The **HAMAGUCHI 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.
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### 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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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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*Improve quality of life and support transition to *Society 5.0* through Science, Technology and Innovation*

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.