



As the dean who proposed the “Beginning of Change,”
I have decided to run once again as a candidate for dean
to continue steering the course and
pressing the **“Acceleration of Change.”**
Because I understand best the vector of change.

Two years ago in the spring, as I ran for dean, I promised a “Beginning of Change.” Upon assuming office, I immediately moved into action together with approximately 330 faculty members. Since then, however, the world—and Korea—has changed at a breathtaking pace. The way society views engineering has also shifted significantly. Today, our neighbors casually discuss semiconductors, AI, energy, and power grids in local coffee shops and even in saunas.

In this sense, I consider myself fortunate. These trends have only intensified during my service as the dean. In the name of SNU Engineering, and with its collective strength, I have made every effort to reinforce and ride this momentum. Now, with due humility, I can say this: “By transforming ourselves, we are leading a global change.”

The greatest driving force behind this transformation was the outstanding faculty of SNU Engineering. Whether in planning and launching new programs and organizations, preparing large-scale research projects, expanding industry collaboration, participating in government committees, or contributing to the media, our faculty have always responded willingly. Their passion and sense of mission have formed the strongest foundation for our transformation.

The second driving force was our 70,000 alumni. When I asked for their interest and support, responses came one by one. As a result, my smartphone now contains a list of nearly a thousand key alumni—this is my “big data.” Around this network, various collaborations are now taking shape.

The third driving force was the government, local authorities, industry, and the media. I have worked tirelessly—visiting ministries, corporations, the National Assembly, governors’ and mayors’ offices. I have written newspaper columns, given interviews, and appeared on broadcasts. I also advised and appeared in the KBS special feature “China Obsessed with Engineering, Korea Obsessed with Medicine,” which, as you know, generated significant public response.

At the same time, I did not neglect internal university affairs. Rare for a single college, we have secured university headquarter’s approval for new building construction budgets for two consecutive years (totaling KRW 70 billion in government funding and KRW 30 billion in private funding). We have also achieved tangible progress in faculty recruitment and in reducing mandatory teaching hour requirements. In particular, in 2025, I was honored to receive the “Best Dean Award”, presented to engineering colleges deans nationwide, and our college was selected as the “Best Administrative Organization” at Seoul National University.

I now possess a uniquely strong network, trust from government and industry, and broad recognition in the media and among the public. What SNU Engineering needs now is to accelerate the pace of this change. The beginning of change required our courage; accelerating it is our responsibility. Upon that responsibility, we will continue to write the history of innovation at SNU Engineering—together, and without hesitation. I ask for your support.

The person holding the wheel now is the one who can shift into acceleration most effectively.

With unwavering communication and execution,
I will **increase the pace of change.**

KIM Young–Oh Development Plan

1-1 Establishment of the EXCEL Innovative Talent Development Program to Change the World

Current Diagnosis: The EXCEL Innovative Talent Development Program (a first-of-its-kind initiative to nurture at an early stage students who challenge conventions and think outside the box) selected 40 undergraduate students in 2026.

Implementation Plan: We will address the shortcomings identified in this year's inaugural implementation to strengthen the program's substance, and also seek selection for a new Ministry of Education initiative (worth KRW 8.5 billion annually) announced under the same concept, thereby relieving the budget burden.

1-2 Leading Engineering Education Policy in the AI Era

Current Diagnosis: While AI is disrupting the very paradigm of engineering education, there has been no internal discussion within us on this matter.

Implementation Plan: Building on the internal policy research initiated by the 32nd dean's office, we will cultivate interest and gather input from faculty, and through engagement with world-leading universities, we will lead the transformation toward a future-oriented engineering education that can thrive alongside AI.

1-3 Realizing an Actual Annual Teaching Load of 9 Credits

Current Diagnosis: Over the past year, the College of Engineering proactively engaged with the central administration to achieve partial progress in reducing the actual teaching load; however, the full realization of 9 credits per year has not yet been achieved.

Implementation Plan: We will continue closer consultation with the central administration to ensure that the improvement proposals submitted by the College of Engineering—including delegating teaching load decisions to individual colleges—can be realized.

2-1 Doubling Student Startup Outcomes

Current Diagnosis: The emergence of star entrepreneurs is the breakthrough needed for the crisis facing science and engineering, yet the domestic startup ecosystem has long been perceived as centered around KAIST.

Implementation Plan: We will systematically track and manage startup outcomes through the Engineering Consulting Center and promote them in a timely manner. We will strengthen the "Entrepreneurial Innovative Talent Course" newly launched in 2026 and build startup networks with domestic and international alumni to provide ongoing support.

2-2 Sustaining SNU Engineering as "a Go-To Resource for Government"

Current Diagnosis: SNU Engineering's contributions to rational national science and technology policymaking have been largely driven by individual faculty members, limiting their overall effectiveness.

Implementation Plan: We will continue the Issue & Voice Forum initiated by the 32nd dean's office, operate a Research Strategy Committee to proactively plan national research initiatives, and explore the establishment of a senior executive program in science and technology policy in Sejong City.

2-3 Planning Large-Scale Government-Industry-Academia Research Projects Exceeding KRW 50 Billion Annually

Current Diagnosis: In 2025, the Defense Engineering Center and the Industrial AI Center were newly launched, and the design of the Space Convergence Technology Center commenced, marking the beginning of the college's role as a bridge between government and industry.

Implementation Plan: To ensure that these new organizations and initiatives translate into tangible achievements, we will plan government-industry-academia projects at the college level (defense engineering, industrial AX, etc.) exceeding KRW 50 billion every year.

3-1 Sustaining the Annual KRW 36.5 Billion Development Fund and Proactive Outreach

Current Diagnosis: The 32nd dean's office set targets of doubling development funds and achieving tenfold growth in outreach, reaching approximately 70% of those goals.

Implementation Plan: Through new development fund initiatives and proactive outreach, the 33rd dean's office will make every effort to surpass these targets.

KIM Young-Oh Development Plan

3-2 Successful Completion of the SNU Engineering 80th Anniversary Legacy (工遺, Legacy of Innovation) Project

Current Diagnosis: Since last year, various projects commemorating SNU Engineering's 80th anniversary have been in preparation under the slogan "80 Years of Challenge, Future of Innovation."

Implementation Plan: We will bring these efforts to a successful close through the opening of a history museum, commemorative forums and exhibitions, publication of a commemorative volume, and special invited lectures by "Innovative Alumni of Gwanak," sharing the legacy of SNU Engineering's innovation with society at large.

3-3 Transforming into an Alma Mater with Twice the Alumni Engagement

Current Diagnosis: Notable achievements in 2025 included holding 30th, 40th, and 50th reunion events, surpassing 400 alumni and family participants on Homecoming Day, and launching the SNU Engineering Business Forum.

Implementation Plan: We will steadily increase the effective contact rate within the alumni directory and launch initiatives such as the "SNU Engineering Business Forum: Under 45" to foster greater participation among younger alumni.

4-1 Improving Outdated and Irrational Administrative Practices by 20% Each Year

Current Diagnosis: The college's efforts in administrative efficiency—most notably the introduction of RPA (Robotic Process Automation)—were recognized, resulting in its selection as the best college in 2025. Nevertheless, a significant number of outdated and irrational systems and regulations remain.

Implementation Plan: Through open.eng@snu.ac.kr and the administrative chatbot "EngiOne," we will continuously identify areas of administrative practice in need of reform, implement changes within the college's own purview first, and consistently advocate for broader improvements to the central administration.

4-2 Sustaining a Workplace Rich in Connection and Well-Being

Current Diagnosis: The 32nd dean's office launched a range of new programs under the pledge of tripling welfare benefits and fivefold increase in faculty exchanges.

Implementation Plan: We will continue welfare programs initiated by the 32nd dean's office—including supplementary health checkup support, airport/train station call-van pickup services, and professional baseball outings—and further activate open forums, research institute roundtables, and support for faculty interest groups.

4-3 Continuing Efforts Toward a More Beautiful Campus

Current Diagnosis: Recent efforts to enhance the campus environment—including odor-free restrooms, improved parcel management, and upgraded pedestrian walkways—have been encouraging, but much remains to be done.

Implementation Plan: We will continue steady efforts to address the parking shortage and work toward a convenient, art-enriched SNU Engineering campus through the development of forest walking paths and the planning of cultural and artistic events.

5-1 Continued Recruitment of Top-Tier International Undergraduate Students

Current Diagnosis: In 2025, over KRW 1 billion annually was secured in scholarship funds dedicated to attracting outstanding international students, primarily from Vietnam and Yanji, China.

Implementation Plan: Using these funds, we will realize the annual recruitment of 20 top-tier international undergraduate students.

5-2 Expanding Support for Outstanding International Graduate Students and Their Supervisors

Current Diagnosis: While considerable efforts have been made for outstanding international undergraduate students, support for graduate students and their supervising professors has remained insufficient.

Implementation Plan: We will provide dedicated student support services (visa, housing, banking, and medical guidance, etc.) to outstanding international graduate students and dual-degree students, and offer financial incentives to their supervising professors, advancing the internationalization of SNU Engineering to the next level.

5-3 Establishing a Support Program for Overseas Sabbatical Leave

Current Diagnosis: As the importance of international collaborative research continues to grow, overseas sabbatical leave has become a considerable financial burden due to global inflation and unfavorable exchange rates.

Implementation Plan: In partnership with external foundations, we will newly establish a sabbatical support program (KRW 25 million per semester) to lay the groundwork for collaborative research with leading overseas scholars and to create pathways for securing international joint research projects.