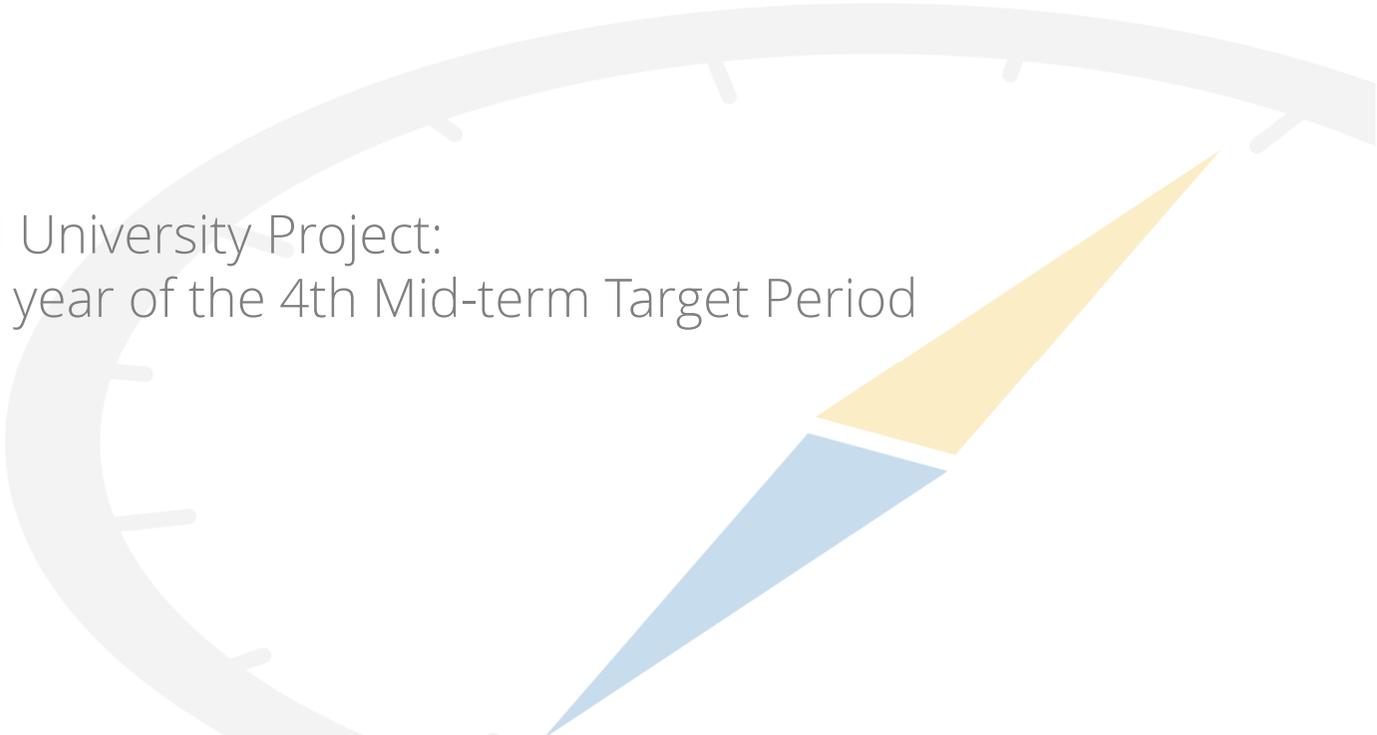


UTokyo **COMPASS** 

Into a **Sea** of Diversity: Creating the Future through Dialogue

Designated National University Project:
Follow-up on the 3rd year of the 4th Mid-term Target Period



I. Progress of the Designated National University Project

1. Developing and Securing Talents
2. Reinforcing Research Capacity
3. Collaboration with Society
4. Enhancing University Operations and Management

II. Future Plans and Prospects



Main Results Made by Designated National University Project

Main Objectives and Results of the Designated National University Project

Developing and Securing Talents	Diversity & Inclusion (D&I)	▶	IncluDE: Center for Coproduction of Inclusion, Diversity and Equity (est. FY2024)
Reinforcing Research Capacity	Strengthen and expand research centers of excellence	▶	UTOPIA: The University of Tokyo Pandemic preparedness, Infection and Advanced research center (est. FY2022)
Collaboration with Society	More than 30 university-related startups annually	▶	More than 30 startups created each year since 2016 (577 startups in total as of March 2024: 272 more startups compared to FY2016)
Enhancing University Operations and Management	Build JPY 20B of flexible financial resources	▶	Achieved 43.7% as of FY 2023 (JPY 8.74B) Total donations in FY2023: JPY 5.4B (including JPY 2.275B of donations without specified purposes of use)

We have steadily implemented our roadmap.

Comprehensive Reform of Undergraduate Education

University-wide Education Program

- ✓ UTokyo offers university-wide education programs that link different fields of academic knowledge to address new challenges.
- ✓ The University-wide Education Program is a program in which students can take lectures, seminars, etc. offered by multiple faculties/graduate schools as a single program in accordance to a specific theme. You can take this Program in addition to the curriculum of your faculty or graduate school.
- ✓ In AY2024, 14 programs on different themes will be offered.

サイバーセキュリティ教育プログラム
CyberSecurity
情報セキュリティ教育研究センター
e-mail: education@si.u-tokyo.ac.jp
https://si.u-tokyo.ac.jp/CyberSecurity/

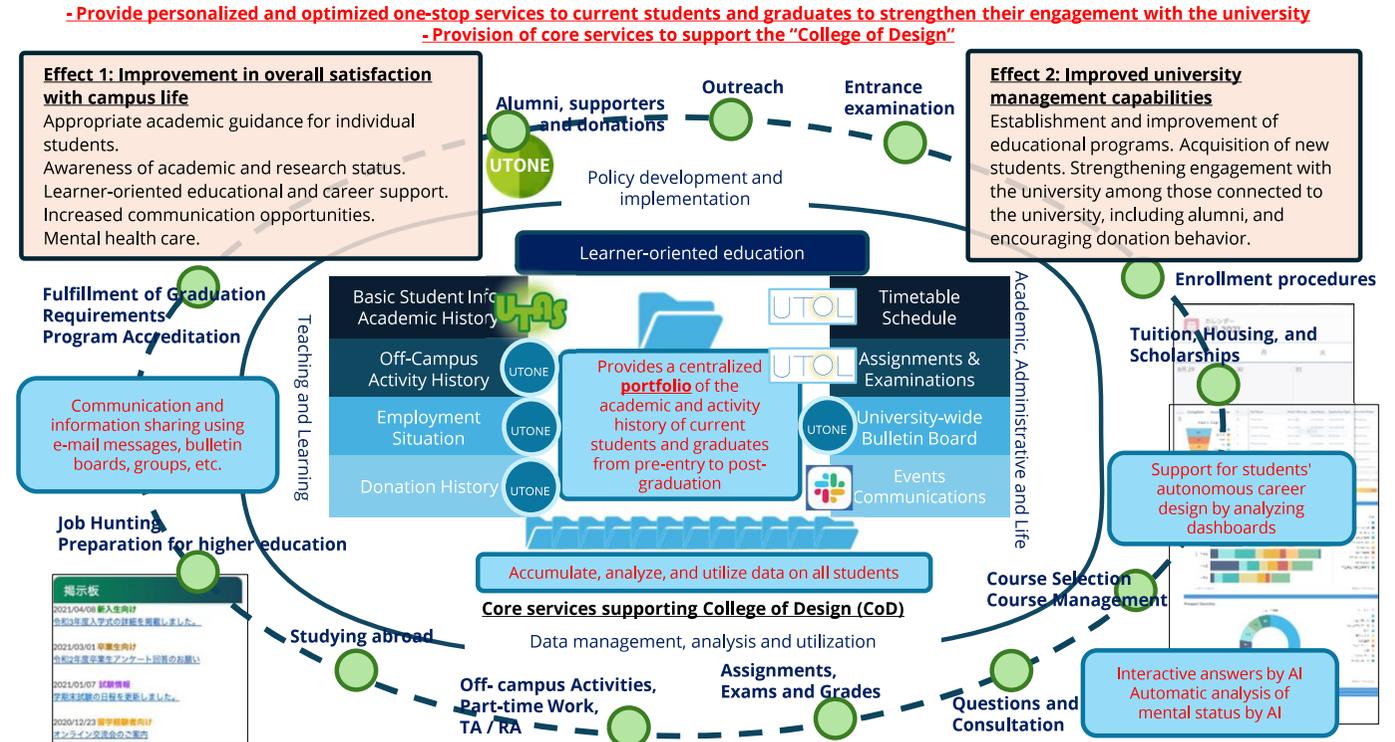
エネルギー総合学教育プログラム
Education Program of Comprehensive Energy Sciences
エネルギー総合学連携研究機構
教育プログラム担当
e-mail: croces-edu@croces.t.u-tokyo.ac.jp
https://www.croces.t.u-tokyo.ac.jp/education/

サステナビリティ学際教育プログラム
Interdisciplinary Education Program on Sustainability
サステナビリティ学際教育プログラム事務局
e-mail: seps-admin-group@g.ecc.u-tokyo.ac.jp
https://utccs.u-tokyo.ac.jp/program/

半導体教育プログラム
Semiconductor Education Program
for Interdisciplinary Research and Innovation
工学系研究科附属システムデザイン研究センター
e-mail: semiconductor-education@dlab.t.u-tokyo.ac.jp
http://www.dlab.t.u-tokyo.ac.jp/Semiconductor/

UTONE: a campus management (academic support) system

UTokyo will establish UTONE (UTokyo ONE) as an educational support tool that can be used by students on their own initiative and aims to establish a cycle of educational reforms. The functions expected to be implemented include: (1) a function that allows students to centrally accumulate, manage, and view information on their various activities, including their academic information, social activities, international exchange activities, on-campus jobs, short-term study abroad programs, and other academic activities on and off campus; (2) a UTokyo version of the academic portfolio function; (3) a function that allows students to analyze accumulated information in a form that does not identify them individually, and to use the information for their own educational support; (4) a function to analyze the accumulated information without identifying individuals and to provide it as a foundation for IR, including the establishment and improvement of university-wide educational programs and the acquisition of new students; and (5) a function to improve communication in various situations (among students, students and faculty members, faculty members and executive board members, etc.). UTONE was introduced in PEAK in FY2022 and will be introduced to the entire College of Arts and Sciences by the end of FY2024, followed by a university-wide rollout.



Comprehensive Reform of Graduate Education

WINGS: World-leading Innovative Graduate Study Program

Degree programs established through collaboration among graduate schools to foster doctoral candidates who will contribute to human society through their high level of research and expertise. As of 2024, 19 programs have been established.

Advanced Program for Coming Creative Academics of Humanities and Sociology	World-leading Innovative Graduate Study Program of Advanced Basic Science Course	World-leading Innovative Graduate Study Program for Materials Research, Information, and Technology	World-leading Innovative Graduate Study for Frontiers of Mathematical Sciences and Physics
World-leading Innovative Graduate Study for Creating Educational Research	Global Science Graduate Course	World-leading Innovative Graduate Study Program in Gerontology: Global Leadership Initiative for Age-Friendly Society	World-leading Innovative Graduate Study Program in Proactive Environmental Studies
The World-leading Innovative Graduate Study: Advanced Business Law Program	International Graduate Program for Excellence in Earth-Space Science	World-leading Innovative Graduate Study Program for Quantum Science and Technology Fellowship Program	International Innovative Graduate Program for Intellectual Society
World-leading Innovative Graduate Study of Advanced Economics	Forefront Physics and Mathematics Program to Drive Transformation	World-leading Innovative Graduate Study for Sustainable Agriculture	World-leading Innovative Graduate Study Program on Global Leadership for Social Design and Management
World-leading Innovative Graduate Study Program of Global Studies Initiative	World-leading Innovative Graduate Study Program Co-designing Future Society	World-leading Innovative Graduate Study Program for Life Science and Technology	

SPRING GX

SPRING GX aims to develop talents who will play an active role in the realization of GX. The project targets not only science and engineering students but also doctoral students of the entire university, and students of almost all the graduate schools are participating in it. Financial support is provided to a total of up to 1,154 students.

BOOST NAIS

The project is designed to develop human resources to pioneer and lead the next generation of AI research. Launched in FY2024, it is implemented in close collaboration with SPRING GX, and students participating in the project will receive all the career development and training provided by SPRING GX, in addition to the contents provided by BOOST NAIS. In total, up to 75 students will receive financial support from the program.

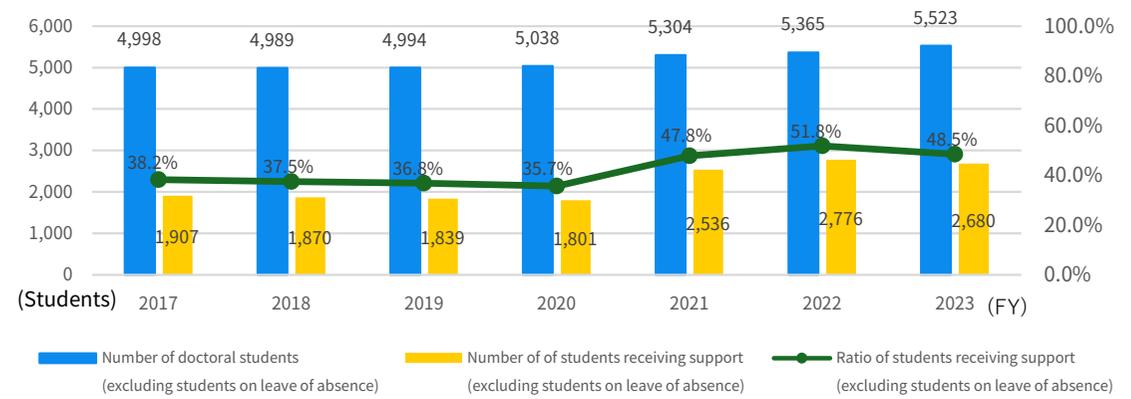
Financial support for graduate students

◆ Benchmarks and progress toward the achievement of the goal

Percentage of doctoral students receiving more than JPY 150,000/month in financial aid

Goal: 50% by FY2027
Current: 48.5% as of FY2023

Almost achieved



Nurture an International Outlook

GlobE: Center for Education

- Progress toward the achievement of the goal**
Achieved (Established in April 2023)
 Established as a university-wide joint education and research facility to support the internationalization of students

Global Liberal Arts Courses (GLA)

Students of UTokyo, including exchange students from overseas, will study the most pressing issues facing contemporary society in English. In particular, topics related to the SDGs will be covered.

- Progress toward the achievement of the goal**
Goal: 75 courses and 1,500 attendees by FY2027
Current: 31 courses and 294 attendees as of FY2024

UTokyo Global Unit Courses (GUC)

Short-term program for university students from all over the world launched in 2021. In 2023, the program opened from mid-June to July, accepting overseas students in person for the first time. Of the 207 participants, including online students, 196 students came to Japan. Students attend one to two weeks of specialized classes taught by UTokyo faculty members.

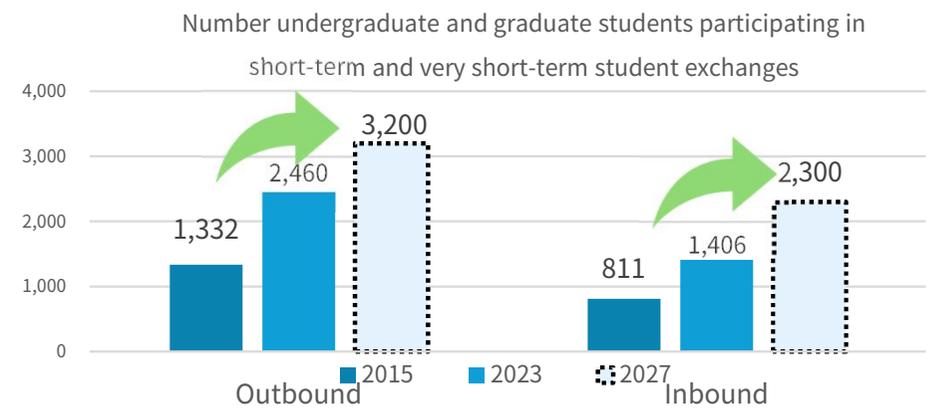
- Progress toward the achievement of the goal**
Goal: 30 classes by FY2027
Current: 17 classes as of FY2023

AUW Summer Program / Symposium

Under the theme of "Body, Environment and Sustainability", a joint summer program with Asian University for Women (AUW) in Bangladesh, supported by the Fast Retailing Foundation, was held in 2024.

Promoting international student exchanges

- Progress toward the achievement of the goal**
 Number of undergraduate and graduate students participating in short-term and very short-term student exchanges
Goal: 3,200 students outbound, 2,300 students inbound by FY2027
Current: 2,460 students outbound, 1,406 students inbound as of FY2023



Supporting Young Researchers

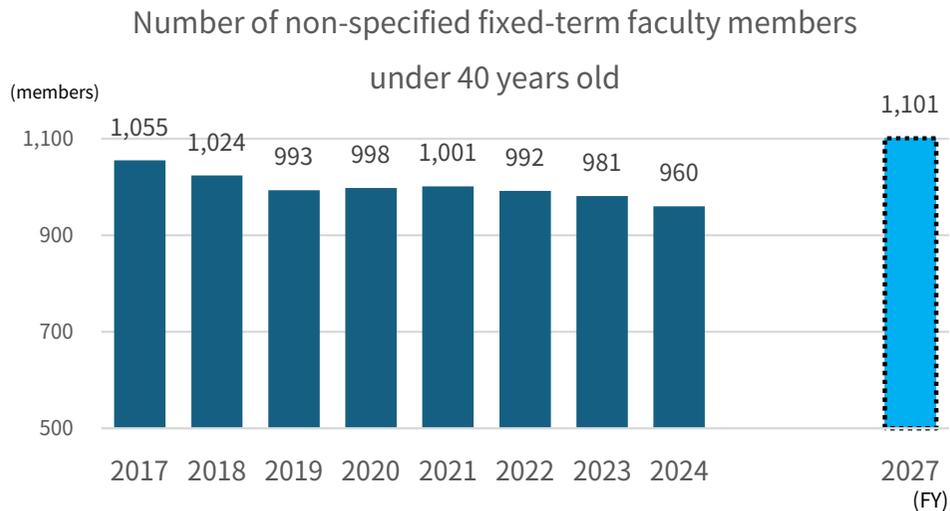
Securing excellent young research staff

◆ **Benchmarks and progress toward the achievement of the goal**

Number of non-specified fixed-term faculty members under 40 years old

Goal: More than 1,101 as of FY2027

Current: 960 as of FY2024



The University of Tokyo Excellent Young Researcher

Launched in FY2016 to support the start-up of excellent young researchers who have been at UTokyo for less than three years to enable them to pursue their own research themes and to create an environment where they can work independently. By creating an environment where up-and-coming young researchers from Japan and abroad can gather and freely devote themselves to research, the program will foster excellent young researchers and create a virtuous cycle in which talented and motivated students aspire to become researchers, using their active roles as role models.

[For the recommendation type]

Eligibility:

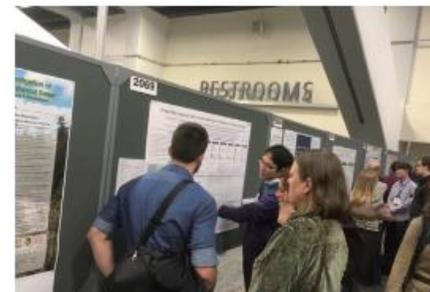
- Researchers with a research effort of 50% or more
- Doctoral degree holders or those who are recognized by the department head as having equivalent ability.
- Under 40 years old (under 45 years old for humanities or professors)
- Within 3 years of assuming the position of the employment type specified at the time of application

Support: Start-up expenses (JPY 3M/year) will be allocated for 2 years.

Fostering global reach

Global Activity Support Program for Young Researchers

The program will provide support for round-trip transportation and accommodation expenses for dispatching excellent young researchers overseas (for a period of at least one month but no longer than one year) providing them with opportunities to study overseas in order to strategically foster their development. In addition, by providing environmental development expenses to the sending department, we will foster an environment in which departments can easily dispatch researchers overseas and further improve UTokyo's research capabilities by stimulating overseas dispatches.



Securing Excellent Research Staff

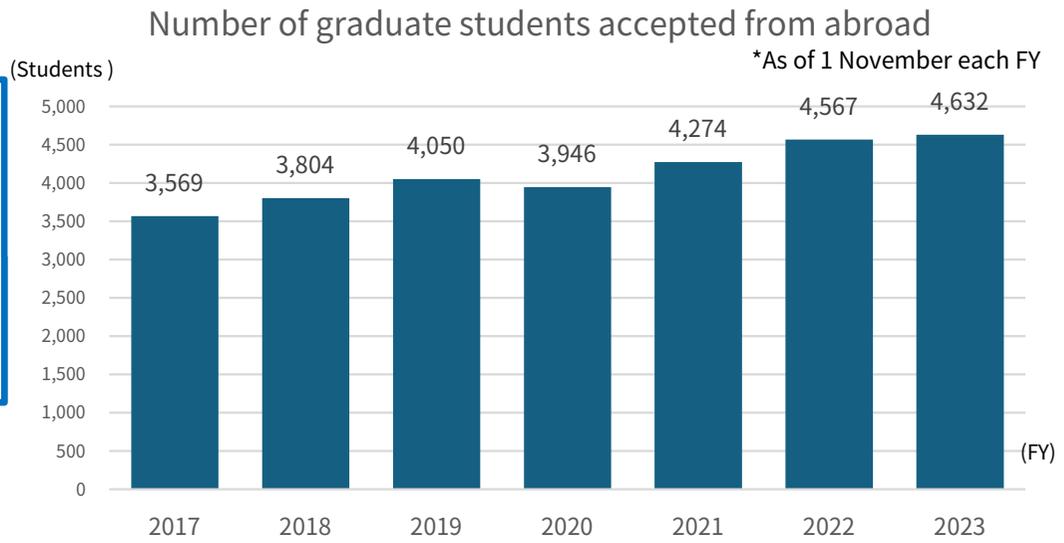
Attracting talent across borders

Continue to utilize flexible personnel measures such as the Cross Appointment System, the Split Appointment System, the University of Tokyo Distinguished Professor System, and annual salaries.

◆ Benchmarks and progress toward the achievement of the goal

Number of graduate students accepted from abroad

FY2023: 4,632 students accepted
 FY2017: 3,569 students accepted



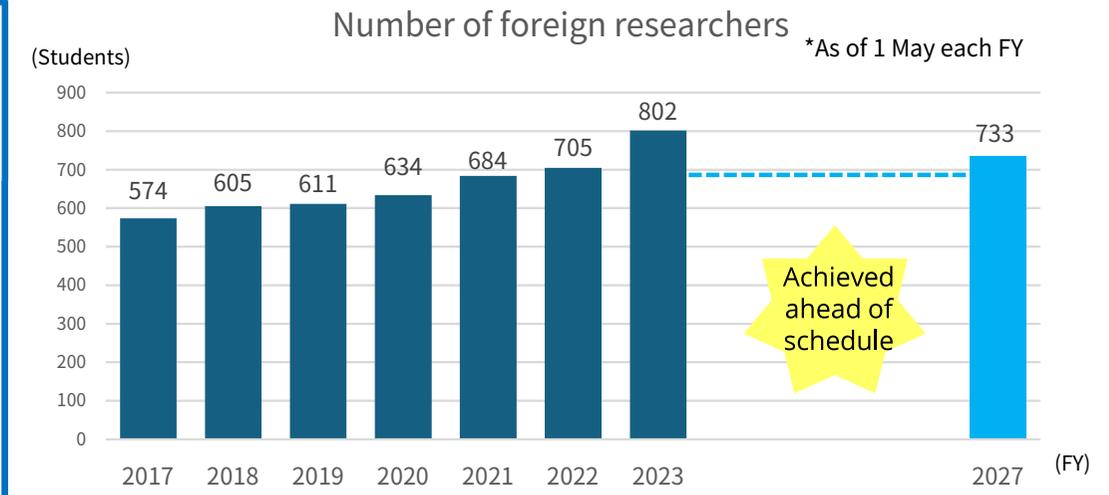
◆ Benchmarks and progress toward the achievement of the goal

Number of foreign researchers

Goal: 733 researchers by FY2027
 (20% increase compared to 2019)

Current: 802 researchers as of FY2023

❖ This is also a benchmark as an indicator of "international activities and collaboration of researchers" with regards to strengthening research capabilities



Diversity & Inclusion (D&I)

Promoting diversity research and improving diversity and inclusion on campus

The University of Tokyo Statement on Diversity & Inclusion (D&I)

Published in June 2022

In accordance with UTokyo Compass, the D&I Statement was created based on the awareness of how extremely important it is for the university to promote diversity and inclusion in order to achieve academic excellence, create knowledge innovation, and cultivate human resources who can act globally. The statement was followed by the "Guidelines for Students on Diversity of Sexual Orientation and Gender Identity at the University of Tokyo", published in February 2024.



IncluDE: Center for Coproduction of Inclusion, Diversity and Equity

Established in April 2024

- ✓ The center consists of one office and two divisions: the Office for DEI Coproduction Strategies, the DEI Implementation Division, formed by the merger of the Disability Services Office and the Office for Gender Equality, and the DEI Research Division.
- ✓ IncluDE will input findings from the field of gender equity and barrier-free promotion into research and become a center for research fields related to demand- and user-driven DEI social design, while creating a virtuous cycle of research and practice that applies the latest research findings in practice.

Increasing the ratio of female faculty members

Support measures to accelerate the recruitment of females

- ✓ Promote initiatives to achieve a 25% ratio of female faculty members under the UTokyo Compass
- ✓ We applied for the "Initiative for Realization of a Diverse Research Environment (Female Leader Development Type)", a 2022 fiscal year project subsidized by the Human Resources Development Fund for Science and Technology, and in October 2022, we were selected as a new institution to participate in the project. Under this project, we have launched the "UTokyo Gender Collaboration Reform #WeChange" program to develop female leaders.

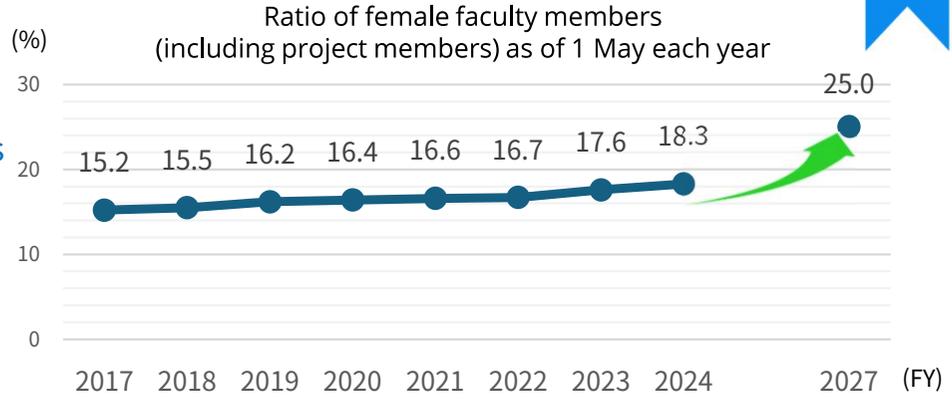


◆ Benchmarks and progress toward the achievement of the goal

Increase the ratio of female faculty members

Ratio of female faculty members (including project members)

Goal: 25% by FY2027
Current: 18.3% as of 2024



Reinforcing Research Capacity

R&D center for vaccine development

The UTOPIA Center

Est. 18 October 2022



The University of Tokyo Pandemic preparedness, Infection and Advanced research center

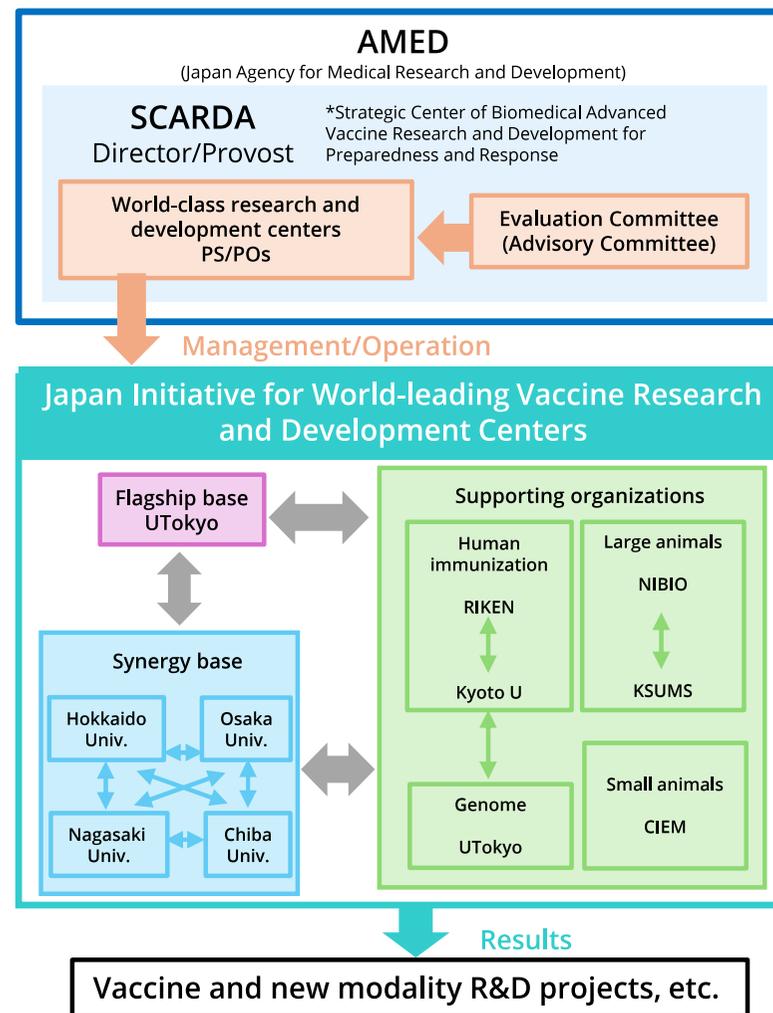
- ✓ Top-level researchers from around the world join forces across disciplinary boundaries to take on the challenge of devising countermeasures against infectious diseases and vaccine development.
- ✓ Researchers from different fields such as AI, structural biology, and social science, who have not been involved in infectious disease research before, are also brought together.
- ✓ UTOPIA is a collaboration system realized through a network with overseas institutions.



Flagship base for AMED-SCARDA

Contribution to 100 Days Mission

Prof. Yoshihiro KAWAOKA
Director



Response to Global research needs

◆ Benchmarks and progress toward the achievement of the goal

Amount of domestic and international research funds obtained to solve global issues

FY2022: JPY 116.8B
FY2017: JPY 90.8B



*The sharp increase in subsidies from 2019 to 2020 is due to the impact of Covid 19-related subsidies.

Reinforcing Research Capacity

Reinforcing International Networks

We promote the activities of world-class research centers such as the Kavli Institute for the Physics and Mathematics of the Universe (Kavli IPMU (WPI)), the International Research Center for Neurointelligence (WPI-IRCN), and Tokyo College, which we established as the University of Tokyo Institutes for Advanced Study (UTIAS). In addition, we are actively inviting various excellent researchers and young researchers from overseas institutions. In FY 2005, the number of researchers from overseas institutions invited to IPMU for seminars, research meetings, and joint research was about 350. Since its creation in 2019, Tokyo College has invited a total of 31 outstanding researchers and intellectuals from overseas to Japan, and has held a total of 61 lectures, symposiums, and video dialogues both onsite and online, with a total of 62 overseas researchers and others as speakers, thereby strengthening the international network.

● **Progress toward the achievement of the goal**

Achieved

Number of researchers invited from overseas

Number of overseas institutional researchers invited by world-class research centers established at UTIAS, such as Kavli IPMU (WPI), WPI-IRCN, and Tokyo College (including participation in online seminars and events)

Goal: 600 researchers/year
(Average during the 4th Mid-term Target Period)
Current: 679 researchers/year
(Average for FY2022 and FY2023)

**Kavli IPMU x ICRR Joint Public Lecture:
"Gravitational Waves x Computational Cosmology"**
10 December 2023

Kavli IPMU and the Institute for Cosmic Ray Research (ICRR) of the University of Tokyo held a joint public lecture in hybrid format at the Yasuda Auditorium and online. Lectures were given on gravitational waves captured underground in Kamioka-chou, Hida-shi, and on neutrino mass measured using space.



**Tokyo College
The Salon — Conversations with Prominent
Professors at the University of Tokyo (Season 1)**
1 December 2023 – 19 January 2024

"The Salon" is a dialogue series featuring distinguished scholars in the humanities at the University of Tokyo that aims to transcend disciplinary boundaries. It was hosted by Prof. Naoko Shimazu of Tokyo College and Prof. John Lie of UC Berkeley, who was staying at Tokyo College.



● **Progress toward the achievement of the goal**

Number of international co-authored papers

Number of international co-authored papers published by researchers involved in UTIAS

Goal: 300/year
(Average during the 4th Mid-term Target Period)
Current: 342/year
(Average for FY2022 and FY2023)

Achieved

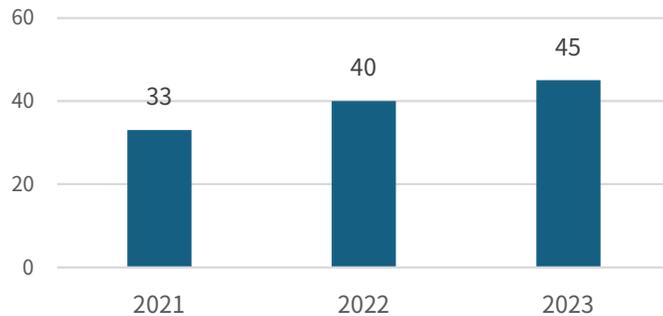
Reinforcing Research Capacity

Utilization of research data

Data Platform Initiatives

Visualize and disseminate various educational and research projects in data platform-related areas within the university, classifying them by category

Number of projects registered under the Data Platform Initiatives (total)



mdx: a platform for building data-empowered society

- ✓ A cloud platform for supporting data science and cross-disciplinary research collaborations
- ✓ Provides data collection, accumulation, and analysis functions that can be built, expanded, and merged on-demand and in a short period of time according to the application
- ✓ Introduced for the purpose of realizing data utilization by quickly and efficiently linking data science and information science knowledge across disciplines, various data and software, etc.
- ✓ Pilot operation started in September 2021 and moved to official operation in May 2023



1 Utilize SINET to readily create a data collection, storage and analysis environment upon request

2 Data and computer science techniques can be integrated by providing a high-performance computing environment

3 Promotion of fusion and utilization of different types of data and knowledge, and user support

Number of research papers published

Source: SciVal
(accessed July 30, 2024)

The number of international coauthored papers and articles increased steadily from 2017 to 2021, but decreased slightly in the most recent period, partly due to the Covid 19 pandemic. We will continue to work on forming international research networks and securing research time.



Listing of documents, books, and objects

Listing of documents, books, and objects

In order to continue to promote the listing and utilization of academic assets at UTokyo, we are conducting the University of Tokyo Digital Archives Construction Project as a means of making diverse academic assets available on the web. We are continuously promoting the digitization of materials held on campus and the release of digital archives.

Utilization of research data

- In addition to strengthening the library's information provision system and the archiving function of academic assets, we will promote the utilization of academic assets by strengthening the functions of storing, registering, and supporting analysis of large volumes of data acquired by museums and various research institutes, as well as observational data from IoT, satellites, etc.
- "The University of Tokyo Research Data Management and Utilization Policy" and "The University of Tokyo Open Access Policy" were established in February 2023. to promote the management and utilization of research data and open access

Knowledge-Intensive Industrial Clusters

Collaborations with overseas institutions on quantum sciences and artificial intelligence

Partnership agreements on quantum

1. UTokyo-U of Chicago-IBM (USD 100M)
2. UTokyo-U of Chicago-Google (USD 50M)

Both are 10-year partnerships



AI House Davos

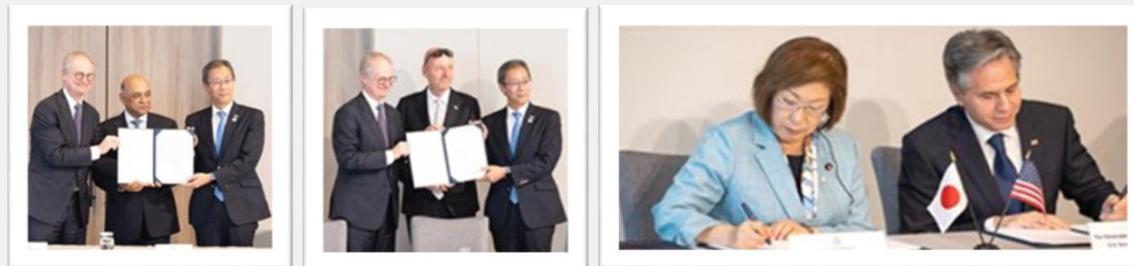
15-19 Jan 2024

- ✓ A platform for discussing various aspects of artificial intelligence (AI)
- ✓ Participated as "Initiator" along with Merantix, Swisscom and ETH AI Center etc.



Letter of intent with Microsoft Corporation

Partnership to promote GX, D&I, and AI research



Signed as a side event of the G7 Hiroshima (May 2023) in the presence of the U.S. Secretary of State Anthony J. Blinken and the then Minister of Education, Culture, Sports, Science, and Technology, Keiko Nagaoka.

Reinforcing International Networks

International collaborative research centers of excellence in Japan

Planetary Health Innovation Center (PHIC)

- ✓ Cooperate in the establishment of Institut Pasteur Japan, the Japanese base of the Institut Pasteur, and collaborate in PHIC, a division of the Institut.
- ✓ Encourages international joint research, student training, and start-ups in a wide range of fields, including global health and life sciences.
- ✓ Keidanren and PHIC will launch an academia-industry initiative on planetary health.



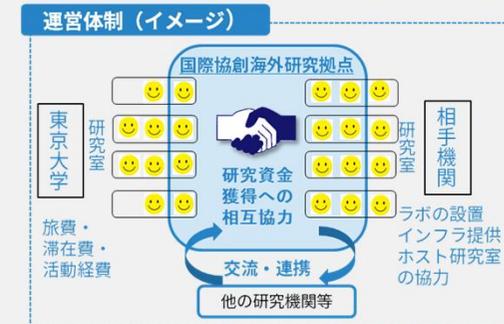
(Photo courtesy of the Embassy of France in Tokyo)

International collaborative research centers of excellence outside Japan

LINK:

UTokyo-KI Link Lab (Link for Innovative Networks and Knowledge)

- ✓ Based on a Letter of Intent with Karolinska Institutet, Sweden, established a joint laboratory at Karolinska Institutet
- ✓ Functions as a hub for fostering young talent, exploring new research fields, developing technologies, and supporting entrepreneurship.
- ✓ Promotes world-class cutting-edge research and education with a high level of originality and excellence
- ✓ Will be used as a pilot case to consider institutionalizing “International collaborative research centers”



Industry-Academia Collaboration

Organization-to-organization collaborations

Creating the Future from the Honmaru Area



We signed an industry-academia cooperative agreement in October 2022 with Mitsubishi Estate Co., Ltd. Sharing the philosophy of creating a prosperous future for the earth and human society, we aim to solve multi-layered social issues and create the future of Tokyo and Japan and will build an ecosystem base for innovation creation and growth in the Hongo to Honmaru area.

Creating Planetary Health



We signed a 100-year industry-academia collaboration agreement with East Japan Railway Company in October 2023 to create "planetary health" to realize enriched lifestyles. The University of Tokyo GATEWAY Campus, the first campus in Japan to focus on planetary health, will be established to create the lifestyle of the future.

Realizing the Medical Care Demanded by the Future Society



We signed an industry-academia collaboration agreement with Canon Inc. and Canon Medical Systems Corporation in November 2023 under the shared vision of "Realization of a society that maximizes the quality of life of each individual and coexists with disease: Solving diverse social and medical needs through social implementation of personalized medicine". As our first agreement in the field of medical care, it aims to realize a Well-Being society (a concept that expresses a state of physical and mental satisfaction) through the provision of optimal medical care suited to each individual.

Towards an Autonomous and Decentralized Society



We signed an industry-academia collaborative agreement with Nippon Telegraph and Telephone East Corporation (NTT East) in April 2024. The objective is to build a next-generation digital network infrastructure to support autonomous and decentralized regions and to create social entrepreneurs in order to realize a regional recycling-oriented society. Under the theme of "Connected Regions: A New Mirai," the project will take on the challenge of leading Japan in the future and enable each region to conduct economic activities and daily life in an autonomous manner.

- **Progress toward the achievement of the goal**
- **Number of industry-academia collaboration proposals across departments by fusion of humanities and sciences**
 Goal: 1 case by FY2027
 Current: 4 cases in total as of 2024 Achieved far beyond the goal
- **Total amount of organization-to-organization type industry-academia collaborative research**
 Goal: JPY 4B by FY2027
 Current: JPY 3.58B as of 2024
- **Number of coordinators with expertise**
 Goal: 20 coordinators by FY2027
 Current: 14 coordinators as of FY2024

The Startup Ecosystem

UTokyo Startup Ecosystem

Emphasizing entrepreneurship by students, faculty, and others as "pioneers of social value", we realize a **comprehensive entrepreneurship support system** by strengthening three functions that have been lacking: global expansion, deep-tech entrepreneurship support, and social entrepreneurship support.

<Three Expansions>

- Expansion of **eligibility** for startup and growth support
- Expand and strengthen the **collaborative network**
- Expand and grow the **ecosystem community**



Become an **entrepreneurial university** with a global startup ecosystem

1 Global startup investment support



2 Deep Tech Entrepreneurship, Startup Support



3 Social entrepreneurship support



Aim to increase the total number of startups (including social entrepreneurs) to 6,500 by 2049 (577 as of 2023)
Turning the ecosystem in the area surrounding the campus into a global ecosystem that connects to the world

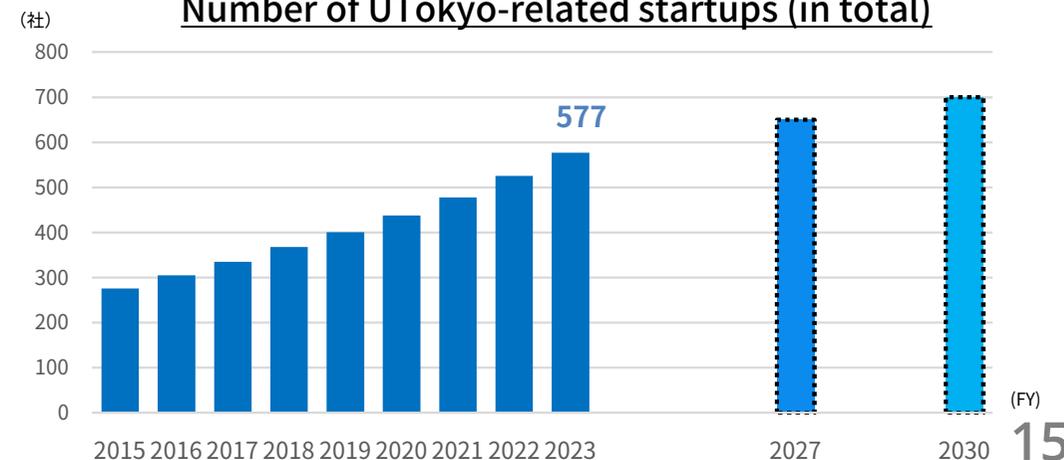
◆ Benchmark and progress toward the achievement of the goal

Number of startups cases

Goal: 700 cases in FY2030

Current: 577 cases in FY2023

Number of UTokyo-related startups (in total)



(FY)

The Startup Ecosystem

UTokyo group companies for startup support



UTokyo Investment Company / 2016

No.1 fund: JPY 25B in total, invested in 88 companies so far, 8 IPOs / M&A

No.2 fund: JPY 25.6B in total, invested in 35 companies so far, 1 M&A

ASA fund: Tokyo Metropolitan Government invested JPY 5B as LP

As of March 2024



UTokyo Venture Capital/ 2004

Managed 5 funds with a cumulative value of approximately JPY 84.7B

Invested in about 150 companies so far, 20 IPOs & 20 M&A

As of May 2024



UTokyo technology transfer / 1998

Cumulative license revenue of JPY 14.01B

6,850 contracts signed in total

As of March 2024

Listed Startups

- MIXI, Inc.
- NanoCarrier Co.,Ltd.
- Morpho, Inc
- Euglena Co.,Ltd.
- PeptiDream Inc.
- REPROCELL Inc.
- PKSHA Technology Inc.
- Finatext Holdings Ltd.
- QD Laser, Inc.
- Aidemy, Inc.

Life/Chem.-related

- Modalis Therapeutics Corporation
- OriCiro Genomics, Inc.
- PeptiDream Inc.
- REPROCELL Inc.

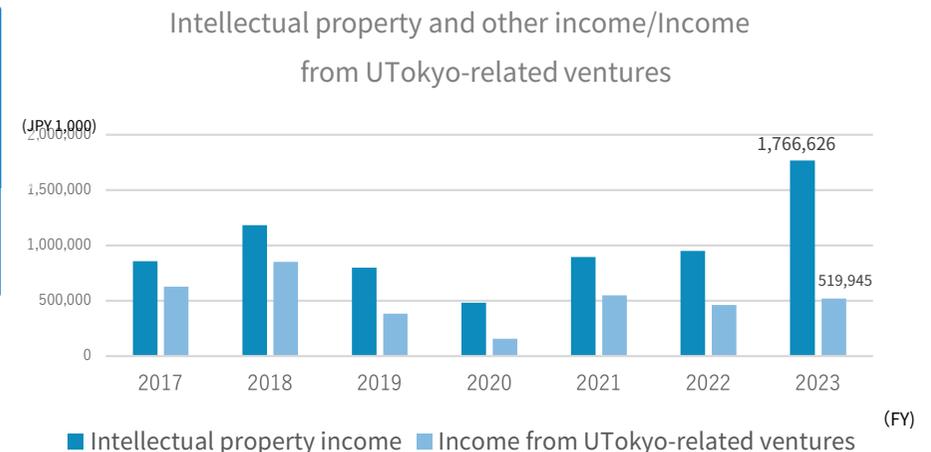
◆ Benchmarks and progress toward the achievement of the goal Intellectual property and other income/Income from UTokyo-related ventures

FY2023: JPY 1.77B (including 520M from UTokyo-related ventures)

FY2017: JPY 760M (including 570M from UTokyo-related ventures)

Technology transfer income is expected to increase or decrease somewhat due to upfront payments, milestone payments, and other large income. In addition, the amount of income from UTokyo-related ventures has also increased from JPY 310M in FY2016 to 510M when the gain on sale of stock acquisition rights is excluded. The increase or decrease in the figure on the right is within an acceptable range, and the amount of income is making steady progress.

*The decrease in FY2020 income was due to a one-time decrease resulting from a change in the fiscal year end for certain ventures, among other factors.

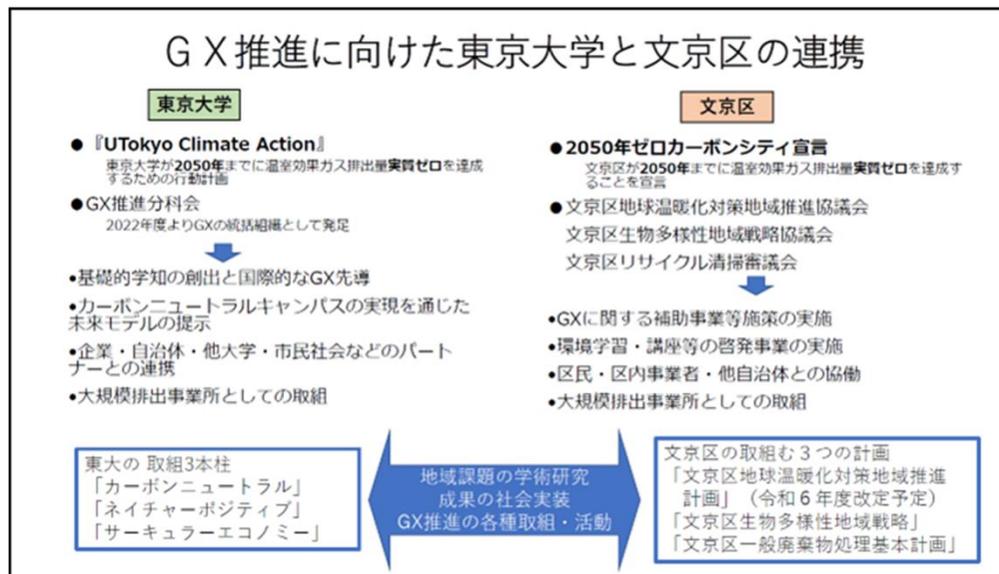


(FY)

Community Relations and Return of Academic Achievements to Society

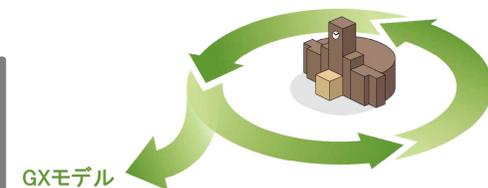
Community collaboration toward GX

- ✓ On 29 March 2024, we signed a collaboration agreement with Bunkyo Ward for GX based on the agreement on mutual cooperation .
- ✓ The agreement promotes collaboration to address issues related to GX in Bunkyo Ward, including carbon neutrality, nature positivity, and circular economy, and contributes to solving local issues through academic research and social implementation of its results.
- ✓ Contents of the Agreement:
 1. Promotion of academic research to address issues related to GX in the region
 2. Social implementation of the results of academic research for GX promotion
 3. Various initiatives to promote GX
 4. Other matters necessary to achieve the objectives of the agreement



● Progress toward the achievement of the goal

Goal: Collaborate with 7 local governments towards carbon neutrality by FY2027
 Current: Collaborating with 4 local governments towards carbon neutrality as of FY2023



Community Relations and Return of Academic Achievements to Society

Social Entrepreneurship Workshop for Problem Solving

- ✓ Co-sponsored Soil's Social Entrepreneurship Workshop (Soil 100) for UTokyo students in December 2023
- ✓ Attended by 30 students from various departments and grades
- ✓ Guest Speakers:
 - Dr. Yukihiro MARU, Group CEO, Leave a Nest Co.
 - Mr. Mitsuru IZUMO, Founder and President and Representative Director of Euglena Co.
- ✓ During the two days, lectures by experts and group work were conducted
- ✓ Six projects (by 7 students), which was a larger number than expected, received JPY 1M in grants and 3 months of mentoring at the Soil100 Final Pitch



Yaesu Academic Commons

- ✓ Opened in October 2022 within the Innovation Field Yaesu on the 4th floor of Tokyo Midtown Yaesu, directly connected to Tokyo Station
- ✓ Utilizing the convenience of the location, offers various current education programs for working people



UTokyo Recurrent Education Portal Site

- ✓ Launched in June 2024
- ✓ Search is available for degree programs, liberal arts courses, and recurrent courses offered by UTokyo mainly for working people



◆ Benchmarks and progress toward the achievement of the goal

- **Construction of recurrent education database and portal site**
The portal site was launched in June 2024 **Achieved**
- **Creation of new recurrent education programs and number of participants**
 - Newly established courses in 2023-2024: 15 courses
 - Total number of students in 2023: 41,977
 - *Total number of participants in 133 out of 172 courses

Enhancing University Operations and Management

Improvement of management

Management mechanisms accelerating the university's growth

CxOs use management data as a basis for making rapid decisions and allocating resources appropriately and in a timely manner by appropriately exercising authority under their own responsibility.

Division for Financial Management / CFO Office

As part of establishing a "unique university management model" to expand the university's autonomous and sustainable creative activities, the Division for Financial Management was established in April 2022 to analyze the financial management of the university corporation and related risks, and to discuss how to make investment decisions to expand UTokyo's functions. The Division for Financial Management developed into the CFO Office in April 2024.

Development of CxOs and systems to support CxOs

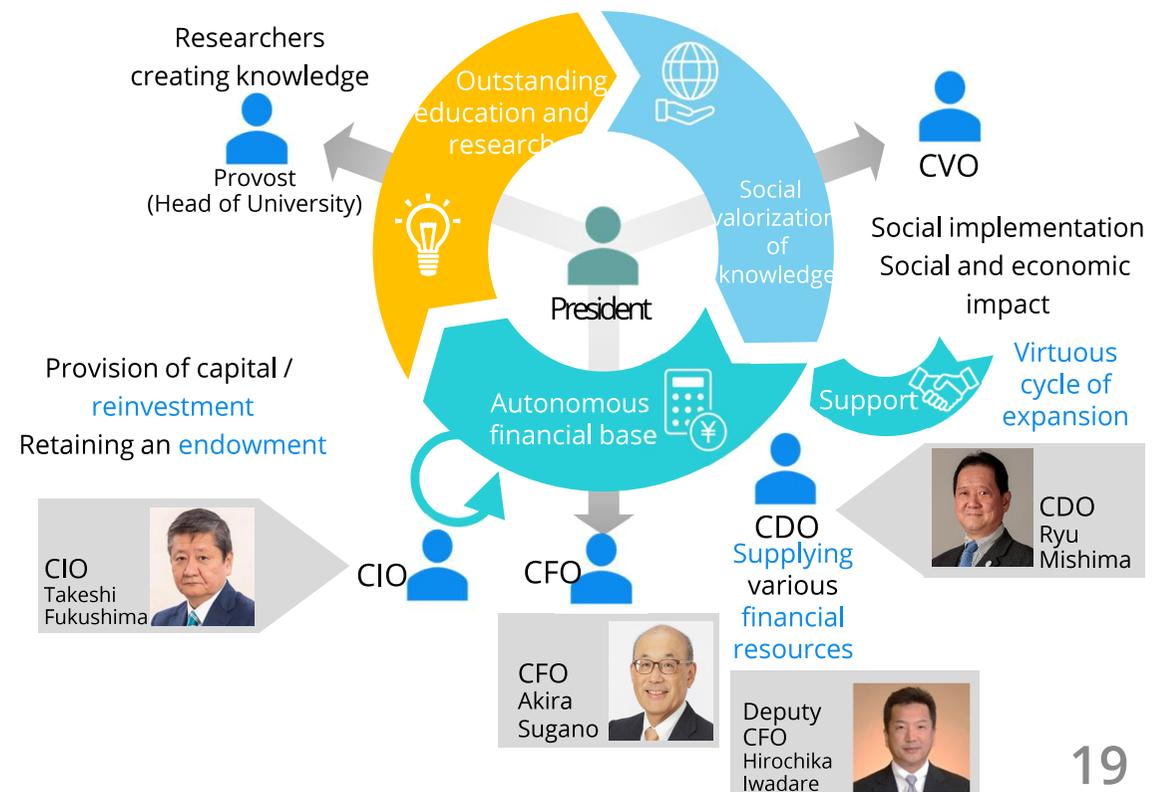
- Continue to expand the CFO office and the Development Office, which supports the CDO, to further substantiate the CxO structure. Establish a management structure with the President and CxO.
- Increase the expertise of staff supporting CxOs.

Dialogue with diverse stakeholders

- The President's leadership, supported by CxOs and others, ensures both rapid decision-making and academic promotion, while paying attention to the positions and opinions of various stakeholders through the Management Policy Meetings and various advisory board meetings.

Increase the diversity of the executives by appointing personnel with diverse backgrounds, including those with experience as executives in the private sector

A virtuous cycle of three management mechanisms



Enhancing University Operations and Management

Reform of financial systems

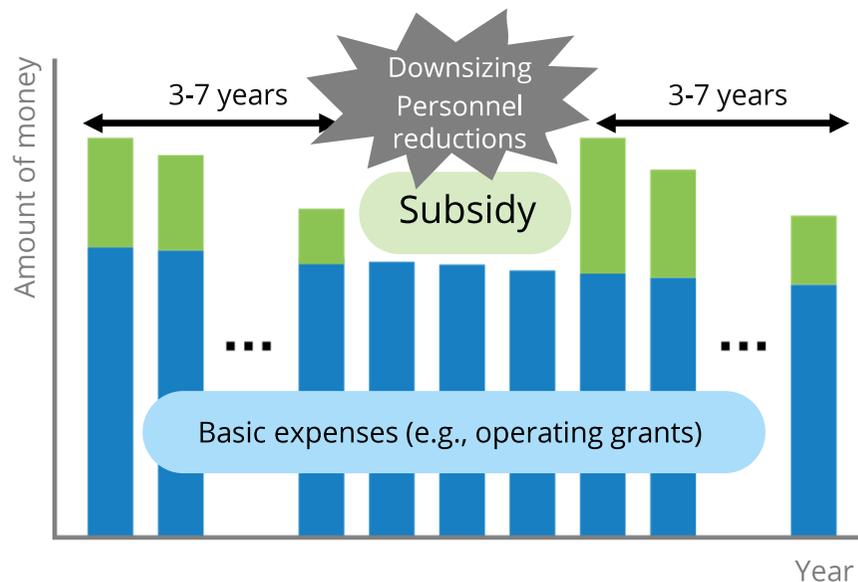
From Subsidy-based to Endowment-based

Focus has been on business growth; future emphasis will be on endowment through establishment and expansion of the university's own endowment.

Subsidy-based

Dependent on public funds such as operating subsidies.

The need to obtain grants limits the scope of activities to those that are in line with government policies, and the limited time frame of the grants makes long-term projects unsustainable.

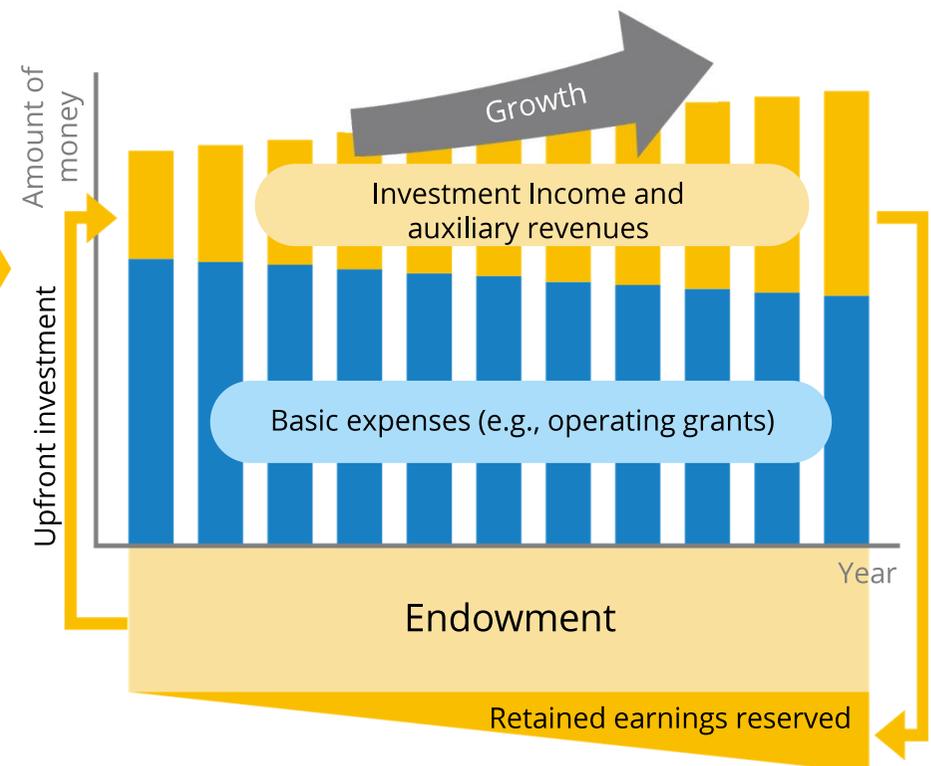


Unstable and Fixed-term Employment

Endowment-based

Long-term sustainable projects are possible.

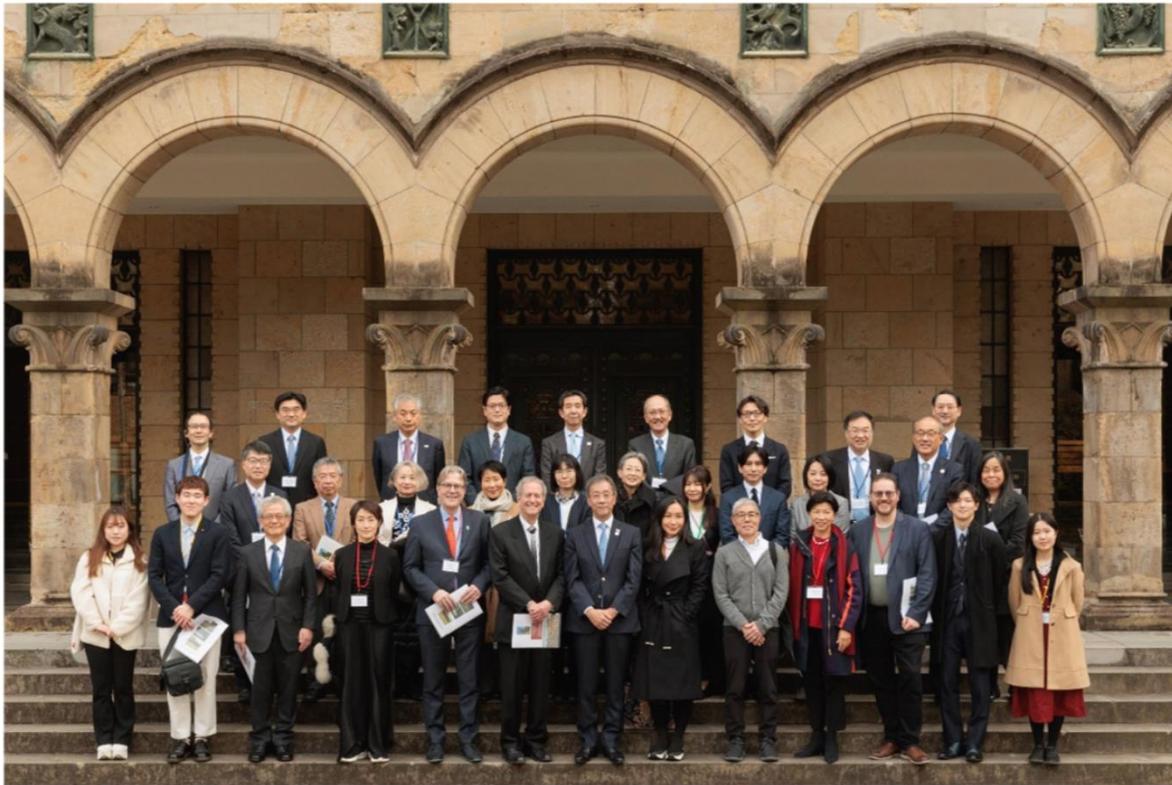
Upfront investment in independent initiatives, based on support and requests from outside the university.



Enhancing University Operations and Management

Global Navigation Board Meeting

- ✓ Established as an advisory council to the President composed of international experts
- ✓ 1st meeting: Held online on 3 March 2023. In addition to the four domestic and international committee members, the President and eleven other members of UTokyo's executives attended. The President briefed the committee members on UTokyo Compass, etc., followed by an exchange of views.
- ✓ 2nd meeting: Held on 14 February 2024 (first in-person meeting). Seven members of the committee from Japan and abroad, the President, all Executive Vice Presidents, and other twenty-four UTokyo members participated. Under the theme of "Global fundraising with UTokyo's 150th anniversary in mind", issues such as financial strategies, the expansion of the university's endowment, and fundraising to establish UTokyo's international presence were discussed.



Professionalization of Administrative Staff

Implementation of the 20% rule

As the work expected of UTokyo staff changes and becomes more sophisticated in line with social changes such as internationalization and digitalization, as well as the expansion of university functions, it is necessary to expand opportunities for UTokyo staff to acquire advanced expertise and proposal skills. In addition, as employees' values and work styles diversify, it is necessary to create opportunities for them to develop their career paths autonomously, making use of their work experience, knowledge, and individual expertise that they have cultivated, while promoting operational efficiency. To this end, we will establish a system that allows employees to use part of their scheduled work hours (up to 20%) to engage in activities related to planning and implementation of cross-divisional tasks of the University other than their own departmental duties and responsibilities, and to return the results of such activities to the University. The system will be implemented on a trial basis in FY2022 and FY2023, and preparations are underway for full-scale implementation by the end of FY2024.

University-wide deployment of operational reform initiatives and tools

As part of UTokyo's efforts to promote the effective use of human resources (HR management), UTokyo solicits ideas for operational reforms from staff members of the university and the actual effect of the reforms in the department to promote organizational operational efficiency. Particularly outstanding initiatives and the results are awarded annually and disseminated to the entire university.

Awarded Proposals for FY2023

President's Award:

Automated voucher generation for accounts payable using RPA Tools

Executive Vice President's Award:

- Kakenhi - Scientific Research Simplification and streamlining of the submission of payment documents related to transfers and contributions received
- Establishment of an application and reporting system for the doctoral student support system using *Google Workspace*
- Telecommuting Time Management for Simple Labor Gratuities Using *Forms*

ICT Seminar

Held as part of measures to build an overall optimized business system through cooperation between "creators" who plan, design, build, operate, and manage information systems at the core, and "users" who utilize information systems to conduct business, to share solutions, and to improve business efficiency. Through practical training, participants will acquire business process management (BPM) skills and the skills and literacy to use appropriate IT tools.

FY	Number of seminars held	Theme (sample)
2023	13	Create an app with one click from your data: Introduction to <i>Power Apps</i>
2022	11	Visualize and share tasks with team members: Introduction to <i>Teams + Planner</i>



超初心者編 Microsoft 365 各種アプリケーションについてご紹介



I. Progress of the Designated National University Project

1. Developing and Securing Talents
2. Reinforcing Research Capacity
3. Collaboration with Society
4. Enhancing University Operations and Management

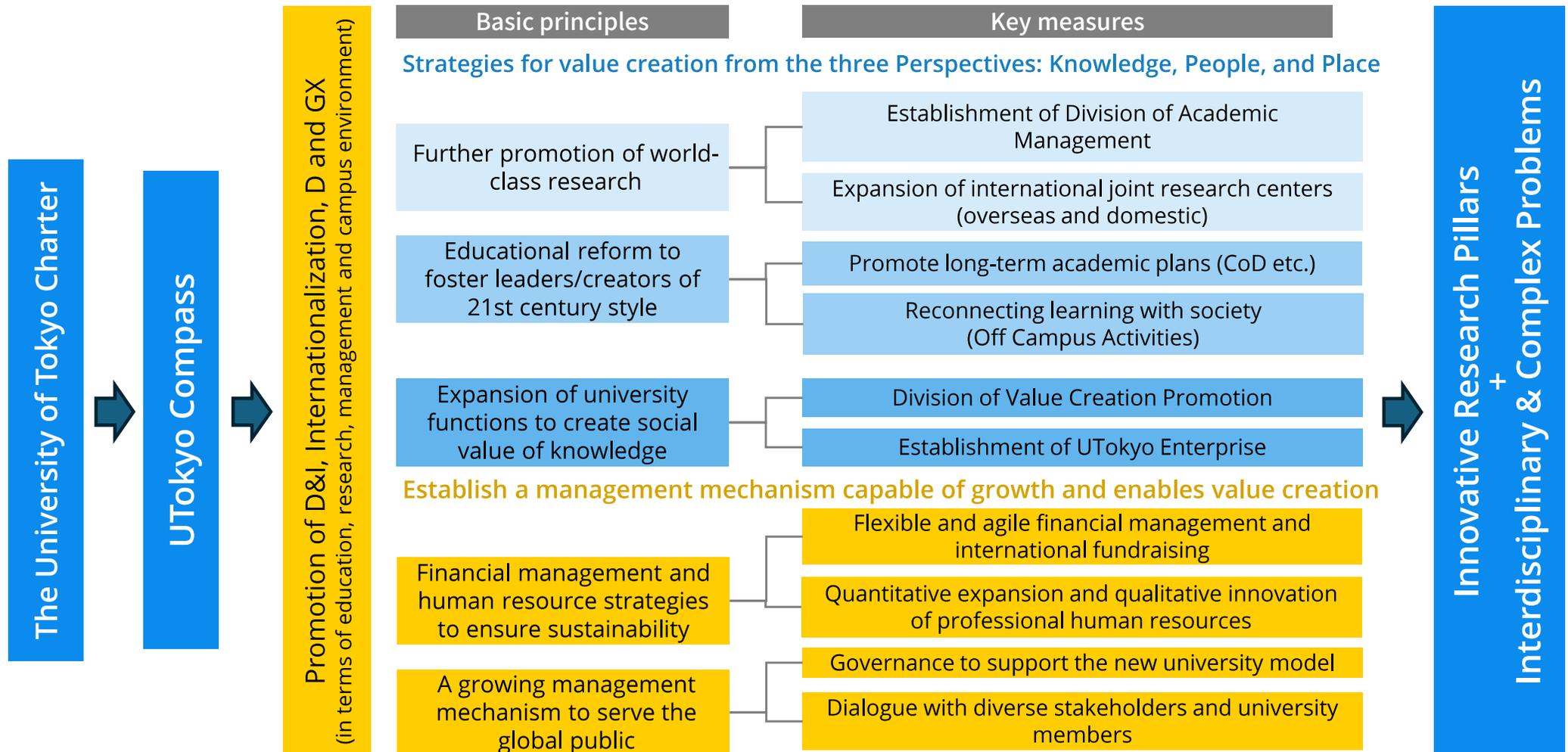
II. Future Plans and Prospects



Building a New University Model: UTokyo's new grand design

UTokyo COMPASS

UTokyo Compass was released in September 2021 as a concrete action plan to realize the 20 goals, which are set forth from the perspective of "establishing management capabilities" as the foundation for autonomous and creative university activities, and from the three key perspectives: "Knowledge", "People", and "Place". In order to further accelerate the implementation of this action plan, which was revised to ver. 2.0 in April 2024, we have reorganized what needs to be done based on the three perspectives and have established a priority investment plan as shown in the figure below.



Forming a "Global Base for Knowledge Collaboration" to Contribute to the Future of Humanity and the Planet

To further promote UTokyo Compass, the UTokyo Future Society Initiative (FSI) and the New University Model Design Initiative were merged to form the new "UTokyo Compass Initiatives" in the Office of the President. The UTokyo Compass will be promoted through new measures, including the establishment of a Research Intelligence Organization, in collaboration with relevant internal and external organizations.

UTokyo Future Society Initiative (FSI) est. 2017

- Developed various new measures as an organization that leads university-wide projects at the initiative of the President
- Implemented SDG principles, promoted collaboration with various parties inside and outside the university

New University Model Design Initiative est. 2022

- Envisioned various initiatives for UTokyo Compass's "new autonomous and creative university model"
- To promote the realization of the visions, coordinated the application for the Universities of International Research Excellence

UTokyo Compass Initiative (UCI) Est. 1 Apr. 2024

- Inheriting the philosophy of FSI, continue to promote collaborative activities that contribute to the future of the earth and human society
- Integrates functions to realize the concept of autonomous and creative promotion of diverse UTokyo activities, including FSI activities
- Serves as a platform for further implementation and development of the projects that FSI has led
- Maintains the function of deliberation and decision-making as an organizational decision-making forum and the function of leading new university-wide measures

9 subcommittees under UCI:

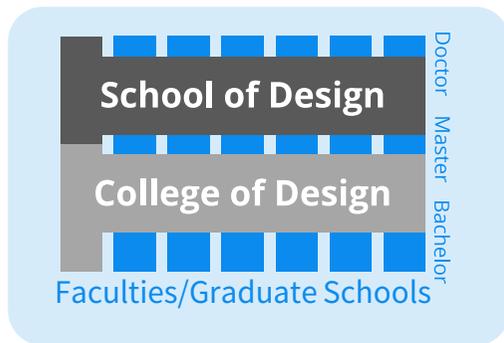
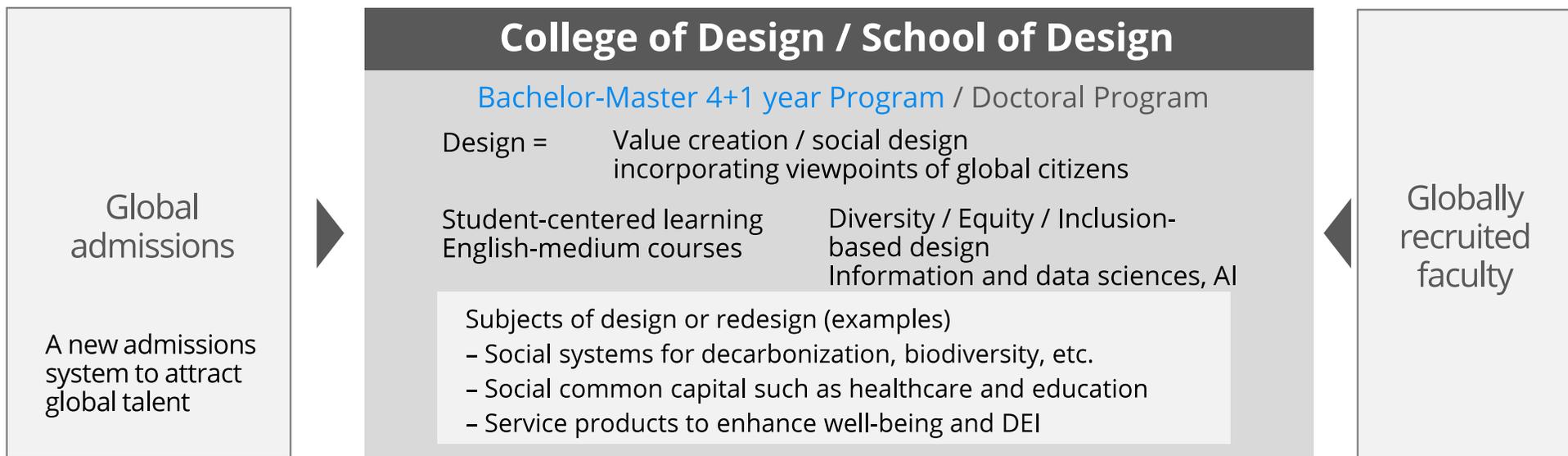
- Vision Formation Subcommittee
- D&I Promotion Subcommittee
- GX Promotion Subcommittee
- Strategic Research Promotion Subcommittee
- Academic Knowledge Creation Subcommittee
- Education Reform Subcommittee
- Value Creation Subcommittee
- Management Reform Subcommittee
- Governance Subcommittee

Examples of Future Initiatives

1. College of Design (CoD)

New College of Design to tackle complex global issues

In today's increasingly complex and diverse society, there is a need for exceptional individuals who can take the initiative to tackle global challenges faced by human society and become the changemakers of the future. The College of Design will provide a place for interdisciplinary learning and problem-solving that transcends existing academic disciplines, with a focus on "design" in its broadest sense, including the transformation of social systems.



A new platform for transcending disciplines and all existing UTokyo organizations

Shared structure: Students and Faculty

Some faculty members will concurrently hold positions in existing Faculties and CoD, spreading reforms in education and research throughout the University. **(Shared Faculty)**

In addition to students belonging to CoD **(Core)**, some students will participate from existing Faculties **(Affiliate)** to further enhance the synergy between CoD and the existing Faculties.

University-wide targets (2049)

Overall ratio international students
 Undergraduates > 30%
 Graduates > 40%

Non-Japanese researchers > 30%
Female faculty > 40%

Examples of Future Initiatives

2. Concept of a Research Intelligence Organization

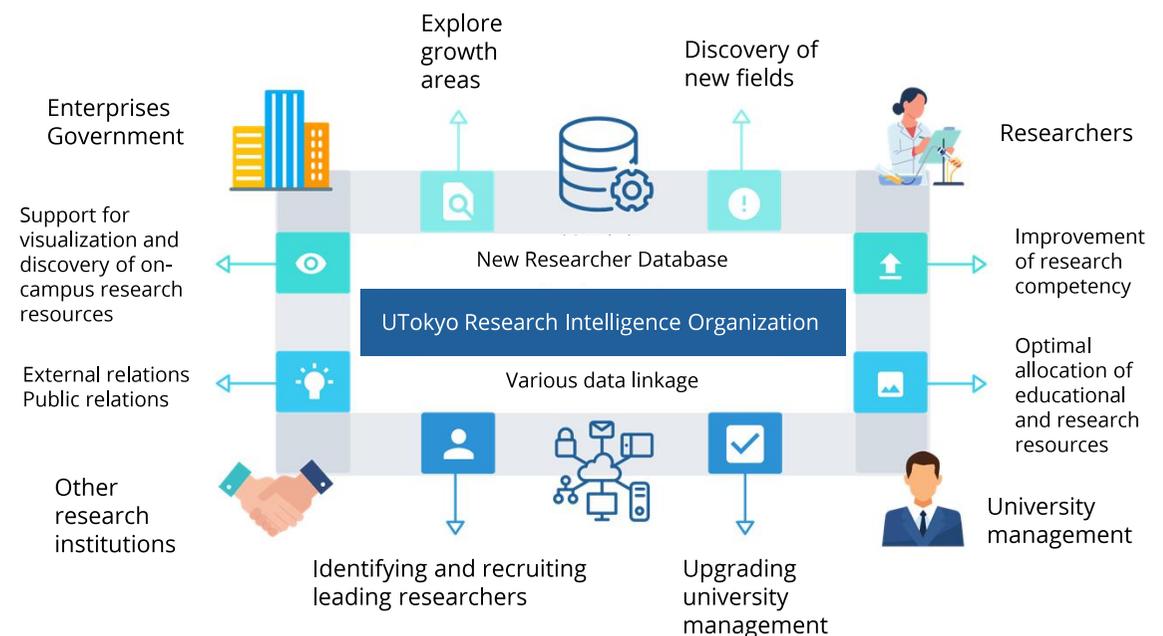
- Analyze UTokyo's position in the world based on data to identify the role UTokyo should play in the world.
- Provide flexible support for faculty appointments in departments and for analysis and investigation of interdisciplinary research that connects the dots by utilizing information obtained through the exercise of the research intelligence function.

Establish research intelligence system

- Understand domestic and international research trends (**research intelligence**)
- Gather performance data on the university's research, education, social cooperation etc., and the status of possession and utilization of university resources (**research IR**)
- Early identify and evaluate research seeds within the university as well as promising researchers in Japan and overseas

Promote agile integration and new research

- Serve as catalyst for networking and agile integration of researchers in different fields
- Support for obtaining external funding at each stage of new research and accompanying support through (re)allocation of research support personnel such as research engineers and URAs
- Centralized management of endowed research organizations and endowed professors
- Promote university-wide sharing of advanced facilities



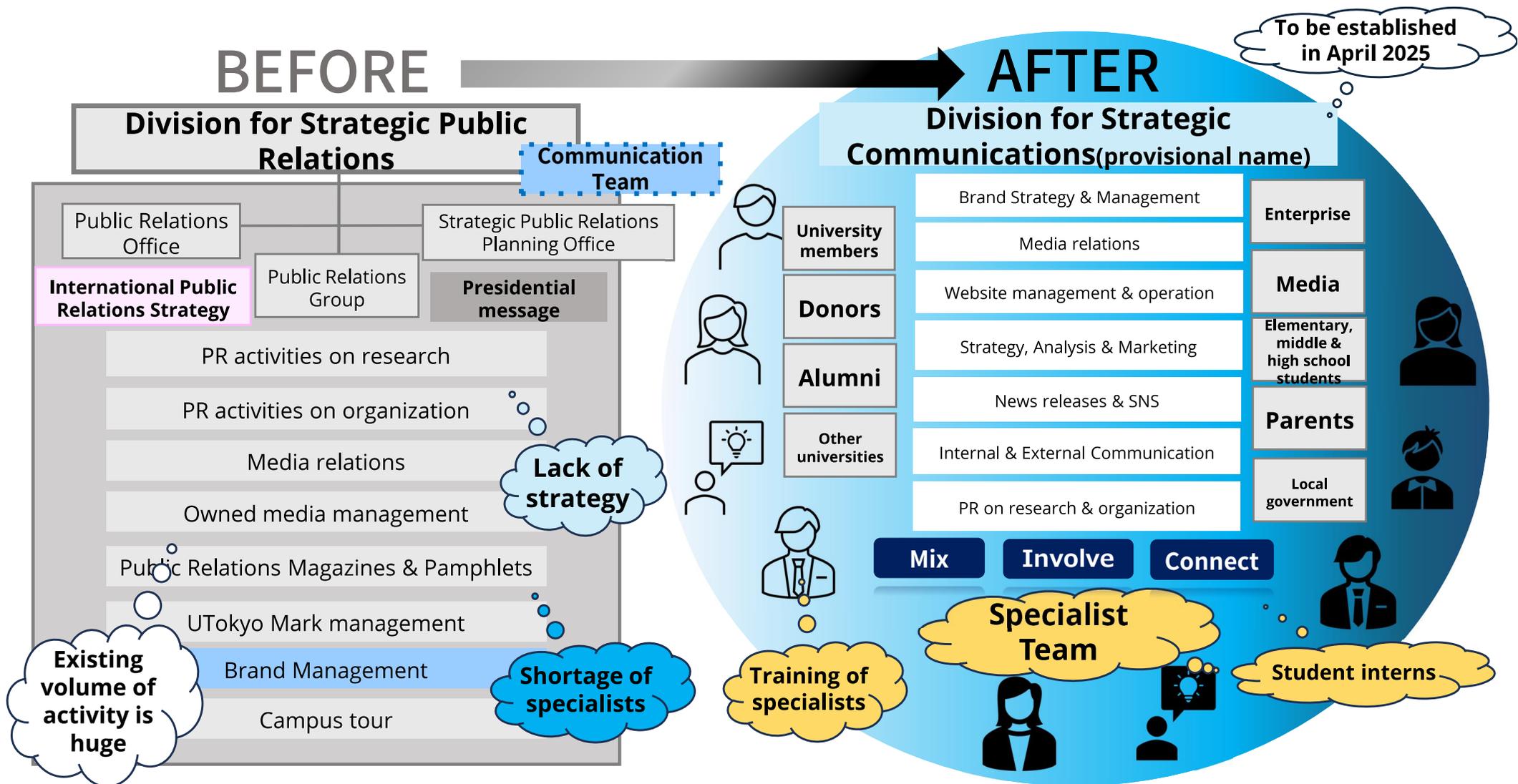
Conceptual image of the Research Intelligence Organization

*This is a draft concept currently under consideration and may be subject to change in the future.

Examples of Future Initiatives

3. Division for Strategic Communications (provisional name)

Division for Strategic Public Relations will be reorganized into Division for Strategic Communications (provisional name)



- 2021 Communication Team established
- 2024 Visual Identity guidelines developed, Brand Studio established, Division for Strategic Public Relations workshop held
- 2025 Division for Strategic Communications (provisional name) to be established

Examples of Future Initiatives

4. Transition to endowment-type financial management

System reform from subsidy-based to endowment-based

UTokyo Center for Applied Capital Markets Research -UTokyo's first endowment-type research organization

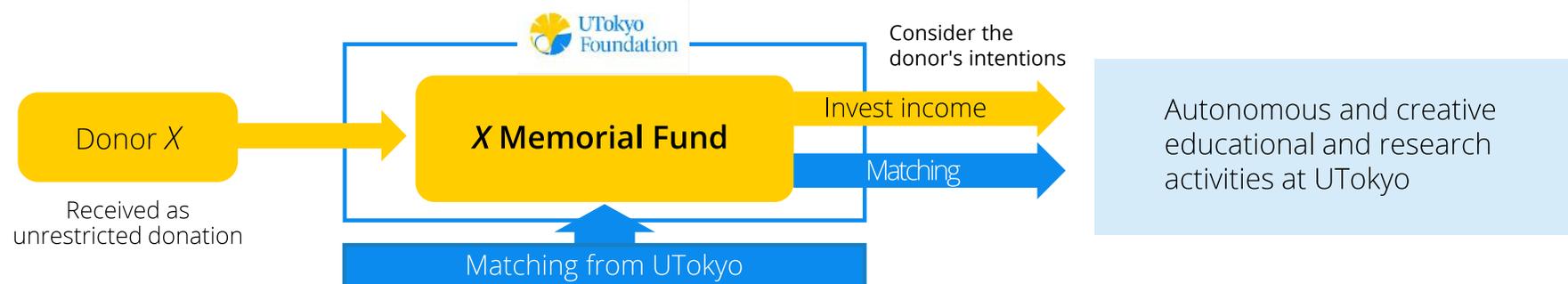
By integrating the accumulation of global academics on capital markets with the unique academic fields of each country, such as taxation, corporate accounting systems, and industrial organization from the three perspectives of academia, practice, and systems, we will create capital market research as a new academic field in Japan and propose and present a grand design for Japan's capital markets.

UTokyo's first endowment-based research organization, established with a donation from Mr. Oki Matsumoto (Chairman and Chief Executive Officer of Monex Group, Inc.)

Est. 1 October 2023



Endowment-type donation mechanism (conceptual image)



Consideration of proposed measures that contribute to endowment-type financial management

Endowed Scholarship

Through the investment of the endowment fund, which will be funded by the investment income from donations, we will design a scheme to attract excellent doctoral students from Japan and abroad to UTokyo and to support the best doctoral students in the world with scholarships.

Endowed Professorship

Based on the "Mission of the University of Tokyo" in research and education, and in order to appropriately reflect the expectations and demands of society towards universities and to strengthen its functions in consideration of the temporal diversity of academia, UTokyo will employ excellent researchers from Japan and abroad as faculty members on a long-term and stable basis through the management of a fund funded by the investment income from donations.

Examples of Future Initiatives

5. HR Management: Creating an environment for quantitative and qualitative improvement of professional human resources

HR management: improvement of the environment for quantitative and qualitative improvement of professional human resources

Establish the Division of HR Management

1. The Division of HR Management will plan the hiring, development, personnel cost management and organizational and operational reforms of professional human resources
2. The Executive Vice President in charge of HR will be the general manager of the Division and will work closely with the CFO office, etc.

Professional human resources

- Defined as personnel with a high level of professional ability who are required to meet the demands of expanding university functions and changing social conditions. Professional human resource can also effectively and efficiently perform a variety of tasks (research support, dissemination of research results, maintenance of research infrastructure, etc.) that contribute to the vitalization of education and research activities
- In a broad sense, existing faculty, administrative staff, and technical staff are also included

① Hiring of professional human resources



② Development of professional human resources (specialization and advancement)



③ Management and allocation of personnel cost



CFO Office

Cooperation



④ Reform of organization and operations



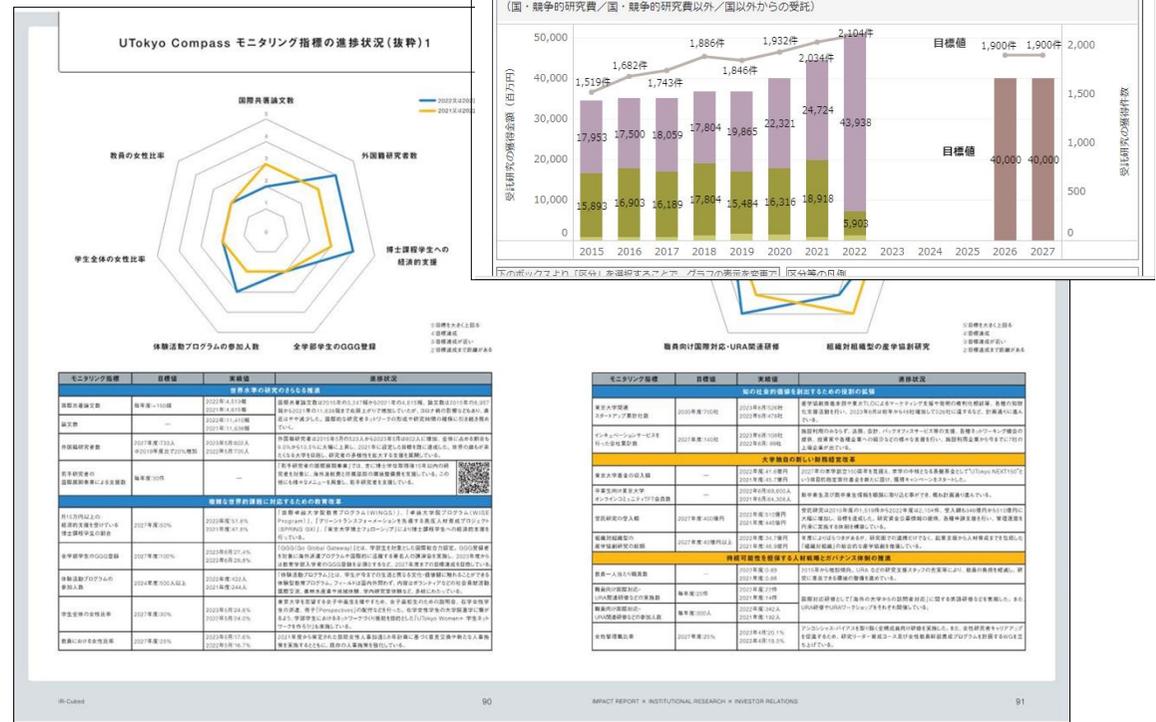
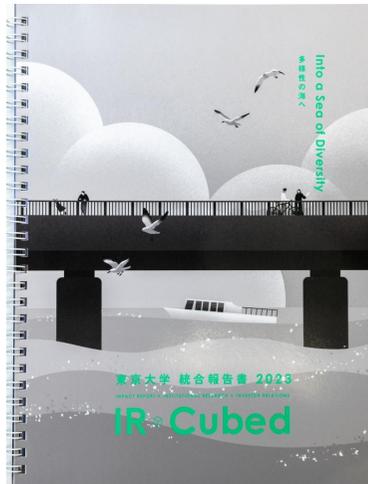
Enhancement of IR functions

Follow-up of designated national university projects, which is integrated with monitoring of the UTokyo Compass, the basic policy of the University of Tokyo.

Each year's data for key indicators is published on the website and viewers can see the changes over time.

https://www.u-tokyo.ac.jp/ja/about/president/monitoring-indicator_index.html

Information on the progress of UTokyo Compass' monitoring indicators is published in the integrated report "IR Cubed", which is available on UTokyo's website.



Communication of information related to the Designated National University Project

Information on the Designated National University Project is available on the following page of our website:

<https://www.u-tokyo.ac.jp/ja/about/overview/b06.html>