The **H**AMAGUCHI Plan

Together we break through

1. *Unite researchers in a focused network*

2. *Include stakeholders in strategy*

3. *Nurture diverse research talent*

4. *Revitalize local areas*

5. *Promote internal synergy & efficiency*

Michinari Hamaguchi

JST President

The HAMAGUCHI Plan will:
*Improve quality of life and support transition to Society 5.0
through Science, Technology and Innovation*

1. *Unite researchers in a focused network*

- Become an innovation compass that identifies high value targets and steers our network of researchers to a common goal.
- Build information infrastructure enabling rapid responses to changes in research environment.
- Become '100% Global', with a strong international network of research funders and researchers across all corners of the world.

2. *Include stakeholders in strategy*

- Discuss the ethical, legal, social issues (ELSI) issues caused by emerging technologies together with a variety of stakeholders.
- Prioritize research which has clear social value and aligns with international consensus i.e. SDGs.

3. *Nurture diverse research talent*

- Accelerate JST's ongoing diversity push, including promote young and female researchers.
- Nurture project managers who support the transition of value from academia to society.

4. *Revitalize local areas*

- Empower local universities as bases for unique innovation and talent development.
- Solidify network of matching planners and apply proven successful innovations to other areas.

5. *Promote internal synergy & efficiency*

- Increase internal transparency and ease of information sharing.
- Create a more unified organization with optimized resource allocation.

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1. *Unite researchers in a focused network*

- **Become an innovation compass that identifies high value targets and steers our network of researchers to a common goal.**

  - ■ Smartly assess strategically-important research areas and themes.
  - ■ Smartly adopt and connect themes to relevant programs.

- **Build information infrastructure enabling rapid responses to changes in research environment.**

  - ■ Proliferate machine-readable data for optimum compatibility with AI.
  - ■ Update infrastructure to best support Open Science.

- **Become '100% Global', with a strong international network of research funders and researchers across all corners of the world.**
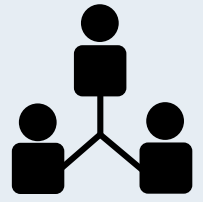
  - ■ Promote international partnerships and solidify Japan's presence on the global research stage.
  - ■ Extend global reach and impact of Japan's research publications.

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2. *Include stakeholders in strategy*

- **Discuss the ethical, legal, social issues (ELSI) caused by emerging technologies together with a variety of stakeholders.**

  - Gather together multiple stakeholders and form a research group in RISTEX to discuss technology-related ELSI including AI and biotechnology.

  - Apply multi-stakeholder generated rules to JST's funding programs and maintain a strong connection between programs and RISTEX/CRDS.

- **Prioritize research which has clear social value and aligns with international consensus i.e. SDGs.**

  - Target social issues by connecting and engaging with external stakeholders.

  - Identify and set research areas that have direct problem-solving applications.

  - Promote co-creative research that contributes to the SDGs.

  - Flexibly respond to disasters with tools including quick-turnaround research.

The HAMAGUCHI Plan will:
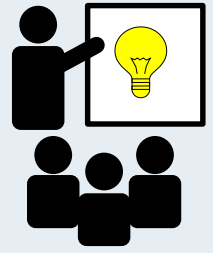*Improve quality of life and support transition to <u>Society 5.0</u> through Science, Technology and Innovation*

3. *Nurture diverse research talent*

- **Accelerate JST's ongoing diversity push, including young and female researchers.**

  - Support and promote female researchers as top leaders.
  - Solidify the specific support structures for young researchers.
  - Promote mobility of top scientists to and from Japan.
  - Nurture researchers in a wider variety of fields, including cutting-edge AI.

- **Nurture project managers who support the transition of value from academia to society.**

  - Universalize good practices in project management.
  - Reassess roles and functions of project managers and design new evaluation systems to improve performance.
  - Reconstruct and strengthen human resource development programs.

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through Science, Technology and Innovation

4. *Revitalize local areas*

- **Empower local universities as bases for unique innovation and talent development.**

  ■ Centralize operations in university hubs under the Center of Innovation program, unifying good practices and targets and optimizing resource allocation.

- **Solidify network of matching planners and apply proven successful innovations to other areas.**

  ■ Use cross-appointment employment system to strengthen ties between local areas and universities, allowing better discovery of seeds and matching to local needs.

  ■ Build a 'concierge' service to better support matching planners.

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5. *Promote internal synergy & efficiency*

- **Increase internal transparency and ease of information sharing.**

  - Improve quality of output with better risk management and operations standards.

  - Ensure transparent compliance with laws, regulations and social codes.

  - Better use information and ICT to optimize strategy planning and operations efficiency.

- **Create a more unified organization with optimized resource allocation.**

  - Create a cooperative environment of skilled, effective staff.

  - Promote internal diversity and advancement opportunities.

  - Establish internal rules to maximize unity and efficiency of common operations.

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