

## (Reference material)

## Important Points on Specifying the Desired Attributes of the President and the Evaluation Items

|    | "Desired Attributes of the President"  | Important points  | Evaluation items  |
|----|--|---|---|
| 1  | Preamble: The President of the University of Tokyo is expected to respect the objectives and principles given in the University of Tokyo Charter, and have a clear vision and strong will to accomplish and realize them. At the same time, the President is expected to further enhance the University's position in the global academic community by facing the risks and challenges surrounding the world and the University and carrying through a bold innovation strategy aimed at creating new values. To achieve these ends, the President is expected to have the leadership and spirit of service supported by the following qualities, abilities, and achievements. | Ability to achieve the principles given in the University of Tokyo Charter and create new values by facing the risks and challenges surrounding the world | A clear and concrete vision   |
| 2  |  |   | An innovation strategy aimed at creating new values   |
| 3  |  |   | Proposals that contribute to expanding the University's global presence   |
| 4  |  |   | A spirit of serving the public nature of the world  |
| 5  | 1. A noble character, a high sense of ethics, and profound knowledge that will gain respect and trust from within and outside the University   | Having the dignity and knowledge expected of the President of the University of Tokyo   | A noble character   |
| 6  |  |   | A high sense of ethics  |
| 7  |  |   | Profound knowledge and high education and research performance  |
| 8  | 2. An international perspective and executive ability that will lead the education and research with the excellence, originality and a commitment to 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 as well as the ability to make bold reformations when needed, while maintaining and utilizing the traditions of the University  | An international perspective and ability to implement reform  | A vision based on both traditional and innovative perspectives  |
| 9  |  |   | Awareness of the need for reform and bold decisiveness  |
| 10 |  |   | An international perspective and achievements   |
| 11 |  |   | Ability to play a leading role in education and research activities with excellence, originality, and a commitment to diversity |
| 12 |  |   | Willingness to develop human resources who play a leading role in modern society  |
| 13 | 3. The governance abilities and achievements in demonstrating outstanding leadership and conducting swift and effective organizational management. At the same time earning the strong support of the members of the organization and taking the care to build a smooth and comprehensive consensus, deeply understanding 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 universities  | Having the ability for organizational management and governance   | A vision for education, learning, and management organizations that play a leading role in the global academic community        |
| 14 |  |   | Strong support from organization members and ability in consensus building  |
| 15 |  |   | Outstanding leadership and ability in organizational management   |
| 16 |  |   | Governance ability to deal with risks   |
| 17 | 4. An advanced ability to run the University and a strong will to open the way to the future while gaining the support and understanding of a wide social field, in order to advance academic research and education and human resources development at the world's highest level by enhancing the financial base of the University with detailed strategic guidelines   | Ability to enhance the financial base and the ability for advanced management   | Detailed strategic guidelines to enhance the University's financial base  |
| 18 |  |   | Advanced ability to run the University while gaining the support and understanding of a wide social field                       |
| 19 |  |   | A strong will to open the way for the future of the University  |
| 20 | 5. A firm sense of mission to contribute to the evolution of global academics and the realization of a harmonious society, while valuing liberty, autonomy, diversity and inclusion  | A sense of mission to contribute to the evolution of global academics and the realization of a harmonious society   | Emphasis on liberty, autonomy, diversity and inclusion  |
| 21 |  |   | Contribution to realizing a harmonious society  |
| 22 |  |   | A firm sense of mission   |

\*This sheet is used solely as a reference for evaluation.