

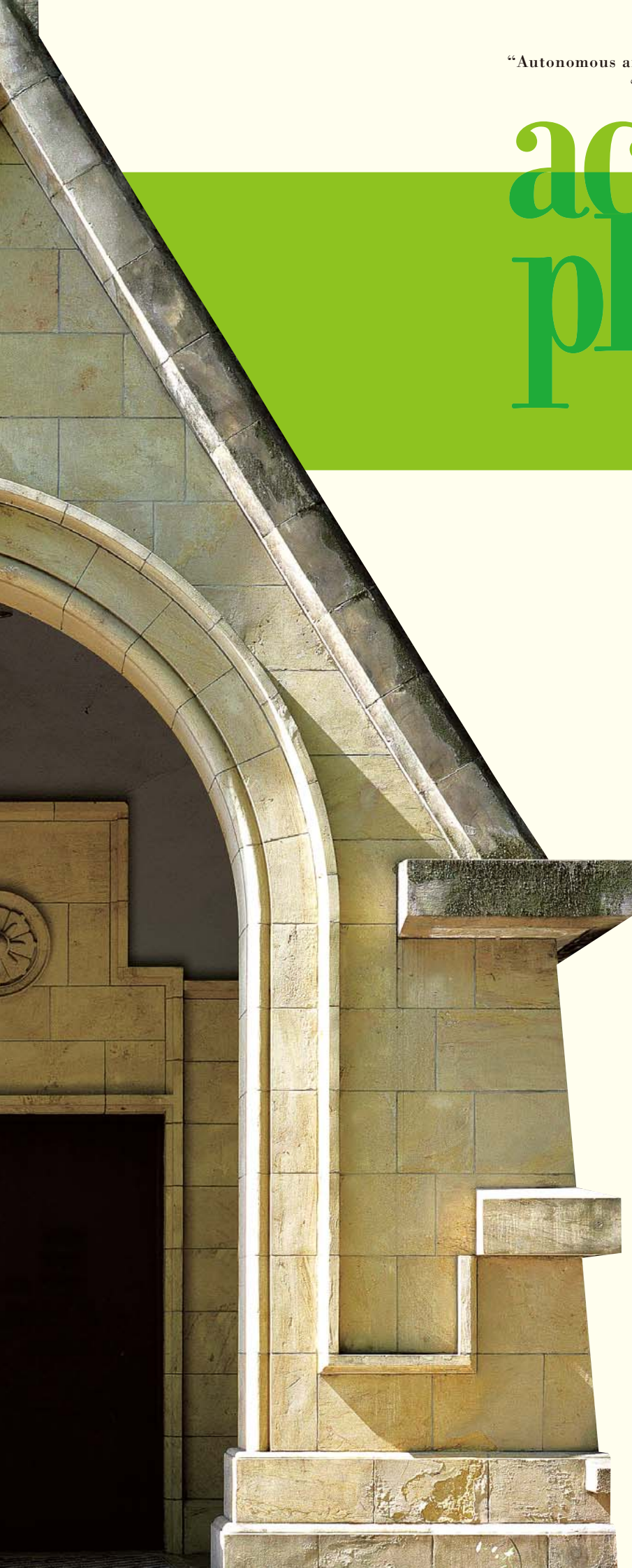
“Autonomous and Decentralized yet Cooperative Systems”
“Structuring of Knowledge”

action plan 2008

東京大学
アクション
プラン
2008

The University of Tokyo herein
releases the Todai Action Plan 2005-2008

[Revised 2008]



東京大学
THE UNIVERSITY OF TOKYO



A University at the Forefront of the Times

Aiming at the Pinnacle of Global Knowledge



Hiroshi Komiyaama
President,
the University of Tokyo

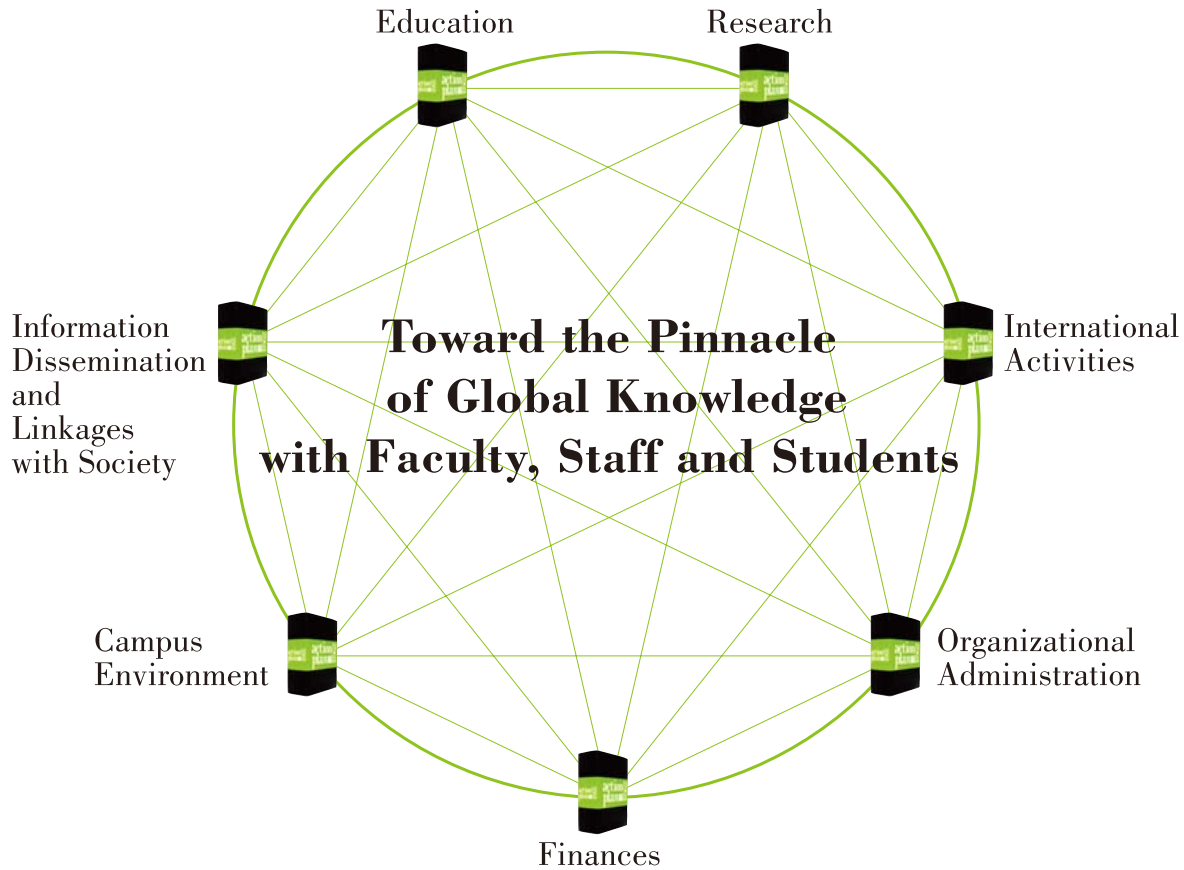
The University of Tokyo herein releases the 2008 Revised Version of the Todai Action Plan

In my first year in this position, I announced the Todai Action Plan, which summarized key initiatives in attaining the goal of building “the University of Tokyo that aims for the pinnacle of global knowledge at the forefront of the times” during my term as President. It was meant to be an expression of my determination, and I have single-mindedly devoted myself to its realization ever since. At that time, I stated that the items in this Action Plan would steadily evolve along with changes in both the situation surrounding the University of Tokyo and in reflection of suggestions from both inside and outside the university. Thus, I am herein releasing the 2008 revised version of the Todai Action Plan.

To date we have held sixteen meetings to review and discuss the Action Plan with academic staff and administrative staff, and have received many opinions and suggestions from the participants in those meetings. Through such enthusiastic opinion exchanges, I felt encouraged to see that we have laid a firm foundation for our efforts at establishing goals to build our university into what it should be and at devising strategies for accomplishing those goals in the form of an action plan. Moreover, I believe that our publication of *The University of Tokyo Action Plan Guidebook 2008* allowed us to broadly communicate to the outside world the appealing image of a university that seeks to transform itself in tune with the new era. We have already achieved more than eighty percent of the items mentioned in the Action Plan, and thus the University of Tokyo of the future—which will be “aiming at the pinnacle of global knowledge”—is coming into sight. I have repeatedly said, “The university of the future could not be seen under the given circumstances set prior to the incorporation of national universities. Yet if we have dreams and continue to strive towards our ideal university while boldly communicating our intentions to society, we will be able to transform the environmental conditions surrounding this university in a favorable direction.” I keenly sense that, during these past three years, the financial and regulatory conditions, along with the mindsets of the people engaged in the realization of our goals, have been steadily changing.

This year marks the last year of my tenure as President of the University of Tokyo. Our university intends both to reinforce its outstanding strengths that have been cultivated within its traditions and to drastically correct its weaknesses. In order to do all this and build up the University of Tokyo into a pinnacle of higher education and academic research in the world, we have decided to join hands with many people both on and off campus and fully complete the goals depicted in this action plan. And, rather than keep our successes to ourselves, we will develop the Action Plan goals into a structured form so that we may offer to the world a model for a university that plays a leading role in tackling the myriad challenges of the 21st century.

“Autonomous and Decentralized yet Cooperative Systems”
“Structuring of 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 21st 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 that end; 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 21st 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 four years term of President Komiyama: 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
- Develop individuals with the capacity to contribute to global sustainability
- Strengthen information education at the three campuses
- Accelerate the internationalization of the university through English education

I-1

Manifestation of the Education Strategy of the University of Tokyo

1. Fundamentally re-position undergraduate education, master's and doctoral programs
2. Examine the fields to be strengthened intensively
3. Reorganize the faculty structure in response to a revision of the School Education Law
4. Thoroughly strengthen lectures in foreign languages

I-2

Pursuits of Ideal Liberal Arts Education

1. Establish university-wide systems to promote Global Focus on Knowledge Lecture Series
2. 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
3. Evaluate and upgrade the newly introduced curriculum for the 2006 academic year, develop new educational contents, and promote the faculty development
4. Strengthen the Komaba Educational Development, and transmit the University of Tokyo liberal arts education model worldwide
5. Develop a comprehensive educational model for freshmen and create a learning community
6. Construct "The House of Ideal Education" and upgrade IT-based education at the College of Arts and Sciences
7. Improve and upgrade the Komaba campus student facilities to provide comfort and satisfaction for new students entering the University of Tokyo

I-3

Radical Enhancement of Senior Undergraduate Division Education and Graduate School Education

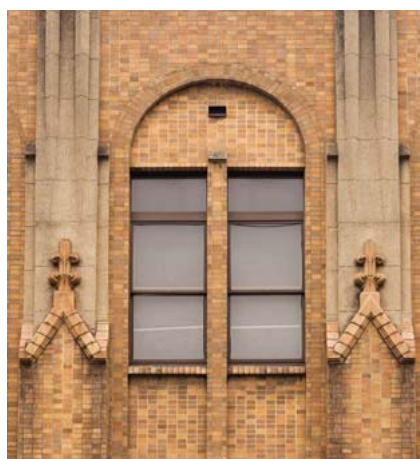
1. Create a structured curriculum that embodies structuring of knowledge
 - A. Publicize *The University of Tokyo Course Catalog* on the Internet with a search function
 - B. Accelerate the digital archiving of lectures
 - C. Promote the University of Tokyo Open Courseware (UTOCW) project to structure and visualize the curriculum and release knowledge to the public; improve the educational environment by implementing information and telecommunications technologies

2. Enhance graduate school education radically
 - A. Implement the Five-year Plan for Graduate School Education Development and abide by the revision of the Standards for the Establishment of Graduate Schools
 - B. Improve the curricula of Master's programs and promote their structuring
 - C. Fundamentally improve the success rate of students in earning doctorates and enhance doctoral course education
 - D. Increase inter-university mobility of graduate students
 - E. Support postdoctoral career development
3. Create the educational platforms for new interdisciplinary and transdisciplinary domains of scholarship
 - A. Establish new undergraduate school departments and create educational programs between undergraduate schools
 - B. Establish new graduate school departments and create educational programs between graduate schools
4. Ensure student quality: stricter standards for grades, graduation and degree conferral; give awards to students demonstrating superior academic performance
5. Consider an introduction of university-wide management policy for the prescribed number of students, which has traditionally been conducted by each faculty and graduate school
6. Regularly implement the University of Tokyo Entrepreneur Program to train students and researchers hoping to establish start-up businesses; enhance its quality as an entrepreneurial education program

I-4

Active Development of Cooperative Education

1. Establish educational and research methodologies that integrate the social sciences and humanities with the natural sciences to address environmental, energy and other problems; make organizational arrangements accordingly
2. Establish diverse models for collaboration between industry and academia, including human resource development and personnel exchanges
3. Promote global human resources development including examining the potential for overseas liaison offices



I-5

Promotion of "Human Education" and Improvement of Campus Life

1. 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), and establish administrative systems for this reinforcement
2. Expand and improve the internship system, and seek cooperation from society for "human education"
3. Establish a system that listens and swiftly responds to students' comments, improve the emergency systems on each campus, and establish a process for formally appealing grade evaluations and for requesting a change in academic advisors, among others

I-6

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

1. While strengthening professional education at regular graduate schools, promote education of highly-skilled professionals at specialized professional graduate schools targeting working adults
2. Support self-learning through the use of IT

I-7

Recruiting and Educating Students Appropriate for the University of Tokyo as a Global Institution

1. Prepare and utilize university pamphlets and hold student fairs
2. Improve the major selection system and strengthen guidance at the time of entry to the Senior Division of undergraduate studies
3. Enrich awarding systems for students
4. Substantially expand scholarship and grant systems for graduate students, particularly for doctoral students
5. Enhance scholarship programs and devise strategies to attract excellent students from around the world, in particular from Asia and Eastern Europe, improve study abroad programs for the University of Tokyo students, and build dormitories for international students

II

Research

- Create and apply new knowledge with autonomous, decentralized yet cooperative systems
- Present solutions and options to resolve the important issues faced by global society
- Reinforce future plans continuously
- Support graduate students and young researchers
- Return research achievements to society

II-1

Support of Autonomous and Self-Directed Research

1. Promote bottom-up research through the effective use of outside funds
2. Establish a flexible and efficient system to support and promote research
3. Maintain a library of fundamental academic publications

II-2

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

1. Promote the structuring of knowledge
 - A. Integrated Research System for Sustainability Science (IR3S) and Alliance for Global Sustainability (AGS)
 - B. Promote the Science Integration Project
 - C. Establish the Center for Knowledge Structuring
2. Promote interdepartmental research under the leadership of the Committee for Presidential Initiatives
 - A. Expand and improve the Organization for Interdisciplinary Research Projects through cultivating new fields
 - B. Strengthen research institutions
 - C. Support research at embryonic stages
3. Explore attractive projects at the Kashiwa Campus
4. Promote clinical research making the best use of the University Hospitals' capabilities

III

International Activities

- Improve the quality of overseas research bases and support the formation of new bases
- Promote friendly competition and exchanges with top level universities worldwide
- Secure an honorable position in global academia
- Construct an internationally attractive environment for education and research
- Intensively construct facilities for foreign researchers and exchange students

II-3

Review of Recently Implemented Initiatives, and Revision of Future Plans

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

II-4

Support for Young Researchers Using University of Tokyo Funds

1. Upgrade the systems for young researchers to promote their career independence
2. Standardize the conditions and compensation for post doctoral researchers, and give a professional title that they can be proud of

II-5

Upgrading core academic functions at Affiliated Institutes and Research Centers

1. Strengthen research functions at affiliated institutes and research centers, in particular improve office functions at leading core research bases in Japan
2. Clarify and upgrade the center functions
3. Systematically release excellent results of research and education activities at affiliated institutes and research centers
4. Promote research and education activities making the most use of the characteristics of the Hospital which belongs to an affiliated institute

II-6

Establishing a New University Model through Exchanges and Linkages

1. Establish the Policy Vision Research Center (tentative name) with advanced policy-making functions, and consider making policy proposals for the purpose of contributing to future society and the international community

III-1

Expand Overseas Activities through Linkages with the Departments and through the leadership of the Division for International Relations; Enhance the International Presence of the University of Tokyo

1. Strengthen ties with the world's top universities and research institutes and expand overseas bases and laboratories
2. Strengthen human networks to build credibility in Asia
3. 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

2. Establish the Advanced Institute (tentative name) for the Humanities and Social Sciences as an academic base to study an ideal relationship between human being and society with a long-term and multi-faceted perspective outside the existing systems and academic frameworks

II-7

Making the research environment fair and transparent

1. Establish a compliance systems for the Code of Conduct on Research
2. Develop measures to prevent fraudulent use of research funds

II-8

Accelerate Provision of Research Results to Society

1. Diversify licensing options, and gain practical experiences in such transactions as purchasing shares in compensation for the licenses
2. Improve the strategic management and application of intellectual property through the accumulation and analysis of case studies
3. Accumulate management know-how at support facilities for university startups, and expand and improve support measures for them
4. Develop a support system for the healthy growth of university startups

II-9

Further Reform of the Scheme for Industry-Academia Collaborative Research

1. Advance large-scale joint research using the Proprius 21 joint design format
2. Reinforce the support structure for collaborative research between industry and academia
3. Develop schemes for the forming of new joint researches
4. Promote personnel exchange between academia and industry

III-2

Exchange of Students and Researchers with Top Class Universities and Research Organizations Worldwide

1. 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
2. Enhance the present International Center and promote the initiative for developing new center for international relations

III-3

Development of Kashiwa Campus as an International Campus

1. 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
- Provide the faculty and administrative members supporting the university with stable opportunities to fully contribute to the university while promoting staff mobility at the same time
- Improve quality and efficiency of administration by streamlining operations

IV-1

Streamlining Operations and Securing Time for Education and Research by Strengthening Front-Line Support by Administration

1. Develop the Office of Financial Strategy: identify and support cooperative research and teaching activities; assist with obtaining outside funds
2. Make the streamlining of operations popular and run autonomously
3. Make use of "HISHAKAKU (departmental partners)" system and realize a one-stop service for departments, research institutions and research centers
4. Strengthen inter-divisional collaborations such as International Affairs and University Corporate Relations
5. 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
6. Strengthen information systems for efficient management of education and research information

IV-2

Development of Education and Research Support Staff

1. Enhance the abilities of education and research support staff by expanding the scope of their work and delegating greater responsibilities
2. Establish an administrative system where faculty and administrative staff work together to plan for management
3. Indicate the capabilities that staff should possess, and present models for career development and skills improvement
4. Advance integrated efforts to improve human resources management for staff, review organizational structures, and revise operations through realizing the Improvement Plan
 - A. Establish a university-wide mechanism to control the number of staff that the university can employ based on estimated personnel costs
 - B. Secure talented and motivated staff through a recruitment and screening independently conducted by the University of Tokyo
 - C. Offer employees an opportunity to have broad job experiences and improve their specialty through developing a personnel transfer system and giving them an opportunity to plan the career development

- D. Offer a variety of opportunities to improve skills such as self-development programs, and implement a management-by-objective system
- E. Secure and utilize specialists on international issues and information technology
- F. Review the repositioning of technical personnel and librarians in organizational administration
- G. Review and improve the treatment of part-time employees and temporary staff
- H. Adopt an elderly employment plan
- I. Examine a performance review system and the pay system, and move into gradual implementation
- J. Thoroughly review organizational structure at the Headquarters, and replicate its results to all the administrative bodies in the university

IV-3

Support for the Revitalization of Education and Research via Flexible Organizational Management

1. Support diverse styles of education and research activities ("authorized organizations" and "affiliated/adjunct organizations")



IV-4

Appropriate Performance Review of Faculty and Staff

1. Conduct performance review of staff to achieve efficient and effective operations and to improve their skills
2. Examine an appropriate performance review of faculty to improve the quality of education and research

IV-5

Establishment of a University of Tokyo Model for a Motivational Compensation System

1. Examine systems that provide incentives to a valuable contribution to the progress of the University of Tokyo
2. Create an attractive working environment that secures the international competitiveness of the University of Tokyo

IV-6

Improvement of the Environment for Child-Care and Gender Equality

1. Promote the support for female researchers
2. Improve the working environment where both male and female staff can balance their work and family
3. Raise a proportion of female workers in an important position

IV-7

Realization of the Barrier-Free Environment with a Diversity of University Community Members

1. Create an environment where students, faculty and staff with disabilities can join any activities under the same conditions with others
2. Realize a barrier-free campus
3. Academically structure barrier-free system and foster personnel who are familiar with barrier-free

IV-8

Upgrading the Decision-Making System and the Communication inside the University

1. Retain a small number of highly capable advisors to the president, and strengthen the decision-making support function
2. Clarify the responsibilities of the Managing Directors and strengthen ties among them
3. Make the activities of the Office of the President more transparent through appropriate information disclosure
4. Expand opportunities for the President and the Managing Directors to exchange opinions with departments, faculty, staff and students
5. Establish risk management systems
6. Reinforce efforts and systems for the environmental safety

IV-9

Expansion of Discretion of Personnel Management

1. Offer model rules and options for a personnel system
2. Conduct comprehensive personnel administration

IV-10

Strengthening of the University Hospitals Appropriate for a World-class University

1. Strengthen the functions of the University Hospitals as points of contact between the University and society
2. Strengthen the University Hospitals' financial foundations
3. 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 autonomous 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

V-1

Efforts toward Easing Institutional Restrictions

1. Seek deregulation on such items as funds management, asset utilization, bond issuance, long-term borrowing, donation tax system, investment, and ministerial ordinance on expenses

V-2

Establishment of a Budgetary System that Supports both Diversity and Comprehensiveness

1. Establish rules for the effective use of the president's and department heads' discretionary funds
2. Develop a financial and budgetary structure that can secure autonomous and decentralized activities

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

1. Grasp the overall financial image of campus maintenance based on the tripolar structure concept, and examine maintenance methods
2. Hongo Campus: Enhance functions while preserving trees and landscape--make use of underground spaces
3. Komaba Campus: Continue campus beautification and upgrading of facilities

3. Establish a financial and budgetary structure that can promote and support linkages and cooperation among autonomous and decentralized organizations
4. Make budget administration as flexible and comprehensive

V-3

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

1. Achieve more efficient procurement by making full use of the scale of the University of Tokyo, and review the specification of purchases and services
 - A. Make full use of the organization's scale
 - B. Upgrade and expand the "UT Co-Buy Site"
 - C. Apply a system to prevent accounting irregularities
 - D. Cooperate with other universities
2. Reduce utilities expenses
 - A. Improve the management of utilities expenses
 - B. Advance measures for energy conservation
3. Make the merits of efficient procurement clear for departments
4. Obtain the merits of efficient procurement and establish active utilization methods of new funds.

V-4

Establishment and Development of an Endowment Fund

1. Clarify the "endowment" principle
2. Introduce specified donations
3. Further develop the endowment in the wake of the "Today 130" campaign

4. Kashiwa Campus: Develop into an international campus and establish world-class research facilities to serve as a campus symbol
5. Promote education and research with linkages among campuses
6. Form linkages with the local communities (Chiba Prefecture, Kashiwa City, Bunkyo Ward, Minato Ward, etc.)

VI-2

Establishment of Property Management System

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

VI-3

Optimization of the Utilization of Education and Research Space

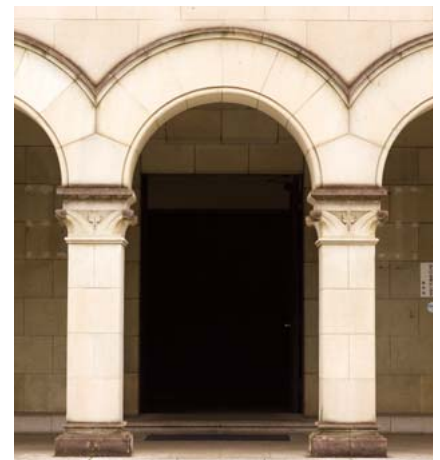
1. Share information regarding the usage of space on campus
2. Secure university-wide common spaces
3. Establish spaces for library and equipment storages
4. Optimize location of university-wide common spaces in accordance with needs and activities

4. Promote activities toward establishing a large-scale endowment and develop systems to manage it

V-5

Support for Obtaining Outside Funds

1. Proactively discuss education and research plans with the faculty members, organize projects (including identification of potential funding sources), and prepare budgets for the plans, or submit requests to external funding sources as appropriate
2. Organize and prepare budgets for education and research plans concerning comprehensive and integrated issues based on the University of Tokyo's academic vision, or submit requests to external funding sources as appropriate
3. Establish the Office of Financial Strategy to support the above-listed functions



VI-4

Creation of a Safe, Comfortable and Sustainable Campus

1. Implement the Todai Sustainable Campus Project (TSCP) for shrinking the university's carbon footprint; further develop the university as an environment-friendly and crime-resistant campus
2. Prepare an intellectual promenade featuring research results
3. Make the campus more disaster-resistant
4. Establish and maintain high-quality health and welfare facilities

VI-5

Upgrading of Information Systems

1. Launch "Information Technology Office" (tentative name) based on cooperation between all faculty and staff members involved in information systems
2. Upgrade the information infrastructure to prepare for future expansion while giving consideration to the existing departmental systems
3. Promote the streamlining of operations with information systems
4. Support activities for computerized education

VII

Information Dissemination and Linkages with Society

- Communicate to society the activities of the University of Tokyo aiming at the pinnacle of global knowledge
- Establish and disseminate a 21st century university model with a global perspective
- Disseminate the “structuring of knowledge” and apply it to linkages with society
- Promote industry-university collaboration

VII-1

Active Dissemination of Research Findings and Educational Contents

1. Upgrade *Tansei*, *The University of Tokyo Magazine* and the university website to enhance the ability to transmit information both inside and outside Japan
2. Effectively transmit academic information via the Policy Vision Research Center (tentative name) and other channels
3. Construct a knowledge network with world class researchers and educators, and share ideas on academic and social issues and results worldwide



VII-2

Disseminating a 21st Century University Model with a Global Perspective

1. Implement comprehensive investigation and analysis on 21st Century University Model, compile and apply data for a model, and actively disclose the findings to society at large
2. Present proposals for organizational and financial improvement to further advance the national university corporations in line with the higher education vision, and actively lobby all sectors of society toward their realization of those plans
3. Operate a series of events to widely transmit a message that the University of Tokyo aims at the pinnacle of global knowledge, on the occasion of the 130th anniversary of the founding in 2007

VII-3

Revitalization of Intra-University Communications

1. Share essential information and problem awareness by reviewing and improving the contents of *Gakunai Koho* (University of Tokyo Newsletter) and the ways it is circulated and utilized
2. Enhance availability of shared intra-university information by building a portal site

VII-4

Promotion of Linkages with Society

1. Promote projects to increase linkages with society as a vehicle for disseminating the structuring of knowledge, and utilize these cases for raising the value of the university as a brand
2. Advance activities of the Todai University Corporate Relations Network (UNICORN) and utilize it as a channel for disseminating information
3. Reinforce internal and external services such as a workshop for realization of business ideas for industry-university collaboration, and increase administrative efficiency for the linkages between academia and industry
4. Provide cooperation for elementary and secondary education programs through the University Consortium for Development of Teaching

VII-5

Enhancement of Alumni Program

1. 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 "Todai 130 Campaign," The University of Tokyo Homecoming Day, etc.--to bolster effective linkages between the university and alumni
2. Form venues for interchange between alumni and students to foster mutual communications and expand students' perspectives: the succession of information from generation to generation

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In the event that any question should arise about this version, the Japanese version of the text is the authoritative version.