

# 5<sup>th</sup> Management Policy Council Meeting

## Agenda

**Date:** Friday, January 30, 2026

**Time:** 10:00 AM - 12:00 PM

### **Agenda:**

1. 2025 Fiscal Year UTokyo Budget Plan (Supplementary)
2. Changes to the 4th Period Medium-Term Plans
3. Report on the Review Results of the Second Call for Applications for Universities for International Research Excellence
4. Other Matters

### **Materials:**

1. 2025 Fiscal Year UTokyo Budget Plan (Supplementary)(Proposal)
- 2-1. Changes to the 4th Period Medium-Term Plans (Overview)
- 2-2. The University of Tokyo Medium-Term Plans Comparison Table of Current Version and Proposed Changes
- 2-3. The University of Tokyo 4th Period Medium-Term Goals and Medium-Term Plans
3. Overview of the Advisory Board's Review on the Certification of the Universities for International Research Excellence (Excerpt)
- 4-1. Response to the Proposal from the Management Policy Council on the Presidential Selection
- 4-2. Desired Attributes of the President
- 4-3. Desired Attributes of the President (Comparison with the Previous Version) (Reference)
- 4-4. Proposal from the Management Policy Council on the Presidential Selection (Reference)
5. Management Policy Council Meeting Schedule for FY2025

## 2025 Fiscal Year UTokyo Budget Plan [Corporation Frame] (Supplementary) (Proposal)

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## [Revenue]

(JPY: All numbers in millions, rounded up/down)

Categorization	FY2024	FY2025			Notes
	Budget [Supplementary]	Budget [Original]	The amount of increase/decrease	Budget [Supplementary]	
<b>University Operating Revenue</b>	<b>126,572</b>	<b>127,002</b>	<b>4,285</b>	<b>131,287</b>	
Government Grant for Operating Expenses	80,244	79,045	3,344	82,389	Additional grant for aiding the Law School (JPY 492 million) Additional grant for education and research infrastructure maintenance (JPY 2,851 million)
Student Tuition Fees	15,250	15,497	0	15,497	
Miscellaneous Revenue	7,816	8,882	0	8,882	
Research Revenue for Indirect Expenses	23,094	23,516	941	24,457	Estimated based on the revenue to September 2025
Facility Expense Grant	59	59	0	59	
Provision of FSI Donation for Operating Expenses	109	3	0	3	
<b>University Hospital Revenue</b>	<b>55,316</b>	<b>56,512</b>	<b>0</b>	<b>56,512</b>	
<b>Investment and Temporary Revenue</b>	<b>250</b>	<b>318</b>	<b>265</b>	<b>583</b>	
Financial Revenue	250	318	265	583	Increase in short-term investment income due to rising interest rates
<b>Total Revenue (A)</b>	<b>182,138</b>	<b>183,832</b>	<b>4,549</b>	<b>188,382</b>	

## [Expenditure]

Categorization	FY2024	FY2025			Notes
	Budget [Supplementary]	Budget [Original]	The amount of increase/decrease	Budget [Supplementary]	
<b>University Operating Expenses</b>	<b>140,153</b>	<b>137,636</b>	<b>2,493</b>	<b>140,129</b>	
Personnel Expenses Managed by the Administration Bureau	73,700	73,405	2,024	75,429	Influence of National Personnel Authority (NPA) recommendation
Operating Expenses (University Budget Allocation)	66,453	64,231	469	64,700	Increase in expenditures due to higher external funding
<b>University Hospital Expenses</b>	<b>47,681</b>	<b>48,861</b>	<b>0</b>	<b>48,861</b>	
Medical Service Expenses	44,391	45,861	0	45,861	
Debt Repayment Expenses (Hospital)	3,289	3,000	0	3,000	
<b>Investment and Temporary Expenses</b>	<b>1,391</b>	<b>1,791</b>	<b>288</b>	<b>2,079</b>	
Debt Repayment Expenses (Excluding hospitals)	966	1,279	288	1,567	Increased due to the first interest payment on newly issued bonds (Series 4-6 Bonds)
Repayment Reserve of University Bonds (Principal Amount)	375	513	0	513	
Investments	50	0	0	0	
<b>Total Expenditure (B)</b>	<b>189,224</b>	<b>188,288</b>	<b>2,781</b>	<b>191,069</b>	
<b>Balance (C = A - B)</b>	<b>-7,086</b>	<b>-4,456</b>	<b>1,769</b>	<b>-2,687</b>	
<b>Department Deposit and Loan System in UTokyo (D)</b>	<b>1,440</b>	<b>0</b>	<b>-1,748</b>	<b>-1,748</b>	
Balance of Department Deposit at UTokyo (Deposition / Withdrawal)	1,407	0	-1,765	-1,765	Deposit JPY 668 million / Withdrawal JPY 2,432 million
Balance of Department Loan at UTokyo (New Loan / Repayment)	33	0	17	17	Repayment JPY 932 million / New Loan JPY 914 million
<b>Balance (E = C + D)</b>	<b>-5,646</b>	<b>-4,456</b>	<b>21</b>	<b>-4,435</b>	
<b>Provision of Carryover Funds for Operating Expenses (F)</b>	<b>5,646</b>	<b>4,456</b>	<b>-21</b>	<b>4,435</b>	
Reserve for Projects	0	745	0	745	
Research Revenue for Indirect Expenses	5,646	3,178	-1,374	1,804	
University Bonds	0	533	1,353	1,886	Additional allocation from newly issued bonds (Series 4-6 Bonds)
UTokyo Foundation (Unrestricted Donations)	0	0	0	0	
<b>Balance (G = E + F)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

\*Due to rounding up/down of figures, there may be discrepancies in the totals.

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### Changes to the 4th Period Medium-Term Plans (Overview)

- Under the National University Corporation Act, the Minister of Education, Culture, Sports, Science and Technology sets the operational goals that national university corporations should achieve as 'Medium-Term Goals,' and national university corporations are required to formulate plans to achieve these goals as 'Medium-Term Plans'. Medium-Term Goals are set for a period of six years, and the fiscal year 2026 corresponds to the fifth year of the fourth term (from April 2022 to March 2028).
- In addition, when making changes to Medium-Term Goals or Medium-Term Plans, it is necessary to consult with the National University Corporation Evaluation Committee and the Minister of Finance, and obtain approval from the Minister of Education, Culture, Sports, Science and Technology. The necessary procedures, such as the submission of required documents from each university corporation related to these changes, are typically consolidated and carried out by the Ministry of Education, Culture, Sports, Science and Technology before the start of each fiscal year.
- This time, the University of Tokyo will make some changes to its Medium-Term Plans.
- The changes to be deliberated at today's meeting are as follows:  
Changes to 'Appendix 1: Faculties, Graduate Schools, and Enrollment Capacity' regarding the enrollment capacity (2 items)
  - In accordance with the temporary increase in the admission quota for the Faculty of Medicine—implemented through fiscal year 2026 for the purpose of securing medical doctors in regional areas—the maximum enrollment capacity of the Faculty of Medicine will be increased by two students.
  - Due to the increase in the admission quota for the Graduate School of Information Science and Technology, effective from fiscal year 2026 (Doctoral Program: from 82 to 96 students), the maximum enrollment capacity of the Graduate School of Information Science and Technology and the university's Doctoral Programs will be increased by 28 students.

- Changes to the Medium-Term Plans must be submitted to the Ministry of Education, Culture, Sports, Science and Technology by Friday, 30 January 2026.

Reference: National University Corporation Act (Excerpt)

(Medium-Term Goals)

Article 30: The Minister of Education, Culture, Sports, Science and Technology shall set the goals regarding the operational management to be achieved by national university corporations, etc. in six years as medium-term goals, present them to the national university corporations, etc., and make them public. The same shall apply when these goals are changed.

(Medium-Term Plans)

Article 31: When a national university corporation, etc. is presented with the medium-term goals pursuant to the provisions of paragraph 1 of the preceding Article, it must formulate a plan to achieve these goals, pursuant to the provisions of the Ordinance of the Ministry of Education, Culture, Sports, Science and Technology, and obtain approval from the Minister of Education, Culture, Sports, Science and Technology. The same shall apply when attempting to make changes to this plan.

## The University of Tokyo Medium-Term Plans: Comparison Table of Current Version and Proposed Changes

Current version		Proposed changes		Reasons for the changes
<b>Appendix 1: Faculties, Graduate Schools, and Enrollment Capacity</b>		<b>Appendix 1: Faculties, Graduate Schools, and Enrollment Capacity</b>		<ul style="list-style-type: none"> <li>• Change in enrollment capacity associated with the temporary increase in medical school admissions quota, aimed at securing regional physicians, for the period up to FY2026.</li> </ul>
Faculty	Faculty of Law: 1,600 students Faculty of Medicine: <u>816 students</u> Faculty of Engineering: 3,772 students Faculty of Letters: 1,420 students Faculty of Science: 1,120 students Faculty of Agriculture: 1,220 students Faculty of Economics: 1,360 students Faculty of Liberal Arts: 560 students Faculty of Education: 380 students Faculty of Pharmaceutical Sciences: 336 students  Total Enrollment Capacity: <u>12,584 students</u>	Faculty	Faculty of Law: 1,600 students Faculty of Medicine: <u>818 students</u> Faculty of Engineering: 3,772 students Faculty of Letters: 1,420 students Faculty of Science: 1,120 students Faculty of Agriculture: 1,220 students Faculty of Economics: 1,360 students Faculty of Liberal Arts: 560 students Faculty of Education: 380 students Faculty of Pharmaceutical Sciences: 336 students  Total Enrollment Capacity: <u>12,586 students</u>	
Graduate Schools	Graduate School of Humanities and Sociology: 710 students Graduate School of Education: 323 students Graduate Schools for Law and Politics: 850 students Graduate School of Economics: 325 students Graduate School of Arts and Sciences: 1,051 students Graduate School of Science: 1,461 students Graduate School of Engineering: 2,189 students Graduate School of Agricultural and Life Sciences: 1,067 students Graduate School of Medicine: 1,134 students Graduate School of Pharmaceutical Sciences:	Graduate Schools	Graduate School of Humanities and Sociology: 710 students Graduate School of Education: 323 students Graduate Schools for Law and Politics: 850 students Graduate School of Economics: 325 students Graduate School of Arts and Sciences: 1,051 students Graduate School of Science: 1,461 students Graduate School of Engineering: 2,189 students Graduate School of Agricultural and Life Sciences: 1,067 students Graduate School of Medicine: 1,134 students Graduate School of Pharmaceutical Sciences:	

<p>390 students  Graduate School of Mathematical Sciences: 202 students  Graduate School of Frontier Sciences: 1,221 students  Graduate School of Information Science and Technology: <u>816 students</u>  Graduate School of Interdisciplinary Information Studies: 332 students  School of Public Policy: 294 students</p> <p>Total Enrollment Capacity:  Master's Programs: 5,940 students  Doctoral Programs: <u>4,458 students</u>  Integrated Doctoral Programs: 932 students  Professional Degree Programs: 1,035 students</p>	<p>390 students  Graduate School of Mathematical Sciences: 202 students  Graduate School of Frontier Sciences: 1,221 students  Graduate School of Information Science and Technology: <u>844students</u>  Graduate School of Interdisciplinary Information Studies: 332 students  School of Public Policy: 294 students</p> <p>Total Enrollment Capacity:  Master's Programs: 5,940 students  Doctoral Programs: <u>4,486 students</u>  Integrated Doctoral Programs: 932 students  Professional Degree Programs: 1,035 students</p>	<ul style="list-style-type: none"> <li>• Change in enrollment capacity associated with the increase in the admissions quota for the Graduate School of Information Science and Technology starting in FY 2026 (Doctoral Program: from 82 to 96 students).</li> </ul>
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**The University of Tokyo**  
**4th Period Medium-Term Goals and Medium-Term Plans**

Medium-Term Goals	Medium-Term Plans
<p><b>(Preface) Basic Goals of the Corporation</b></p> <p>1. Characteristics of the University of Tokyo  As Japan's first national university, the University of Tokyo strives to explore truth and create knowledge across a wide range of academic fields. It aims to preserve and expand foundational disciplines while fostering new academic areas through interdisciplinary research and integration. The university promotes world-class research at the forefront of knowledge, engages in active international research exchanges to lead global academia, and maintains a liberal arts education system in its undergraduate programs, fostering students with broad perspectives, intelligence, and practical skills. Building on its outstanding research and comprehensive liberal arts education, the university offers high-quality specialized education at both undergraduate and graduate levels, attracting many students from Japan and around the world, thus fulfilling its role as a global educational and research hub. Beyond its traditional role entrusted by the nation, the university continues to reform itself to acquire autonomous and creative management capabilities, expanding its activities through collaboration and dialogue with society to create a better future.</p> <p>2. Mission of the University of Tokyo  The primary mission of the University of Tokyo, as a global academic hub, is to enhance the quality of education and research, fostering individuals</p>	

who can play leading roles in various fields both domestically and internationally, and creating outstanding academic knowledge. With a deep understanding of their own history and culture, and a broad international perspective and resilient pioneering spirit, students are equipped with advanced specialized knowledge and problem-solving abilities, a keen sensitivity to injustice and social disparities, and the ability to independently pose questions, think critically, and act. The university aims to cultivate and share diverse academic knowledge to address global challenges and fulfill its public responsibilities, contributing to the development of human society as a whole.

To achieve this mission, the University of Tokyo, as an "open university," bases its operations on the diversity generated by dialogue, opens its doors widely to all qualified individuals both domestically and internationally, strengthens and deepens broad collaborations with society, and expands educational and research networks beyond university and national borders. By developing new models of "management" unique to a comprehensive university, it aims to conduct educational and research activities on par with leading universities worldwide, pursue a better future in collaboration with society, and put these pursuits into practice.

◆ **Period of the Medium-Term Goals**

The period of the Medium-Term Goals is six years, from April 1, 2022, to March 31, 2028.

**I Matters related to improving the quality of education and research**

**1 Co-creation with society**

(1) Aiming to become a research university comparable to the world's top institutions, we will

**I Measures to be taken to achieve the goals of improving the quality of educational research**

**1 Measures to achieve the goals of co-creation with society**

(1-1) **【Strengthen research hubs for international excellence】**

We will promote the activities of leading world-class research hubs such as the University of Tokyo Institutes for

strategically identify fields to enhance our international presence. We will establish an educational and research environment that attracts outstanding researchers and students from both domestic and international sources (including special research funds, salaries, etc.). Additionally, we will build a world-class hub that accumulates intellectual assets such as cutting-edge educational and research facilities, including data infrastructure, and international network hub functions that transcend industry, academia, and government.

Advanced Study—the Institute for the Physics and Mathematics of the Universe (Kavli IPMU), the International Research Center for Neurointelligence (IRCN), and Tokyo College—and turn the IRCN and other organizations into permanent entities. We will also take the initiative to attract visiting researchers and early career researchers from institutions outside Japan.

Performance Indicators	<p>1-1-1. Welcome 600 researchers /year(average during the fourth mid-term goals period) from institutions outside Japan to the above-mentioned three hubs each year (including participation in online workshops and events) .</p> <p>1-1-2. Permanent establishment of the IRCN Organization</p> <p>1-1-3. Number of international co-authored papers produced in the Institutes for Advanced Study: 300/year (average during the fourth mid-term goals period)</p>
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**(1-2) 【Promotion of cooperation and collaboration with overseas institutions】**

We will enhance the educational and research capabilities of the University of Tokyo and strengthen international collaboration to contribute to the resolution of global-scale problems. We will promote educational cooperation and partnerships, including through the use of online technologies, with institutions and talent beyond Japan that are known for their research excellence. We will consider ways to encourage and support the involvement of researchers affiliated with overseas institutions in examination committees for degree conferral. We will promote collaborative education programs, including double degree programs, with educational institutions outside Japan. At the same time, we will reassess our relationships with partner universities and organizations outside Japan, our various international relations projects, and overseas offices, and implement distinctive, strategic approaches to collaboration. In the Strategic Partnerships Project, we will take into account the exchange activities pursued thus far as we work to contribute to the improvement of UTokyo’s capabilities in both education and research, adopting more effective and progressive approaches that leverage the respective strengths of face-to-face and online formats, including the expansion of collaborative education programs. As part of this process, we will build international collaborative research centers of excellence outside Japan that will serve as places for the internationalization of research, collaboration toward solutions to global-scale problems, and the training of early-career researchers.

Performance Indicators	<p>1-2-1. Number of research supervisions involving supervisors from outside Japan: 70 /year (final year of the fourth mid-term goals period)</p> <p>1-2-2. Number of doctoral thesis examination committee members appointed from outside Japan: 20 /year (final year of the fourth mid-term goals period)</p> <p>1-2-3. Number of newly established research activity bases outside Japan: 5 bases (total during the fourth mid-term goals period)</p> <p>1-2-4. Number of international co-authored papers: 150 increase compared to previous year (each year during the fourth mid-term goals period)</p>
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(2) With the aim of sustainable development for our country and keeping in mind the society we aspire to achieve, we will identify the potential of the vast intellectual assets being created, actively communicate their value to society, attract human and financial investments from society, and establish a virtuous cycle system that enhances education and research.

**(2-1) 【Strengthening and establishing research hubs to tackle social issues】**

We will apply the combined knowledge of UTokyo to tackle a variety of local challenges in areas including low birthrate and aging population, disaster prevention and recovery, infectious diseases in livestock, and industrial revitalization, pursuing ongoing dialogue with local governments and residents and achieving workable solutions. We will strengthen the activities of research hubs tackling issues in society such as disaster preparedness and the aging population. We will also establish new research hubs in the areas of infectious disease control and vaccine development. We will clarify the differentiation of functions across various parts of the university and systems for their cooperation, and give shape to systems that can yield solutions to societal challenges promptly and appropriately. In the areas of infectious disease control and vaccine development, these functions range from the use of sophisticated genome analysis and simulation technologies to identify causal factors, to the search for preventative methods and potential therapies, the implementation of preclinical testing, the development of prevention and treatment methods through clinical testing, and their application in real life. In the areas of disaster preparedness and assistance, they similarly include collection of data essential for mitigating disasters and supporting responses to them, analyzing these data, running simulations, making concrete proposals, and applying them in real life. We will also develop systems enabling the use of social surveys and behavioral analysis to ascertain levels of public understanding and acceptance of policies related to infectious disease and disaster preparedness and assistance.

Performance Indicators	2-1-1. Establishment of new hubs for infectious disease control and vaccine development
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**(2-2) 【Initiatives and**

**Collaboration with the Community for Achieving Decarbonization】**

We will aim to decarbonize the activities of the entire UTokyo organization. Specifically, we will formulate a roadmap toward the goal of halving the university’s effective CO<sub>2</sub> emissions by 2030 as against the 2006 figure, and clarify the systems and policy measures required to achieve this goal. We will also collaborate with international society by participating as an institution in the international Race to Zero campaign that promotes action to reach effectively zero greenhouse gas emissions by 2050. In order to advance these initiatives effectively across the university, we will create a Green Transformation Initiative (tentative title) as an organization based on collaboration across academic and administrative staff. We will also work on green transformation initiatives with local governments, residents, companies, and whole communities in the areas home to UTokyo’s campuses and facilities, which occupy around 0.1% of Japan’s total land mass. Specifically, we will collaborate with at least seven local government authorities on green transformation, including the provision of support for the development of decarbonization action plans. We will also disseminate models of community collaboration toward green transformation to serve as reference points for other universities and communities.

Performance Indicators	2-2-1. Volume of CO <sub>2</sub> emissions (Scope 1 and 2) in university activities: to be halved by FY 2030 compared to FY 2013 levels; and to be reduced by more than 38% by the final year of the the fourth mid-term goals period 2-2-2. University-wide efforts towards decarbonization at the University of Tokyo: Establishment of Green Transformation
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	<p>Initiative in FY 2022 to promote university-wide decarbonization initiatives and formulate a roadmap for decarbonization at the University of Tokyo, designing a data platform to measure the University of Tokyo's carbon dioxide emissions (Scope 1, 2, and 3) during FY2022, and implementing and improving the data platform, checking the emission reduction status based on the measurement results, and revising the roadmap from FY2023 onwards</p> <p>2-2-3. Number of local government authorities collaborating with UTokyo on green transformation: more than 7 (total during the fourth mid-term goals period)</p>
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(2-3) **【Promote digital**

**transformation for the realization of a better society】**

Toward the creation of a data-driven society, we will promote initiatives in data utilization both within and beyond the university, and disseminate them throughout society. In doing so we will also give consideration to the potential negative effects of digital society, such as tyranny of data, social fragmentation, and exacerbation of CO<sub>2</sub> emissions. We will utilize the Science Information Network SINET, the mdx: a platform for the data-driven future, and other information and communications infrastructure to generate new methods for collecting, analyzing, and utilizing data related to healthcare, weather, society, materials, and the like. We will also develop data utilization platforms that contribute to the resolution of problems in society, such as the use of simulations to support natural disaster prediction and mitigation strategies. By accelerating this digital transformation, we will render visible the effects of our initiatives in research, education, and carbon reduction, and achieve data-driven efficiency gains. We will also use strengthening programs to accelerate faculty, administrative staff, and students' contributions to society through digital transformation, as well as advance this transformation in co-creative activities with communities within and outside Japan, including the effective use of cyberspace and AI technologies along with evidence-based information disclosure.

Performance Indicators	2-3-1. Number of projects registered for data platform initiatives: 3 /year (average during the fourth mid-term goals period)
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(2-4) **【Build systems to advance**

**UTokyo's digital transformation】**

We will establish a Digital Transformation Initiative (tentative title) that brings together individuals involved in digital transformation across the university. The Digital Transformation Initiative will be actively involved in the formulation of systems related to the promotion of key initiatives in areas such as diversity and inclusion, green transformation, and corporate transformation, and will ensure that these systems are properly attuned to digitalization.

Performance Indicators	2-4-1. Establishment of Digital Transformation Initiative (tentative title): Establishing the Digital Transformation Initiative (tentative title) to advance various important initiatives, create new systems and workflows leveraging digital characteristics, and achieve
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	<p>research, education, and social collaboration beyond traditional frameworks.</p> <p>2-4-2. Formulation of digital transformation indicators for the university: Referring to the Ministry of Economy, Trade and Industry's 'Evaluation Indicators for Digital Management Reform,' etc., formulate at least one DX indicator for each initiative promoted by the university, list the needs and issues identified in the process of operating existing workflows and systems that should be transformed using digital technology, and manage progress</p>
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(2-5) **【Develop a management system toward the establishment of a new UTokyo brand】**

Through accessible verbal and visual communication of the University of Tokyo Charter and UTokyo Compass, we will seek to establish a new UTokyo brand that differs from the image of the university currently shared within Japan. To do so, we will develop and implement mechanisms for UTokyo brand management at the university level, including the creation of a communications team and the formulation of guidelines. We will ascertain current conditions using social surveys of a wide variety of people both within and outside Japan. We will also develop systems for actively obtaining advice from international experts and exchanging ideas with them at appropriate junctures. We will also work to promote awareness of UTokyo Compass through strengthening communication of the university's vision, and enhance our presence as a leading university by engaging with audiences both within Japan and internationally through foundational communication activities, hosting of public events, and collaboration with media outlets. In order to showcase our cutting-edge research capabilities, comprehensive learning environments, and educational attractions, we will bolster our teams responsible for producing and managing our news site UTokyo FOCUS, press releases, video content, and the like, and raise our capacity to disseminate information within Japan and internationally.

Performance Indicators	<p>2-5-1. Accessible verbal and visual communication of the University of Tokyo Charter and UTokyo Compass: Develop a brand management system to clearly communicate the UTokyo's philosophy and other key messages through the establishment of a communication team and the formulation of guidelines, and enhance the ability to disseminate information domestically and internationally through timely understanding of the current situation</p> <p>2-5-2. Development of systems for obtaining advice from international experts: Establish the systems during FY 2022, hold meetings approximately once a year thereafter, and maintain a state where timely advice can be received</p>
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## 2 Education

(3) We will equip students with the fundamental framework of thinking to set and explore problems through specific fields of study, and also foster individuals with a broad education by exposing them to knowledge from other disciplines to broaden their perspectives. (Bachelor's Program)

(4) We will train individuals with the necessary research abilities as the first stage of researcher training. In programs aimed at developing individuals for highly specialized professions, train individuals with the practical skills required by society, such as in industry.(Master's Program)

(5) Through fostering deep expertise and collaboration with researchers from different fields, we will equip individuals with a broad range of skills as researchers. By developing the ability to conduct research independently, we will train individuals who are sought after and can excel not only in academia but also in various sectors of society, including industry.(Doctor's Program)

## 2 Measures to achieve educational goals

### (3,4,5-1) 【Develop educational programs to underpin capacity for dialogue in contemporary society】

We will develop and organize interdivisional content and programs relating to diversity and inclusion education, information literacy, global commons, and other related educational areas as university-wide foundational education programs, to be implemented for undergraduate students by the 2023 academic year. We will also request that data science education be included in curricula offered in all of the university's educational divisions . We will deploy the new programs at the graduate school level wherever possible and extend them across the entire university.

Performance Indicators	3,4,5-1-1. Number of courses related to diversity, inclusivity, global commons, and SDGs in undergraduate and graduate programs: More than 100 (final year of the fourth mid-term goals period)
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### (3,4,5-2) 【Cultivate capacity for dialogue and support career development in inclusive contexts】

We will raise the diversity of the faculty and administrative staff and provide a variety of role models for female students, international students, and students with disabilities, as well as furnish practical learning opportunities for dialogue that transcends differences of culture and background. A specific objective will be to raise the proportion of female faculty members (including special fixed-term faculty) to at least 25%. We will also operate annual programs for students with disabilities to visit and observe researchers' offices and labs. We will enhance the provision of career development support in both university headquarters and major university divisions to enable each student to apply their personal characteristics and traits to formulate an image of their future. In implementing this support, we will collaborate with alumni and make use of the UTokyo Campus Management System (UTokyo One), a highly personalizable learning support system.

Performance Indicators	3,4,5-2-1. Proportion of female faculty members (including Distinguished University Professors and project faculty members from among fixed-term project academic and administrative staff): More than 25% (final year of the fourth mid-term goals period) 3,4,5-2-2. Implementation of researcher visit programs for students with disabilities(every year during the fourth mid-term goals period) 3,4,5-2-3. Number of student participants of career development support programs: 1,300 /year (average during the fourth mid-term goals period)
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### (3,4,5-3) 【Render educational outcomes visible, Develop new educational systems and methodologies that utilize digital technologies】

We will develop and deploy the UTokyo One system to collect data on each individual student's achievements and outcomes in learning and other activities, render it in visible form, and establish educational support tools that students can take the initiative to utilize for themselves. Through this process, we will also seek to build a cyclical approach to improving education. We will adopt UTokyo One in PEAK (English-medium courses in the College of Arts and

Sciences) in the 2022 academic year, and launch it throughout the College of Arts and Sciences by the end of the 2024 academic year. We will draw on these experiences as we prepare for a rollout across all of the university's undergraduate programs. We will also involve students in the development and operation of the system through on-campus jobs and teaching assistant (TA) programs. We will also proactively adopt teaching methods that leverage the advantages of online teaching. As a further initiative in the use of online teaching, we will work to develop systems that enable the adoption of on-demand classes and integration of on-demand teaching materials, and use these for purposes such as cultivating students' international capabilities. In order to implement online classes more effectively, we will promote faculty development activities and support systems, and improve campus infrastructure including Wi-Fi and power outlets. We will also develop and implement new educational methodologies that make use of digital technologies such as virtual reality (VR) and augmented reality (AR).

Performance Indicators	3,4,5-3-1. Adoption of UTokyo One: Operation at PEAK within FY 2022, and expand to the Junior Division of the College of Arts and Sciences by FY 2024, make preparations for expansion to all faculties based on these operational conditions thereafter 3,4,5-3-2. Number of classes utilizing VR/AR: Offer at more than half of the educational departments by the final year of the fourth mid-term goals period
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**(3,4,5-4) 【Support faculty members' educational activities to foster capacity for creative dialogue】**

We will support the educational activities of faculty members in order to advance interactive teaching and learning and other practices that foster capacity for creative dialogue. Specifically, we will train educational support personnel to assist in areas such as curriculum management and admissions, as well as conduct faculty development programs that make use of in-house expertise in educational methodologies. We will also consider ways of revising the allocation and evaluation of education and research workloads.

Performance Indicators	3,4,5-4-1. Number of structured workshops and related programs in the UTokyo Future Faculty Program (FFP) and number of participants therein: 8 programs (final year of the fourth mid-term goals period) and 700 participants (total during the fourth mid-term goals period)
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**(3,4,5-5) 【Develop activities to foster students' independent creativity】**

We will increase the number of participants in experiential activity programs by creatively developing and promoting more attractive offerings, including programs (internships) with other organizations such as co-creation partner companies, international organizations, NGOs, NPOs, and local government authorities. We will modify the system to enable graduate students to participate in some of these programs, with the aim of having at least 500 undergraduate and graduate student participate annually. We will also develop forums for collaboration with partner companies, venture businesses, and the like, enabling interaction with students and the provision of entrepreneurship education. We will also explicitly position extracurricular activities, experiential learning, on-campus jobs, volunteer activities, and the like as opportunities to foster students' independent creativity, and work to reinvigorate such activities,

including by publicizing them outside the university. We will clarify approaches to the development of university facilities for extracurricular activities, the management of safety during activities, and the roles of faculty advisors and instructors.

Performance Indicators	<p>3,4,5-5-1. Number of participants in experiential activity programs: More than 500 undergraduate and graduate students /year (to be achieved by FY 2025)</p> <p>3,4,5-5-2. Tabulated management of the development of extracurricular activity facilities and their planned upgrading (every year during the fourth mid-term goals period)</p>
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**(3-1) 【Enhance undergraduate education under a long-term academic vision】**

In conjunction with the discussion and formulation of a long-term academic vision, we will strengthen undergraduate education that transcends the barriers between the humanities and sciences, including PEAK (English-medium programs in the College of Arts and Sciences). We will also enhance advanced education aligned with disciplinary characteristics, and education on ELSI in leading-edge science and technology. We will also strengthen liberal arts education in the Senior Division and Graduate Schools and interdivisional education programs, providing opportunities for students to sustain and advance their interests and learning in other fields while pursuing specialized education and research in the later years of their undergraduate studies.

Performance Indicators	<p>3-1-1. Number of advanced education courses and ELSI-related courses offered in the Junior Division: More than 5% of required courses (by the final year of the fourth mid-term goals period)</p> <p>3-1-2. Number of students taking later-stage liberal arts education courses offered outside their home faculties: 3,400 (by the final year of the fourth mid-term goals period)</p> <p>3-1-3. Number of students completing interdivisional education programs: 130 (by the final year of the fourth mid-term goals period)</p>
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**(4,5-1) 【Develop the World-leading Innovative Graduate Study Program and other cross-disciplinary programs】**

In order to raise the academic level of graduate students who will become the academic leaders of the future, we will make graduate education even more diverse, multi-track, and international, and promote self-directed, creative research by graduate students. We will fully establish the World-leading Innovative Graduate Study Program (WINGS), in which multiple university divisions cooperate to train outstanding graduate students in integrated Master's-Doctoral (or Bachelor-Master's-Doctoral) curricula, and prepare opportunities for outstanding graduate students to pursue activities outside Japan and in industry settings. We will implement cross-graduate-school, cross-disciplinary and interdisciplinary education programs that build on the achievements of programs such as WINGS, as well as programs to train students in doctoral programs as advanced professionals to lead the green transformation. Through these programs, and utilizing the functions of our distinctive research institutes, we will foster individuals equipped with both deep specialist expertise and broad, cross-disciplinary vision to drive the creation of new academic endeavors and

scientific knowledge. Specifically, we will have at least 350 students completing cross-disciplinary education programs.

Performance Indicators	4,5-1-1. Number of students completing cross-disciplinary education programs such as the World-leading Innovative Graduate Study Program (WINGS) and Support for Pioneering Research Initiated by the Next Generation (SPRING): More than 350 /year (to be achieved by FY 2024)
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(4,5-2) 【Enhance career support for doctoral students】

We will support the active participation and deployment of advanced doctoral talent across a wide range of fields in society. We will lobby the national government, industry, and other stakeholders to expand the opportunities for doctoral degree holders to utilize their expertise, as well as create and establish diverse career pathways such as URAs and international organizations, thereby furnishing an environment that enables students completing doctoral degrees to expand their career options. Furthermore, we will provide students with career support through a variety of events offered by the Career Support Office, the Future Faculty Program operated by the Center for Research and Development of Higher Education, long-term company internships, and entrepreneurship education.

Performance Indicators	4,5-2-1. Number of career support contents in WINGS: 20 /year (by the final year of the fourth mid-term goals period).
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(4,5-3) 【Enhance financial support for doctoral students】

To advance the cultivation of high-level doctoral talent, we will recruit a greater diversity of candidates with high academic abilities and research proficiency, increasing the overall number of graduate school applicants including working adults and non-Japanese nationals, as well as ensure that at least 30% of UTokyo master’s students continue on to doctoral programs. To this end, we will enhance the financial support offered to doctoral students, improve recruitment practices, and clarify career paths tailored to a diverse range of candidates for admission. We will raise the proportion of doctoral students receiving financial support to 50%[1] at an early stage.

Performance Indicators	4,5-3-1. Proportion of doctoral students receiving financial support of 150,000 yen or more monthly: More than 50% (by the final year of the fourth mid-term goals period) 4,5-3-2. Proportion of master’s students continuing to doctoral programs: More than 30% (by the final year of the fourth mid-term goals period)
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(6-1) 【Recurrent education programs】

We will build a comprehensive database of information gathered on recurrent education programs, including those implemented by the major divisions of the university and by members of the university community, and those operated in collaboration between UTokyo and corporate associates. We will also look into ways of making the gathered data more visible and build a portal site that provides essential information to audiences both within and outside the university. We will develop systems in order to raise the effectiveness of these programs overall.

Performance Indicators	6-1-1. Construction of recurrent education database and portal site: Construct the database by FY2023, and the portal site by FY2024
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(6) In response to changes in the industrial sector and local communities, such as the transition to a data-driven society, we will dynamically establish new educational programs for working adults. By training individuals with new literacies such as mathematics, data science, and AI, as well as individuals with revised and value-added existing

knowledge, we will support the career advancement of working adults.

(7) By expanding student overseas dispatch programs, attracting outstanding international students and networking them after graduation, and offering international educational programs in collaboration with overseas universities, we will foster individuals who are exposed to different values and possess a global perspective.

**(7-1) 【Develop university-wide educational support systems to help nurture globally capable individuals】**

The Division for Global Campus Initiatives has thus far planned and implemented university-wide short-term outbound and inbound study abroad programs and provided support for international students and UTokyo students studying abroad. We will restructure this Division to create an organization that also offers classes taught in languages other than Japanese that equip students with the practical knowledge and capacity for dialogue required of globally capable individuals, as well as support the operation of classes taught in languages other than Japanese within each undergraduate faculty. We will also bolster systems and expand courses in order to address the demand for education in Japanese as a second language.

Performance Indicators	7-1-1. Development of organization to provide classes taught in foreign languages: Consideration of the operational system for establishing the organization in FY2022, establishment of the organization and trial implementation of English-taught classes for senior undergraduate students in FY2023, full-scale implementation of English-taught classes from FY2024 onwards
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**(7-2) 【Use the Go Global Gateway program to foster an international outlook】**

We will fully establish Go Global Gateway (GGG), a program designed to encourage undergraduate students to participate in international learning and exchange opportunities and acquire the capacity to live and work together with a wide variety of people from around the world. Specifically, by systematizing the GGG program, we will aim to have all undergraduate students registered for it and have 30% of students obtain GGG certification by the time they graduate.

Performance Indicators	7-2-1. All undergraduate students registered for GGG (by the final year of the fourth mid-term goals period) 7-2-2. Proportion of graduating students with GGG certification: 30%(by the final year of the fourth mid-term goals period)
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**(7-3) 【Increase students' international mobility】**

We will expand inbound and outbound short-term and ultra-short-term study abroad programs in order to increase the international mobility of students. To achieve this, we will enhance our various international exchange programs including USTEP (University-wide Student Exchange Program), the global leadership program GLP-GEfIL, the ultra-short-term inbound mobility program UTokyo GUC (Global Unit Courses), ultra-short-term outbound mobility programs, and international experiential activities. Ultimately, we will aim to have 3,200 outbound students—1.5 times the number in the 2019 academic year—and 2,300 inbound students—twice the 2019 number—including participants in online programs. We will develop UTokyo GUC mainly for students from outside Japan through a combination of face-to-face and online delivery, and aim to offer at least 30 courses in this program each academic year.

Performance Indicators	7-3-1. Number of outbound and inbound students (undergraduate and graduate) participating in short-term and ultra-short-term international exchanges: 3,200 outbound students and 2,300
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	inbound students /year (by the final year of the fourth mid-term goals period) 7-3-2. Number of courses offered under UTokyo GUC: More than 30 (by the final year of the fourth mid-term goals period)
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### 3 Research

(8) We will strengthen the excellence and diversity of academic research conducted based on the intrinsic motivation of individual researchers, aiming at the pursuit of truth, elucidation of fundamental principles, and new discoveries in basic research. Additionally, we will secure the necessary resources for academic fields that should be preserved and developed regardless of changes in the times.

### 3 Measures to achieve research-related goals

#### (8-1) 【Strengthen the research base and create an environment that allows faculty to focus on their research】

With the involvement of Research Administrators (URA), we will develop systems for smooth implementation of academic research surveys and analysis, planning and proposal, and administration and management, to support the procurement of foundational research funding for individual researchers. In order to equip joint-use facilities with highly versatile, cutting-edge infrastructure and develop environments for their utilization, we will share models of leading-edge practice within the university and deploy them across the university organization. We will promote the utilization of academic materials by strengthening library information provision systems and academic resource archiving, as well as the capability to store, register, manage, and facilitate analysis of large volumes of data acquired by museums and research institutes and generated by IoT, satellite observations, and the like. We will encourage faculty to take sabbaticals and increase the number of sabbaticals taken to 50 per year. We will reduce the volume of work for faculty members in areas outside education and research by making the purposes of meetings clear and using digital tools to convey information, as well as expand research support staff such as URAs in order to alleviate the burden on faculty and create an environment in which they can concentrate fully on their education and research activities.

Performance Indicators	8-1-1. Number of Grants-in-Aid for Scientific Research (Kakenhi) projects funded: 5,100 /year (every year during the fourth mid-term goals period) 8-1-2. Number of commissioned research projects and their value: 1,900 projects /year (every year during the fourth mid-term goals period) and 40 billion yen acquisition (by the final year of the fourth mid-term goals period) 8-1-3. Number of faculty taking sabbaticals (under the university-wide system): 50 /year (by the final year of the fourth mid-term goals period)
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#### (8-2) 【Stimulate humanities and social sciences research taking into account regional and linguistic diversity across the world, Promote collaboration across humanities, social sciences, and natural sciences】

We will promote further development of the humanities and social sciences in ways that respect the distinctive scholarly accomplishments and academic cultures of different linguistic communities. In light of UTokyo's history and characteristics, we will also bear in mind the importance of research focusing on Asia and adopting Asian perspectives. We will continue our projects for publication in English to enable scholarly outputs to be shared more widely, as well as support initiatives such as book conferences (pre-publication review meetings) related to English-language publications. We will also support the acquisition of languages other than English and promote publication in a variety of languages. We will investigate ways of building a system for the ongoing, organized translation of research output from Japanese

into English. Moreover, we will support the establishment and development of internal collections and databases of historical materials related to Asia, and the pursuit and presentation of research that makes use of such materials. We will promote cross-disciplinary collaborations that make use of insights accumulated in the humanities, social sciences, and natural sciences to address the various problems arising from progress in science and technology and changes in society. For this purpose, we will apply humanities and social science perspectives to the evaluation, gathering, and preservation of internal and external academic assets in the natural sciences, and vice versa. We will advance the collection, assessment, preservation, indexing, digital archiving and online publication, and exhibition of academic assets to aid collaboration across the humanities, social sciences, and natural sciences, developing hubs for collaborative cross-disciplinary research. We will support groundbreaking disciplinary practices in the organization of data and historical and other materials and the development of resource collections and databases for them, and especially in the pursuit and presentation of research that utilizes these materials from interdisciplinary perspectives.

Performance Indicators	8-2-1. Number of items newly registered in UTokyo BiblioPlaza (website in which UTokyo faculty members explain their own works): 3,000 (total during the fourth mid-term goals period) 8-2-2. Listing of papers, books, objects, and other materials: Establish basic conditions for the development of interdisciplinary research by cataloging materials that contribute to interdisciplinary collaboration and improving convenience
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**(8-3) 【Promote researcher diversity to drive the creation of new knowledge】**

We will recruit a diverse range of outstanding research talent both within Japan and internationally with an emphasis on gender balance and inclusivity, and thereby promote the creation of new academic knowledge through dialogue among researchers with differing perspectives. Specifically, we will use the provision of incentives to the major university divisions, the allocation of positions from university headquarters, personnel cost assistance schemes (acceleration programs), and the like to enable the employment of more women, non-Japanese nationals, and people with disabilities as researchers.

Performance Indicators	8-3-1. Number of new research appointments by gender: More than 30% (by the final year of the fourth mid-term goals period) 8-3-2. Number of researchers who are non-Japanese nationals: 20% increase compared to FY2021
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**(8-4) 【Promote responsible research】**

We will pursue research dialogue with the wider society in light of the major impacts that science and technology have on society. We will create a database of research ethics seminars held at UTokyo (including dialogues with society), and hold seminars that incorporate Responsible Research and Innovation (RRI) and Ethical, Legal, and Social Issues (ELSI). Moreover, we will carry out our institutional responsibilities by raising the legitimacy, validity, and transparency of research processes, giving consideration to ELSI, and working collaboratively with social actors (members of the public, policymakers, industry, and NPOs and other third sector entities) in research and innovation processes.

Performance Indicators	8-4-1. Rate of participation in research ethics education: More than
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(9) By promoting collaboration and partnerships with the industrial sector and other entities, we aim to diversify career paths and enhance mobility. We will create an environment where young researchers, including doctoral students and postdoctoral fellows, can thrive and maximize their abilities in various domestic and international settings beyond the boundaries of academia, industry, and government, according to their aspirations and aptitudes.

ce Indicators	90% (every year during the fourth mid-term goals period) 8-4-2. Number of research ethics seminars incorporating RRI and ELSI perspectives: 40 /year (every year during the fourth mid-term goals period)
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(9-1) 【Recruit, enhance research,

and cultivate international capabilities of early-career researchers】

We will encourage the major divisions of the university to consider adopting tenure-track systems, and strengthen support and mentoring for newly recruited early-career researchers and faculty members. We will attract early-career talent through international open application processes and nurture outstanding early-career researchers, including by making appropriate provision for various life events. We will increase the number of non-fixed-term faculty members aged under 40 years. We will furnish attractive environments for promising early-career researchers from across the world to gather and pursue their research freely and without interruption. We will enhance systems for parenting leave and assistance to return to work, and develop advanced facilities for shared use. We will also support the major divisions of the university in establishing writing centers and consulting centers for statistics, measurement, computing, programming, and the like, and deploy these across the whole university. In disciplines that use the research lab system, we will encourage outstanding early-career researchers to take up roles as heads of their own research labs. We will support early-career researchers in their international activities. Using agreements with leading institutions outside Japan, we will further stimulate the free and flexible mobility of early-career researchers. We will establish a “junior sabbatical” system requiring overseas travel. We will continue operating the Global Activity Support Program for Young Researchers as a UTokyo initiative to support medium- to long-term fieldwork overseas, the hosting of international conferences, and the like. We will also encourage researchers seeking to pursue careers outside Japan.

Performance Indicators	9-1-1. Number of non-fixed-term faculty members and new appointments aged under 40 years: 10% increase compared to FY2021 (by the final year of the fourth mid-term goals period) 9-1-2. Listings of common-use advanced facilities (establish an environment where excellent young researchers can flexibly use more advanced equipment) 9-1-3. Research output of researchers under 40 years of age (articles [incl. Top 10% etc.], books, etc.): 3,800/year (by the final year of the fourth mid-term goals period) 9-1-4. Number of grants under the Global Activity Support Program for Young Researchers: 30/year (average during the fourth mid-term goals period)
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**4 Other important matters related to co-creation with society, education, and research.**

(10) By promoting organizational collaboration and joint use, joint research, and educational

**4 Measures to achieve goals related to other important matters concerning co-creation with society, education, and research**

(10-1) 【Develop joint use/joint research hubs】

We will pursue research and education activities that leverage the strengths and characteristics of our international joint

cooperation beyond the boundaries of individual universities with domestic and international universities, research institutes, and the industrial sector, we aim to enhance our educational and research infrastructure. This will strengthen and expand our functions through the sharing and integration of human and material resources that a single university alone cannot possess.

(11) Taking into account global research trends and utilizing the latest knowledge, we will contribute to the establishment of a sustainable regional healthcare system by providing high-quality medical care safely and stably. Additionally, we will train medical professionals who can lead and play a central role in the medical field." (Attached hospitals)

use and joint research hubs and affiliated research institutes. We will contribute to the construction of new knowledge through the joint use of a wide variety of facilities and equipment, including the TAO infrared-optimized telescope and the KAGRA gravitational wave detector, as well as steadily advance the Hyper-Kamiokande project.

Performance Indicators	<p>10-1-1. Progress and achievements toward the construction and research implementation of the Hyper-Kamiokande (Steadily advance the excavation of the underground cavity, the installation of new photodetectors, and the establishment of the research system in preparation for the start of experiments from FY2027)</p> <p>10-1-2. Number of projects and users of MEXT-approved joint use/joint research facilities: 11.55 million projects/year, 350,000 users/year (every year during the fourth mid-term goals period)</p> <p>10-1-3. Number of papers published out of joint use and joint research projects: 1,900/year (every year during the fourth mid-term goals period)</p>
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(11-1) 【Medical care, research, and education in the attached hospitals】

We will practice advanced and cutting-edge medical care such as transplant medicine, comprehensive cancer treatment, and genomic medicine under thorough safety management. By utilizing task sharing and shifting, we will aim to reduce the burden on healthcare workers and build a sustainable regional healthcare system. We will strategically promote translational research and form bases through industry-academia-government-private collaboration to actively support the exploration and development of diverse and excellent seeds, creating new medical technologies and products. Furthermore, we will cultivate advanced medical personnel who can lead and play a central role in the medical field, as well as high-quality multidisciplinary team medical care personnel.

Performance Indicators	<p>11-1-1. Number of organ transplants, number of hematopoietic stem cell transplants, and the number of cancer gene panel tests performed: 400 organ transplants, 300 hematopoietic stem cell transplants, 600 cancer gene panel tests (total during the 4th mid-term goals period)</p> <p>11-1-2. Strengthening of collaboration with affiliated medical institutions (continuously strengthen collaboration by holding collaboration meetings with affiliated medical institutions at least once a year)</p> <p>11-1-3. Formulation and implementation of plans to reduce working hours (continuous implementation to reduce the burden on healthcare workers)</p> <p>11-1-4. Support for translational research and product development (continuous development of new diagnostic and therapeutic device products)</p> <p>11-1-5. Introduction and implementation of new educational</p>
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(12) Regarding the global challenges faced by human society (such as health, economic disparity, gender equality, conflict and division, energy, resource circulation, climate change, etc.), the University of Tokyo will bring together wisdom from all fields to address and solve these issues.

	programs to promote task shifting and task sharing (continuous improvement of such programs)
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(12-1) **【Manage global systems responsibly】**

We will lead an international green transformation in collaboration with industry, local government, and other partners, informed by scientific expertise that mobilizes the knowledge generated in UTokyo. Specifically, we will strengthen and steadily implement the Global Commons Stewardship Initiative, an international collaborative project that aims to develop mechanisms for better management of stable global systems as the shared property of all humankind (global commons). Moreover, we will convene the ETC-CGC (Energy Transitions Initiative - Center for Global Commons) as an industry-academia collaborative platform to discuss pathways and policies for Japan to decarbonize (effectively achieve zero greenhouse gas emissions) by the middle of this century, and contribute from a scholarly perspective to the transformation of Japanese society.

Performance Indicators	12-1-1. Improvement of the Global Commons Stewardship Index(GCS Index) (Review and scrutinize the GCS Index, particularly in areas requiring system transformation, to enhance its completeness and practicality during FY2022 and 2023. Make policy recommendations on system transformation using the GCS Index during FY2024. Promote the use of the GCS Index for socio-economic system transformation from FY2025 onwards)
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(2-2) **【Initiatives and Collaboration with the Community for Achieving Decarbonization】**

We will aim to decarbonize the activities of the entire UTokyo organization. Specifically, we will formulate a roadmap toward the goal of halving the university's effective CO<sub>2</sub> emissions by 2030 as against the 2006 figure, and clarify the systems and policy measures required to achieve this goal. We will also collaborate with international society by participating as an institution in the international Race to Zero campaign that promotes action to reach effectively zero greenhouse gas emissions by 2050. In order to advance these initiatives effectively across the university, we will create a Green Transformation Initiative (tentative title) as an organization based on collaboration across academic and administrative staff. We will also work on green transformation initiatives with local governments, residents, companies, and whole communities in the areas home to UTokyo's campuses and facilities, which occupy around 0.1% of Japan's total land mass. Specifically, we will collaborate with at least seven local government authorities on green transformation, including the provision of support for the development of decarbonization action plans. We will also disseminate models of community collaboration toward green transformation to serve as reference points for other universities and communities. (Reposted item)

Performance Indicators	2-2-1. Volume of CO <sub>2</sub> emissions (Scope 1 and 2) in university activities: to be halved by FY 2030 compared to FY 2013 levels; and to be reduced by more than 38% by the final year of the fourth mid-term goals period 2-2-2. University-wide efforts towards decarbonization at the University of Tokyo: Establishment of Green Transformation
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	<p>Initiative in FY 2022 to promote university-wide decarbonization initiatives and formulate a roadmap for decarbonization at the University of Tokyo, designing a data platform to measure the University of Tokyo's carbon dioxide emissions (Scope 1, 2, and 3) during FY2022, and implementing and improving the data platform, checking the emission reduction status based on the measurement results, and revising the roadmap from FY2023 onwards</p> <p>2-2-3. Number of local government authorities collaborating with UTokyo on green transformation: more than 7 (total during the fourth mid-term goals period)</p>
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(2-3) **【Promote digital transformation for the realization of a better society】**

Toward the creation of a data-driven society, we will promote initiatives in data utilization both within and beyond the university, and disseminate them throughout society. In doing so we will also give consideration to the potential negative effects of digital society, such as tyranny of data, social fragmentation, and exacerbation of CO<sub>2</sub> emissions. We will utilize the Science Information Network SINET, the mdx: a platform for the data-driven future, and other information and communications infrastructure to generate new methods for collecting, analyzing, and utilizing data related to healthcare, weather, society, materials, and the like. We will also develop data utilization platforms that contribute to the resolution of problems in society, such as the use of simulations to support natural disaster prediction and mitigation strategies. By accelerating this digital transformation, we will render visible the effects of our initiatives in research, education, and carbon reduction, and achieve data-driven efficiency gains. We will also use strengthening programs to accelerate faculty, administrative staff, and students' contributions to society through digital transformation, as well as advance this transformation in co-creative activities with communities within and outside Japan, including the effective use of cyberspace and AI technologies along with evidence-based information disclosure. (Reposted item)

Performance Indicators	2-3-1. Number of projects registered for data platform initiatives: 3 /year (average during the fourth mid-term goals period)
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(12-2) **【Pursue research on diversity】**

We will establish an Institute for Diversity Research and Education Promotion (tentative title) to synchronize with international research in gender studies, multicultural coexistence, social inclusion, and barrier-free initiatives and to create both academic and practice-oriented knowledge. We will disseminate research findings through means including book publications and public symposia, contributing to the application of these findings within UTokyo and facilitating change throughout Japanese society.

Performance Indicators	12-2-1. Establishment of Institute for Diversity Research and Education Promotion (tentative title)
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(13) We will to create an attractive and inclusive

campus where members from diverse backgrounds can broaden their perspectives through mutual exchange and dialogue, leading to the creation of new values. To achieve this, we will enhance the diversity of our members and the plurality of our community. At the same time, we will improve the human and physical environment, including employment systems and consultation frameworks, to ensure that everyone can learn, work, and engage in activities with peace of mind. We will also foster a culture of dialogue and mutual trust.

**(13-1) 【Form a university culture that fosters and applies a capacity for dialogue and empathy】**

In order to complete our profile as a university that places emphasis on dialogue and is open to all people, we will draw up and disseminate a declaration on diversity and inclusion. We will clarify and promote support for sex and gender diversity. We will pursue initiatives such as formulating plans and establishing committees for the advancement of gender equality in each major division of the university, and strengthen systems for collaboration between departments and headquarters. We will promote the elimination of fixed gender role expectations and unconscious bias as well as changes in awareness and behavior in consideration for minority groups and the vulnerable, through initiatives such as barrier-free design. To do so we will conduct awareness-raising activities for all faculty and administrative staff members, including university-wide faculty and staff training programs. We will foster the capacity for dialogue essential for individuals to contribute meaningfully to society, and transform the consciousness of UTokyo as a whole in the course of interaction among diverse faculty, staff, and students, and through their engagement with wider society. We will also implement President dialogues through training and other programs that promote dialogue between faculty, administrative staff, and students, and the President and other members of the university executive. For this purpose, we will build systems (platforms) that utilize digital technologies. We will explore ways of organizing faculty and administrative staff teams and improving team capabilities using dialogue and empathy among diverse individuals.

Performance Indicators	<p>13-1-1. Clarification of respect for diversity and inclusion (Clearly declare respect for diversity and inclusion, and continuously promote this philosophy and actions through awareness activities such as faculty development and staff development, leading to a transformation in the overall consciousness of the university)</p> <p>13-1-2. Implementation status of events and programs for faculty/staff awareness-raising (Implement such events and programs in order to foster and practice a university culture that nurtures the power of dialogue and empathy through the elimination of unconscious biases)</p> <p>13-1-3. Number of dialogue programs with the President and executive officers and number of participants in such dialogues: 6 programs/year and 200 participants/year (every year during the fourth mid-term goals period)</p>
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**(13-2) 【Establish a university-wide organization to realize an inclusive campus】**

We will constructively integrate a number of related units currently spread across the university with the Office for Gender Equality, creating a new Inclusive Campus Promotion Initiative (tentative title) that will pursue improvements in diversity and inclusion more actively. We will consider ways of providing spaces where members of the UTokyo community can interact freely regardless of differences such as nationality, culture, gender, and ability status.

Performance Indicators	<p>13-2-1. Establishment of the Inclusive Campus Promotion Initiative (tentative title) (Establish a preparatory committee during FY2022, launch the Initiative during FY2023, and begin full-scale activities from FY2024)</p>
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	13-2-2. Status of events held by the Initiative (Promote diversity and inclusion by holding dialogue meetings, implementing related faculty development, and encouraging the establishment of related lectures)
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(13-3) 【Raise the proportion of female students

In order to raise the proportion of women within the student body, we will strengthen our outreach activities to female junior and senior high school students, their teachers, and their parents and guardians. We will continue providing housing support to female students, as well as strengthen a range of support in other areas including development of interpersonal networks, with the aim of having women account for 30% of the student population overall.

Performance Indicators	13-3-1. Proportion of female students: 30% (by the final year of the fourth mid-term goals period)
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(3,4,5-2) 【Cultivate capacity for dialogue and support career development in inclusive contexts】

We will raise the diversity of the faculty and administrative staff and provide a variety of role models for female students, international students, and students with disabilities, as well as furnish practical learning opportunities for dialogue that transcends differences of culture and background. A specific objective will be to raise the proportion of female faculty members (including special fixed-term faculty) to at least 25%. We will also operate annual programs for students with disabilities to visit and observe researchers' offices and labs. We will enhance the provision of career development support in both university headquarters and major university divisions to enable each student to apply their personal characteristics and traits to formulate an image of their future. In implementing this support, we will collaborate with alumni and make use of the UTokyo Campus Management System (UTokyo One), a highly personalizable learning support system. (Reposted item)

Performance Indicators	3,4,5-2-1. Proportion of female faculty members (including Distinguished University Professors and project faculty members from among fixed-term project academic and administrative staff): More than 25% (final year of the fourth mid-term goals period) 3,4,5-2-2. Implementation of researcher visit programs for students with disabilities(every year during the fourth mid-term goals period) 3,4,5-2-3. Number of student participants of career development support programs: 1,300 /year (average during the fourth mid-term goals period)
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(13-4) 【Expand on-campus jobs】

On-campus jobs enable students to make use of their specialized skills and advanced knowledge and become involved in a variety of activities at UTokyo, not only raising the value of the university but also giving students greater pride in being a member of our university community. We will further establish and expand our system of on-campus jobs. Specifically, we will aim to have 30% of students engaged in on-campus jobs.

Performance Indicators	13-4-1. Proportion of students engaged in on-campus jobs: 30% (by the final year of the fourth mid-term goals period)
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(13-5) 【Create friendly work

environments attuned to gender equality and develop personnel systems that enable diverse work styles】

We will enhance our various assistance programs to support work/life balance, and create gender-equal, worker-friendly environments. We will improve working conditions for female faculty and administrative staff by increasing the number of women in managerial and professorial positions. We will promote diverse working styles and furnish environments allowing administrative staff to use their abilities to the fullest, through measures such as a new system allowing staff members to allocate up to 20% of their time to other projects (20% rule) and the establishment of work styles that combine commuting and home-based work.

Performance Indicators	13-5-1. Proportion of women in managerial positions: 25% (by the final year of the fourth mid-term goals period) 13-5-2. Introduction of the 20% rule (Introduce on a trial basis to identify issues for full-scale implementation during FY2022 and 2023, and fully introduce from FY2024)
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(13-6) 【Development of support and consultation systems for diverse individuals】

We will develop consultation and support systems as the basis for dialogue and empathy among all members of the UTokyo community. We will build and strengthen physical spaces and staffing for this purpose, as well as expand our outreach activities such as peer support and awareness-raising programs. By promoting dialogue and mutual assistance among diverse individuals, we will lead the creation of inclusive campuses that make full use of the abundant resources and distinctive strengths of the UTokyo community. Led by the Disability Services Office, we will promote the development of accessible facilities by applying relevant research findings in practical campus settings, and eliminate both institutional and psychological barriers to accessibility. We will institute a variety of initiatives in order to create workplaces that empower faculty and administrative staff members with disabilities. Moreover, we will engage students and faculty/staff without disabilities in the task of creating campuses where all members of the UTokyo community can play an active role.

Performance Indicators	13-6-1. Increase in the number of faculty and administrative staff working with foreign languages and environmental preparation services: 2 (total during the fourth mid-term goals period) 13-6-2. Increase in the number of faculty and administrative staff involved in consultation services for diverse students, faculty, and administrative staff: 6 (total during the fourth mid-term goals period) 13-6-3. Updates to accessibility maps of the campus and the adding of multilingual audio content (every year during the fourth mid-term goals period)
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(14) Aiming to realize a knowledge-intensive and

circular society, we will develop the startup ecosystem being built around the Hongo Campus into a global hub tentatively named 'Hongo Intelligence Hill.' Furthermore, we will strengthen and internationalize the network between the University of Tokyo, investors, startups, large corporations, and accelerators. Additionally, while leveraging the characteristics of various specialized facilities such as each campus, attached hospitals, and affiliated schools, we will collaborate with regions across Japan to create new value with consideration for the global environment and inclusiveness.

**(14-1) 【Enhance co-creation with Industry】**

We will promote co-creation with industry to yield solutions to societal problems, sharing our vision and collaborating comprehensively based on top-level inter-organizational agreements. We will train at least 20 coordinators with the expertise to evaluate and judge both the business and research facets of co-creative activities, as well as strengthen systems for advancing co-creation with industry by fostering administrative staff fully versed in the specific issues these activities address. We will generate at least 20 billion yen annually in joint research across the university, at least 20% of which will be derived from co-creative projects with society. We will promote strategic, frontier research fields contributing to green transformation and digital transformation (including quantum sciences, artificial intelligence, neuromorphic computing, semiconductors, communications infrastructure, finance, mathematics, urban design, medicine, biosciences, and materials), and interdivisional co-creation with industry through interdisciplinary integration of these fields. We will establish risk governance systems to underpin the research integrity functions essential for the advancement of co-creation with industry and international collaboration, such as management of intellectual property agreements in industry-academia partnerships, management of conflicts of interest, management of trade secrets, data-driven industry-academia collaborations, and security export control (including economic security measures).

Performance Indicators	14-1-1. Number of coordinators with expertise: More than 20 (by the final year of the fourth mid-term goals period) 14-1-2. Overall value of joint research with industry: 20 billion yen/year (by the final year of the fourth mid-term goals period) 14-1-3. Proportion of inter-organizational co-creative research within the Overall value of joint research with industry: More than 20% (by the final year of the fourth mid-term goals period) 14-1-4. Number of interdisciplinary projects in co-creation with industry: 1 (total during the fourth mid-term goals period) 14-1-5. Establishment of a system for research integrity (Establish a research integrity department, review the contents, sequentially report on each matter, and create a prototype of the Integrity Management Report by FY2024. Through expansion of the contents of the report and the system, establish a system that enables quarterly integrity management reports during the fourth mid-term goals period)
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**(14-2) 【Create a startup ecosystem with an eye to global deployment】**

We will strategically advance co-creation with industry through initiatives including the formation of knowledge industry clusters around campus, the development of startup support systems in collaboration with overseas offices and external organizations with an eye to global markets, and the enhancement of support for fields and technologies in which UTokyo has particular strengths. In line with directions in green transformation and digital transformation, we will raise UTokyo's next-generation startup ecosystem to the world standard, building systems that maximize the development potential of the ecosystem utilizing the university's own capital.

Performance	14-2-1. Cumulative total of UTokyo-related startup companies: 650
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ce Indicators	(by the final year of the fourth mid-term goals period) 14-2-2. Cumulative total of companies using UTokyo intellectual property: 160 (by the final year of the fourth mid-term goals period) 14-2-3. Cumulative total of companies using incubation services: 140 (by the final year of the fourth mid-term goals period)
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(14-3) 【Strengthen networks connecting UTokyo with investors, startups, large corporations, and accelerators】

We will strengthen and internationalize the networks connecting UTokyo with investors, startups, major corporations, and accelerators, and promote the productive circulation of knowledge, talent, and funds centered on UTokyo. We will also expand our networks of people both within Japan and internationally by supporting both startups and large corporations through matching services, collaborative projects, and training for intrepeneurs (in-house startup leaders) and entrepreneurs and promoting exchanges between startups and large corporations.

Performan ce Indicators	14-3-1. Development of the “uTIE Membership” program to support both startups and large corporations (Consider and establish the program during FY2022, and implement support programs sequentially. Review and improve the program annually year in order to complete the startup creation support platform from FY2023 onward)
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(14-4) 【Education in Secondary School attached to the Faculty of Education】

We will aim to realize secondary education that fosters citizenship through exploratory and collaborative learning, in cooperation with the Faculty of Education. We will create learning spaces that enable diverse learning forms, including the use of ICT, in a manner open to the public. Through collaboration with the Center for Advanced School Education and Evaluation Research (CASEER) and the Arts and Creative Collaboration Research Institute (ACUT), we will verify the effectiveness of education in affiliated schools, including graduates, by utilizing accumulated data.

Performance Indicators	<p>14-4-1. Number of open seminars hosted by the attached secondary school and the number of participants (including remote participants): one seminar/year and more than 300 participants (every year during the fourth mid-term goals period)</p> <p>14-4-2. Number of joint symposia, workshops, and lectures with CASEER, ACUT, Center for Barrier-Free Education, etc.: More than 3 joint symposia/year, more than 5 workshops and lectures/year (every year during the fourth mid-term goals period)</p> <p>14-4-3. Number of workshops, etc. held jointly with internal and external organizations and the community: More than once a year (every year during the fourth mid-term goals period)</p> <p>14-4-4. School events and extracurricular activities open to the public: More than 3/year (every year during the fourth mid-term goals period)</p>
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(2-1) **【Strengthening and establishing research hubs to tackle social issues】**

We will apply the combined knowledge of UTokyo to tackle a variety of local challenges in areas including low birthrate and aging population, disaster prevention and recovery, infectious diseases in livestock, and industrial revitalization, pursuing ongoing dialogue with local governments and residents and achieving workable solutions. We will strengthen the activities of research hubs tackling issues in society such as disaster preparedness and the aging population. We will also establish new research hubs in the areas of infectious disease control and vaccine development. We will clarify the differentiation of functions across various parts of the university and systems for their cooperation, and give shape to systems that can yield solutions to societal challenges promptly and appropriately. In the areas of infectious disease control and vaccine development, these functions range from the use of sophisticated genome analysis and simulation technologies to identify causal factors, to the search for preventative methods and potential therapies, the implementation of preclinical testing, the development of prevention and treatment methods through clinical testing, and their application in real life. In the areas of disaster preparedness and assistance, they similarly include collection of data essential for mitigating disasters and supporting responses to them, analyzing these data, running simulations, making concrete proposals, and applying them in real life. We will also develop systems enabling the use of social surveys and behavioral analysis to ascertain levels of public understanding and acceptance of policies related to infectious disease and disaster preparedness and assistance. (Reposted item)

Performance Indicators	2-1-1. Establishment of new hubs for infectious disease control and vaccine development
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(2-2) **【Initiatives and**

**Collaboration with the Community for Achieving Decarbonization】**

We will aim to decarbonize the activities of the entire UTokyo organization. Specifically, we will formulate a roadmap toward the goal of halving the university's effective CO<sub>2</sub> emissions by 2030 as against the 2006 figure, and clarify the systems and policy measures required to achieve this goal. We will also collaborate with international society by

participating as an institution in the international Race to Zero campaign that promotes action to reach effectively zero greenhouse gas emissions by 2050. In order to advance these initiatives effectively across the university, we will create a Green Transformation Initiative (tentative title) as an organization based on collaboration across academic and administrative staff. We will also work on green transformation initiatives with local governments, residents, companies, and whole communities in the areas home to UTokyo's campuses and facilities, which occupy around 0.1% of Japan's total land mass. Specifically, we will collaborate with at least seven local government authorities on green transformation, including the provision of support for the development of decarbonization action plans. We will also disseminate models of community collaboration toward green transformation to serve as reference points for other universities and communities. (Reposted item)

Performance Indicators	<p>2-2-1. Volume of CO2 emissions (Scope 1 and 2) in university activities: to be halved by FY 2030 compared to FY 2013 levels; and to be reduced by more than 38% by the final year of the the fourth mid-term goals period</p> <p>2-2-2. University-wide efforts towards decarbonization at the University of Tokyo: Establishment of Green Transformation Initiative in FY 2022 to promote university-wide decarbonization initiatives and formulate a roadmap for decarbonization at the University of Tokyo, designing a data platform to measure the University of Tokyo's carbon dioxide emissions (Scope 1, 2, and 3) during FY2022, and implementing and improving the data platform, checking the emission reduction status based on the measurement results, and revising the roadmap from FY2023 onwards</p> <p>2-2-3. Number of local government authorities collaborating with UTokyo on green transformation: more than 7 (total during the fourth mid-term goals period)</p>
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(11-1) **【Medical care, research, and education in the attached hospitals】**  
 We will practice advanced and cutting-edge medical care such as transplant medicine,

comprehensive cancer treatment, and genomic medicine under thorough safety management. By utilizing task sharing and shifting, we will aim to reduce the burden on healthcare workers and build a sustainable regional healthcare system. We will strategically promote translational research and form bases through industry-academia-government-private collaboration to actively support the exploration and development of diverse and excellent seeds, creating new medical technologies and products. Furthermore, we will cultivate advanced medical personnel who can lead and play a central role in the medical field, as well as high-quality multidisciplinary team medical care personnel. (Reposted item)

Performance Indicators	<p>11-1-1. Number of organ transplants, number of hematopoietic stem cell transplants, and the number of cancer gene panel tests performed: 400 organ transplants, 300 hematopoietic stem cell transplants, 600 cancer gene panel tests (total during the 4th mid-term goals period)</p> <p>11-1-2. Strengthening of collaboration with affiliated medical</p>
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		<p>institutions (continuously strengthen collaboration by holding collaboration meetings with affiliated medical institutions at least once a year)</p> <p>11-1-3. Formulation and implementation of plans to reduce working hours (continuous implementation to reduce the burden on healthcare workers)</p> <p>11-1-4. Support for translational research and product development (continuous development of new diagnostic and therapeutic device products)</p> <p>11-1-5. Introduction and implementation of new educational programs to promote task shifting and task sharing (continuous improvement of such programs)</p>		
<p><b>II Matters related to the improvement and efficiency of business operations</b></p> <p>(15) Under the leadership of the President, we will establish a robust governance system by implementing measures to substantiate internal control functions, creating mechanisms to utilize external expertise in corporate management, and promoting the participation of individuals with specialized knowledge from both inside and outside the university in corporate management.</p>	<p><b>II Measures to be taken to achieve goals for improvement and efficiency of business operations</b></p> <p>(15-1) 【Construct a new university model, and establish and manage a Financial Management Headquarters】</p> <p>Through dialogue both within the university community and with external stakeholders, including all members of the university, we will continuously pursue reforms necessary for the establishment of a model of management specific to universities—a new university model—that expands the autonomous and sustained creative activities of all members of the university. We will establish a Financial Management Headquarters to conduct analysis of the financial management of the university corporation and the associated risks in light of the growing diversity of revenue sources and to make more sound investment decisions for expansion of the university’s functions. The Headquarters will be responsible for tasks that include the formulation and ongoing adjustment of medium- to long-term financial management forecasts; cash flow management; quarterly managerial accounting of specific strategic initiatives; setting of Objectives and Key Results (OKRs), evaluation of progress towards them, and proposals for improvement; establishment and implementation of risk management processes in financial affairs; and stakeholder management.</p>	<table border="1"> <tr> <td data-bbox="1227 1050 1379 1465"> <p>Performance Indicators</p> </td> <td data-bbox="1379 1050 2152 1465"> <p>15-1-1. Progress on improving and expanding specialized governance systems in legal affairs (Formulate a basic policy for university-wide response to legal risks and issues including a legal strategy during FY2022, improve and expand the governance system of the legal affairs division base on the policy from FY2023 to FY2026, review the results of the fourth mid-term goals period during FY2027, and contribute to the developmental succession to the fifth mid-term goals period)</p> <p>15-1-2. Status of utilization of training, etc. for developing Advisers to the President and other corporate management personnel (Strategic and systematic development of personnel responsible for corporate management through systems and various</p> </td> </tr> </table>	<p>Performance Indicators</p>	<p>15-1-1. Progress on improving and expanding specialized governance systems in legal affairs (Formulate a basic policy for university-wide response to legal risks and issues including a legal strategy during FY2022, improve and expand the governance system of the legal affairs division base on the policy from FY2023 to FY2026, review the results of the fourth mid-term goals period during FY2027, and contribute to the developmental succession to the fifth mid-term goals period)</p> <p>15-1-2. Status of utilization of training, etc. for developing Advisers to the President and other corporate management personnel (Strategic and systematic development of personnel responsible for corporate management through systems and various</p>
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(16) Regarding the facilities and equipment that form the foundation for maximizing the university's functions, we will make the most of our existing assets and promote strategic development and shared use through university-wide management. This will enhance our capabilities to contribute even more to the local community, society, and the world.

	<p>training programs to assist executive officers in the execution of their responsibilities.)</p> <p>15-1-3. Status of deliberations on establishment of strategic initiative units, formulation of medium- to long-term financial management forecasts, etc. (Providing of necessary information to support investment decisions aimed at functional expansion by the Financial Management Headquarters, through formulation, review and revision of medium- to long-term financial management forecasts.)</p>
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(16-1) 【Facility Development and Improvement of Aging Facilities】

We will promote the development of facilities and the improvement of aging infrastructure to foster a healthy development of a wide range of academic fields. This will also support the establishment of a safe, secure, and carbon-neutral educational and research environment that contributes to world-class, excellent research.

Performance Indicators	16-1-1. Amount invested in facility development: 50 billion yen (total during the fourth mid-term goals period)
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**III Matters related to the improvement of financial conditions**

**III Measures to be taken to achieve goals for improving financial conditions**

(15-1) 【Construct a new university model, and establish and manage a Financial Management Headquarters】

Through dialogue both within the university community and with external stakeholders, including all members of the university, we will continuously pursue reforms necessary for the establishment of a model of management specific to universities—a new university model—that expands the autonomous and sustained creative activities of all members of the university. We will establish a Financial Management Headquarters to conduct analysis of the financial management of the university corporation and the associated risks in light of the growing diversity of revenue sources and to make more sound investment decisions for expansion of the university's functions. The Headquarters will be responsible for

tasks that include the formulation and ongoing adjustment of medium- to long-term financial management forecasts; cash flow management; quarterly managerial accounting of specific strategic initiatives; setting of Objectives and Key Results (OKRs), evaluation of progress towards them, and proposals for improvement; establishment and implementation of risk management processes in financial affairs; and stakeholder management. (Reposted item)

Performance Indicators	15-1-3. Status of deliberations on establishment of strategic initiative units, formulation of medium- to long-term financial management forecasts, etc. (Providing of necessary information to support investment decisions aimed at functional expansion by the Financial Management Headquarters, through formulation, review and revision of medium- to long-term financial management forecasts.)
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(17) In addition to public funds, we will promote the acceptance of donations and funds from the industrial sector. We aim to diversify our financial resources and establish a stable financial foundation through efficient asset management under appropriate risk management, active utilization of existing assets, and investments to promote the utilization of research outcomes. At the same time, we will optimize the allocation of resources within the university to maximize its functions, keeping in mind the direction of the desired functional enhancement.

(17-1) 【Establish a Statutory Endowment (tentative title)】

We will lobby the national government to institute changes necessary for the establishment of a Statutory Endowment (tentative title) system that enables universities to retain financial reserves for future investments and utilize them on the basis of management decisions formulated with a greater degree of freedom. Premised on the establishment of this new system, as a medium-term goal we will aim to establish a Statutory Endowment on the order of 100 billion yen through proactive procurement and effective utilization of assets and funds. Under the newly-established Financial Management Headquarters (tentative title), we will make timely and appropriate investment decisions and use the Statutory Endowment (tentative title) efficiently and effectively in alignment with changes in the environment and dialogue with wider society, as well as issue university bonds strategically and utilize them agilely

Performance Indicators	17-1-1. Implementation of initiatives towards establishment of a Statutory Endowment (tentative title) (Advocate for necessary institutional reforms to the government and prepare the institutional design within the university, with the aim of creating an Endowment of approximately 100 billion yen in the medium term. Promptly establish the Endowment as soon as the system is prepared and enhance its scale)
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(17-2) 【Strengthen support for startups

We will investigate options for strengthening our support for startups, such as direct investments led by UTokyo to the value of around 10 billion yen (including LP investment [limited liability investment] and in-kind contributions). We will also consider the use of trusts and other arrangements, with the aim of establishing a new fund on the order of 60 billion yen over the next ten years, including public sector capital.

Performance Indicators	17-2-1. Implementation of initiatives aimed at UTokyo-led investments to support startups (Aim to invest the equivalent of 10 billion yen by FY2030, considering LP investments (limited liability investments) and investment-in-kind). 17-2-2. Implementation of initiatives aimed at establishment of a new fund (Aim to establish a new fund of approximately 60 billion
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	yen by FY 2030, considering the use of trust methods and advocating for public funds to the government)
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(17-3) **【Strengthen communication activities in the areas of donations, industrial co-creation, and startup support】**  
 We will strengthen communications using events, media, digital technologies, CRM (customer relationship management) approaches, and the like to expand donations and UTokyo Foundation activities as well as activities for co-creation with industry and industry-academia partnerships.

Performance Indicators	17-3-1. Strengthening of communication with stakeholders (Further enhance communication with stakeholders and gain greater understanding and support for the university through utilization of DX and introduction of CRM concepts)
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**IV Matters related to self-inspection and evaluation of the status of education, research, organization and operations, as well as the provision of information regarding these conditions**

(18) Incorporating external opinions and visualizing the results of self-inspection and evaluation based on objective data, we will achieve evidence-based corporate management. Additionally, we will actively communicate not only management policies, plans, and their progress, and the results of self-inspection and evaluation, but also the outcomes of educational research and contributions to social development to stakeholders. Through two-way dialogue, we will gain understanding and support for corporate management.

**IV Measures to be taken to achieve goals for self-inspection and evaluation of the status of education, research, organization and operations, as well as the provision of information regarding these conditions**

(18-1) **【Enhance decision-making based on institutional research (IR)】**  
 In order to support autonomous and creative management, including in the new Financial Management Headquarters, we will enhance decision-making processes by utilizing information on research, education, and social engagement performance and resource allocation accumulated through institutional research (IR). We will also aim to improve analysis functions and apply the results of analysis toward improvements not only in management but also in the research and education activities undertaken in each part of the university organization.

Performance Indicators	18-1-1. Status of aggregation and provision of IR data for assessing management performance for major university divisions and for the university as a whole (Aggregate data one to four times a year, depending on the content and nature of the "monitoring indicators" set for the plans and goals of UTokyo Compass, and appropriately grasp the progress of those plans and goals) 18-1-2. Dissemination of information through integrated reports:
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	Once a year (every year during the fourth mid-term goals period)
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(18-2) 【Pursue networking with alumni】

We will consolidate and expand our alumni network in the course of developing a wider-ranging UTokyo community encompassing alumni and other associates of the university. In conjunction with these efforts, we will expand the range of events targeting alumni and the opportunities for alumni to pursue learning tailored to different age groups and goals. We will connect current students with alumni through initiatives such as career development support utilizing alumni experiences in wider society and opportunities to collaborate on university projects. We will use these activities to build a next-generation community that fuels the circulation of talent and funds. In light of the fact that overseas experience programs run by alumni based outside Japan already serve as valuable opportunities for both those alumni and for current students, we will expand our international alumni organizations and support collaboration among international alumni themselves. As we move toward UTokyo’s 150th anniversary, we will consider strategies for directing stakeholders’ attention to the university, such as events that bring people together through sports. One specific objective is to strengthen the UTokyo New York Office’s functions in disseminating research findings by holding events around three times annually.

Performance Indicators	18-2-1. Expansion of the TFT (UTokyo Online Community for alumni)(Directly integrate data of all alumni from March 2024 onward and grant membership) 18-2-2. Number of events held in the UTokyo New York Office: 3/year (every year during the fourth mid-term goals period)
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(2-5) 【Develop a management system toward the establishment of a new UTokyo brand】

Through accessible verbal and visual communication of the University of Tokyo Charter and UTokyo Compass, we will seek to establish a new UTokyo brand that differs from the image of the university currently shared within Japan. To do so, we will develop and implement mechanisms for UTokyo brand management at the university level, including the creation of a communications team and the formulation of guidelines. We will ascertain current conditions using social surveys of a wide variety of people both within and outside Japan. We will also develop systems for actively obtaining advice from international experts and exchanging ideas with them at appropriate junctures. We will also work to promote awareness of UTokyo Compass through strengthening communication of the university’s vision, and enhance our presence as a leading university by engaging with audiences both within Japan and internationally through foundational communication activities, hosting of public events, and collaboration with media outlets. In order to showcase our cutting-edge research capabilities, comprehensive learning environments, and

educational attractions, we will bolster our teams responsible for producing and managing our news site UTokyo FOCUS, press releases, video content, and the like, and raise our capacity to disseminate information within Japan and internationally. (Reposted item)

Performance Indicators	<p>2-5-1. Accessible verbal and visual communication of the University of Tokyo Charter and UTokyo Compass:, Develop a brand management system to clearly communicate the UTokyo's philosophy and other key messages through the establishment of a communication team and the formulation of guidelines, and enhance the ability to disseminate information domestically and internationally through timely understanding of the current situation</p> <p>2-5-2. Development of systems for obtaining advice from international experts: Establish the systems during FY 2022, hold meetings approximately once a year thereafter, and maintain a state where timely advice can be received</p>
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(17-3) **【Strengthen communication activities in the areas of donations, industrial co-creation, and startup support】**  
 We will strengthen communications using events, media, digital technologies, CRM (customer relationship management) approaches, and the like to expand donations and UTokyo Foundation activities as well as activities for co-creation with industry and industry-academia partnerships. (Reposted item)

Performance Indicators	17-3-1. Strengthening of communication with stakeholders (Further enhance communication with stakeholders and gain greater understanding and support for the university through utilization of DX and introduction of CRM concepts)
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**V Other important matters related to business operations**

(19) By utilizing digital technologies such as AI and RPA (Robotic Process Automation) and leveraging the My Number Card, we will enhance the continuity of overall operations, improve functionality, and promote the efficiency of administrative systems. Additionally, we will ensure information security and establish the necessary operational frameworks to advance the digital campus.

**V Measures to be taken to achieve goals related to other important matters of business operations**

(19-1) **【Develop more efficient and sophisticated administrative functions, and build systems that empower highly specialized staff】**  
 We will increase the number and capabilities of administrative and technical staff, and pursue greater efficiency through further digitalization system enhancement in administrative functions. We will strengthen internal administrative systems for internationalization through initiatives such as raising the number of administrative staff proficient in English and providing more opportunities for staff to undertake foreign language training, as well as provide various forms of assistance for non-Japanese-speaking faculty members. We will expand educational opportunities to enable administrative staff to acquire advanced expertise and capacity to make proposals in areas such as industry-academia-government collaborative activities, promotion of digital transformation, and provision of support for faculty and students who are not proficient in Japanese. Moreover, we will develop an administrative personnel system that properly evaluates individual abilities and performance, and consider mechanisms to enable highly specialized personnel employed at the divisional level to contribute to the university at large . Additionally, to strengthen an effective information security system, we will regularly review the situation and enhance information security and information literacy education.

Performance Indicators	19-1-1. Proportion of announcements on UTokyo Portal provided in English: More than 90% (by the final year of the fourth mid-term goals period) 19-1-2. Number of administrative staff training programs in areas such as international liaison and research administration, and number of participants therein: 20 programs/year and 300 participants/year (every year during the fourth mid-term goals period) 19-1-3. Ongoing implementation of business reform proposal system (continuous implementation throughout the fourth mid-term goals period) 19-1-4. Implementation of information security and information literacy education-related training (Attendance rate of information security education: More than 90%/year (every year during the fourth mid-term goals period)).
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**VI Budget (including personnel cost estimates), income and expenditure plans, and funding plans**

Refer to the attached document

**VII Limit on short-term borrowings**

1. Limit on Short-term Borrowings: 20,439,157 thousand yen
2. Anticipated Reasons: Borrowing is anticipated as an emergency measure due to delays in receiving operational grants and

the occurrence of accidents.

### **VIII Plans to transfer or pledge important assets**

#### **1. Plans to transfer important assets**

- Transfer the site of the Hiroshima Earthquake Observatory Antenna Facility of the Earthquake Research Institute (603.48m<sup>2</sup> in Ochiai 7-chome, Asakita-ku, Hiroshima City, Hiroshima Prefecture).
- Transfer part of the land of the Institute for Sustainable Agro-ecosystem Services, Graduate School of Agricultural and Life Sciences (3,475.60m<sup>2</sup> in Kitahara-cho 3-chome, Nishitokyo City, Tokyo).
- Transfer part of the land of the Chiba Experiment Station of the Institute of Industrial Science (30,859.07 m<sup>2</sup> in Yayoi-cho 1-8, Inage-ku, Chiba City, Chiba Prefecture).
- Transfer part of the land of the Ecohydrology Research Institute, Graduate School of Agricultural and Life Sciences (5,448.75 m<sup>2</sup> in Hashizumeyama 1-1, Maehara, Inuyama City, Aichi Prefecture).
- Transfer part of the land of the Institute for Sustainable Agro-ecosystem Services, Graduate School of Agricultural and Life Sciences (17,326.73m<sup>2</sup> in Midori-cho 1-chome, Nishitokyo City, Tokyo).
- Transfer part of the land of the Institute for Sustainable Agro-ecosystem Services, Graduate School of Agricultural and Life Sciences (6,040.48m<sup>2</sup> in Midori-cho 1-chome, Nishitokyo City, Tokyo).
- Transfer part of the land of the Institute for Sustainable Agro-ecosystem Services, Graduate School of Agricultural and Life Sciences (8,820.79m<sup>2</sup> in Midori-cho 1-chome, Nishitokyo City, Tokyo).
- Transfer part of the land of the Chiba Forest, Graduate School of Agricultural and Life Sciences (2,149.30 m<sup>2</sup> in Kowadabata, Kimitsu City, Chiba Prefecture).
- Transfer part of the land of the Hokkaido Forest, Graduate School of Agricultural and Life Sciences (81,779.08 m<sup>2</sup> in Higashiyama, Furano City, Hokkaido).
- Transfer all of the land of the Chiba Experiment Station of the Institute of Industrial Science (75,298.97 m<sup>2</sup> in Yayoi-cho 7-2, Inage-ku, Chiba City, Chiba Prefecture).
- Transfer all of the land of the Osawa Staff Dormitory (3,920.79m<sup>2</sup> in Osawa 2-chome, Mitaka City, Tokyo).
- Transfer all of the land of the former site of Ikenodaira Dormitory (5,378.51 m<sup>2</sup> in Imoriike 2247, Sekigawa, Myoko City, Niigata Prefecture).
- Transfer part of the land in the Asano area of the Hongo Campus (490.41 m<sup>2</sup> in Yayoi 2-chome 11-16, Bunkyo-ku, Tokyo).
- Transfer two ships (located in Hakkeijima, Kanazawa-ku, Yokohama City, Kanagawa Prefecture).

#### **2. Plans to pledge important assets**

- The land and buildings of the University of Tokyo hospital will be pledged as collateral for long-term borrowings required for new building construction and the installation of special medical equipment at the hospital.

### **IX Use of surplus funds**

If a surplus arises in the financial statements, all or part of it will be used, with the approval of the Minister of Education, Culture, Sports, Science and Technology, for expenses aimed at improving the quality of education and research and enhancing organizational management from a university-wide perspective.

## X Others

### 1. Plans related to facilities and equipment

Content of Facilities and Equipment	Estimated Amount (Unit: Million Yen)	Funding Sources
<ul style="list-style-type: none"><li>• (Hongo) General Research Building (New Engineering Building No. 3) (BOT) (PFI)</li><li>• (Hongo) Clinical Research Center Development Project (PFI)</li><li>• (Tanashi) Redevelopment</li><li>• Radiation Therapy Equipment</li><li>• Surgical Support System</li><li>• Advanced Medical Support System</li><li>• Hyper-Kamiokande Project</li><li>• Small-scale Renovation</li></ul>	Total Amount: 15,394	<ul style="list-style-type: none"><li>• Facility Development Subsidy: (4,750)</li><li>• Long-term Loans, etc.: (8,497)</li><li>• Facility Expense Grant from the National Institution for Academic Degrees and Quality Enhancement of Higher Education: (701)</li><li>• University Funds: (1,446)</li></ul>

**Note 1:** The content and amounts for facilities and equipment are estimates. Additional facility and equipment development or renovations may be added, considering the necessary operations to achieve medium-term goals and the degree of aging.

**Note 2:** For small-scale renovations, the same amount as in FY 2021 is estimated for FY 2022 and beyond.

Furthermore, the specific amounts for facility development subsidies, shipbuilding subsidies, facility expense grants from the National Institution for Academic Degrees and Quality Enhancement of Higher Education, and long-term loans are expected to fluctuate depending on the progress of the projects. Therefore, the exact amounts will be determined during the budget formulation process for each fiscal year.

### 2. Plans related to personnel

#### (1) Employment Policy

- Regardless of gender, age, nationality, or disability, employment and personnel decisions will be made based on ability and aptitude to enhance the diversity of faculty and staff.
- For faculty personnel, we will gather world-class talent from both domestic and international sources to ensure diversity in academic fields. Additionally, we will strengthen support for the promotion of young researchers.

#### (2) Human Resource Development Policy

- To appropriately respond to the diversification and advancement of educational and research activities, we will focus on hiring and developing staff with high-level expertise to support educational and research activities. We will also work on improving staff capabilities through training, staff development, and the promotion of self-improvement.
- We will create an environment where outstanding young researchers can dedicate themselves to innovative research

across institutional and disciplinary boundaries while holding stable positions.

**(3) Human Resource Exchange**

- For staff, we will utilize domestic and international training and secondment systems to enhance their abilities and expertise.
- By utilizing flexible personnel and salary measures such as the cross-appointment system and annual salary system, we will promote the exchange and active mobility of faculty members.

**3. Plans related to compliance**

**(1) Measures to prevent misconduct**

- Enhance the compliance awareness of members through the implementation of compliance training and thorough dissemination of related systems and regulations.

**(2) Measures to prevent research misconduct and misuse of research funds**

- To instill high research ethics as part of the University of Tokyo's culture, promote initiatives to foster high ethical awareness and prevent research misconduct through comprehensive research ethics education for all members.
- Ensure proper management and operation of research funds, fulfilling accountability to society while preventing misuse without hindering the smooth execution of research, by promoting effective measures tailored to the actual conditions of the research environment.

**(3) Measures to prevent information ethics violations**

- Promote appropriate information management through information ethics awareness and education, further enhancing the compliance awareness of members.

**(4) Response to misconduct**

- In the event of misconduct, strive to respond promptly and appropriately by investigating the facts, implementing measures to prevent recurrence, and disclosing the incident as necessary.
- Enhance the forums for consolidating and discussing information on misconduct and responses gathered from various reporting channels, aiming to improve the speed and appropriateness of responses.

**4. Plans related to safety management**

**(1) Strengthening the safety and health management system**

- Improve the knowledge of safety and health management through education, such as various training sessions for members, and by thoroughly disseminating various laws, regulations, and internal rules. Promote the use of the internal environmental safety system.

**(2) Establishing a disaster management system for fire and disaster prevention**

- To ensure the safety of members during disasters, strengthen the communication system between the headquarters and each department, and work on further improvements.
- Prepare for accidents such as fires by enhancing the reporting and communication system, on-site response, and disaster response in the education and research system, and strive to raise awareness among members.

**(3) Promoting health management for students and faculty**

- Actively promote health management for students and faculty by improving the systematization of overall health examination operations. In addition to detecting illnesses, focus on prevention through pre-health education and post-health guidance.
- As part of infection control measures, monitor the occurrence of infections, provide health consultations and medical examinations for those feeling unwell, and establish a system to collect information on emerging infectious diseases and formulate early countermeasures. For VPD (vaccine-preventable diseases), combine vaccination status and antibody tests to advance measures that contribute to preventing the spread of infections.

**5. Liabilities beyond the medium-term goals period**

- The debt burden beyond the medium-term goals period will be undertaken for those deemed reasonable, considering the necessity of the debt and its impact on the financial plan.
- The following will be implemented as a PFI project:

**(Hongo) General Research Building (New Engineering Building No. 3) (BOT)**

- Total project cost: 9,837 million yen
- Project period: FY 2009 to FY 2023 (15 years)

(Unit: Million Yen)

FY	2022	2023	Subtotal for the Medium-Term Goals Period	Project Costs for the Next Term and Beyond	Total Project Cost
Resources					
Subsidy for Facility Construction	15	15	30	0	30
Management Expense Grant	225	222	447	0	447

**(Hongo) Clinical Research Center Development Project**

- Total project cost: 10,759 million yen
- Project period: FY 2012 to FY 2032 (21 years)

(Unit: Million Yen)

FY	2022	2023	2024	2025	2026	2027	Subtotal for the Medium-Term Goals	Project Costs for the Next Term and Beyond	Total Project Cost

Resources							Period		
Subsidy for Facility Construction	770	770	770	770	770	770	4,620	0	4,620
Management Expense Grant	745	729	713	697	681	665	4,230	9,179	13,410

**(Komaba I) Library (Phase II) Development Project**

- Total project cost: 4,368 million yen
- Project period: FY 2024 to FY 2038 (15 years)

(Unit: Million Yen)

FY							Subtotal for the Medium-Term Goals Period	Project Costs for the Next Term and Beyond	Total Project Cost
Resources	2022	2023	2024	2025	2026	2027			
Subsidy for Facility Construction					342	257	599	2,823	3,422
Management Expense Grant						96	96	850	946

**Note:** The amounts are calculated based on the PFI project contract. However, changes in the required amounts due to the progress and implementation status of the PFI project, as well as changes in economic conditions and the economic environment, are also anticipated. Therefore, the specific amounts will be determined during the budget formulation process for each fiscal year.

**6. Use of reserve funds**

- The reserve funds carried over from the previous medium-term goals period will be allocated to the following projects:
  1. Part of the "UTokyo Compass" action plan
  2. Projects related to promoting practical application through industry-academia collaborative research and development

3. Other operations related to education, research, and medical care, as well as their ancillary operations

**7. Plan to promote the adoption of individual number card**

- Inform and encourage faculty, staff, and students to actively obtain and utilize Individual Number Cards, aiming to increase awareness and adoption.

**Appendix 1: Faculties, Graduate Schools, and Enrollment Capacity**

Faculty	<p>Faculty of Law: 1,600 students  Faculty of Medicine: <u>818 students</u>  Faculty of Engineering: 3,772 students  Faculty of Letters: 1,420 students  Faculty of Science: 1,120 students  Faculty of Agriculture: 1,220 students  Faculty of Economics: 1,360 students  Faculty of Liberal Arts: 560 students  Faculty of Education: 380 students  Faculty of Pharmaceutical Sciences: 336 students</p> <p>Total Enrollment Capacity: <u>12,586 students</u></p>
Graduate Schools	<p>Graduate School of Humanities and Sociology: 710 students  Graduate School of Education: 323 students  Graduate Schools for Law and Politics: 850 students  Graduate School of Economics: 325 students  Graduate School of Arts and Sciences: 1,051 students  Graduate School of Science: 1,461 students  Graduate School of Engineering: 2,189 students  Graduate School of Agricultural and Life Sciences: 1,067 students  Graduate School of Medicine: 1,134 students  Graduate School of Pharmaceutical Sciences: 390 students  Graduate School of Mathematical Sciences: 202 students  Graduate School of Frontier Sciences: 1,221 students  Graduate School of Information Science and Technology: <u>844 students</u>  Graduate School of Interdisciplinary Information Studies: 332 students</p>

	School of Public Policy: 294 students  Total Enrollment Capacity: Master's Programs: 5,940 students Doctoral Programs: <u>4,486 students</u> Integrated Doctoral Programs: 932 students Professional Degree Programs: 1,035 students
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**Appendix 2: International Joint Usage/Research Centers, Joint Usage/Research Centers, and Educational Joint Usage Centers**

<b>International Joint Research Centers</b>	International Joint Research Center for Basic and Applied Medical Sciences and Advanced Medical Care (Institute of Medical Science) International Research Center for Cosmic Rays (Institute for Cosmic Ray Research)
<b>Joint Usage/Research Centers</b>	Joint Usage/Research Center for Earthquake and Volcano Science (Earthquake Research Institute) Research Center for the Resourceization of Historical Materials in Japanese History (Historiographical Institute) Research Center for Materials Science (Institute for Solid State Physics) Research Center for Atmospheric and Oceanic Studies (Atmosphere and Ocean Research Institute) Interdisciplinary Large-Scale Information Infrastructure Joint Usage/Research Center (Information Technology Center) Research Center for High Energy Particle Physics (International Center for Elementary Particle Physics) Research Center for Spatial Information Science (Center for Spatial Information Science)
<b>Educational Joint Usage Centers</b>	International Marine Education Joint Usage Center Utilizing Diverse Species of the Miura Peninsula (Marine Biological Laboratory, Graduate School of Science)

Attached document:

Budget (including personnel cost estimates), income and expenditure plans, financial plans

1. Budget

Budget for FY 2022 to FY 2027

(Unit: Million Yen)

Category	Amount
<b>Income</b>	
Manage expense grants	475,733
Facility improvement subsidies	4,750
Shipbuilding subsidies	0
Facility expense grants from the National Institution for Academic Degrees and Quality Enhancement of Higher Education	701
Self-generated income	421,370
Tuition and entrance examination fees	102,324
Hospital income	292,056
Property disposal income	0
Miscellaneous income	26,990
Industry-academia collaboration and research income, and donations	357,937
Long-term loans	8,497
Total	1,268,988
<b>Expenditure</b>	
Operational costs	869,807
Education and research expenses	600,638
Medical expenses	269,169
Facility improvement expenses	13,948
Shipbuilding expenses	0
Industry-academia collaboration and research expenses, and donation project costs	357,937
Long-term loan repayments	27,296
Total	1,268,988

[Personnel Expenses Estimate]

A total of 520,519 million yen expenditure during the mid-term goals period (excluding retirement allowances).

Notes:

The personnel expenses estimate for FY 2022 and beyond is based on the personnel expenses estimate for FY 2021.

Retirement allowances will be paid in accordance with the University of Tokyo Staff Retirement Allowance Regulations. The amount provided as manage expense grants will be calculated based on the National Public Service Retirement Allowance Act during the budget formulation process for each fiscal year.

The impact of academic grade progression due to organizational establishment is not considered.

[Calculation Method for Manage Expense Grants]

The management expense grants provided each fiscal year are calculated and determined based on the following operation categories and corresponding formulas.

I. [Basic Management Expense Grant Target Operational Expenses]

① "Basic Expenses for Education and Research": The total amount for the following items. D(y-1) is the D(y) of the previous fiscal year.

- Salary and education/research expenses for faculty members required for undergraduate and graduate education and research, based on establishment standards.
- Salary expenses for faculty members required for education and research at attached secondary school, based on standard law.
- Discretionary expenses of the president.

② "Other Education and Research Expenses": The total amount for the following items. E(y-1) is the E(y) of the previous fiscal year.

- Personnel and education/research expenses for faculty members required for undergraduate, graduate, and attached secondary school education and research (excluding those covered in ①).
- Personnel and education/research/medical expenses for faculty members required for education, research, and medical activities at the University of Tokyo hospital.
- Personnel and operational expenses for faculty members required for the operation of attached research institutes and affiliated facilities.
- Personnel and management expenses for staff (including executives) required for the management and operation of the corporation.
- Expenses required for the maintenance and preservation of facilities that serve as the foundation for implementing education and research.

③ "Mission Realization Acceleration Expenses": Expenses allocated for accelerating the realization of the mission in the relevant fiscal year.

[Basic Management Expense Grant Target Income]

④ "Standard Student Fee Income": The total amount calculated by multiplying the standard entrance fee by the number of enrolled students and the standard tuition fee by the number of accommodated students for the relevant fiscal year. (Excluding the exemption amount calculated based on the FY 2022 entrance fee exemption rate.)

⑤ "Other Income": Income from examination fees, entrance fees (for students exceeding the enrollment capacity), tuition fees (for students exceeding the accommodation capacity), and miscellaneous income. The amount is based on the FY 2022 budget and remains the same during the 4th mid-term goals period.

II [Special Factor Management Expense Grant Target Business Expenses]

⑥ "Special Factor Expenses": Expenses allocated as special factor expenses in the relevant fiscal year.

III [Attached Hospital Management Expense Grant Target Business Expenses]

⑦ "General Medical Expenses": The total amount of personnel expenses and other necessary expenses for general medical activities at attached hospitals in the relevant fiscal year. I(y-1) is the I(y) of the previous fiscal year.

⑧ "Debt Repayment Expenses": Expenses allocated for debt repayment in the relevant fiscal year.

[Attached Hospital Management Expense Grant Target Income]

⑨ "Attached Hospital Income": Income obtained from medical activities at attached hospitals in the relevant fiscal year. K(y-1) is the K(y) of the previous fiscal year.

$\text{Management Expense Grants} = A(y) + B(y) + C(y)$
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1. The basic management expense grants for each fiscal year are calculated using the following formula:

$$\underline{A (y) = D (y) + E (y) + F (y) - G (y)}$$

$$(1) D (y) = D (y - 1) \times \beta \text{ (coefficient)}$$

$$(2) E (y) = \{E (y - 1) \times \alpha \text{ (coefficient)}\} \times \beta \text{ (coefficient)} \pm S (y) \pm T (y) \\ \pm U (y)$$

$$(3) F (y) = F (y)$$

$$(4) G (y) = G (y)$$

D (y) : Basic Expenses for Education and Research (⊙)

E (y) : Other Education and Research Expenses (⊙)

F (y) : Mission Realization Acceleration Expenses (⊙) This includes expenses necessary for further accelerating the realization of the mission, including new activities by each national university corporation. The specific amount for these expenses is determined during the budget formulation process for each fiscal year.

G (y) : Standard Student Fee Income (⊙) and Other Income (⊙)

S (y) : Policy Issue Response Adjustment Amount

Adjustment amount for responding to new policy issues. The specific amount for this adjustment is determined during the budget formulation process for each fiscal year.

T (y) : Education and Research Organization Adjustment Amount

Adjustment amount for responding to the organization of faculties and graduate schools. The specific amount for this adjustment is determined during the budget formulation process for each fiscal year.

U (y) : Allocation Based on Performance and Results

This part is allocated based on the objective evaluation of the performance and results of the education and research activities of each national university corporation. The specific amount for this adjustment is determined during the budget formulation process for each fiscal year.

2. The special factor management expense grants for each fiscal year are calculated using the following formula:

$$\underline{B (y) = H (y)}$$

H (y) : Special Factor Expenses (⊙)

This includes expenses necessary for responding to new policy issues. The specific amount for these expenses is determined during the budget formulation process for each fiscal year.

3. The management expense grants for attached hospitals for each fiscal year are calculated using the following formula:

$$\underline{C (y) = [I (y) + J (y)] - K (y)}$$

$$(1) I (y) = I (y - 1) \pm V (y)$$

$$(2) J (y) = J (y)$$

$$(3) K (y) = K (y - 1) \pm W (y)$$

I (y) : General Medical Expenses (⊙)

J (y) : Debt Repayment Expenses (⊙)

K (y) : Attached Hospital Income (⊙)

V ( y ) : General Medical Expenses Adjustment Amount

Adjustment amount to reflect the most recent financial results in the general medical expenses for the relevant fiscal year. The specific amount for this adjustment is determined during the budget formulation process for each fiscal year.

W ( y ) : Attached Hospital Income Adjustment Amount

Adjustment amount to reflect the most recent financial results in the attached hospital income for the relevant fiscal year. The specific amount for this adjustment is determined during the budget formulation process for each fiscal year.

[Various Coefficients]

$\alpha$  : Mission Realization Acceleration Coefficient. Set at -1.6%

This coefficient is used to promote awareness reform within each national university corporation by utilizing the intellectual resources accumulated during the fourth mid-term goals period to drive social transformation and solve regional issues.

$\beta$  : Education and Research Policy Coefficient

This coefficient is used as needed, considering the overall social and economic conditions, such as price trends, and the necessity for education and research. The specific coefficient value for each fiscal year is determined during the budget formulation process.

Notes:

The management expense grants in the mid-term plan are estimated based on the above calculation methods and certain assumptions. The management expense grants for each fiscal year are determined during the budget formulation process.

The "Mission Realization Acceleration Expenses" and "Special Factor Expenses" allocated through management expense grants are estimated to be the same as in FY 2022 for FY 2023 and beyond. However, the required amounts may vary due to the progress of education and research, and the specific amounts are determined during the budget formulation process for each fiscal year.

Facility improvement subsidies, shipbuilding subsidies, university reform support and degree awarding institution facility grants, and long-term loans are recorded based on the amounts listed in the "Facility and Equipment Plan."

Self-generated income, industry-academia collaboration and research income, and donations are recorded based on the estimated income for FY 2022.

Operational costs, facility improvement costs, and shipbuilding costs are recorded based on the estimated expenditure for the mid-term goals period's business plan.

Industry-academia collaboration and research expenses, and donation project costs are recorded based on the business expenses funded by industry-academia collaboration and research income, and donations.

Long-term loan repayments are recorded based on the estimated repayment amount for FY 2022 due to significant variability factors.

In the estimates based on the above calculation methods, the "Education and Research Policy Coefficient" is set to 1, and the "Education and Research Organization Adjustment Amount," "General Medical Expenses Adjustment Amount," and "Attached Hospital Income Adjustment Amount" are set to 0. Additionally, the "Policy Issue Response Adjustment Amount" for FY 2023 and beyond is calculated by adjusting the FY 2022 budget amount by excluding the "Allocation Based on Performance and Results" and "Law School Public Support Review Amount."

2. Income and Expenditure Plan

Income and Expenditure Plan for FY 2022 to FY 2027

(Unit: Million Yen)

Category	Amount
Expenditure	1,285,613
Ordinary Expenses	1,285,613
Operational Expenses	1,195,694
Education and Research Expenses	223,656
Medical Expenses	132,031
Commissioned Research Expenses	294,239
Executive Personnel Expenses	1,605
Faculty Personnel Expenses	293,340
Staff Personnel Expenses	250,823
General Administrative Expenses	6,901
Financial Expenses	2,229
Miscellaneous Losses	0
Depreciation Expenses	80,789
Extraordinary Losses	0
Income	1,286,268
Ordinary Income	1,286,268
Management Expense Grant Income	464,921
Tuition Income	87,299
Entrance Fee Income	12,348
Examination Fee Income	2,677
Hospital Income	292,056
Commissioned Research Income	294,239
Donation Income	54,507
Financial Income	396
Miscellaneous Income	26,594
Reversal of Asset Offset Liabilities	51,231
Extraordinary Income	0
Net Income	655
Total Income	655

Notes:

Commissioned research expenses include commissioned project expenses, joint research expenses, and joint project expenses.

Commissioned research income includes commissioned project income, joint research income, and joint project income.

Net income and total income include notional accounting profits that arise when the repayment amount of long-term loans exceeds the depreciation expenses of the corresponding fixed assets.

3. Financial Plan

Financial Plan for FY 2022 to FY 2027

(Unit: Million Yen)

Category	Amount
Financial Expenditure	1,327,626
Expenditure from operational activities	1,202,595
Expenditure from investment activities	39,098
Expenditure from financial activities	27,296
Carryover to the next mid-term goals period	58,637
Financial Income	1,327,626
Income from operational activities	1,255,041
Income from management expense grants	475,733
Income from tuition and entrance examination fees	102,324
Hospital income	292,056
Commissioned research income	294,239
Donation income	63,698
Other income	26,991
Income from investment activities	5,451
Income from facility fees	5,451
Other income	0
Income from financial activities	8,497
Carryover from the previous mid-term goals period	58,637

Note:

Income from facility fees includes grants for facility projects from the National Institution for Academic Degrees and Quality Enhancement of Higher Education.

With respect to the **Institute of Science Tokyo**, it was determined that the Research System Strengthening Plan will commence in April 2026. In addition to the ordinary milestone evaluations, **it was judged appropriate to conduct rigorous monitoring and provide advice within the first year of the plan and again within three years; based on the evaluation results, decisions may be made on whether to continue support or to revise the level of support.**

With respect to **Kyoto University**, it was judged appropriate that, as a **candidate for accreditation**, the university **refine its draft of the Research System Strengthening Plan for up to one year** and thereafter commence the plan.

Additionally, with respect to the **University of Tokyo**, in considering whether it should be designated as a candidate for accreditation, it was concluded that certain points require further confirmation; therefore, **the Advisory Board will continue its review for up to one year.**

## 2. General remarks

### (1) Overview of the Review

- ✓ Each of the eight universities demonstrated **a strong will to transform the status quo** and produced **ambitious reform proposals** refined beyond the level seen at the initial call for applications; this was **positively evaluated**.
- ✓ In line with the basic policy, rather than judging solely on past performance or the current level, the review was conducted based on the **will (vision) and commitment for “transformation”**.
- ✓ Taking into account the purpose of the program and the burden on universities in the review process, the review was carried out in an integrated manner from the following perspectives:
  1. **Research capability** to generate internationally outstanding research results
  2. Highly effective and ambitious **business/financial strategies**
  3. **Governance system** with autonomy and accountability
- ✓ Universities for International Research Excellence are expected, in pursuit of **sustainable growth**, not only in the natural sciences but also including the humanities and social sciences, to engage from a long-term perspective in investments in new academic fields and young researchers that may not yield immediate results, thereby creating the next generation of knowledge and talent. The Advisory Board conducted **site visits to research settings and careful dialogue with the universities**, and **made a comprehensive judgment**.

## 2. General remarks

### (2) Main Review Perspectives on the Application Content

- ✓ Universities for International Research Excellence are **expected to lead university reform** in Japan. It should also be noted that the efforts of selected universities toward transformation will **send a message to other universities and serve as a model**.
- ✓ Based on the applications, **thirteen common issues** were identified and verified through interviews and other review processes:
  - ① An internationally open university and leadership in academic research networks
  - ② Clarification of goals, strategies, and implementation measures, and examination of feasibility
  - ③ Consensus-building within and outside the university, and progress since the initial call
  - ④ Differentiation from top overseas research universities and demonstration of the university's strengths
  - ⑤ Systems for accepting researchers from around the world
  - ⑥ Systems for fostering early-career researchers
  - ⑦ Organization of personnel evaluation indicators and systems, and measures to secure research support personnel, etc.
  - ⑧ Strategies for industry-academia collaboration, etc.
  - ⑨ Support for university-originated startups
  - ⑩ Sustainability of the plan with risks incorporated
  - ⑪ Clarification of responsibility for resource allocation and organizational restructuring, and concepts for system reform
  - ⑫ Data-driven management reform, and systems and expert personnel to enable it
  - ⑬ Realization of sustainable leadership, including cultivating the next generation of leaders

### 3. Summary of Advisory Board Opinions on the Application (The University of Tokyo)

- Under the CFO, the university has been making progress in examining business and financial strategies and concrete plans—this is commendable. Furthermore, the establishment of two new faculties centered on the Faculty of Engineering, along with a new personnel design that could serve as a driver of reform, represent an advanced reform concept—developed further since the initial call—aimed at strengthening international competitiveness and autonomous growth capability, and these are evaluated positively. As a large university with a long history and tradition, there are certain difficulties in carrying out reforms; nevertheless, the university has set out an extremely ambitious reform concept, which deserves high evaluation.
- Among these, the introduction of Global Research Integration (GRI)—a university-wide common infrastructure that generates the aggregation of knowledge—and the concept of evaluation and resource allocation by the Academic Management Headquarters aimed at promoting organizational reform across the university are evaluated as ambitious plans to involve the entire university and enable autonomous growth. On the other hand, it is necessary for the Advisory Board to confirm whether these can, in fact, be operated in practice based on a common university-wide understanding, and whether the plan is feasible. Specifically, with respect to the organization-level evaluations linked to resource allocation that the Academic Management Headquarters seeks to introduce by April next year, as well as the criteria to be used when allocating resources across the university under the new structure centered on the Provost and the CFO, it is necessary to confirm effectiveness after internal consensus-building.

### 3. Summary of Advisory Board Opinions on the Application (The University of Tokyo)

- Moreover, the institutional response as a corporate body to compliance issues is an important component of the governance with autonomy and responsibility expected for Universities for International Research Excellence. By transitioning to a governance system as a corporate body in which the executive leadership assumes decisions and responsibility together with divisions regarding university operations, the university is strongly expected to make a leap to the level of the world's top research universities.
- The underlined items are preconditions for ensuring the feasibility of the Research System Strengthening Plan and must be confirmed when designating the university as a candidate for accreditation. Therefore, the review will be continued for up to one year, and after confirming the underlined items, a decision will be made on whether to designate the university as a candidate for accreditation. If, during the continued review, any new incident is deemed to have arisen concerning governance as a corporate body, the review will be terminated. Even in the event of selection, an adjustment to the grant amount will be necessary.

#### [Application Overview]

The University of Tokyo will break away from outdated structures that have hindered transformation and will transform itself into a university with international competitiveness and autonomous growth capabilities. Within 10 years, we aim to become one of the world's top 10 research universities, driving academic and social innovation. Positioned in Asia and Tokyo, a global intersection of culture and economy, we will act as an open university that bridges divides and contributes to the world through new value creation.

## 4. Reasoning Behind the Conclusion

- ✓ **In the initial call, Tohoku University** presented an ambitious and systematic plan, and—including the fact that the philosophy of reform had permeated the organization—was **very highly evaluated** and **selected**.
- ✓ All **eight universities** that applied on this occasion **significantly improved the level of their plans compared with the initial call**.
- ✓ At the same time, each university faces **mid- to long-term issues that must be resolved** to realize its own proposals; the review therefore also considered **how the Advisory Board should remain involved with each university's plan** in order to achieve research universities on par with the world's best.
- ✓ **The Institute of Science Tokyo, Kyoto University, and the University of Tokyo**, taking into account their respective strengths and challenges, **presented in a precise and persuasive manner strategies that differentiate them** from top-tier research universities overseas. In terms of **internationality** and **excellence** in research capability and the research environment, the **effectiveness** of business and financial strategies, **governance** with autonomy and accountability, and overall **strategic coherence**, it was judged that they are suitable to receive—or to be considered for—support as Universities for International Research Excellence, and they are expected to realize world-leading research universities.
- ✓ At the same time, from the standpoint of **feasibility**, it was concluded that there are points requiring further confirmation for all three universities.
- ✓ As for the **confirmation items and timing** for each of the three universities described in “3.”, these are **matters that the Advisory Board should continue to engage with proactively** so as to support their long-term growth.

# 5. Final Remarks

- ✓ Applications were submitted by eight universities with strong research capabilities in Japan. In advancing fundamental reforms to leap toward truly excellent research universities, the **proactive and earnest internal examination process** leading up to the applications and the **dialogue with the Advisory Board during selection** played a major role. We are convinced of the **great significance of this program**, as it has advanced both the reform mindset and the future vision of Japan's research universities.
- ✓ With respect to the **Institute of Science Tokyo**, it is strongly expected that the university will **implement the Research System Strengthening Plan steadily** and with a sense of urgency, thereby **realizing a world-leading research** university that will be regarded as a pioneering model internationally.
- ✓ In light of the rapid growth of research universities overseas in recent years, it is required that timelines and milestones be clearly set and that the envisioned status be **achieved as early as possible**.
- ✓ While **all applicant universities submitted ambitious and well-crafted plans, certain issues** remain. Including cases where universities tasked with plan refinement or continued review are nonetheless judged able to commence their plans, the Advisory Board will, in the context of monitoring against university-set milestones, support reforms by **checking progress** and **providing advice**. In doing so, it is necessary for the Advisory Board to verify the **concrete execution status during the first three years** after the start of each plan.
- ✓ Depending on the status of refinement or continued review, measures should be taken to **enhance the plan's effectiveness**, such as starting the plan with a **grant amount reduced by a certain proportion** and then re-examining the grant amount based on milestone evaluations once it is judged that genuine reform has progressed.

# 5. Final Remarks

- ✓ Regarding **requests for regulatory relaxation**, we would like the government to address them **sequentially, beginning with those for which specific content and necessity have been confirmed** through dialogue with the universities and the competent ministries/agencies.
- ✓ Even for **universities not designated as candidates for accreditation** on this occasion, their **ambitious proposals** were highly evaluated. Based on their **strong research capabilities**, proposals such as large-scale industry–academia collaborations in priority fields, the cultivation of specialized talent, exploring new collaborations with national research institutes and other universities, and, as centers of their regional economies, joint research with groups of companies and the creation of startups, amply position them to **serve as part of a group of research universities that will lead Japan’s research strength and innovation**.
- ✓ At present, alongside this program, the Program for Forming Japan’s Peak Research Universities (J-PEAKS) is being rolled out to form a group of research universities that will drive improvements in Japan’s research capacity. We are convinced that putting in place **support measures so that the research-university group, as a whole, can compete globally** is an **effective investment** for Japan.
- ✓ The Advisory Board strongly urges MEXT, together with relevant ministries and the business community, to swiftly consider **and implement the additional measures necessary for the full-scale launch of the research-university group**.
- ✓ Through such efforts, we expect **universities to further enhance the roles and strengths** they have long provided to Japanese society, to **become centers of Japan’s growth**, and to develop **into universities with a strong global presence**.

December 14, 2025

To:  
Chairperson Keiko Honda  
University of Tokyo Management Policy Council

Chairperson Kumiko Bando  
University President Screening & Inspection Committee

Response to the “Proposal from the Management Policy Council on the Presidential Selection”

Thank you very much for submitting the “Proposal from the Management Policy Council on the Presidential Selection,” dated October 8, 2025. This is to report that the University President Screening & Inspection Committee has deliberated the proposal and revised the “Desired Attributes of the President,” as shown in an appendix.

[Organization in charge]  
Law and Regulation Team  
Legal Affairs Group  
University of Tokyo  
houki.adm@gs.mail.u-tokyo.ac.jp

December 14, 2025

Response to the “Proposal from the Management Policy Council on the Presidential Selection”

Thank you very much for the valuable proposal regarding the qualifications desired in the next President.

This is to inform you that we have deliberated the proposal and revised the “Desired Attributes of the President,” as shown in an appendix.

Wide-ranging and abstract words and expressions are used in the “Desired Attributes of the President,” given their nature, but we recognize that the “Proposed Presidential Qualifications” provide very important points for consideration. We have, overall, strengthened the meaning of words and expressions used in the “Desired Attributes of the President” and clarified their intentions by adding the gist of the proposal to the essential elements of each item.

In addition, we believe that in order to enable the members of the University President Screening & Inspection Committee to share common perceptions in the future process of selection of the next President, it is essential to materialize the standards concerning qualifications, abilities, etc., as pointed out at the third meeting of the Management Policy Council. Therefore, we will make full use of the proposed qualifications, including the articulation of priorities, as detailed standards in the future selection process.

Furthermore, it is necessary to have strong determination to face the increasingly challenging operating environment surrounding the University, as mentioned in the “Current Context” section, and this was added to the preamble to serve as an overarching premise of the standards concerning qualifications, abilities, etc.

As for the “Strategic Considerations,” the University President Screening & Inspection Committee also perceives this issue as a long-term challenge and will review it on a continual basis.

December 1, 2025

## University President Screening &amp; Inspection Committee

## Desired Attributes of the President

The President of the University of Tokyo is expected to hold the objectives and principles given in the University of Tokyo Charter in respect, and have a clear vision and strong will to accomplish and realize them. The President is also expected to have the leadership and spirit of service supported by the following qualities, abilities, and achievements in order to further enhance the University's position in the global academic community by facing the risks and challenges surrounding the world and universities and carrying through a bold innovation strategy aimed at creating new value.

1. Noble character, a high sense of ethics, and profound knowledge that will gain respect and trust from within and outside the University
2. An international perspective and executive ability that will lead the education and research with the excellence, originality, and diversity worthy of “the University of Tokyo of the world,” and will respond proactively to the requirements of modern society with a sharp, innovative perspective and a persuasive vision and make bold reformations when needed, while maintaining and utilizing the traditions of the University
3. The governance abilities and achievements in demonstrating outstanding leadership and conducting swift and effective organization management, while earning the strong support of the members of the organization and taking the care to build a smooth and comprehensive consensus, as well as understanding deeply the kind of social responsibility that should be fulfilled by the University and playing a leading role in responding to the challenges and risks surrounding the University
4. The advanced ability to manage the University while gaining the support of a wide social field and enhancing the financial bases of the University with detailed strategic

guidelines, in order to advance academic research and education at the world's highest level, and a strong will to pioneer the future

5. A firm sense of mission to contribute to the evolution of academics and the realization of a harmonious society, while valuing liberty, autonomy, diversity, and inclusion

(Reference) The University of Tokyo Charter

<https://www.u-tokyo.ac.jp/en/about/charter.html>

Desired Attributes of the President  
(Comparison with the Previous Version)

Desired Attributes of the President

XXXXX XX, 202X

University President Screening & Inspection Committee

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## Desired Attributes of the President (Comparison with the Previous Version)

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5. A firm sense of mission to contribute to the evolution of academics and the realization of a harmonious society, while valuing liberty, autonomy, ~~and~~ diversity, and inclusion

(Reference) The University of Tokyo Charter

<https://www.u-tokyo.ac.jp/en/about/charter.html>

## **Proposal from the Management Policy Council on the Presidential Selection**

The Management Policy Council, established in response to the revision of the National University Corporation Act, was created to enhance the governance of the University of Tokyo ("UTokyo"). The Council is composed of the President, several Executive Vice Presidents, several internal faculty members, and external experts, and is responsible for making final decisions on the University's key operational policies, including medium-term plans, as well as budgets and financial statements preparation.

Recognizing the fundamental importance of selecting leadership with appropriate expertise to advance institutional objectives and implement strategic initiatives, we note that governance bodies in international organizations, universities, and private sector institutions often participate actively in executive selection processes. While the University President Screening & Inspection Committee maintains primary responsibility for presidential nomination and evaluation at the University of Tokyo, the Management Policy Council respectfully proposes to enhance collaboration with this committee in service of our shared commitment to institutional excellence.

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### **Current Context**

The University of Tokyo has maintained its distinguished position as Japan's leading academic institution for 150 years. However, we face an increasingly challenging operating environment that requires adaptive leadership and strategic innovation.

### **Demographic Considerations**

Japan's demographic transition presents significant implications for higher education. Current projections indicate that the population aged 20-24 will be approximately 6.2 million by 2025, representing a 26% decline from 2000 levels. An additional 30% reduction is anticipated by 2045,

### **Financial Environment**

The University faces evolving fiscal challenges, including reductions in the Management Expense Grants for National University Corporations and cost increases driven by inflation, which have resulted in budget pressures exceeding 4 billion yen in FY2025. This situation requires enhanced attention to financial stewardship and revenue diversification strategies.

## Global Positioning

In the 2025 Times Higher Education World University Rankings, the University of Tokyo achieved 28th place globally, reflecting its continued strength in research, education, and international reputation. This represents meaningful progress from the 46th position in 2018. In the second-round application for the Universities for International Research Excellence Program, the University has established the ambitious objective of achieving top-10 global status—a goal that enjoys broad support across its academic community. The Management Policy Council recognizes this as a significant undertaking requiring sustained commitment and strategic leadership.

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## Proposed Presidential Qualifications

Given our current institutional context, we respectfully suggest prioritizing the following qualifications in presidential selection:

### Primary Qualifications

- **Strategic Leadership and Institutional Management** - The next President must be capable of **creating a compelling vision for the university, formulating** concrete strategies and carrying out bold reforms to achieve the global top 10 target, including identifying and prioritizing areas for differentiation, and executing “scrap-and-build” reforms when necessary. The President should have strong knowledge of governance structures, curriculum development, faculty management, revenue diversification, cost control strategies, and budgeting. The ability to effectively provide leadership to faculty, staff, students, and alumni, while overseeing and managing the entire organization in coordination with the senior management team is also essential. Ideally, the candidate should have successfully managed a major academic organization (e.g., as President, Provost, or Dean), with responsibility for budgets exceeding tens of billions of yen, and have a proven record of contributing to improvements in the institution’s global ranking. We expect that the candidates have capability to conduct organizational transformation, strategic differentiation, and when appropriate, restructuring initiatives.

*Note: Excellence as a manager does not necessarily correlate with distinction as a scholar or educator.*

- **Commitment to move UTokyo to the Global Top 10 and a Determination to Shape the Future:**  
The candidate should demonstrate a strong commitment to steadily execute the plans set forth as a University for International Research Excellence, and take

**proactive leadership in ensuring a smooth transition of institutional structures. The candidate should also possess a clear vision, grounded in UTokyo's mission and strengths as an academic institution, along with a firm determination to shape its future.**

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### **Other Important Qualities**

The following qualities are of secondary but significant importance:

- **International Engagement Capacity** - The ability to advance the University's global presence through strategic partnerships, international accreditation processes, and collaborative research initiatives with leading institutions worldwide.
  - **Relationship Development and Maintenance** - Skill in building and sustaining relationships with leaders of premier international universities, as well as key figures in Japan's industrial sectors, etc.
  - **Academic Excellence** - A distinguished record of scholarship and research with recognized international standing, along with the vision to enhance the University's research profile.
  - **Resource Development** - Experience in cultivating philanthropic support and expanding donor relationships. For context, annual donations have grown from approximately 3 billion yen to current levels of about 13 billion yen, and continued growth in this area would support institutional objectives.
  - **Educational Leadership** - Demonstrated excellence in teaching and educational innovation.
  - **Ethical Leadership** - A strong sense of ethics and the ability to foster an environment where diverse individuals—including students, faculty, and staff—can thrive. Proven integrity and the capacity to make principled decisions, including those that may be challenging or require difficult trade-offs.
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### **Strategic Considerations**

Leading global universities often conduct comprehensive searches for presidential candidates, utilizing clearly defined position descriptions to identify individuals with extensive management experience often from outside their own university.

The University of Tokyo has traditionally selected presidents from within its community, often emphasizing potential over prior administrative experience.

Should this approach continue, we might consider developing enhanced leadership development programs within the University. Alternatively, flexible approaches to presidential terms could be explored when circumstances warrant.

Given the complex nature of the presidential mandate and the importance of strategic continuity in achieving long-term institutional objectives, we suggest consideration of a two-term tenure model. This approach would incorporate a thorough review and reselection process at the conclusion of the initial term, providing both accountability and the opportunity for sustained leadership when performance merits continuation.

### **Conclusion**

The qualifications most important for university leadership naturally vary with institutional circumstances and external conditions. The leadership needs during periods of stability differ from those required during times of significant change. Through careful analysis of our current situation and transparent communication of priority qualifications, the University can better identify candidates well-suited to our present context. Clear articulation of key qualifications would also enhance the transparency and effectiveness of our selection process.

We respectfully submit this proposal for consideration and welcome the opportunity for continued dialogue on this important matter.

## Management Policy Council Meeting Schedule for FY2025

Meeting	Date and Time	Notes
1st	Wednesday, April 23, 2025, 19:00–20:30 JST	Deliberation on the application for Universities for International Research Excellence
2nd	Monday, June 23, 2025, 18:00–21:00 JST	Deliberation on the FY2024 financial statements
3rd	Tuesday, September 16, 2025, 9:00-12:00 JST	Deliberation on opinions regarding the selection of the next President
4th	Thursday, December 18, 2025, 9:00-12:00 JST	Report on the Half-term Financial Results for FY 2025
5th	Friday, January 30, 2026, 10:00–12:00 JST	Deliberation on changes to the fourth period mid-term plans Deliberation on the FY2025 supplementary budget
6th	Thursday, March 26, 2026, 18:00–21:00 JST	Deliberation on the FY2026 budget