

Yamagata University (University Functions to be Enhanced: 1. Boost academic excellence in specific areas of the university's strength, 2. Generate innovation than can help solve global issues and advance societal reform, 3. Take a lead in resolving regional issues through collaboration with regional communities.)

Participants : Tohoku University , The University of Aizu , Fukushima University , Miyagi University

Summary

University's 10-Year Vision: To be a research university that collaborates with the region to deliver practical and sustainable innovative technologies.

To develop personnel and knowledge for driving societal transformation and to contribute to realizing a sustainable society of the future through world-class practical innovation as well as to revitalizing the southern Tohoku region.

Strategies and Processes for Achieving the University Vision

Strategy ① *Excellence in Research and Diversity*

We will advance research outcomes by leveraging the university's strengths in organic material systems, evolving them into sustainable electronics. This will expand key research fields and enhance external funding.

- Recruitment and development of exceptional researchers
- Development of research environments
- Deployment of University Research Administrators (URAs) and specialized personnel
- Sharing of research equipment
- Promotion of interdisciplinary integration
- Support for acquiring external funding

Strategy ② *Innovation*

We aim to strengthen international network functions to cultivate human resources capable of creating new value, such as startups, and driving innovations toward societal implementation.

- Establishment of Yamagata University Satellite Office in the EU
- Support for startups
- Strengthening of prototype production capabilities
- Establishment of a one-stop support center
- Restructuring intellectual property strategies
- Support for securing competitive external funding

Strategy ③ *Regional Revitalization*

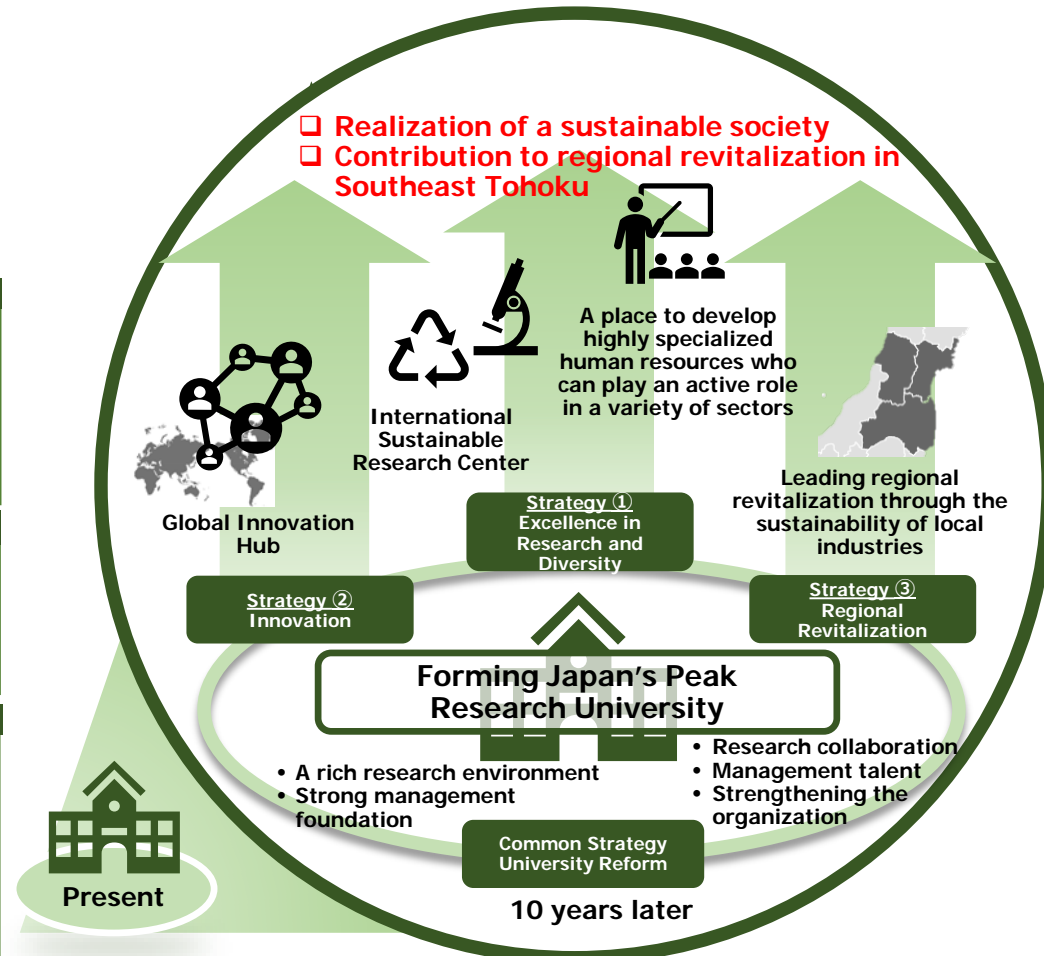
We will establish international sustainable research centers to drive regional industrial sustainability and contribute to revitalizing Southeast Tohoku.

- Establishment of a regional collaboration consortium
- Collaboration with local governments and participating institutions to foster sustainable awareness
- Development of human resources for social innovation and digital transformation (DX)

Common Strategy: *University Reform*

To enhance research capabilities, secure researchers' time, and establish a stable management foundation, we will create a university management system that allows diverse human resources to thrive.

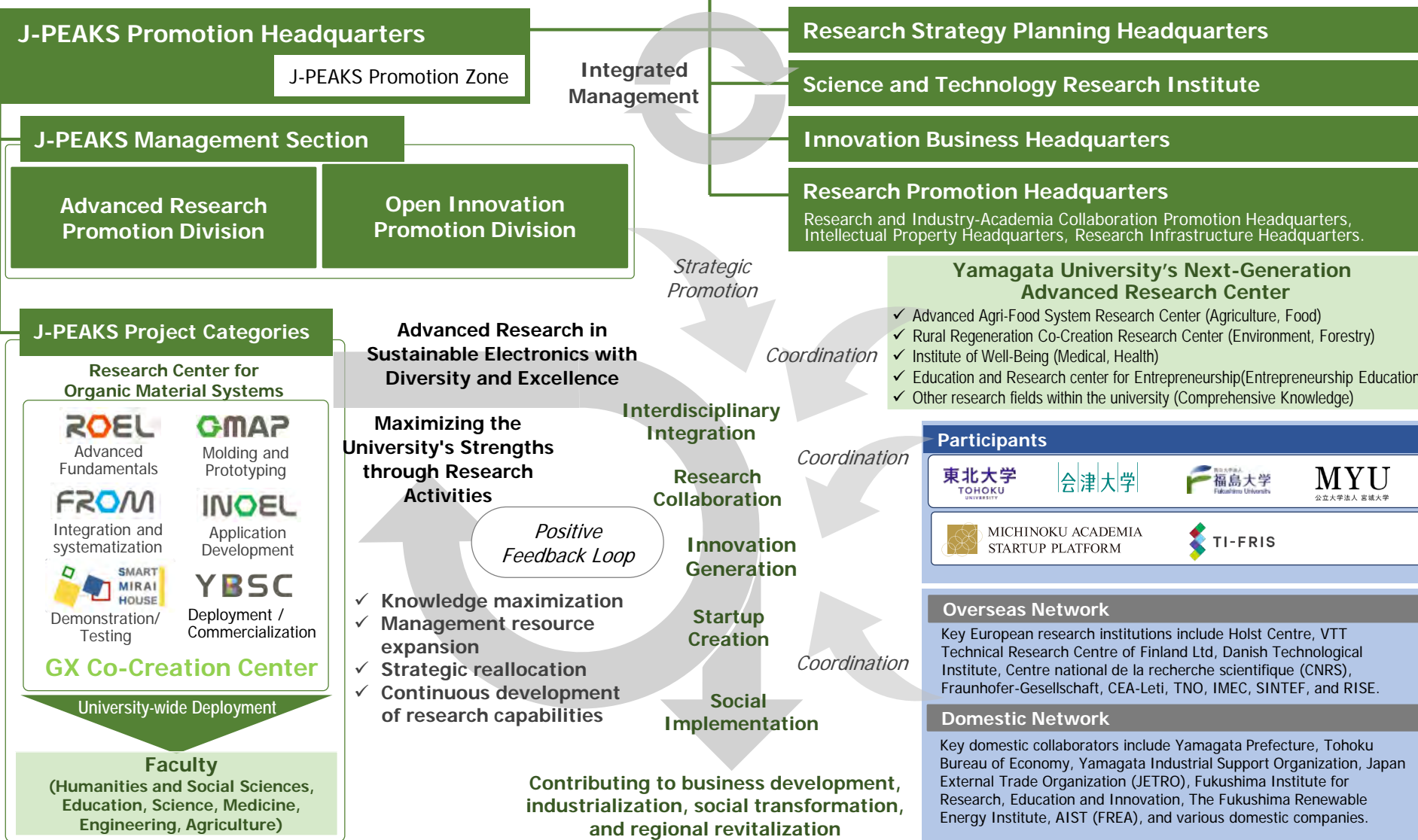
- Organizational and personnel reforms
- Promotion of diversity
- Strategic budget allocation
- Research support and administrative reform
- Securing research time
- Support for developing young talent and graduate school reforms
- Strengthening ESG (Environmental, Social, and Governance) perspectives



J-PEAKS Strategy Headquarters. Head: University President

Key Members: Vice Presidents (Research, Education, Human Resources, Finance, Facilities) and others

- **Science and Technology Innovation Agency (Research Organization)**



Timeline

Strategy & Processes		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Strategy ① Excellence in Research and Diversity												
Processes		Produce research achievements to transform progress in organic material systems into sustainable electronics while also expanding the scope of our core research strengths, leading to increased acquisition of external funds.										
Research Development & Digital Transformation		Promote sharing of experimental equipment using a common website portal				Integrate materials, electronics and informatics				<div>✓ Strengthen excellence in basic research and develop closely integrated networks</div> <div>✓ Develop seeds for substantial innovation through horizontal expansion and interdisciplinary integration</div>		
Researchers and Research Support Staff		Employ and nurture outstanding human talent, and establish systems for managing operations and supporting research				Support outstanding research talent and strengthening if international collaboration						
University-Wide Expansion & Cross-Disciplinary Collaboration		Organize interdisciplinary exchange conferences and supporting integrative research				Reinforce mechanisms for interdisciplinary and the creation of integrated research domains						
Output Indicators	Ratio of International Paper Publications	35%	• Research results/quantitative: Increase the ratio of internationally co-authored papers by promoting interdisciplinary research across countries and fields				40%		1.5 times in 10 years			47%
	Engagement with Leading Global Researchers	• Qualitative research results: Participate in cutting-edge research through interactions with world-class researchers				Building an international research network		A network hub where domestic and international talent from diverse fields come together				
Outcome Indicators	Non-competitive Research Funding Amount	180 million yen per year	• Acquisition of external funding/quantitative: Acquire competitive funding in the field of organic materials by enhancing excellence and fostering diversity				540 million yen per year		4 times in 10 years			700 million yen per year
	Initiatives to Promote Research Diversity	• Acquisition of external funding/qualitative: Promote interdisciplinary research through horizontal expansion and integration within the University and collaboration with participating institutions				Enhancing interdisciplinary research centers		Apply and promote various S/E in comprehensive knowledge utilization				
Strategy ② Innovation												
Processes		Strengthening the International Network Hub Function to Foster Practical Talent Capable of Creating New Value, such as Startups, and Translating These into Societal Implementation										
International Network Hub		Develop an international network (setting up satellites in the EU, actively utilizing social media, and exhibiting overseas)				Deepen and expand overseas networks, and strengthen interactions with international companies				<div>✓ Strengthen international networks to promote international activities</div> <div>✓ Strengthen social implementation capabilities such as prototype manufacturing and startup creation to bring innovation to the world</div> <div>✓ Nurture practice-oriented personnel who can lead social implementation</div>		
Social implementation support system		Establish a prototype production line (establish an on-campus GAP fund and a one-stop service desk)				Enhance prototype production capabilities and strengthen collaborative research						
Entrepreneurship Education		Implementation of entrepreneurship and innovation education				Deepen practical education for business creation						
Intellectual Property Strategy		Promote strategic reform and reorganization, and utilization of intellectual property				Promote social implementation and increase revenue generation through strategic management						
Output Indicators	Prototype Outreach	0/year	• New value creation/quantitative: Enhance prototype manufacturing outreach by strengthening communication with the world through social media, etc.				50/year		Ability to message the world 100 times/year			100 /year
	Exploration of Global Needs & Innovations	• New value creation/qualitative: Participating in overseas exhibitions in collaboration with international business promotion organizations				Strengthening cooperation both at home and abroad		Promoting global open innovation				
Outcome Indicators	Number of Startups Launched	1 Company	• Social implementation/quantitative: Create startups through strategic startup support and practice-oriented personnel development				4 Companies		12 times in 10 years			12 Companies
	Status of active networking efforts	• Social implementation/qualitative: Expand INOEL worldwide through prototype manufacturing and dissemination for social implementation				Needs-motivated research & development		Accelerate social implementation of innovation				
Outcome Indicators	Number of international collaborative research projects	5 /year	• International activities/quantitative: Promote international collaborative research by developing and establishing systems to foster research with international companies, etc.				50 /year		20 times in 10 years			100 /year
	Partnerships with International Institutions	• International activities/qualitative: Promote collaborations with European companies and research institutions that are global leaders in creating a sustainable society				Strengthen function as an international network hub		A global S/E innovation hub				

Timeline

Strategy & Processes		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Strategy ③ Regional Revitalization											
Processes		Promoting sustainability in the Southeast Tohoku region, enhancing the appeal of regional industries, and contributing to regional revitalization by cultivating human resources who will thrive in the region.									
Regional Collaboration Consortium		Establish a regional consortium to identify regional issues and propose solutions				Deeply engage with regional issues, solve them, and disseminate information				✓ Increase the number of companies that contribute to regional revitalization and opportunity creation for the success of the region ✓ Promote the development of the southern Tohoku region as a hub for social implementation and innovation demonstration	
Regional ESG x DX talent Hub		Promote regional digital transformation (open an ESG x Digital management school, build a multidisciplinary talent network)				Promote regional digital transformation					
Regional Economic Impact through Industry Partnerships		Foster sustainability awareness in collaboration with local governments and industry				Establish Southern Tohoku as a bridgehead for social implementation and innovation demonstration					
Social Innovation Talent Development		Promote social innovation projects in southern Tohoku				Contribute to startups and new business development					
Output Indicators	Number of consortium participants	No Institutions	• Solving regional issues/quantitative: Promote collaboration among relevant organizations to dig deeper into regional issues, work on solutions, and disseminate information				30 Institutions		A regional alliance of approximately 50 organizations		51 Institutions
	Status of efforts to develop doctoral students to solve regional issues		• Solving regional issues/qualitative: Support startup creation and entrepreneurship education				Promote industry success		Create diverse career paths for doctoral students		
Outcome Indicators	Planning and implementation projects	No Projects	• Economic impact/quantitative: Lead local industry transformation through the planning and implementation of the development of highly skilled personnel, information dissemination, technology transfer etc.				13 Projects		26 projects implemented in 10 years		26 Projects
	Approaching local businesses, identifying issues, and resolving them		• Economic impact/qualitative: Contribute to solving regional issues in southern Tohoku through S/E in cooperation with participating organizations				Collaboration with Stakeholders		Southern Tohoku unites to address regional revitalization		
Common Strategy: University Reform											
Processes		Securing research time for researchers, dramatically improving research capabilities, establishing a stable management foundation, and realizing university management where diverse human resources thrive and excel.									
Management Reform and Reorganization		Strengthen research governance, reform personnel systems, and implement plans to improve research capabilities				Strengthen research governance and reinforce strategic management				✓ Creating a positive feedback loop of funds acquisition and realizing consistent management practices ✓ Develop a research environment that enables the flourishing of diverse human talent ✓ Reform and reorganize graduate schools to foster young talent who can take on the world ✓ Collaborate with participating institutions to promote sustainability in southern Tohoku, increase the appeal of local industries, foster talent who will play an active role in the region, and contribute to regional revitalization	
URA and other research support organizations		Incentive pay, work style reform, training support etc. in collaboration with participating organizations				Foster research support and ensure career options					
Administrative Reform and Reorganization		Promote shared and off-campus use of research equipment, encourage digital transformation, and deploy international support personnel				Strengthen core facilities and horizontal integration of administrative digital transformation					
Graduate School Reform and Reorganization		Talent development, economic and career support, promotion of internationalization, and welcoming working adults				Promote positive school reform and cultivate talent that plays a role on the world stage					
Strengthening Collaboration with Stakeholders		Establish the J-PEAKS South Tohoku Council and a consortium for regional cooperation with local governments				Collaborate to solve problems and disseminate results in the southern Tohoku region					
Output Indicators	Number of URA personnel employed	15 people	Adaptable systems such as flexible working arrangements and multiple career paths for administrative staff and faculty members through job reassignments and concurrent appointments				30 people		Double in 5 years and sustain for 10 years		30 people
	Amount of external funding acquired (Self-generated income ratio)	2.323 billion yen (4.91%)	Invest in strengthening innovation and social implementation, and in ESG initiatives that will improve research capabilities and lead to a virtuous cycle of external funds acquisition				3.811 billion yen (7.70%)		Double revenue in 10 years		5.282 billion yen (10.37%)