Into a Sea of Diversity: Creating the Future through Dialogue

A statement of the guiding principles of the University of Tokyo
Into a Sea of Diversity: Creating the Future through Dialogue

**Creation through Dialogue**

Achieving academic excellence and realizing an inclusive society by creating, connecting, and deepening academic knowledge

Research directed at the pursuit of truth and founded in academic freedom in order to achieve academic excellence

Education that nurtures people with a global perspective, high ethical standards, tenacious practical skills, and the ability to formulate questions

A place in which diverse groups of people come together to identify and share challenges and solutions

Contribution to the resolution of global challenges and creatively designing our own practices in order to serve the public good worldwide

Aiming to create a better future society that is inclusive and free

**Diversity and Inclusion**

**A place anyone in the world would want to join**
A Future Made Possible through Dialogue

- Questioning in order to know
- Sharing questions
- Being able to question together
- Building mutual understanding and confidence
- Fostering harmony among diverse voices

OMNI ocean sensing system
(open source and shared with all)
Three Perspectives

PERSPECTIVE 1
Knowledge
Pursuit of truth and creation of diverse academic knowledge
Service to the public
Transparency
A hub for connecting knowledge
Collaboration across humanities and sciences
Foundation in dialogue, driven by curiosity and inspiration

PERSPECTIVE 2
People
Nurturing talented individuals to create the future
Education to equip people with a capacity for empathy
Flexible dialogue skills within open networks
Promoting student dialogue and participation

PERSPECTIVE 3
Place
A place with inclusive dialogue and stimulated by diverse voices
Respect for diversity of entire university community
Digitally inclusive campus
Serving as a bridge with society
Confidence and support for the university’s public significance and unique functions
To Create a Virtuous Circle among the Three Perspectives:

Think deeply about the university corporation’s autonomy and creativity for this new age

Establish management competency for autonomous and creative activity

The university's management competency means *the capacity to design our own practices creatively.*

Going beyond the traditional roles of a national university, and not limiting reforms to financial, personnel, and organizational matters, UTokyo constantly implements the innovations and advances that are necessary to expand academic knowledge.

Enhance the university’s diverse educational and research activities and the broad support received from society

Build a model for growth as an organization that serves the public good
Three Perspectives

Establishing management capability for autonomous, creative activity
## 20 Goals

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Action Plans

A New Model for Universities

Develop an autonomous and creative university model

Effectively utilize diverse funding sources
Establish a University Operating Endowment of about 100 billion yen. Utilize university bonds. Expand UTokyo Foundation (reaching 20 billion yen of unrestricted contributions by end of FY2026).

Establish brand reputation
Establish the Division for Strategic Communications. Build and expand basis for communication activities. Establish new branding for UTokyo. Strengthen alumni networks.
Action Plans

**Lead GX on a global scale**
Global Commons Stewardship Indicators. Reduce greenhouse gas emission (50% in Scope 1 and 2, 25% in Scope 3) compared to 2013. Cooperation with the international society through Race to Zero. Establish the Green Transformation Headquarters.

**Develop GX leaders**
Education regarding global systems as the shared property of all humankind (global commons). Promote programs that train advanced professionals to lead the green transformation.

**Co-create with community and industry to contribute to GX**
Provide support for the development of carbon neutral action plans. Promote research fields that contribute to green transformation.

**UTokyo COMPASS 2.0**

**GX: Green Transformation**

**Global Commons Stewardship Index**
2024 Edition: Transforming the Global Commons to Ensure a Safe Operating Space for Humanity

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**9**
Creating and realizing a society of data utilization
Data related to healthcare, weather, society, materials, natural disaster prediction and mitigation strategies. Comprehensive advancement of digital transformation through the Division for Digital Transformation, mdx and SINET.

Adopting new education systems and educational methods (Education DX)
Online teaching. On-demand classes and course materials. Improve campus infrastructure.

Visualizing the impact of education and introducing UTokyo One (Education DX)
Collect and visualize data on each student’s achievements and outcomes. Create cycle of educational improvement. Cooperation with Alumni network.

Requiring data science and information literacy
Information literacy as an essential part of today’s liberal arts
UTokyo COMPASS 2.0

Action Plans

Cocreation with Society

Generating value through cocreation with industry
Strengthen the university’s functions as a gateway for joint research (over 20 billion yen per year) across industry and the private sector, academia, government and the public sector, and society as a whole, in fields such as artificial intelligence, quantum technology, next-generation semiconductor technology, and next-generation cyber infrastructure.

Building a start-up ecosystem
Promote entrepreneur education. “Hongo Intelligence Hill.” Establish a 60 billion yen plus fund. Establish more than 700 UTokyo-related start-ups by 2030. Develop social entrepreneurs.

Connecting the university and society through bidirectional recurrent education
Establish a recurrent educational ecosystem. Identify and respond to social and local challenges. Nurture global talent.

Promoting partnerships with local communities
Contribute to social activities of local communities through dialogue. Generate value through alliance with UTokyo facilities in various locations. Respond to diverse needs of local communities.
Diversity & Inclusion

Promote diversity and inclusion
The Center for Coproduction of Inclusion, Diversity, and Equity (IncluDE). The University of Tokyo Statement on Diversity & Inclusion

Diversity and inclusion education
A wide range of learning in areas including diversity and inclusion, global commons, data science, and digital applications, designed for undergraduate students and deployed for graduate students.

Build an inclusive campus
Support accessibility initiatives. Realize an inclusive campus that anyone in the world would want to join.

Dissemination based on the diversity of regions and linguistic communities
Respect for cultures of different linguistic communities. Disseminate the value of adopting Asian perspectives.
Education

Discuss and establish long-term vision for scholarship
Establish the College of Design (tentative name). Education on ethical, legal, and social issues (ELSI). Advanced liberal-arts education. University-wide educational programs.

Nurture inclusiveness and capacity for creative dialogue
Establish undergraduate education programs to foster learning about diversity and inclusion, global commons, information literacy, etc.

Connect learning to society and the world
The Center for Global Education (GlobE), UTokyo Go Global Gateway, Increase international movement of students. Expand Hands-on Activities, Expand World-leading Innovative Graduate Study Program (WINGS) and other interdisciplinary programs.

Strengthen basis for education and research on social issues
Establish educational basis for programs and data utilization. Establish programs to tackle social issues such as disaster prediction and remediation, declining birthrate and aging society, GX, DX, etc.
Action Plans

Creation of excellent and diverse knowledge
Enhance collaboration among humanities, social sciences, and natural sciences. Promote activities of world-class research facilities (Kavli IPMU, IRCN, Tokyo College, etc.).

Economic support for doctoral students
Further promote nurturing of high-level doctoral students. Achievement of economic support for over 50% of doctoral students.

Environment for focusing on research
Enhance research support services. Enlarge research support staff, including university research administrators (URAs).

Elevate UTokyo’s international presence as research university
Establish a research intelligence organization. Establish and strengthen international research collaboration centers. Support research on Asia and international activities of young researchers.
A place where people of all kinds gather, engage in dialogue, and create new knowledge
Create an ideal vision of the future through diverse dialogues with society
Into a *Sea of Diversity*:
Creating the Future through Dialogue