President’s Council
Autumn 2006, Tokyo
The University of Tokyo
Agenda

1. Welcome
2. Objectives
3. UT’s View of the World and Japan
4. UT’s Aspiration
5. UT’s Strengths and Weaknesses
6. How the World Perceives UT
7. Closing Remarks
UT’s View of the World and Japan

1. Growing and destabilizing world
2. The rise of Asia
3. Japan as “aging” front-runner and potential thought leader
4. The role of higher learning
**Destabilizing World**

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<th>North Korea</th>
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<td>Migration</td>
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Population 2002

Source: Worldmapper
GDP 2002

Source: Worldmapper
GDP 2015 PPP

Source: Worldmapper
Aging Japan

Age 65+ % of population

Source: National Institute of Population and Social Security Research, Japan
At the Forefront of Global Challenges

Highly industrialized economy on small pieces of land

- Scarce resources
- Increasing waste
- Urban heat island
- Pollution
- Aging society
- …
Japan Going Forward

- Microcosm of future world
- Dealing with coming global challenges
- Solution provider
- Thought leader
The Role of Higher Learning

- Growth engine
- Competitive advantages
- Integration
- Mutual understanding
- Geopolitical stability
Higher Education - Spending 2002

Source: Worldmapper
R&D Employees 2002

Source: Worldmapper
Patents Granted 2002

Source: Worldmapper
UT’s Aspiration

1. Establishing global academic leadership
   • Scholarly achievements
   • World-class education
   • Tackling global priorities

2. Raising presence
   • Source of diversity
   • Gap between inherent value and recognition
   • Gap between potential and expectation
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Knowledge Explosion

Photosynthesis – 20th Century

1900

Sun Light

CO₂

H₂O

Chlorophyll

O₂

Carbohydrate

2000

CO₂

H₂O
Subdivision and Compartmentalization of Science

1900

2000
UT Organization

1900

Knowledge Explosion

Subdivision / Compartmentalization

2000
Structuring of Knowledge

The Role of Universities

Specialization / Subdivision

Structuring
UT Strengths

1. Student and faculty quality
   • Admission solely based on scholastic ability
   • High yield
   • Most comprehensive research university

2. Domestic status
   • Alumni leading public and private sectors
   • Supplying others with professors
UT Weaknesses

1. Language and international exposure

2. Administrative capabilities
   - Incorporation in 2004
   - Management infrastructure being built

3. Financial resources
   - Dependence on general subsidy
   - Endowment development just started
Opportunities and Threats

1. Opportunities
   • Emerging global challenges
   • Demand for higher education
   • Source of diversity

2. Threats
   • Low fertility
     ➢ Overcapacity
   • Inadequate college preparation
     ➢ Pressure-free education
   • Super-league competition?
How the World Perceives UT

1. Prior images and first impression
2. UT attractiveness and obstacles
   - Exchanging top scholars and students
   - Employability
3. What is expected from a top university
4. Narrowing the gaps
   - Inherent value / recognition
   - Potential / expectation
5. Questions and suggestions
Thank you