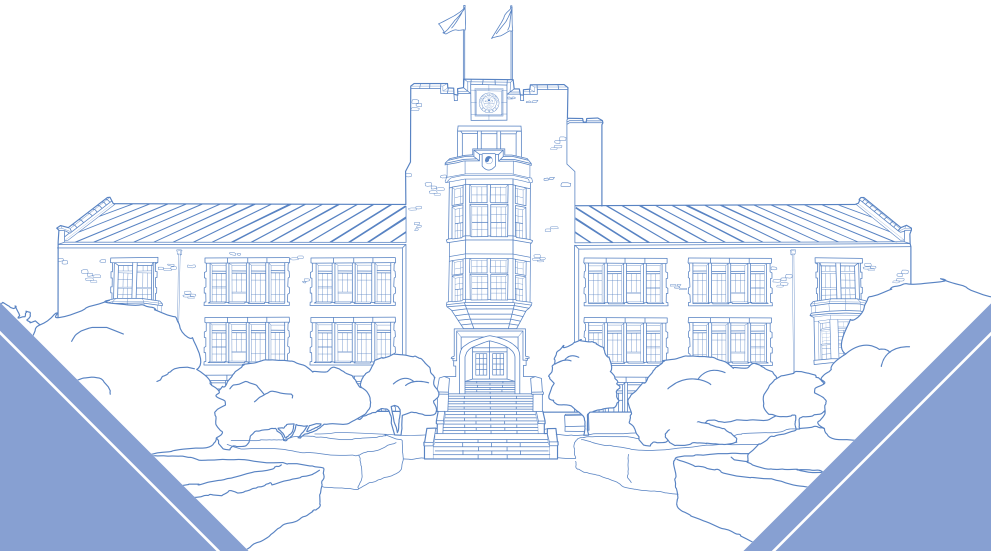


REPORT FOR GLOBAL ADVISORY COMMITTEE



2022. 9.



YONSEI UNIVERSITY

2022 REPORT FOR GLOBAL ADVISORY COMMITTEE

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1. Vision Declaration

■ Yonsei: Toward Truth and Freedom

Yonsei University was founded in 1885 by pioneers who recognized the value of education that transcends racial and national borders amidst the turmoil of modern Korean history. It was the dawn of a pure passion for saving humanity and nurturing future leaders with the Christian spirit. Over the past 135 years, Yonsei University has educated 350,000 leaders who embody and manifest the values of truth and freedom.

Even in the process of encountering twenty-first-century technology armed with artificial intelligence and the unprecedented crisis of infectious disease, the Yonsei mission continues to set humanity free with the advancement of truth. Yonsei University will strive forward in truth and freedom amid community solidarity, and its efforts will contribute to the peace and prosperity of Korean society and humankind.

In our current situation, where the conditions of continuous population expansion and high economic growth that have led Korean society for the past 70 years no longer remain, the Yonsei community will respond decisively with creativity and initiate changes with innovation. Yonsei University's role in higher education will ultimately strengthen the founding spirit of coexistence with all humanity and commitment to our community.

Advancing toward the 150th anniversary of its establishment in the year 2035, Yonsei University hereby proclaims VISION-YONSEI 150 to nurture "innovative leaders with a community spirit." The new Yonsei vision will realize the core values of Excellence, Innovation, and Engagement.

Yonsei University will strive to produce trailblazing research and knowledge that can solve challenges facing the planet and humankind, renewing itself as a place of learning that leads the world.

Yonsei University will shift the paradigm of university education in the era of blurred boundaries and hyperconnectivity, creating global impact through convergence and industry-academic cooperation.

Yonsei University will pursue social inclusion and sustainable coexistence in the spirit of Christianity to play a pioneering role in advancing Korean society and the world.

May 9, 2020

Yonsei University

2. Yonsei at a Glance

Overview of Yonsei University (as of October 1st, 2021)

Campuses		
Main Campus	Sinchon Campus	12 Colleges, 15 Graduate Schools
	International Campus	3 Colleges
	Medical Campus	3 Colleges, 2 Graduate Schools
MIRAE Campus	MIRAE Campus	4 Colleges, 1 Division, 3 Graduate Schools
	Wonju Medical Campus	1 College

Number of Students (Degree-seeking)		
Main Campus	Undergraduate Program	17,412
	Master Program	8,087
	Doctoral Program	3,441
		28,940

Number of International Students (Degree-seeking)		
Main Campus	Undergraduate Program	1,781
	Master Program	752
	Doctoral Program	255
		2,788

Faculty		
Main Campus	Full-time	1,708
	Part-time	2,473
	Instructors	1,110
		5,291

International Faculty

Main Campus	Full-time	127
	Part-time	157
	Instructors	30
		314

Administrative Staff

Main Campus	1,032
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Research Centers

Main Campus	University-wide	64
	Intercollegiate	11
	College-Grad. School Affiliated	64
		139

Scholarship

Main Campus	1161,401 million KRW
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Number of Courses

Main Campus	Undergraduate	Courses taught in English	785
		Courses taught in Korean	2,168
	Graduate	Courses taught in English	358
		Courses taught in Korean	1,626

Number of Alumni

~ 1957	Yonhi College, Yonhi University, Severance Union Medical College, Severance University Medical School, etc.	Master Degree	71
		Bachelor Degree	4,568
After 1958	Yonsei University	Doctoral Degree	16,638
		Master Degree	108,432
		Bachelor Degree	224,330
Total 354,039			

Research Performance (2021)

Publications	2,243
Patent Applications	1,264
Patent Registered	745
Research Funding	4,147 billion won

3. Yonsei University Ranking

Yonsei University Ranks 1st among Asian Private Universities(6-Step Rise from Last Year, New All-Time High Record of 73rd)

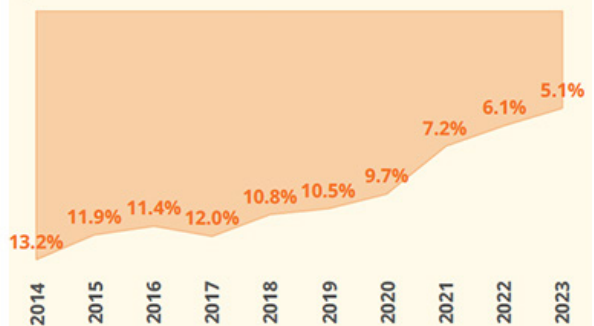
Yonsei University in Seoul, South Korea, ranked 73rd in the world in the QS World University Rankings 2023 released by the global university evaluation agency QS (Quacquarelli Symonds) on June 9. This is a six-step rise from last year.

Yonsei University, which recorded its all-time highest ranking in history last year, achieved the feat of topping the "Asian private universities" by once again breaking its record in this year's announcement. In particular, it is more meaningful in that Yonsei is the only one among major private universities in Korea to rise in the rankings amidst the drops of most major universities.

RANKINGS TREND



PERCENTILE EVOLUTION QS WORLD UNIVERSITY RANKINGS



The QS evaluates universities around the world based on six indicators: academic reputation, employer reputation, citations per faculty, faculty-to-student ratio, international faculty ratio, and international student ratio. This year, 2,462 universities from around the world participated, and 1,422 of them were ranked. The evaluation, which marks its 19th year this time, is known to be most frequently referred to by education consumers and stakeholders worldwide, including students, educational institutions, and governments.

Yonsei achieved a rise in the overall ranking as its employer reputation rose 15 ranks from last year, its academic reputation rose nine notches, and the international student ratio climbed 38 steps. In particular, the internationalization index is all the more meaningful as it has achieved the best performance despite the worst situation of the COVID-19 pandemic.

Rise of Internationalization Index through Intimate Exchanges with Overseas Universities

Yonsei University has developed a new customized program for Korean students enrolled at overseas universities who could not take lectures locally due to COVID-19. Also, Yonsei broke the record in the number of visiting students enrolled in the fall semester of 2021 through diversified marketing activities and intimate exchanges with foreign universities.

In addition, Yonsei has once again established itself as the cradle of internationalization education by signing a student exchange agreement with Cornell University and a visiting student agreement with the New School, a famous art college in the United States.

Proving Competitiveness on the World Stage with 29th Place in the Employer Reputation

Yonsei University is actively supporting classes centered on free discussion and knowledge sharing to foster hybrid talent required by the fourth industrial revolution era. Convergence education is provided to learn core knowledge of various majors through the "micro major system," and state-of-the-art education such as digital humanities and big data is also provided using artificial intelligence (AI), virtual reality (VR), and augmented reality (AR). The student career development system "Career Yonsei" supports students' successful entry into society by providing customized career support and interview programs using AI.

In addition, Yonsei University is building an experience-oriented and learner-centered education system away from classical education centered on knowledge transfer. To help students' creative ideas lead to startups, Yonsei has opened curricula specializing in startups and activated students' startups to foster future startup talents. It strives to cultivate entrepreneurship, create economic and social values through startups, create a culture of revitalizing startups, and establish a virtuous cycle of industry-academic cooperation centered on startups.

Yonsei also actively supports student-led comparative activities to create social values. To maximize social impact by fostering future talents who contribute to solving social problems, the Institute for Higher Education Innovation (IHEI) of Yonsei University actively supports student-led social problem-solving projects. It continues to take the lead in social problem-solving activities through connections with external institutions.

Rise in Academic Reputation with Diverse Supports for World-Class Research

In order to strengthen the research competitiveness, Yonsei University has established a policy to support researchers in all cycles for systematic support. It has established and implemented mid-to-long-term recruitment policies to discover and attract leading researchers. It has been intensively supporting them through the "Yonsei University Future-Leading Research Initiative" since 2014 to advance the timing of new professors reaching the

peak of research. In addition, the "Yonsei Signature Research Cluster Program," which selects and intensively supports fields that can produce world-class research results, has been introduced since 2021.

The Yonsei Frontier Lab systematically supports international joint research with excellent overseas researchers to enhance the university's research capabilities to the world level. It continues to promote international collaborative research cooperation projects through strategic partnerships with outstanding universities such as Emory University, the University of Sydney, Tel Aviv University, and the University of Geneva. In particular, it had held international joint webinars continuously even when face-to-face meetings were impossible due to COVID-19. In addition, it constantly increases the ratio of international joint research by supporting human exchanges between researchers and establishing a collaborative research network with the world's top 20 universities.

In addition, efforts are being made to enrich the research ecosystem by strengthening the "Academic Research Fund Support Project in Humanities and Social Sciences" for balanced academic development and promoting K-NIBRT and the Graduate School of Artificial Intelligence to explore future high-tech research fields.

■ Detailed Analysis of Yonsei University's ranking (Excerpt from BK21 progress report)

- **[Intensive management of major indicators by external university assessment]** Management focusing on indicators related to <Research>, <Globalization>, and <Reputation> for external assessments such as QS(Quacquarelli Symonds) and THE(Times Higher Education) world university rankings in order to achieve and verify global competitiveness of Yonsei University as a research-oriented university.
- In particular, the scores for indicators <Research reputation>, <Citations per paper>, and <Proportion of publications with co-authors from an international institution> increased year-over-year through faithful implementation of the **[Global Assessment Ranking Improvement Plan]** and accomplishments of excellent performance. The total ranking of Yonsei University encompassing all indicators also shows a continuous improvement.
- **[QS Analysis of competitiveness against other high-ranking universities]** The world ranking in terms of Faculty/student Ratio (weighted 20%) was 88th. The score is calculated by way of ranking within the country, and thus the scores for International Faculty Ratio & International Student Ratio are considerably low compared to high-ranking universities. However, due to cultural characteristics of Korea, all South Korean universities face similar limitations. Yonsei University ranked 85th in terms of academic reputation, which is similar to the total ranking, but the ranking shows that systemic improvement measures are needed to increase Citations per Faculty.

University Ranking

QS World University Rankings

2021	Ranked 79th
2020	85th
2019	104th

[Academic reputation] Increase of 3.3 points (Year-over-year)

[Citations per faculty] 3.4 points ↑

[Alumni reputation] 4.9 points ↑

THE World University Rankings

2021	Ranked 151st
2020	187th
2019	197th

[Research reputation] Increase of 7.8 points (Year-over-year)

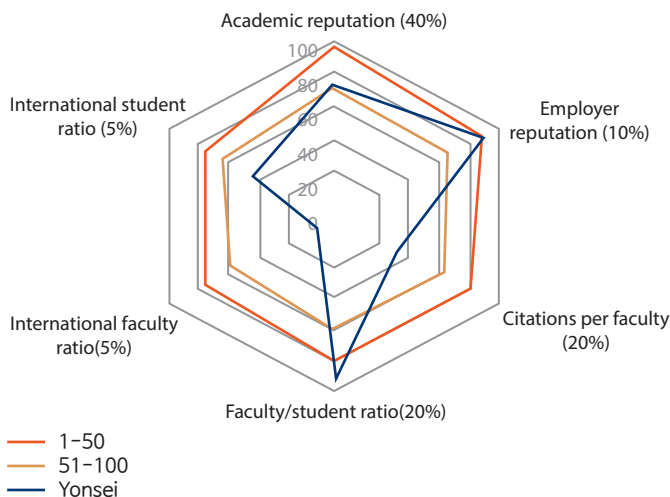
[Citations per paper] 1.7 points ↑

[Proportion of publications with co-authors from an international institution] 1.8 points ↑

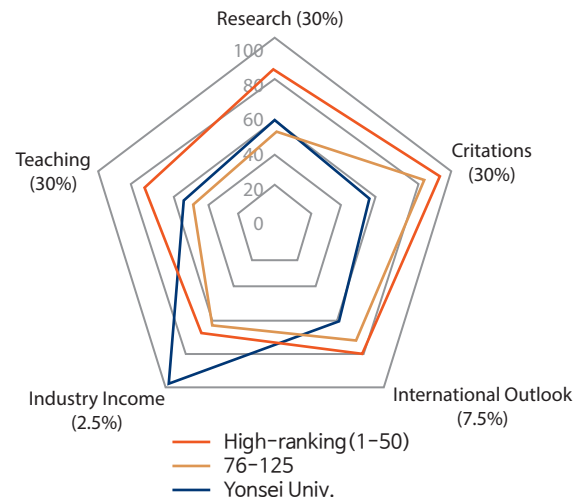
- **[THE Analysis of competitiveness against other high-ranking universities]** The indicator of Industry Income shows the highest level and International Outlook of Yonsei University also shows the highest level in South Korea. Teaching and Research of the university ranked within the top 100 (Education-85th, Research-88th). The score of Citations shows the need for future improvement.
- **[Achieved 27th (world ranking) in THE Impact Rankings]** In 2022 <THE Impact Rankings> for assessing achievements in education/research/social contribution for the Sustainable Development Goals (SDG)-related objectives presented by the UN, Yonsei University ranked 27th in the world (3 ranks higher than the 2021 rankings).

Comparative evaluation with high-ranking universities

Comparison with high-ranking universities by QS indicators



Comparison with high-ranking universities by THE indicators



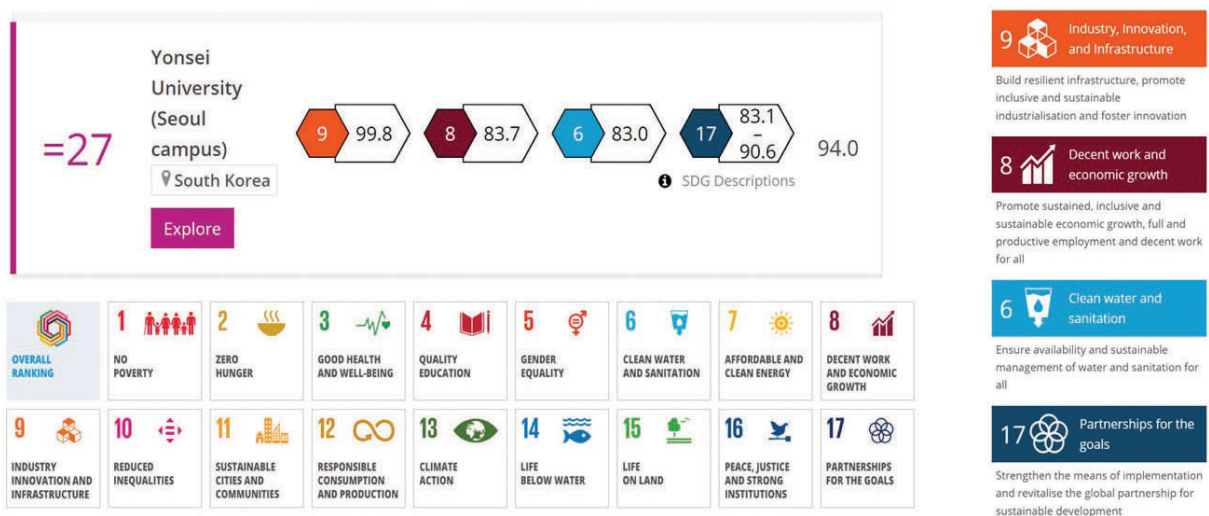
I Distinguished Achievements in Social Problem Solving

The third objective of the graduate school innovation project was dedicated to social problem solving, which is closely related to Sustainable Development Goals (SDG) of the United Nations. Various sub-projects were implemented through the graduate school innovation support fund focused on social problem solving. Some of them include:

- “Shoulder-shoulder project”: A joint research project between Yonsei researchers and researchers from other regions to tackle specific local problems. Currently, we fund 15 projects dedicated to this goal.
- Graduate students’ “Convergence Research Group”: A interdisciplinary group of graduate students dedicated to solve social problems. We are currently supporting 30 of these Yonsei junior convergence research groups.
- Social problem solving project “Workstation”: A extracurricular program for graduate students targeted to foster social leadership and develop future management skills while participating in freely selected social issues.
- New courses related to social problem solving: Graduate courses targeted to solve social problems. In 2021, we operated 34 related courses and approximately 450 students were enrolled in these courses.
- GEEF event: The 4th Global Engagement & Empowerment Forum (GEEF) was organized and held in February 2022. The forum had 1,200 registrations around the world and accumulated more than 10,000 views on YouTube.

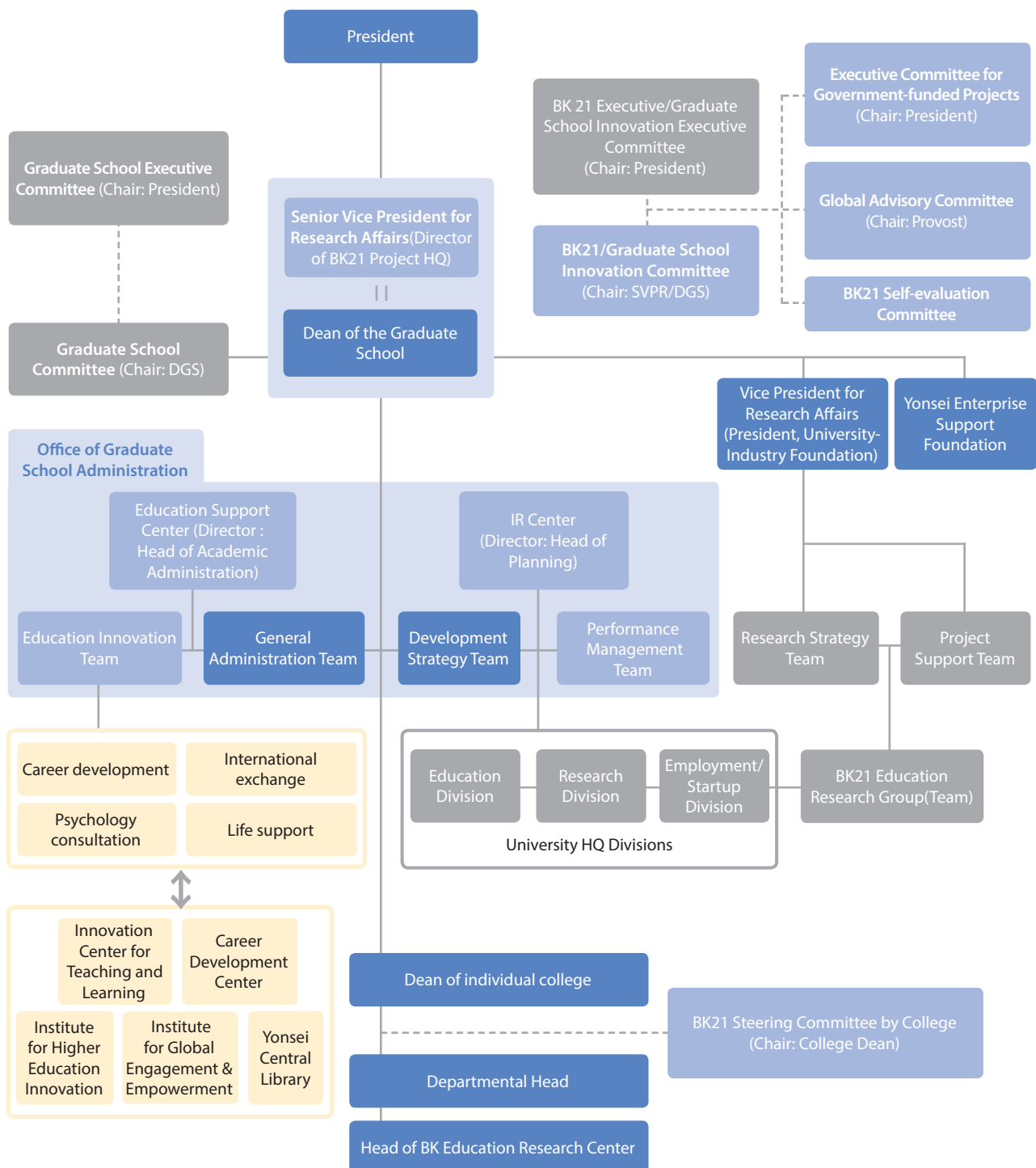
Successful implementation and execution of these projects contributed to the improvement in the result of THE Impact Ranking of Yonsei University (below). Plans are developed for more diversified and expanded application of a wide range of related projects in the future.

THE impact rankings (SDG area, global ranking)



4. Governance of graduate school

(Excerpt from BK21 progress report)



Efforts of governance reform facilitating a transition into a research-centered university

- **[Implementation of governance reform centered on graduate schools]** Establishment of graduate school-centered innovation governance leading the innovation of graduate schools with the <Senior Vice President for Research (SVPR)> in concurrent office with the <Dean of Graduate School (DGS)> and <Director of the BK21 Project HQ>.
- **[Establishment of a decision-making system for increasing innovation momentum of graduate schools]** The <BK21 Graduate School Innovation Committee>, chaired by the president, is composed of the top-level committees related to the BK21 project to ensure establishment of decision-making system capable of prompt and seamless implementation of major issues related to graduate school innovation.
- **[Establishment of expert advisory procedure in education, research, industry-university cooperation, and globalization]** The <Global Advisory Committee> with members of experts from global research-oriented universities is formed and the opinions on graduate school innovation in line with global standards are collected to obtain basic data for implementation of graduate school innovation unique to Yonsei University.

5. BK21 Graduate School Innovation Project

(Excerpt from BK21 progress report)

Objectives for BK21 Graduate School Innovation Project

Objective 1	Creating a student-centered environment to enhance academic and research commitment for all students	Student-Centered
Objective 2	Promoting outstanding achievements and success of all students for the future society	Future Success
Objective 3	Fostering innovation-oriented convergence talents contributing to the resolution of problems in Korean society and industry	Social Problem Solving
Objective 4	Building research capabilities that have a global impact while presenting solutions to challenging issues worldwide	Global Impact

Strategies and Key Projects

Strategy 1	Creating a student-centered education/research environment for enhanced academic and research commitment	
Priority Areas		Key Projects
Scholarships	Establishing a scholarship program comparable to global top-class universities	Scholarship support for 100% of Sci/Eng. disciplines and 50% of humanities disciplines (tuition + living expenses)
		Introduction of advanced TA and RA system
Administrative Support	Maximizing time for autonomous research and learning	Assignment of full-time administrative personnel by department
Curriculum	Systematic development of a student-driven curriculum	Opening of courses based on student proposal
		Operation of cross-discipline, student-led curriculum
		Establishing platform for statistical methodology curriculum and free-of-charge and systemized support for statistics consulting
Student Welfare	Establishing a graduate school system ensuring the dignity and welfare of graduate students	Operation of Graduate Welfare Services
		New construction/expansion of welfare service space for graduate students

Strategy 2		Building a competency-based education system customized for future success of students	
Priority Areas		Key Projects	
Academic administration system	Restructuring academic administration system for capacity building of graduate students in hyperconnected era	Flexible operation of academic administration system	
		Rigorous academic affairs management	
		Expansion of inter-department course sharing system	
Curriculum	Curriculum development for enhancing core competencies of graduate students	Opening of common curriculum for graduate school	
		Establishment of non-subject signature program for professional development of graduate students	
Academic infrastructure	Establishment of a student-centered, future-oriented academic guidance system	Advancement of the academic affairs management system for graduate students	
		Introduction and systematic development of the Annual Progress Report (APR) system for individual students	
Teaching methodology	Development and dissemination of an innovation-driving education model	Establishment of Y-EdNet, an online lecture platform	
		Development of the Endeavor for All Graduate School's Leading Education (EAGLE) model	

Strategy 3		Fostering innovation-oriented convergence talents leading problem-solving in the society and industry issues	
Priority Areas		Key Projects	
Academic administration structure	Flexibility of the talent development system reflecting social environmental changes	Flexibility in quota setting	
		New establishment/expansion of departments with high strategic importance	
Curriculum	Field-oriented curriculum design for capacity-building in social problem solvings	Expanded application of social problem-oriented curriculum	
		Improvement in entrepreneurship-related curriculum and new creation of Start-up internship curriculum	
Research support	Promotion of convergence research	Expanding support for social problem-oriented convergence research	
		Establishment and support of convergence research network for graduate students	
Industry-University Cooperation	Ecosystem development facilitating education/research with industry-university cooperation	Establishment of a synergistic cycle platform for innovation in industry-university cooperation reflecting the 4th industrial revolution	

Strategy 4		Establishment of support system tailored to research lifecycle for world-class research achievements
Priority Areas		Key Projects
Graduate students	Supporting student-oriented research	Idea Incubation Fund
		Dissertation Fellowship
Next-generation of academic research	Hiring and supporting research staff for next-generation excellence in academic research	Academic research professor project in support of next-generation academics
		Research lifecycle-customized support for new research staff
		Establishment of lifecycle management system for overseas students
Faculty	Hiring and retaining of faculty members with research excellence	Yonsei Signature Innovation Research Project I
		Yonsei Signature 3/4/5 Research Cluster Project II
International joint research	Supporting world-class convergence research	Yonsei Frontier Lab: Overseas distinguished scholar invitation project
		International joint research support for the next-generation academics
Research environment	Improvement of research commitment	Creation of environment enhancing research commitment
		Expansion of the lecture hours reduction system for faculty with excellent research achievements

Strategy 5		Reform into graduate school-oriented governance toward a global super research university
Priority Areas		Key Projects
Industry-University Cooperation	Elevating status of graduate schools	Concurrent office of Vice President for Research (VPR) and Dean of Graduate School
Administrative organization	Increasing concentration and specialization in graduate school administration	New establishment of a support organization for graduate students & a performance management organization for the Education Research Center
Administrative infrastructure	Development of Graduate School Innovation Performance Management System	Building an integrated data warehouse
		Establishment of integrated data management system
Education/research consulting	Establishment of feedback system for continuous quality improvement	Operation of Global Advisory Committee
		Operation of BK21 Steering Committee by college

■ Analysis of the achievements of the strategies and key projects

While we are on track in accomplishing most of the goals laid out in the BK21 graduate school innovation project, some of the areas that still need to further developed are listed below:

- **<Scholarship support for 100% of Sci/Eng. disciplines and 50% of humanities disciplines (tuition + living expenses)>**: This is a monumental goal of the project. Our current scholarship support is at approximately 88% and 40% respectively.
- **<Operation of Graduate Welfare Services>**: Improvement in student welfare and rights are becoming more important than before. We are currently working on online and offline methods for graduate welfare improvement.
- **<Introduction and systematic development of the Annual Progress Report (APR) system for individual students>**: The APR system, once developed will provide a comprehensive web-based platform for all students to oversee their whole academic progress. System development is a bit behind schedule but we are working to open the system by 2023.
- **<Research lifecycle-customized support for new research staff>**: Support for post-docs and research staff have not been well organized due to their limited size. We are currently building a web-based database to foster collaborations between them.
- **<Expansion of the lecture hours reduction system for faculty with excellent research achievements>**: Due to the different opinions between colleges, reducing the required lecture hours is difficult. Nevertheless, based on benchmarking universities, we plan to incorporate systems such as FTE (full-time equivalent).

Benchmarking Overview

(Summary of major international universities)

Yonsei University BK21		Universities for benchmarking and details (Keywords)						
Strategy	Proposed projects	Princeton University	Harvard University	Stanford University	MIT	University of Michigan	University of Georgia	Others
		Private				Public		
1	P1.1 P1.2 Establishing a scholarship program comparable to global top-class universities	Graduate Fellowship	Graduate Fellowship		Presidential Graduate Fellowship	GSI, GRA	GSRA, Research Incentive Assistantship	
	P1.5 Systematic development of student-driven curriculum	Independent Concentration		Individually Designed Major		Individually Designed Concentration, Dual Degree		UCLA IDRE
	P1.7 System for ensuring the dignity and welfare of graduate students					Rackham Building	UGA Student Complaints Portal	Student Success
2	P2.3 Academic administration system for capacity building			Interdisciplinary Learning Course				
	P2.4 P2.5 Curriculum for enhancing core competencies of graduate students	Professional Development	Professional Development	Professional Development		Core Skills	Experiential Learning	
	P2.6 Student-centered, future-oriented guidance system					Atlas, Student Explorer		GPS Advising
	P2.8 Development/dissemination of innovation-driving education model		HarvardX		Digital Learning, MITx			
3	P3.3 Field-oriented curriculum design for social problem solving		Learning Lab Studio					
	P3.5 P3.6 Promotion of convergence research			Interdisciplinary Institutes		Dean's Strategic Initiatives		
	P3.7 Ecosystem for education/research with industry-university cooperation		Innovation Lab			Mcity		
4	P4.4 Hiring/supporting next-generation research staff with excellence		Office of Postdoctoral Affairs	Office of Postdoctoral Affairs	Postdoctoral Services		Office of Postdoctoral Affairs	
	P4.8 P4.9 Supporting world-class convergence research				Media Lab	Interdisciplinary Research Initiatives		
	P4.11 Improvement of research commitment	Course buyout				Course buyout		
5	P5.1 Elevating status of graduate schools	Dean	Dean	Vice Provost		Vice Provost	Dean	
	P5.2 Concentration and specialization in graduate school administration	Princeton Graduate School	Graduate School of Arts & Sciences	Office of the Vice Provost For Graduate Education		Rackham Graduate School	UGA Graduate School	
	P5.3 P5.4 Performance management system					Data Warehouse	Tableau Xitracs	
	P5.2 P5.5 Feedback system for continuous quality improvement				Global Advisory Board	Graduate Institutional Research		

1) **Harvard University**: The Derek Bok Center for Teaching and Learning; **MIT**: Office of Open Learning, Digital Learning; **University of Michigan**: Rackham Graduate School; **University of Georgia**: Office of Institutional Research, Experiential Learning, Student Affairs

6. Q&As for Global Advisory Committee

What are the roles of GAC-IGE?

- Provide valuable opinions to innovate the graduate school system to global standards
- Provide valuable opinions about education, research, internationalization and administrative innovation
- Share good benchmarking cases of graduate education at universities outside Korea

Who are the members of GAC-IGE?

- Chairperson: Provost of Yonsei University
- Ex officio members: Senior Vice President for Research Affairs, Vice President of Academic Affairs, Vice President of Research Affairs, Vice President of International Affairs, Associate Dean of Graduate School of Yonsei University
- Advisory members: Less than 10 leaders from universities and industries worldwide

How long is the term of advisory members?

Three-year term starts from September 2021. Service of consecutive terms is allowable by mutual consent.

How often and in what form is the board meeting held?

The first meeting will be held online in 2022. The scheduling of subsequent meetings, including offline ones, is currently under consideration. The schedule thus established is subject to rearrangement, depending on the development of COVID-19 pandemic.

Apart from the annual meeting, advisory members are invited to interact with Yonsei University's faculty and students in various forms of engagement or collaboration, such as lectures, seminars, or research collaboration.

Reward and benefit

Advisory fees will be paid for you time to join meetings online.

In case you visit our campus to join offline meetings, all expenses will be paid, apart from advisory fees.

Honorariums will be paid for any other advisory activities, special lectures or seminars (which will be subject to prior agreement in each case).

Contact

Yonsei University Graduate School manages the committee.

For any other questions, please contact ysgradbk21@yonsei.ac.kr