PROGRESS

2015 to 2020

6 years of becoming a platform for change.

The University of Tokyo
Introduction

In 2015, the University of Tokyo published Vision 2020 as a guideline for action. During the six-year term of President Makoto Gonokami, we have vigorously advanced university reforms and taken action to play a central role in creating a better future society for all. This booklet outlines the representative achievements of the past six years in the three areas of Research, Education, and Society, as well as the remarkable steps we have just taken toward the future.

Society holds ever greater expectations of universities to act as a driving force for societal change. The University of Tokyo will continue to create new value together with all our stakeholders.

UTokyo at a Glance

UTokyo was established in 1877 as the first national university in Japan.

- Number of Academic Staff (as of May 2020) : 5,839
- Number of Administrative Staff (as of May 2020) : 5,141
- Number of Students (as of May 2020) : 27,922 (Undergraduate 14,062 / Graduate 13,860)
- Academic Reputation (QS World University Rankings 2021) : 7th
- Nobel Prize Winners (as of 2020) : 10
- Total assets (2019/20) : 1,417 billion JPY (13 billion USD)
- Total ordinary revenue (2019/20) : 236.8 billion JPY (2.2 billion USD)

Conversion rate: USD 1 = JPY 108.83, TTM rate on 31 March 2020

PROGRESS

IR Data Office, Management Planning Department, The University of Tokyo
7-3-1 Hongo, Bunkyo-ku, Tokyo 113-8654 Japan

ir-data.adm@gs.mail.u-tokyo.ac.jp
+81 (0)3 5841 4660
https://www.u-tokyo.ac.jp/en/

Design: opportune design Inc.

March 2021
The University of Tokyo drives social change and works to create the economic foundations for a knowledge-intensive society.

On becoming president, I laid out “The University of Tokyo: Vision 2020” as my action plan centered on the key concept of “the university as a platform for change.”

In order to realize this philosophy, I have been able to take on many challenges as president, such as establishing Tokyo College, organizing Tokyo Forum, and starting large-scale collaboration projects with the private sector. At the same time, I have taken every opportunity to communicate our vision. I highlighted three that must work in harmony to create an inclusive society, also called Society 5.0. The three components are science, technology and innovation; social systems; and economic mechanisms. Further, in order to make three components work effectively and realize Society 5.0, the humanities and social sciences also have an active role to play.

Bringing about this change requires creativity, and it is the role of academia to kickstart the positive feedback between these components that will drive us forward. The idea was rather new when I started to form this vision. But since then, with major global trends such as the digital transformation, and more recently the spread of COVID-19, our vision has become much better understood and appreciated.

We have thus pushed ahead with reforms. Regarding management, one important step that we took under my leadership was to issue university bonds. This is the result of many years of effort by our university to change government policy. This is the first corporate finance-type university bond, and allows us flexibility to invest from the perspective of maximizing our social value in the future. With a maturity period at 40 years, we have time to plan and take action to bring about a desirable future.

We issued this bond, named the “UTokyo FSI Bond,” not just as a means for fundraising, but to fulfill the university’s role as a platform for social change. The world is facing unprecedented challenges on a global scale such as COVID-19 and climate change. Those challenges are the manifestation of the fact that our current economic system is pushing the carrying capacity of the earth’s systems to their limits. In order to address those challenges head-on, we established the Center for Global Commons in August 2020. This new center will collaborate with diverse stakeholders to drive change of our social and economic systems to safeguard the global commons.

The UTokyo FSI Bond is a preparatory fund for us to pave a new path to a better, post-COVID-19 global society. Our bonds have been positively accepted by the market as social bonds for ESG-related investments. The World Economic Forum at Davos has set the theme for 2021 as “The Great Reset,” and the market is also shifting from profit supremacy to multi-stakeholder capitalism. In this context, the Public Benefit Corporation system, which certifies companies that tackle social issues while pursuing profits, has been spreading around the world. The U.S. was the first in the world to start the certification system, and France has also introduced a new legal framework of “Entreprise à Mission.” Companies adopting this framework will lead the way to create and share sustainable value for all stakeholders. The University of Tokyo’s initiative can also make more effective use of market assets to build a better future society.

I will step down in spring 2021, but the University of Tokyo will continue to aggressively pursue reforms to become a platform for social change. Those reforms are the core that will support the sustainable growth of the university. The university is an innovative place where new knowledge and technology are created. Now, as the great transformation to a knowledge-intensive society is underway, the University of Tokyo’s unique creative role has been attracting attention from a wide range of sectors in industry, government, and the private sector, both in Japan and abroad. We will strive to create new value for the post-COVID-19 global society.

Makoto Gonokami
President, The University of Tokyo
Action to drive social change set forth in The University of Tokyo: Vision 2020 will continue beyond 2020. The following data demonstrates the development resulting from our efforts at this point in time.

### Our progress by the numbers

#### PERFORMANCE

- **International students**
  - 2015: 3,062
  - 2020: 4,194
- **Students studying abroad**
  - 2015: 1,059
  - 2020: 2,134
- **Female senior faculty members**
  - 2015: 9.0%
  - 2020: 11.7%
- **International exchange agreements**
  - 2015: 434
  - 2019: 519
- **International joint research papers**
  - 2015: 3,882
  - 2019: 4,675
- **Institutions producing international joint research papers with UTokyo**
  - 2015: Asia 712
  - 2019: Asia 995
  - 2015: North America 525
  - 2019: North America 659
  - 2015: Europe 1,048
  - 2019: Europe 1,371
  - 2015: South America 112
  - 2019: South America 191
  - 2015: Africa 89
  - 2019: Africa 194
  - 2015: Oceania 89
  - 2019: Oceania 124

#### SUSTAINABILITY

- **CO₂ emissions index per unit floor area (2006 is taken as 100)**
  - 2015: 85.2
  - 2019: 77.2
- **Gas consumptions**
  - 2015: 6.95 million Nm³
  - 2019: 5.39 million Nm³

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**Source:** SciVal. Date exported: 2021/01/31. All publication types.

Towards achieving the SDGs

The SDGs provide a common vision of humanity’s future. The University of Tokyo uses the SDGs as a framework to mobilize the university’s knowledge and bring about a more equitable society.

In July 2017, the University of Tokyo established the UTokyo Future Society Initiative FSI (FSI), under the direct leadership of the university president. The aim of the FSI is to promote effective collaboration and to contribute to the future of humanity and the planet, based on the University’s mission of serving the global public as outlined in the University of Tokyo Charter.

Research activities conducted in the university that contribute to the SDGs are invited to register as “FSI Projects,” and as of January 19, 2021, 205 projects have been registered (Figure 1).

The SDGs address a wide range of issues, including hunger and poverty, health and welfare, clean energy, clean water resources, innovation, and peace (Figure 2). Achieving the lofty goals of the SDGs requires not only science and technology, but also knowledge from the humanities and social sciences. The FSI projects are addressing this issue by making full use of the knowledge that the University of Tokyo has accumulated over the years across the humanities and sciences.

The University of Tokyo will continue to contribute to the realization of a future society where people from all sectors cooperate with each other across national borders and no one is left behind, based on social and international cooperation.
New knowledge from interdisciplinary research

Over its history, the University of Tokyo has accumulated academic knowledge rich in diversity and excellence. This is the foundation from which we build new disciplines and collaborations based on a deep respect for difference.

In 2016, the University of Tokyo launched the Integrated Research System to support activities that integrate different fields and cross organizations, and to promote various types of academic integration.

For example, the Collaborative Research Organization for Historical Materials on Earthquakes and Volcanoes is working with historians and seismologists to build and publish a scientific database that can provide long-term information on earthquake and volcanic activity. Through research that combines the humanities and sciences, this organization can obtain historical information on disasters from pre-modern historical documents that cannot be obtained through modern instrumental observation. Rereading historical documents from a scientific point of view is a new way of research for historical studies. The results of this research will not only be disseminated to universities and research institutes, but are also expected to be used for long-term prediction of earthquakes and volcanic eruptions, which are socially important.

CROSST, Collaborative Research Organization for Space Science and Technology, based in the Graduate School of Science, the Graduate School of Engineering, and the Graduate School of Frontier Sciences, all of which conduct research and education at the highest level in the field of space and astronautical science. The organization constructs a collaborative system on an equal footing not only with other domestic scientific organizations but internationally with overseas organizations and businesses. Ocean Alliance Collaborative Research Organization, a cross-departmental network organization for education and research related to the ocean, explores the basic and applied sciences necessary to identify and solve contemporary issues, focusing on "environmental conservation of biodiversity, forests, and oceans," which is one of the eight priority areas of the SDGs implementation guidelines in Japan.

Currently, 36 such research organizations beyond the framework of existing organizations have been established and conducting their collaboration actively.
The Tokyo Forum brings together leaders from all over the world and across different sectors—academia, government, industry and CSOs—to freely discuss the challenges facing the Earth and human society, and propose the paths to solutions for the problems. It was launched in 2019 as an annual international conference collaborating with the Chey Institute for Advanced Studies, a South Korean foundation promoting academic activity. The first forum in 2019 brought together more than 120 speakers from around the world, who engaged in lively discussions on a variety of issues, including politics, economics, culture, and the environment.

The overarching theme of the Tokyo Forum is “Shaping the Future.” The second edition of Tokyo Forum 2020 (December 3-4, 2020) was held online focusing on “Global Commons Stewardship in the Anthropocene,” with over 5,000 registered participants and nearly 8,000 views from around the world over the two days.

The forum drew a great deal of attention to the collaboration of Japanese and Korean research institutions. Both countries have expressed their will to reduce greenhouse gas emissions to net zero in the future and emphasized the scientific fact that the deadline for humanity to save the global environment is 2030, not 2050 as previously thought. We have only 10 years to drastically change the course if we are to pass on the healthy planet to the next generation.

As the highlight of the forum, the pilot version of the Global Commons Stewardship Index (GCSI Index) was released which is the first product of the Center for Global Commons, UTokyo (see p.24). It shows the guideline of policy evaluation that does not stop at abstract discussions.

At the end of the forum, a session was held by students from UTokyo and two South Korean universities, bringing the forum to a close with the voices of the young generation who will lead the future.

The University of Tokyo will continue to play a central role in creating a better future society in a global society.
The University of Tokyo is offering WINGS (World-leading Innovative Graduate Study Program) from 2016 as a Master’s and Doctoral degree program created through collaboration among the university’s graduate schools and research institutes to foster researchers who contribute their high-level research abilities and expertise to global society. The program seeks outstanding talent from home and abroad and fosters leading doctoral-level researchers (highly developed “knowledge professionals”) through cutting-edge educational and research guidance, taking advantage of the characteristics of our world-leading graduate schools and research institutes.

We have developed 18 programs (as of 2020) focusing on four perspectives: international superiority and excellence, interdisciplinary and new fields, creation of new industries, and academic diversity. Each program is being developed on a cross-organizational basis in collaboration with other research institutions both in and out of the university and industries in Japan and abroad. The total number of collaborating research institutions and companies exceeds 160. In programs, special lectures by top researchers, internships at partner institutions and companies, and other activities are offered to provide advanced learning opportunities, which fosters an awareness of the connection to society.

At the same time, the University of Tokyo has been expanding its financial support to encourage and promote the advancement of outstanding students to doctoral programs. Since 2017, it has been providing about 200,000 JPY/month to approximately 40% of all doctoral students at UTokyo in combination with support measures by the government.

WINGS students leading discussion in a workshop organized as a part of UTSP Kashiwa (Summer Internship Program in Kashiwa).

Laboratory Course of Advanced Optical Science in collaboration with the partner companies.
Go Global Gateway for global competence

The Go Global Gateway encourages undergraduate students to develop a global mindset and interest in other cultures, essential in a rapidly changing global society.

The University of Tokyo encourages every student to possess Global Competence which we define as “the ability to live and work together with all kinds of people throughout the world.” In 2018, the University of Tokyo launched the Go Global Gateway targeting undergraduate students.

Through this program, students take their own initiative to think about what kind of learning and experiences they need and how they want to acquire global competence during their studies and create an original portfolio in order to develop awareness of global citizenship from an early stage after entering university (Photo 1). Students engage in a variety of activities in the four categories: languages, academic courses offered in languages other than their first language, experiences abroad, and international exchange activities (Figure 1). Students who carry out the activities and satisfy requirements are issued a certificate as having acquired basic global competence skills.

The goal of this program is not testing or assessing student’s knowledge or skills. The Go Global Gateway is a completely different framework from the regular curriculum and values their voluntary participation in global activities. The goal of Go Global Gateway is not so much to obtain the certificate as to train oneself to be a global citizen by taking advantage of various resources and opportunities on and off campus. It is also expected to be a tool for students to show their activities during job hunting and internship.

The total number of students registered as of 2020 is 2,700 or more, and 28% of all students have registered. Although there are restrictions on overseas travel and face-to-face international exchange activities due to the COVID-19 pandemic, the University of Tokyo continues to provide opportunities for students to engage with global society by holding international exchange events that can be participated in online.

Figure 1: Five Elements for Global Competence.
Education with and for society

Tokyo College is a new scheme started in 2019. This initiative invites leading researchers, young researchers with promising futures, and influential intellectuals from overseas to come and stay at Tokyo College. This fosters frequent opportunities to exchange ideas with university scholars and students while public lectures and seminars immediately and directly distribute the knowledge created by these activities to society.

We also have been actively providing our students with various learning opportunities not only on campus but also in cooperation with society. The University of Tokyo’s Global Internship Program (UGIP) offers students the opportunity to experience the forefront of global business. In 2019, DAIKIN INDUSTRIES, LTD. which had concluded a university corporate relations agreement with the University of Tokyo, accepted our students as interns at some of its overseas bases in 150 countries (Photo 1).

At the same time, we are accelerating the development of systems and facilities to build a diverse and inclusive campus. The Go Global Center was established in 2018 to promote international exchange activities for students. It has been holding international exchange events and providing a one-stop service for all procedures related to study abroad, both inbound and outbound. In 2019, the Mejirodai International Village was newly built as one of the largest accommodations in Japan for Japanese students and international students and researchers. Residents are encouraged to communicate with each other and experience various cultures. It is also equipped with accessible rooms.

In 2020, the University of Tokyo conducted not only regular lectures, but also an online open campus event for prospective students and online graduate school entrance examinations (Photo 2). Even with rapidly changing global society, the University of Tokyo will continue to work with and for society to train knowledge professionals who act independently and strive to create new value.

The global pandemic has been an occasion to reconsider the value of education. The University of Tokyo will continue to invest in digital technology to open our education and campus to society.
Growing the venture ecosystem

The University of Tokyo is at the center of an ever-expanding ecosystem of start-ups employing the university’s knowledge, human resources, and networks to drive innovation around the world.

The Entrepreneur Dojo, an entrepreneurship education program, has 15 years history and more than 4,000 students have participated in the program (Photo 1). Students with excellent ideas are given a variety of opportunities to develop their projects. The Hongo Tech Garage, a student makerspace opened in 2016, has supported over 250 projects. The University of Tokyo also supported 50 projects through the Todai To Texas program, which supports participation in South by Southwest (SXSW), an international exhibition held annually in Texas, USA. Furthermore, in 2019, the University of Tokyo launched FoundX, an entrepreneurship support program, primarily for alumni entrepreneurs.

The University of Tokyo operates incubation facilities for startups. In 2018, the University of Tokyo opened a second facility on the Hongo Campus (Photo 2), and after a year, opened a new facility on the Kashiwa Campus. To date, 94 companies have used the incubation facilities on campus. In 2016, the University of Tokyo established the UTokyo Innovation Platform Co., Ltd. (UTokyo IPC), a subsidiary that invests in related startups, to accelerate the creation of innovation.

The photo of prosthetic leg on the right page is a product of BionicM Inc. (https://www.bionicm.com/), a hardware startup from the University of Tokyo. The founder of this startup studied at Entrepreneur Dojo in 2016. In 2017, he won the SXSW 2017 Interactive Innovation Award as a member of the Todai To Texas program, was selected for the UTokyo IPC sponsored entrepreneurship program. Since 2018, he has been operating BionicM Inc. from an on-campus incubation facility. This startup has successfully raised multiple rounds of funding and is expected to strengthen its management structure for global expansion.

The University of Tokyo supports startups in this way.

In 2019, the University of Tokyo created a logo for the venture ecosystem under the label uTIE (taken from the initial letters of University, Tokyo, Innovation and Entrepreneur) to be used strategically spread the venture support systems (Figure 1).

UTokyo-related Startups
- Cumulative total: Over 400
- Total market capitalization: More than 1.0 trillion JPY
- Number of IPOs: 21 (as of January 2021)

UTokyo IPC (UTokyo Innovation Platform Co., Ltd.)

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Action with Society

Top-level collaborations with industry

The University of Tokyo has built top-level collaborations and a common vision with leading companies to co-create the knowledge and new industries needed to thrive in a knowledge-based society.

As Japan’s foremost university with 140 years of history, the University of Tokyo has earned the trust of society, but also is subject to high expectations. The University of Tokyo currently has 69 endowed courses and 29 endowed research sections, which are established through donations from individuals and organizations.

In addition, an increasing number of social cooperation programs established jointly with companies and independent administrative agencies are accepting researchers affiliated with these companies or agencies to the university.

Furthermore, since 2016 the University of Tokyo has started a new ideal type of organization-wide industry-university collaboration with top companies in Japan and abroad. To realize a better future society, the University of Tokyo and companies will share a common philosophy and collaborate at the organizational level to solve societal issues, develop human resources and create new industries and new value (Figure 1).

From 2019, the concept of the Industry-University Collaboration has been further expanded to include collaboration with overseas companies such as TSMC and IBM under the UTokyo Gateway concept, in which the University of Tokyo will contribute to the revitalization of the Japanese economy by acting as a bridge between overseas and domestic companies.

<table>
<thead>
<tr>
<th>Partner Companies</th>
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<tbody>
<tr>
<td><strong>FY 2016</strong></td>
</tr>
<tr>
<td>Hitachi, Ltd.</td>
</tr>
<tr>
<td>NEC Corporation</td>
</tr>
<tr>
<td><strong>FY 2018</strong></td>
</tr>
<tr>
<td>DAIKIN INDUSTRIES, LTD.</td>
</tr>
<tr>
<td>Taiwan Semiconductor Manufacturing Co., Ltd.</td>
</tr>
<tr>
<td>SoftBank Corp.</td>
</tr>
<tr>
<td>IBM Corporation</td>
</tr>
<tr>
<td>Mitsui Fudosan Co., Ltd.</td>
</tr>
<tr>
<td><strong>FY 2019</strong></td>
</tr>
<tr>
<td>Nippon Paint Holdings Co., Ltd.</td>
</tr>
<tr>
<td>IBM Japan, Ltd.</td>
</tr>
<tr>
<td>Sumitomo Forestry Co., Ltd.</td>
</tr>
<tr>
<td>Tata Consultancy Services, Ltd.</td>
</tr>
<tr>
<td>Google Japan G.K.</td>
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<tr>
<td><strong>FY 2020</strong></td>
</tr>
<tr>
<td>Daikin, Ltd.</td>
</tr>
<tr>
<td>NEC Corporation</td>
</tr>
<tr>
<td><strong>FY 2018</strong></td>
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<tr>
<td>DAIKIN INDUSTRIES, LTD.</td>
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<tr>
<td>Mitsui Fudosan Co., Ltd.</td>
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<tr>
<td><strong>FY 2019</strong></td>
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<td>Nippon Paint Holdings Co., Ltd.</td>
</tr>
<tr>
<td>IBM Japan, Ltd.</td>
</tr>
<tr>
<td>Sumitomo Forestry Co., Ltd.</td>
</tr>
<tr>
<td>Tata Consultancy Services, Ltd.</td>
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<tr>
<td>Google Japan G.K.</td>
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</tbody>
</table>
A worldwide alumni network

University of Tokyo alumni are active on a global scale, leveraging their networks in government, business, academia and the arts.

More than 400,000 alumni have graduated from the University of Tokyo and are active not only in academic fields but also in business, the arts, international organizations, international NPOs, and many other fields. TFT, the University of Tokyo’s online alumni community, has more than 57,000 registered alumni, ranging in age from 20 to 90 years old, and there are 56 overseas alumni associations in 35 countries/regions.

The University of Tokyo is promoting the development of alumni associations in each country, bringing together alumni living abroad and former international students. These alumni networks are now spreading all over the world, regardless of generation or nationality. Among them, the New York Icho-Kai has a large number of members and is engaged in a variety of active activities, including hands-on activities and others that contribute to the University of Tokyo.

In 2020, the University of Tokyo renovated a satellite office in the heart of New York City. In the office, there is a monument called the “knowledge shelf,” which was created using wood from regions associated with the University of Tokyo, to express sustainability based on Japan’s unique culture. The New York office will be used as a salon for various stakeholders, including alumni, international students, donors, and research collaborators, as well as a base for public relations and academic cooperation for research collaboration in North America.

The University of Tokyo will make further contributions to international society by utilizing its global network.
A platform for change

The University of Tokyo has issued a long-term university bond to ensure investment in our future vision to broad support from private investors.

Responding to the global crisis

Humanity now stands at a critical juncture in its history. The mid-20th century is regarded as the start of the Anthropocene, a geologic epoch in which humanity has come to dominate the global environment. Since then, we have been putting huge pressure on the earth and transgressing planetary boundaries in multiple areas. We are now witnessing the serious consequences of this with more extreme climate events and zoonotic diseases like COVID-19. Unless we change our way of life, the earth system that have been stable and resilient enough to nurture human civilization for millennia is going to lose its balance and bring our society into crisis.

We must find, agree and act on how we are going to secure a stable and resilient earth as the humanity’s common property (the global commons). This means we have to transform fundamentally such socio-economic systems as energy, food, resource circulation, and urbanization that have been putting huge environmental burdens on the earth system if we wish to secure a sustainable future. To make this effort successful, we also have to develop cyberspace, consisting of digital data and technologies like AI, as an inclusive and reliable infrastructure to support such a systemic transformation.

In the face of this greatest challenge in human history, the University of Tokyo established the Center for Global Commons in August 2020. It plans to develop the framework of Global Commons Stewardship as its first flagship project. The framework will be translated into the integrated scenario pathways to achieve sustainable development within the planetary boundaries by mid-century as well as an index to guide policymakers and businesses. A pilot version of the index was released at Tokyo Forum 2020 in December 2020 in cooperation with the Sustainable Development Solutions Network (SDSN) and Yale University.

The Center also promotes transformation of key socio-economic systems in energy, food, resource circulation, and urbanization through a multi-stakeholder coalition involving variety of partners.

The University of Tokyo through the Center for Global Commons seeks to play a key role in catalyzing societal transformation by mobilizing decision-makers across a broad spectrum—far beyond academia—in search for fundamental solutions to humanity’s challenges.
These activities to create a better socioeconomic system (see p.24) require a large amount of upfront funding for investment. There is a limit to the amount of funds that can be raised while public funds from the government are being reduced and corporate funds are tied to defined uses. Therefore, the University of Tokyo issued a university bond on October 16, 2020. This is the first publicly offered bond issued by a Japanese university, paving the new way for university fundraising. By issuing a social bond with 40-year maturity as a debut bond, which is unique in the Japanese market, we were able to obtain participation from a larger number of investors compared to similar issues and resulted in the issue being well oversubscribed. The bond (called “UTokyo FSI Bond”) also won the Sustainable Finance Award 2020 sponsored by the Research Institute for Environmental Finance (RIEF) (Photo 1). We recognize that this high evaluation from the society and the market is due to the trust in the knowledge built up over 140 years by our predecessors at the University of Tokyo, and the deep understanding for our activities with an eye to future society 40 years from now.

To solve global issues, we need new wisdom that is not written in past textbooks. Creation of new wisdom from scratch is exactly the role that universities should play as a public good. Since the University of Tokyo was incorporated in 2004, the university’s support has inevitably diversified along with the expansion of the scale and functions of the university (Figure 1). This can be said to be a result of the correct evaluation being applied to the intellectual assets produced by the university. The University of Tokyo will continue its efforts to create new value and a bright future society which is diverse and inclusive as well as sustainable.

### Figure 1: Diversifying of research with the expansion of UTokyo’s functions (Total ordinary revenue)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues (billion JPY)</th>
<th>Revenues (billion USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2004</td>
<td>177.1</td>
<td>1.6</td>
</tr>
<tr>
<td>FY2019</td>
<td>236.8</td>
<td>2.2</td>
</tr>
</tbody>
</table>

*Conversion rate USD 1 = JPY 108.89, TTM rate on 31 March 2020*
Progressing towards a better future for all.