

**Progress Towards Sustainable Measures****1. Efforts to Achieve Sustainable Measures [within 2 pages]**

The NAIST Top Global University Project aims to cultivate global leaders in advanced science and technology through graduate education at a global standard. Our actions are based on the three pillars with medium-to-long term goals: (1)Actualization of Graduate School Education Based on World-leading Research and Model System Development; (2)An Expanded Culturally Diverse Global Campus; and (3)Construction of Strategic Institutional Management System. In order to continue the NAIST Top Global University Project and achieve sustainable measures, it is essential that we increase overall revenue and secure a stable campus budget for global education and research. NAIST takes the following initiatives towards the goal.

[Major efforts to build a more robust financial base by increasing overall revenue]

**Promote acquisition of competitive funds**

In addition to the Program for Promoting the Enhancement of Research Universities, the NAIST strives to promote the acquisition of competitive funds. We provide organizational support and advice with URA in creating applications and implement the following measures towards the NAIST's yearly goal of receiving one billion yen and above in external funding every year, such as grants-in-aid for scientific research (KAKENHI) and consigned research funds.

- Implement preliminary verification and advice by the List of Emeritus Professors (regarding research)
- Implement preliminary verification and advice by URA (regarding open recruitment)
- Provide information on the acquisition of competitive funds
- Organize information in English for international scholars

Also, the NAIST makes a great effort to increase the amount of competitive funds under the leadership of the president by strategically utilizing incentive funding approved by the president to implement an incentive system for those researchers who substantially contribute financially to the institute through the funding received as part of overhead costs (included in the external funding). The NAIST also launched a new policy in FY 2020 to support research funds under certain circumstances for young faculty members who challenged higher level competition in the final year of a project supported by public funding (competitive funding) but failed.

**Acquisition of the management funds****1. NAIST Foundation**

education and research, social contributions, international exchanges, and the educational and research environment at the NAIST. We are involved in the following five fields.

1. Supporting student learning
  - Enhance the educational scholarship system for students
2. Supporting international student learning
  - Enhance the scholarship system for international students and provide support projects for international students
3. Accelerating globalization in education and research
  - Promote study abroad programs for Japanese students
  - Actively invite international scholars to the NAIST and promote the long-term overseas dispatch program for young researchers
4. Cooperating with and contributing to society
  - As the core institution in Keihanna Science City, engage in cooperative activities with the local government, companies, and universities in the area
  - Cooperate with local society to implement educational services in the science and technology field for general citizens, including elementary, middle, and high school students.
5. Other activities essential to achieve the NAIST foundation's goal

## 2. Naming Rights Project

The NAIST Naming Rights system where corporations pay for the right to name a NAIST-owned facility was newly established as a strategy to increase revenue. We finally started inviting public partners in June 2019 based on the Naming Rights Basic Guidelines set up in April 2019.

## 3. Crowdfunding Project

The NAIST Crowdfunding Project introduced in FY 2019 solicits donations online from the general public for the promotion of education and research with the aim of making donation a habit and finding new donors. This will expand donation income and strengthen the financial base. Going forward, we will strive towards the development of a project more appealing to the general public.

In addition to the above efforts, the Academic Instruction Program was established in April 2019 where the NAIST faculty members, upon being requested for academic guidance by private industry, the national government, and incorporated administrative agencies, offer instruction and advice based on their educational, research, and technical expertise and

experience and receive consultancy fees in return. Furthermore, we plan to establish a new system of collecting overhead costs in joint research and aim to strengthen the financial base by expanding the campus budget while ensuring that the initial initiative to be steadily carried out by utilizing the campus budget (expenses for strategic enhancement of organizational function and other NAIST management expenses) in fields specified in the NAIST Top Global University Project.

<b>2. Annual Project Plan [within two pages]</b>
<p>[FY 2019]</p> <ul style="list-style-type: none"><li>• Implement support measures for promoting the organizational acquisition of competitive funds through support and advice by URA in creating applications and information provision</li><li>• Implement an incentive system for those researchers who substantially contribute financially to the NAIST with incentive funding approved by the president</li><li>• Review the way to express our gratitude to donors to operate the NAIST foundation more strategically and fruitfully</li><li>• Start advertisements for the NAIST Naming Rights public partners based on the Naming Rights Basic Guidelines</li><li>• Hold on-campus briefings for the implementation of the Crowdfunding Project</li><li>• Conduct the Academic Instruction Program</li><li>• The NAIST Top Global University Project is to be carried out at the same scale as the previous fiscal year by internalizing a part of the subsidized project into the campus budget (expenses for strategic enhancement of organizational function and other NAIST management expenses)</li></ul>
<p>[FY 2020]</p> <ul style="list-style-type: none"><li>• Implement support measures for promoting the organizational acquisition of competitive funds through support and advice by URA in creating applications and information provision</li><li>• Implement 1) an incentive system for those researchers who substantially contribute financially to the NAIST and 2) a support measure for young faculty with incentive funding approved by the president</li><li>• Collect donations through the NAIST Foundation</li><li>• Conduct the Crowdfunding Project and the Naming Rights Project</li><li>• Establish a system to collect overhead costs for joint research</li><li>• Conduct the Academic Instruction Program</li><li>• The NAIST Top Global University Project is to be carried out at the same scale as the previous fiscal year by internalizing a part of the subsidized project into the campus budget (expenses for strategic enhancement of organizational function and other NAIST management expenses)</li></ul>
<p>[FY 2021]</p> <ul style="list-style-type: none"><li>• Implement support measures for promoting the organizational acquisition of competitive</li></ul>

<p>funds through support and advice by URA in creating applications and information provision</p> <ul style="list-style-type: none"><li>• Implement 1) an incentive system for those researchers who substantially contribute financially to the NAIST and 2) a support measure for young faculty with incentive funding approved by the president</li><li>• Collect donations through the NAIST Foundation (e.g., the NAIST 30th anniversary project)</li><li>• Conduct the Crowdfunding Project and the Naming Rights Project</li><li>• Operate the system to collect overhead costs for joint research</li><li>• Conduct the Academic Instruction Program</li><li>• The NAIST Top Global University Project is to be carried out at the same scale as the previous fiscal year by internalizing a part of the subsidized project into the campus budget (expenses for strategic enhancement of organizational function and other NAIST management expenses)</li></ul>
<p>[FY 2022]</p> <ul style="list-style-type: none"><li>• Implement support measures for strengthening the organizational acquisition of competitive funds through support and advice by URA in creating applications and information provision</li><li>• Implement 1) an incentive system for those researchers who substantially contribute financially to the NAIST and 2) a support measure for young faculty with incentive funding approved by the president</li><li>• Collect donations through the NAIST Foundation</li><li>• Conduct the Crowdfunding Project and the Naming Rights Project</li><li>• Operate the system to collect overhead costs for joint research</li><li>• Conduct the Academic Instruction Program</li><li>• The NAIST Top Global University Project is to be carried out at the same scale as the previous fiscal year by internalizing a part of the personnel expenses, training expenses for International FD, and all of the Japanese-language education expenses, as well as PR material expenses for international students, as the campus budget</li></ul>
<p>[FY 2023]</p> <ul style="list-style-type: none"><li>• Implement support measures for strengthening the organizational acquisition of competitive funds through support and advice by URA in creating applications and information provision</li><li>• Implement 1) an incentive system for those researchers who substantially contribute financially to the NAIST and 2) a support measure for young faculty with incentive funding approved by the president</li></ul>

- Collect donations through the NAIST Foundation
- Conduct the Crowdfunding Project and the Naming Rights Project
- Operate the system to collect overhead costs for joint research
- Conduct the Academic Instruction Program
- The NAIS Top Global University Project is to be carried out at the same scale as the previous fiscal year by internalizing a part of the students' TOEIC examination fees into the campus budget

[FY 2024 and beyond]

- Implement support measures for strengthening the organizational acquisition of competitive funds through support and advice by URA in creating applications and information provision
- Implement 1) an incentive system for those researchers who substantially contribute financially to the NAIST and 2) a support measure for young faculty with incentive funding approved by the president
- Collect donations through the NAIST Foundation
- Conduct the Crowdfunding Project and the Naming Rights Project
- Operate the system to collect overhead costs for joint research
- Conduct the Academic Instruction Program
- Review each initiative of the NAIST Top Global University Project taking into account the midterm plan for the fourth midterm goal period and the NAIST's global strategy. Complete initiatives meeting the expected goal and carry on those deemed necessary with the campus budget.

## Financing Plan

Project expenses (in units of 1,000 yen) *Figures are rounded down to the nearest 1,000 yen increment.						
FY	2014	2015	2016	2017	2018	
Total amount of subsidized project expenses	45,510	89,847	94,500	94,185	58,942	
Breakdown	Amount of subsidy (*1)	45,510	89,847	94,500	94,185	58,942
	Overall income/other	0	0	0	0	0

FY	2019	2020	2021	2022	2023	
Total amount of subsidized project expenses	50,101	45,090	40,581	36,522	32,869	
Breakdown	Amount of subsidy (*1)	50,101	45,090	40,581	36,522	32,869
	Overall income/other	0	0	0	0	0

FY	2019	2020	2021	2022	2023
Estimated spending other than subsidized project expenses	51,074	56,585	61,094	65,153	68,806

(\*1) Note to provide actual figures based on the grant determined after changes for the amount of subsidy from FY 2014 to FY 2018. (However, FY 2019 data shall be based on the initially determined amount.)  
Regarding the subsidy amount for FY 2020 and beyond, note to provide an amount reduced by 10% of the FY 2019 amount every year for convenience. The values differ from the actual amount of the subsidy.

(\*2) Note to exclude the subsidies provided by the MEXT and other ministries (See page 11 on the application guideline) from "Overall income and other."

(\*3) Note to exclude the following from "Overall income and other": the government funding for operating expenses by national and public universities and the Subsidy for Current Expenditures to Private Institution of Higher Education in private universities.

(\*4) Regarding the Estimated spending other than subsidized project expenses from FY 2019 to FY 2023, note to provide an estimated expenditure cost that is not a project expense but to be spent in relation to the SGU.  
Use this column, for example, for providing 1) an amount internalized in government funding as the NAIST's own initiatives (e.g., government funding for operating expenses by public universities and the Subsidy for Current Expenditures to Private Institutions of Higher Education in private universities) and 2) an amount from other MEXT subsidy programs related to sustainability development of this project.

**1. Progress Report****Form 3**

<b>After the subsidy period [Within four pages]</b>	
<b>Project development after the subsidy period (reproduced from the TGU Project concept paper)</b>	<b>Funding plan towards project development after the subsidy period</b>
<p>The NAIST aims to be a top global university by capitalizing the subsidies we receive through the project. The effort will continue after the subsidy period specified for this project; we will utilize the campus funds and other assets to ensure the continuous implementation of activities deemed necessary for the NAIST through the constant review of information in accordance with the demands and changes of society at the time.</p> <p>Also, regarding the Global COE Program, the Development of Support Model for Female Researchers and the Universities Industry, Academia, and Government Collaboration Self-Reliance Promotion Programs and other efforts where the NAIST pledged to continue on its own after the subsidy period, initiatives are implemented in a steady and continuous manner, such as supporting female researchers, providing various support for students, and engaging in industry-academia-government collaboration.</p>	<p>[NAIST'S past efforts]</p> <p>The NAIST developed the project without making significant changes to the TGU Project concept by utilizing the expenses for special education and research for national university corporations from FY 2015 to associate with the project implementation in a coordinated manner. The effort is made in order to take a more effective and efficient approach to the implementation of the project taking into consideration the fact that the actual subsidy is reduced from the application amount specified in the TGU Project concept paper.</p> <p>[Future subject of the NAIST's past efforts]</p> <p>The initiatives are carried out steadily in accordance with the project concept.</p> <p>[Future vision] (concrete efforts towards achieving sustainable measures)</p> <p>In order to continue the NAIST Top Global University Project and achieve sustainable measures, it is essential that the NAIST increase its overall income by promoting the acquisition of external funds and secure a stable campus budget for global education and research. The NAIST makes major efforts to expand income and build a more robust financial base through the establishment of the Academic Instruction Program and the system to collect overhead costs for joint research while promoting the acquisition of competitive funds and management funds to increase income.</p> <p>Regarding the items specified in the TGU Project paper for the NAIST Top Global University Project, the NAIST will steadily implement the initial plan by internalizing the project expenses into the campus budget.</p>