

## **Action Plan 2005–2008**

### *A University at the Forefront of the Time – Aiming at the Pinnacle of Global Knowledge*

As human society changes at an unprecedented pace, there are great expectations of universities as institutions to revitalize scholarship through the creation and application of new knowledge, and to continuously develop human resources to shoulder this task.

In this context, universities are being exposed to fierce competition on a global scale and required to make changes rapidly. Those institutions that fail to adapt to the changing environment will certainly decline. The University of Tokyo, while recognized as one of the world's leading universities, is no exception. We take these demands of the times as an excellent motivator for us to work toward becoming a university capable of leading humanity worldwide in the 21<sup>st</sup> century. This means developing the University of Tokyo into a place that attracts the most talented youth on earth and fosters their abilities, a place where researchers generate new knowledge through friendly competition and promote its beneficial use throughout society as the common property of mankind. To become such an institution, the University of Tokyo must swiftly and persistently reinvent itself, while retaining as our foundation the strengths and traditions which have been cultivated by previous generations. Through the endeavors to achieve “Structuring of Knowledge” and “Autonomous and Decentralized yet Cooperative Systems,” we must prepare an environment in which all members of the university can willingly engage in joint work with enthusiasm.

The key points are (1) to reinforce the foundations required to maintain and exploit the university's potential as a federation of highly autonomous departments; (2) to establish a framework for university-wide cooperation to those ends; and (3) to promote the structuring of knowledge as a catalyst for the generation of new knowledge and the interaction between academia and society.

Accordingly, we will further reinforce the University of Tokyo's education, research, and international activities and its links with society while making the best possible use of the university's outstanding and diverse human resources. To these ends, we must strengthen our financial capabilities, upgrade the campus environment, and implement organizational and administrative reforms. This will enable the University of Tokyo to establish a vibrant 21<sup>st</sup> century university model that enjoys the trust of society, centering on the three mechanisms of an agile central management, moderate distribution of power, and a flexible interface. While striving toward our own goals, we will also offer to society a vision for higher education in Japan.

The following sections summarize the main areas that the University of Tokyo will be addressing during the coming four years: education, research, international activities, organizational administration, finance, campus environment, information dissemination and linkage with society.

#### I. Education

- Provide a venue for fostering the world's best human resources
- Develop individuals with the capacity to grasp the essence of issues, understand

- and appreciate others, and have the courage to take the lead
- Foster cultured individuals who are worthy of being 21<sup>st</sup> century global citizens

#### I-1 Strengthening Liberal Arts Education

- Commence Academic Overview Lectures
- Incorporate the results of the Science Integration Project into liberal arts education and promote creative linkages between state-of-the-art research and the basic education offered in the Junior Division of undergraduate studies
- Obtain university-wide support for implementing the new curriculum for the 2006 academic year aimed at reinforcing fundamental academic capabilities and boosting academic aspirations, ensure support for liberal arts education by the Network for Life Science Education, and secure university-wide support for the Experience Seminar
- Strengthen the Komaba Organization for Educational Development, and transmit the University of Tokyo liberal arts education model worldwide
- Improve and upgrade the Komaba campus student facilities to provide comfort and satisfaction for new students entering the University of Tokyo

#### I-2 Structuring of Knowledge and Creation of an Educational System for Interdisciplinary Fields

- Create a structured curriculum that embodies structuring of knowledge
  - Publicize *The University of Tokyo Course Catalog* on the Internet with a search function
  - Promote the University of Tokyo Open Courseware (UTOCW) project to structure and visualize the curriculum and release knowledge to the public; improve the educational environment by implementing information and telecommunications technologies
- Greatly enhance graduate school education
  - Improve the curricula of graduate school Master's courses and promote their structuring
  - Fundamentally improve the success rate of students in earning doctorates and enhance doctoral course education
  - Support postdoctoral career development
- Ensure student quality--stricter standards for grades and graduation, give awards to students demonstrating superior academic performance, etc.
- Create an educational system for interdisciplinary fields and introduce a major/minor system
  - Examine the establishment of new departments at the undergraduate level such as the Department of Finance within the Faculty of Economics and the Departments of Bioinformatics and Media Contents within the Faculty of Science
  - Start undergraduate and graduate education in organizations that transcend departmental boundaries, such as the Integrated Research System for Sustainability Science (IR3S), the Network for Life Science Education, and the Asian Studies Network (ASNET)
  - Promote linkages at the graduate school level, such as the collaboration between the Faculty of Medicine and Faculty of Engineering [such as

medical-engineering collaboration]

- Implement the University of Tokyo Entrepreneur Program to support students and researchers hoping to establish start-up businesses
- Consider an introduction of university-wide management policy for the prescribed number of students, which has traditionally been conducted by each department

#### I-3 Active Development of Cooperative Education

- Establish educational and research methodologies that integrate the liberal arts with the natural sciences to address environmental, energy and other problems and issues in econometrics; make organizational arrangements accordingly
- Establish diverse models for collaboration between industry and academia, including human resource development and personnel exchanges
- Promote global human resources development including examining the potential for overseas branch campuses

#### I-4 Promotion of “Human Education” and Improvement of Campus Life

- Greatly reinforce support systems for learning, mental care, and career development for students from the perspectives of “human education” and improvement of students’ social environment (the student support center initiative)
- Expand and improve the internship system, and seek cooperation from society for “human education”
- Establish systems that listen to students’ comments and swiftly respond to their anxieties, improve the emergency systems on each campus, and establish a process for formally appealing against grade evaluations and for requesting a change in academic advisors, among others

#### I-5 Fostering Highly-Skilled Professionals and Promoting Advanced Education for Working Adults

- While strengthening professional education at regular graduate schools, promote education of highly-skilled professionals at specialized professional graduate schools and at “executive education programs” targeting working adults
- Support self-learning through the use of IT

#### I-6 Recruiting and Educating Students Appropriate for the University of Tokyo as a Global Institution

- Prepare university pamphlets and hold student fairs
- Modify the major selection system and strengthen guidance at the time of entry to the Senior Division of undergraduate studies
- Substantially expand scholarship and grant systems for graduate students, particularly for doctoral students
- Enhance scholarship programs and devise strategies to secure excellent students from around the world, in particular from Asia, and improve study abroad programs for the University of Tokyo students

## II. Research

- Reinforce scholarship through the creation and application of new knowledge
- Generate knowledge through autonomous and decentralized research

- Structure knowledge and integrate academic fields through harmonization
- Interact with society: present solutions and options to resolve the important issues which global society faces

#### II-1 Support of Autonomous and Self-Directed Research

- Promote bottom-up research through the effective use of outside funds
- Support departmental budgetary requests--application to the Ministry of Education, Culture, Sports, Science and Technology, university internal appropriation, and obtaining support from the private sector
- Maintain a library of fundamental academic publications

#### II-2 University-wide Challenge of Innovative Research Led by the Office of the President

- Promote the structuring of knowledge
  - Integrated Research System for Sustainability Science (IR3S)
  - Alliance for Global Sustainability
  - Network for Life Science Education
- Promote frontier science fields
  - Expand and improve the Division of Project Coordination
  - Promote the Science Integration Project (humans, goods, the earth, space) and pioneer new fields
- Invigorate the Kashiwa Campus through these projects

#### II-3 Review of Recently Implemented Initiatives, and Revision of Future Plans

- Further enhancement of postgraduate education, information research education system, Kashiwa Campus, and the Komaba II campus

#### II-4 Support for Researchers Using University of Tokyo Funds

- Upgrade the research support system for talented young researchers
- Improve the conditions and compensation of doctoral researchers
- Hold conferences of world-top level including Horiba Conference and Horiba Symposium

#### II-5 Promotion of Internationally Competitive Research at Affiliated Institutes and Research Centers

- Upgrade the center functions including the consolidation of research and service missions
- Further promote research and education activities at affiliated institutes and research centers
- Promote research and education activities based on the University Hospital

#### II-6 Establishing a New University Model through Exchanges and Linkages

- Examine new agenda-setting for the purpose of contributing to future society and the international community; consider making policy proposals through the Policy Vision Research Center (tentative name) and interdisciplinary and international research frameworks
- Utilize network research organizations

## II-7 Expeditious Provision of Research Results to Society

- Respond to the diversification of licensing options
- Improve the strategic management and application of intellectual property through the accumulation and analysis of case studies
- Promote the application of research results by use of start-up businesses

## II-8 Further Reform of the Scheme for Industry-Academia Collaborative Research

- Advance large-scale joint research using the Proprius 21 joint design format
- Upgrade the support structure for collaborative research between industry and academia
- Make active use of diverse schemes for linking industry with academia, and develop new joint research schemes
- Promote personnel exchange between academia and industry

## III. International Activities

- Address issues concerning global sustainability and the survival of mankind
- Promote friendly competition and exchanges with top level universities worldwide]
- Secure an honorable position in global academia

### III-1 Expand Overseas Activities through Linkages with the Departments and through the leadership of the Division for International Relations; Enhancing the International Presence of the University of Tokyo

- Strengthen ties with the world's top universities and research institutes and expand overseas bases
- Investigate the establishment of overseas branch campuses
- Strengthen human networks to build credibility in Asia
- Construct strategic international exchange networks and alliances, create database on foreign universities and draft a long-term plan to promote the internationalization of the University of Tokyo

### III-2 Exchange of Students and Researchers with Top Class Universities and Research Organizations Worldwide

- Improve the environment to provide greater incentives for exchange students and foreign researchers to come to the University of Tokyo: upgrade lodging facilities for foreign researchers (International Guest House) and enrich materials in foreign languages

### III-3 Development of Kashiwa Campus as an International Campus

- Prepare world-class research facilities, upgrade lodging facilities for foreign researchers and exchange students, prepare a living support system in collaboration with the local community, and improve the environment for promoting the internationalization of the campus

## IV. Organizational Administration

- Construct a new university model based on autonomy, decentralization and cooperation

- Ensure the employment of the current faculty and administrative members supporting the university while promoting staff mobility at the same time
- Substantially reinforce the university's financial foundation
- Improve quality and efficiency of administration by streamlining operations

#### IV-1 Securing Time for Education and Research by Strengthening Front-Line Support by Administration

- Develop a research cooperation office: identify and support cooperative research and teaching activities; assist with obtaining outside funds
- Make use of “HISHAKAKU (departmental partners)” system and realize a one-stop service for departments, research institutions and research centers
- Strengthen inter-divisional collaborations such as between International Affairs and University Corporate Relations
- Formulate programs for after the termination of the “Project Developed by Intellectual Property Headquarters in Universities” and train specialists in the technology transfer of research findings
- Strengthen information systems for efficient management of education and research information

#### IV-2 Development of Education and Research Support Staff

- Enhance the abilities of education and research support staff by expanding the scope of their work and delegating greater responsibilities
- Indicate the capabilities that employees should possess, and present models for career development and skills improvement
- Advance integrated efforts to improve human resources management for staff, review organizational structures, and revise operations

#### IV-3 Support for the Revitalization of Education and Research via Flexible Organizational Management

- Support diverse styles of education and research activities (“authorized organizations” and “affiliated/adjunct organizations”)

#### IV-4 Establishment of a University of Tokyo Model for a Motivational Compensation System

- Examine systems that provide incentives to individuals who have made a valuable contribution to the progress of the University of Tokyo
- Create an attractive working environment that secures the international competitiveness of the University of Tokyo

#### IV-5 Upgrading the Decision-Making System of the Office of the President

- Retain a small number of highly capable presidential advisors, and strengthen the decision-making support function
- Clarify the responsibilities of the directors and strengthen ties among them
- Make the activities of the Office of the President more transparent through appropriate information disclosure

#### IV-6 Strengthening of Linkages and Communications between the Office of the

President and Departments, Faculty and Staff, and Students

- Expand opportunities for the Office of the President to exchange opinions with departments, faculty, staff and students--breakfast meetings, use of Internet bulletin boards, etc.
- Start the “office hours” for the directors and other executives in which they are available for consultation

IV-7 Expansion of Freedom of Personnel Management

- Offer model rules and options for a personnel system
- Conduct comprehensive personnel administration

IV-8 Strengthening of the University Hospital Appropriate for a World-class University

- Strengthen the functions of the University Hospital as a point of contact between the University and society
- Strengthen the University Hospital’s financial foundations
- Consider the re-positioning of the Health Service Center with a view to strengthening its function

V. Finances

- Establish a financial model that facilitates the development of diverse, comprehensive, and self-directed education and research
- Establish a financial foundation that enables the identification and full development of seeds of new science created in the diverse research environments
- Establish a financial foundation that enables the synthesis of academic endeavors through linkages between diverse education and research activities
- Establish a financial foundation that enables the upgrading of facilities and equipment appropriate for a leading university

V-1 Efforts toward Easing Institutional Restrictions

- Seek deregulation on such items as funds management, asset utilization, bond issuance, long-term borrowing, donation tax system, investment, and ministerial ordinance on expenses
- Seek deregulation of such systems as procurement and audit to obtain greater latitude in budget implementation

V-2 Establish of a Budgetary System that Supports both Diversity and Comprehensiveness

- Establish rules for the effective use of the president’s and department heads’ discretionary funds
- Develop a budgetary structure that can secure a high allocation of funds to autonomous and decentralized basic education and research
- Establish a budgetary structure that can promote and support linkages and cooperation among autonomous and decentralized organizations
- Make budget administration as flexible and comprehensive as possible

V-3 Improvements in the Execution of the Education and Research Support Budget including Achievement of Efficient Procurement

- Achieve more efficient procurement by making full use of the scale of the University of Tokyo
- Improve cost management of utilities expenses, etc.
- Clarify and communicate to departments the merits of improving efficiency

#### V-4 Establishment and Development of an Endowment Fund

- Clarify the “endowment” concept at the University of Tokyo
- Introduce specified donations
- Establish the core of the endowment by implementing the “UT 130” campaign
- Promote activities toward establishing a large-scale endowment and develop systems to manage it.

#### V-5 Support for Obtaining Outside Funds

- Proactively discuss education and research plans with the faculty members, organize projects (including identification of potential funding sources), and approach appropriate funds providers
- Organize and prepare budgets for education and research plans concerning comprehensive and integrated issues based on the University of Tokyo’s academic vision, and submit requests to external funding sources as appropriate
- Establish a research support office to support the above-listed functions

### VI Campus Environment

- Implementation of the tripolar structure toward creating a distinctive campus
- Improvement of facilities and creation of rules governing their usage for the coexistence of decentralized autonomous systems and cooperative systems
- Upgrading facilities and equipment appropriate for a leading university
- Establishing a campus that nurtures a rich learning and research environment

#### VI-1 Toward Realizing the Tripolar Structure

- Grasp the overall financial image of campus maintenance based on the tripolar structure concept, and examine maintenance methods
- Hongo Campus: Enhance functions while preserving trees and landscape--make use of underground spaces
- Komaba Campus: Continue campus beautification and upgrading of facilities
- Kashiwa Campus: Develop into an international campus and establish world-class research facilities to serve as a campus symbol
- Install organic linkages among the three campuses
- Form linkages with the local communities (Chiba Prefecture, Kashiwa City, Bunkyo Ward, etc.)

#### VI-2 Establishment of Property Management

- Manage facilities to ensure vibrant education and research with a view for internationalization
- Introduce a cost management perspective

#### VI-3 Optimization of the Utilization of Education and Research Space

- Examine new area calculation standards, based on a revised faculty size inclusive

of project faculty members

- Share information regarding the usage of space on campus
- Secure university-wide common spaces
- Establish spaces for library and equipment storages
- Optimize location of university-wide common spaces in accordance with needs and activities [Locate common spaces in accordance with needs and activities]

#### VI-4 Creation of a Safe and Comfortable and Sustainable Campus

- Realize an ecological, crime-resistant, and barrier-free campus
- Prepare an intellectual promenade featuring research results
- Make the campus more disaster-resistant
- Establish and maintain high-quality health and welfare facilities

#### VI-5 Upgrading of Information Systems

- Appoint a chief information officer
- Upgrade the information infrastructure to prepare for future expansion while giving consideration to existing departmental systems
- Strengthen information dissemination capabilities by enhancing and utilizing electronic information assets throughout the university

### VII Information Dissemination and Linkages with Society

- Communicate the attractiveness of the University of Tokyo, reflecting structuring of knowledge, via linkages with society and diverse media
- Draft and disseminate a 21<sup>st</sup> century university model with a global perspective
- Provide support for building the foundations for “autonomous, decentralized yet cooperative systems” through the revitalization of intra-university communications
- Revitalize the university through interaction with alumni

#### VII-1 Active Dissemination of Research Findings and Educational Contents

- Upgrade *Tansei The University of Tokyo Magazine* and the university website to enhance the ability to transmit information outside the university, and adjust their contents to better match their purposes
- Effectively transmit academic information via the Policy Vision Research Center (tentative name) and other channels
- Construct a knowledge network with world class researchers and educators, and share ideas on academic and social issues and results worldwide

#### VII-2 Drafting and Disseminating a 21<sup>st</sup> Century University Model with a Global Perspective

- Implement comprehensive investigation and analysis on 21<sup>st</sup> Century University Model, compile and apply data for drafting a model, and actively disclose the findings to society at large
- Present proposals for organizational and financial improvement to further advance the institutionalization of the University of Tokyo in line with the higher education vision, and actively lobby all sectors of society toward their realization

#### VII-3 Revitalization of Intra-University Communications

- Share essential information and problem awareness by reviewing and improving the contents and distribution methods of *Gakunai Koho* (University of Tokyo Newsletter), and promote cross-disciplinary intellectual curiosity across different academic fields
- Enhance availability of shared intra-university information by improving the university’s internal website

#### VII-4 Promotion of Linkages with Society

- Promote projects to increase linkages with society as a vehicle for promoting and disseminating the structuring of knowledge, and utilize these cases for brand development
- Utilize the UT University Corporate Relations Network (UNICORN) as a channel for disseminating information
- Reinforce internal and external services including supporting the linkages between academia and industry

#### VII-5 Enhancement of Alumni Program

- Establish a network of alumni and foster support groups for the University of Tokyo--The University of Tokyo Alumni Association (GAKUYUKAI), The Supporters’ Association of “UT 130 Campaign,” The University of Tokyo Homecoming Day, etc.--to bolster effective linkages between the university and alumni
- Form venues for interchange between alumni and students to foster mutual communications and expand students’ perspectives: the succession of information from generation to generation

\* This text is a translation of the Japanese version. In the event that any question should arise about this version, the Japanese version of the text is the authoritative version.