinical research, industry-academia-government innovation, and the development of digital environments.

(3) Realization of innovation based on social issues and needs

We will set common goals for various entities such as industry, universities, and government, and realize innovation based on social issues and needs. The entire university will work together to promote industry-academia-government collaboration through a cross-sectoral technology development and providing the Nagoya City University Hospital Group with functions as a testing venue for technology development.

(4) Promotion of joint research by strengthening support systems for industry-academia-government collaboration

In the scheme of industry-academia-government collaboration, we will develop joint research by strengthening our planning, proposal, and implementation functions. In addition, we will start endowed courses and joint research courses, and initiate various collaborations from the initial stage of research to commercialization.

(5) Creating of innovation by supporting startup companies

In order to lead innovation by start-up companies, which is one of the growth strategies of the country, we will actively utilize networks inside and outside the university, such as creating an open environment for collaboration with the industry. Entrepreneurship (*2) education is also provided for graduate and undergraduate students as well as researchers.

(6) Construction of an attractive research environment that attracts excellent young researchers and graduate students

Aiming to become a university that attracts excellent young researchers and graduate students, we will set up distinctive courses and invite researchers, and train the next generation. We build an efficient environment that meets

to diverse lifestyles in the new post-COVID-19 era.

(7) Establishment of research centers and expansion of research facilities

In cooperation with various stakeholders in society, we will establish a research base, renew facilities, and develop functions as a regional equipment center. At the same time, we will leverage our strengths as a comprehensive university to build cutting-edge research centers across graduate schools.

(8) Sustainable acquisition of research funds

By promoting research activities to attract financial resources, we acquire research funds through various means in order to improve our facilities, equipment, and systems. We will provide substantial support, such as holding seminars for how to acquire research funding.

(9) Strategic and effective dissemination of research results

We will enhance our presence in Japan and overseas by analyzing and disseminating our cutting-edge and international research results.

(10) Construction of the Nagoya City University Model for industry-academia-government collaboration with Nagoya City

By establishing conferences with Nagoya City for industry-academia-government collaboration, we become its center in Nagoya City by sharing a future vision and working with Nagoya City, the Chubu business community, and neighboring universities.

(*1) Data science: A field of study that applies statistics, computer science, information science, etc., to find out the meanings and laws of various types of data, and to study the analysis methods.

(*2) Entrepreneurship: Entrepreneurial qualities and abilities, such as a spirit of challenge, creativity, and inquisitiveness, as well as information gathering and analysis, judgment, execution, leadership, and communication skills.

3. Social Contribution

Nagoya City University to be Grown by Nagoya and to Create Nagoya

As a public university, we will seek solutions to social issues through a comprehensive strategy from the perspectives of education, research, and social contribution toward the achievement of SDGs. In addition, by cooperation with Nagoya City, we will play the role of Nagoya City's think tank and create a new era.

(1) Promotion of efforts to achieve the goals of SDG 17

We will cooperate with Nagoya City, which has been selected as the SDGs Future City, and establish a base for promoting SDGs by making full use of our capabilities as a comprehensive university. We will solve social issues by initiatives, in which faculty members and students participate, in cooperation with the government and companies.

(2) Contribution to sustainable community development

Faculty members and students actively participate in civic activities for the development of human resources who are the core of a sustainable community. We also support for child rearing and learning.

(3) Creating of a continuous learning environment for self-renovation

We aim to become the center of "learning that emphasizes what you have learned, not which university you graduated from". Changes in social conditions have a major impact on how they work and how they live. We create an environment where people can continue to learn and reform themselves.

(4) Contribution to the solution of issues facing Nagoya City

We will strengthen our think tank functions to support the formulation and implementation of the policies of Nagoya City from an academic perspective. We will also create an environment that facilitates the commencement and promotion of interdisciplinary and cross-sectional initiatives with Nagoya City by utilizing big data and other resources.

4. Internationalization

The development of localized, “Glocal” activities

We will promote further internationalization of education and research while making use of our strengths and past achievements. We will work with the international and local communities to develop knowledge and human resources to create a world where everyone can enjoy peace and prosperity.

(1) Establishment of a system for internationalization of education and research

We will create an international environment to encourage students to open up their own future. We will set up language and specialized courses for adapting a multicultural society and studying abroad. In addition, FD (*1) activities will be conducted to improve our educational and research capabilities to meet the needs of globalization.

(2) Strengthening the function and structure of the International Exchange Center

Faculty and staff will work together to strengthen the functions and structure of the International Exchange Center. With support for Japanese students to study abroad and for foreign students to study and live in Japan, we stimulate international student mobility. At the same time, we will improve our international presence and expand our network of exchanges by enhancing our communication to the outside world.

(3) Promotion of exchange and cooperation focused on overseas contact point universities

We will encourage active participation by faculty and students in international exchange and collaboration. In addition to diversifying the destinations of exchange, we will expand cooperation in education and research with existing partner schools, mainly overseas contact point universities. We will introduce international degree programs and deepen cooperation also by using ICT.

(4) Promotion of interdisciplinary practical research to support multicultural coexistence in Nagoya City

We will conduct research on ways to eliminate barriers of language, emotion, and system for people with foreign roots in the community using a unique interdisciplinary approach. We make policy proposals to Nagoya City. We support opportunities for learning Japanese in Nagoya City, access to healthcare, stable employment, and mutual understanding of different cultures.

5. Medical Care

Providing outstanding medical service and promoting of community-based care system

Nagoya City University Hospital Group (*1) will provide top-level, highly advanced medical care to citizens. By deepening and promoting preventive medicine and comprehensive regional care systems for health and longevity in a super aging society, we will build a Nagoya Medical Model and demonstrate leadership in the Nagoya metropolitan area.

(1) Strengthening of the medical system and provision of highly advanced medical care utilizing approximately 1,800 sickbeds

We will meet the wide range of medical needs of the citizens of Nagoya, mainly in highly advanced medical care and train doctors for the local society. Nagoya City University Hospital Group will establish itself as the leader of the Nagoya metropolitan area.

(2) Contribution to the provision of medical systems and community health care in super aging society

From the acute stage to home medical care, we promote a circular regional comprehensive care system through close cooperation among medical, administrative, nursing, welfare and educational institutions. We will create a society in which people can live to the age of 100 by strengthening cooperation with the Nagoya City Health and Welfare Bureau through a combination of treatment and prevention.

(3) Strengthening of hospital functions to provide highly advanced medical care

We will promote highly advanced medical care, actively develop infrastructure, and recruit human resources to revitalize clinical research. We develop cancer treatment modalities including genomic medicine (*2), cell and immunotherapy, supportive and palliative medicine (*3), high-precision radiotherapy (*4), and advanced rehabilitation (*5). We will promote research on the construction of seamless medical care from the prevention of stroke and cardiovascular diseases to advanced lifesaving treatment to fulfill the medical needs of the elderly. The University Hospital Group aims to be the top hospital in the Nagoya metropolitan area in terms of research.

(4) Strengthening of emergency and disaster medicine functions

We will improve emergency medical care for the citizens of Nagoya in normal times, and develop a contingency system for disasters and pandemic infections that take into consideration balancing the different conditions by ensuring a rational flow of people and logistics. We also strive to enhance multidisciplinary cooperation and training of medical personnel, which are important for improving the functions of such a contingency system.

(5) Development of excellent medical persons and establishment of an organization to provide high-quality medical care

We will train medical persons who have a high level of expertise and ethics to practice advanced medical care and who can play an active role in various fields in the Nagoya metropolitan area. We aim to build an organization with pride and attachment. We promote diversified workstyles and foster a culture that respects individuals. We will

contribute to the health and well-being of the citizens of Nagoya by providing safe, high-quality medical care in a stable manner.

(6) Utilization of big data, advanced information technology, and robot technology

We will lead Japan and the world in advanced medical care with information technology, telemedicine, robot technology, etc. We create a system that can effectively and safely utilize the big data of Nagoya City University Hospital Group.

(7) Construction of a clinical research and trial network

We will develop an environment for clinical research and trials, and promote it internationally by utilizing the Nagoya City University Hospital Group. We will also promote personnel exchanges with external organizations.

(8) Promotion of management and organizational reforms for stable management

By strengthening governance, we will enhance profitability by utilizing management resources such as personnel, facilities, and funds without waste. We will respond flexibly to changes in the external environment to secure medical revenues and improve operational efficiency. We will promote management and organizational reforms to ensure stability.

(*1) Nagoya City University Hospital Group: A group of three hospitals consisting of Nagoya City University Hospital, Nagoya City East Medical Center, and Nagoya City West Medical Center (East Medical Center and West Medical Centers are scheduled to become affiliated with the School of Medicine in April 2021)

(*2) Genomic medicine: A medical treatment that diagnoses and treats diseases more efficiently and effectively by studying genomic information, which is the blueprint of the body.

(*3) Supportive and palliative care: Medical care aimed at alleviating pain and side effects associated with cancer and cancer treatment.

(*4) Cancer treatment modalities: Means and methods of cancer treatment

(*5) Advanced rehabilitation: Medical treatment that uses advanced equipment to rebuild and maintain physical and mental functions.

6. Management Base

Establishing a sustainable management base for future development

In order for the University to develop in the future, we will secure stable financial resources and acquire external funds. We will also strive to stabilize and improve the efficiency of our operations and establish a sustainable management base by developing facilities from a long-term perspective.

(1) Securing financial resources to serve as the foundation for corporate management

The University needs to develop in the future by improving the quality of education, research, and medical care, as well as independent, autonomous, distinctive and sound corporate management. We secure stable financial resources that will be the basis for sustainable corporate management, such as operating grants and facility development budgets, etc. (*1).

(2) Efforts to secure diverse financial resources

In order to further improve the quality of education, research, and medical care, we aim to secure a variety of financial resources, including endowed courses (*2), income growth by increasing the number of students, and securing new external funds by utilizing the University's resources.

(3) Stabilization of corporate management with the University Hospital Group

Through efficient and effective hospital management following the conversion of Nagoya City East Medical Center and West Medical Center to affiliated hospitals, we achieve stable corporate management.

(4) Improved efficiency of corporate management through the appropriate allocation of resources and the use of AI and ICT

By appropriately allocating resources for education, research, and medical care, and introducing systems that utilize AI and ICT, as well as departmental profitability systems, we aim to achieve efficient corporate management.

(5) Development and effective use of facilities from the perspective of long-term utilization

We will improve the attractiveness of the student's living environment by developing facilities from the perspective of long-term utilization. In addition, we will open our facilities to local communities, and create a campus that is loved not only by students, faculty and staff but also by citizens by making effective use of them.

(*1) Operating grants and facility development budgets, etc.: Grants provided by the City of Nagoya as a financial resource for the operation and the facility maintenance

(*2) Endowed courses: Research and educational activities funded by donations from external organizations

7. Organizational Management

Creating an organization that can flexibly adapt to changes and diversification in society

We create an organization that can continue to grow by flexibly adapting to a society with remarkable changes and diversity. To this end, we will develop organizational management that analyzes the current situation and issues, and proposes growth strategies based on social trends.

(1) Evolution into a flexible organization that can constantly respond to social changes

We will evolve into an education, research, and administrative organization that can adapt flexibly. We will become a university that leads a changing society and contributes to solving society's problems. In order to enhance the organization's ability to make decisions and respond quickly, our operations and organization should be reviewed by adapting a variety of methods and with a diverse range of people. We will also review our education and research organization based on the enhancement of self-assessment and self-evaluation.

(2) Strategic recruitment, development and deployment of human resources

We will continue to grow as an innovative organization by taking advantage of incorporation. We will realize an organization that continues to grow by strengthening human resource management through enhancement of FD and SD (*1), active personnel exchange, reform of the evaluation system, and establishment of an effective salary scheme.

(3) Promotion of diversity for each faculty member to play an active role

In a super aging society with a declining birthrate, we will create a work environment in which employees can choose from a variety of workstyles corresponding with their respective life stages, including those of child-rearing and nursing care. By promoting work-life balance and management that takes advantage of diversity, we will create an environment in which each and every faculty member can realize his or her full potential.

(4) Utilization of AI and ICT in organizational management

By utilizing AI and ICT, we will promote automation and reduce man-hours, thereby creating an environment where employees can concentrate on high-value-added jobs. In addition, we will promote the centralization and sharing of information to improve efficiency.

(*1) SD: Staff Development. A generic term for systematic efforts to improve the knowledge and skills necessary for staff members to manage the university.

8. Evolution into the future

A University that continues to evolve, designing one step ahead of the times

We will utilize our strengths in education, research, social contribution, and medical care. We further disseminate our knowledge from the Nagoya metropolitan area to the world with support from citizens to enhance our presence.

(1) Strategic investment to become the world's top 100

We will strategically invest in education, research, social contribution, and medical care that leverage our strengths, aiming to become the world's top 100 university.

(2) Flexible response to sustainable development

In order to survive the fierce competition among universities in the face of the declining population of 18-year-olds, we will respond flexibly to various issues and contribute to regional higher education policies. We quickly detect changes in the social environment and taking strategic viewpoints including partnerships with other universities. We promote autonomous corporate management.

(3) Optimal use of multiple campuses through active utilization of AI and ICT

We will take advantage of multiple campuses by utilizing AI and ICT while respecting the uniqueness of each campus. Over the long term, in response to changing times, we will develop campus plans that will benefit both Nagoya residents and this University.

(4) Enhancement of domestic and international presence by strengthening our brand

We will effectively disseminate our strengths and increase our brand power. We will also use a variety of methods to appeal our strengths both domestically and internationally to further enhance our presence. We also nurture the attachment and pride of students, faculty members and citizens through branding.

(5) Collaboration between Alumni Association and Nagoya City University Supporters

We will strengthen exchanges among alumni associations. In addition, we will make efforts to share a sense of unity among alumni, current students, faculty members, and supporters of Nagoya City University.

(6) Evolution of cooperation with Nagoya City and related ministries

We will evolve into an urban-type university that will form the core of the Nagoya metropolitan area through close communication and cooperation with government ministries in addition to Nagoya City, which is the establishment body of a public university corporation.