

September 16, 2025

To:

Keiko Honda, Chairperson
University of Tokyo Management Policy Council

Kumiko Bando, Chairperson
University President Screening & Inspection Committee

Opinions about the Desired Attributes of the President (Draft) and Other Matters

The University President Screening & Inspection Committee is tasked with selecting the President of the University of Tokyo in accordance with the stipulations of the National University Corporation Act; the Committee is currently formulating the process for selecting the next President in the next academic year and making other necessary preparations.

According to the University of Tokyo Rules on the Management Policy Council, Article 5, Paragraph 4, “the Management Policy Council may offer opinions to the University President Screening & Inspection Committee on matters concerning the selection criteria and other matters related to the selection of the President under Article 12, Paragraph 6 of the Corporation Act.”

In line with this, we hereby present the Desired Attributes of the President (Draft) and the Process for Selecting the President, which are currently being considered by the Committee, as shown in Appendixes 1 and 2. If your council has any opinions, please submit them by Wednesday, October 8, 2025.

We will review your council’s opinions and plan to make final decisions regarding the Desired Attributes of the President (Draft) and the Process for Selecting the President in around December 2025.

[Person in charge]

Law and Regulation Team, Legal Affairs Group, Central Administration, The University of Tokyo

houki.adm@gs.mail.u-tokyo.ac.jp

(Draft)

Desired Attributes of the President

XXXXX XX, 202X

University President Screening & Inspection Committee

The President of the University of Tokyo is expected to hold the objectives and principles given in the University of Tokyo Charter in respect, and have a clear vision and strong will to accomplish and realize them. The president is also expected to have the leadership and spirit of service supported by the following qualities, abilities, and achievements.

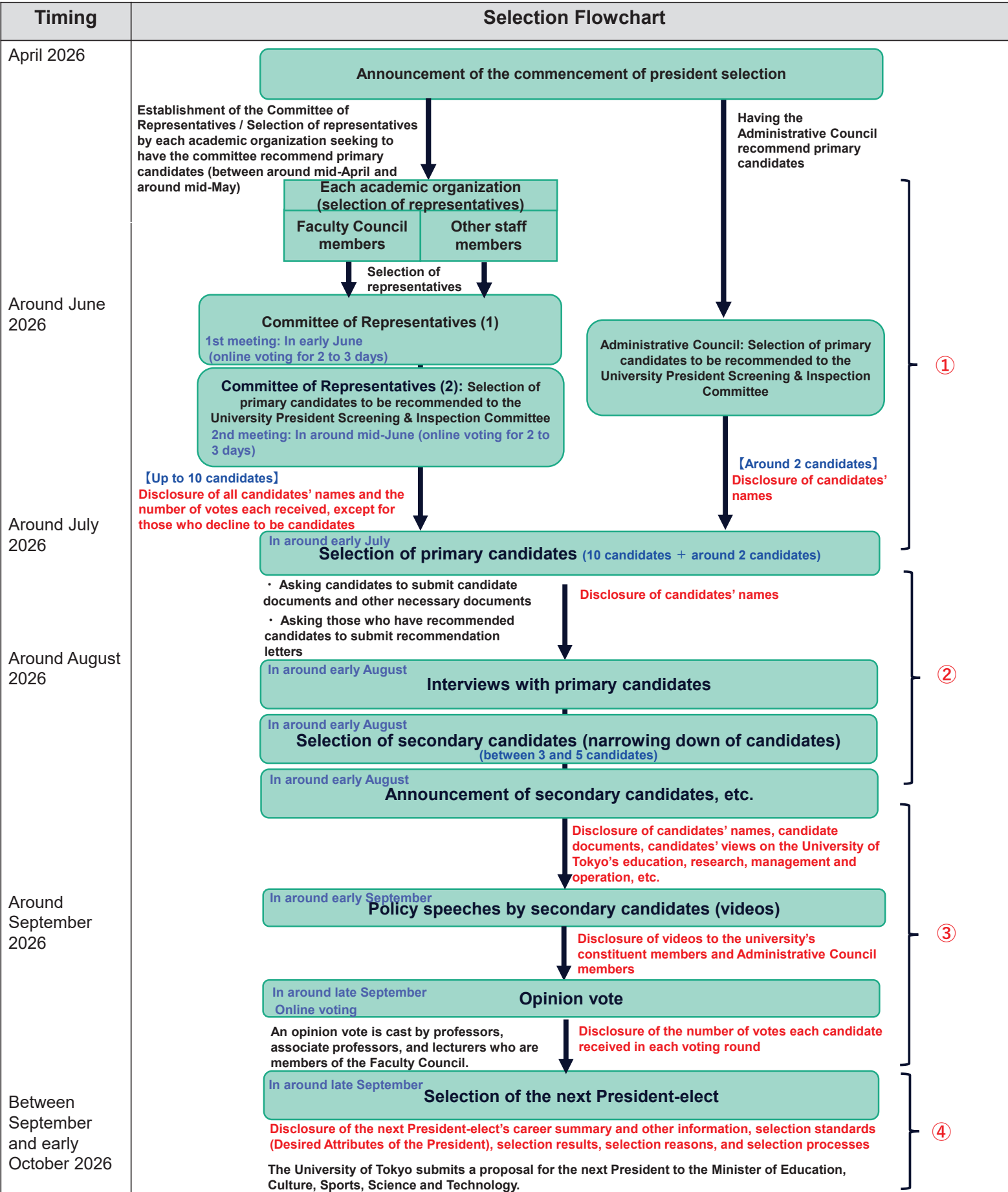
1. Noble character, a high sense of ethics, and profound knowledge that will gain respect and trust from within and outside the University
2. An international perspective and executive ability that will lead the education and research with the excellence, originality and diversity worthy of “The University of Tokyo of the world”, and will respond proactively to the requirements of modern society with a sharp, innovative perspective and make bold reformations when needed, while maintaining and utilizing the traditions of the University.
3. The abilities and achievements in demonstrating outstanding leadership and conducting swift and effective organization management, while earning the strong support of the members of the organization and taking the care to build a smooth and comprehensive consensus.
4. The ability to manage the University while gaining the support of a wide social field, in order to advance academic research and education at the world’s highest level by enhancing the financial bases of the University.
5. A firm sense of mission to contribute to the evolution of academics and the realization of a harmonious society, while valuing liberty, autonomy and diversity.

(Reference) The University of Tokyo Charter

<https://www.u-tokyo.ac.jp/en/about/charter.html>

Image of the Process for Selecting the President of the University of Tokyo (2026)

University President Screening & Inspection Committee



• The University President Screening & Inspection Committee consists of eight external members selected from the Administrative Council and eight internal members selected from the Education and Research Council.
 • In selecting the President, the University President Screening & Inspection Committee sets the Desired Attributes of the President, which serve as selection standards, and present them in advance.

*This flowchart shows the currently assumed selection steps, and it may be revised as necessary to reflect changes in plans and circumstances.

① 1st Phase (until the selection of primary candidates)

Announcement of the commencement of the selection process → The Committee of Representatives and the Administrative Council's recommendation for primary candidates, etc. → The University President Screening & Inspection Committee's selection of primary candidates

(1) Revision of the constitution of the Committee of Representatives

- Addition of the Public Policy Cooperative Research Department as an organization that selects representatives

As an organization that is not a graduate school, the Public Policy Cooperative Research Department is considered to be in the same organizational position as the Interfaculty Initiative in Information Studies, and therefore, it is added to the list of academic organizations that select representatives.

- Inclusion of staff members other than Faculty Council members

This change is aimed at helping the University President Screening & Inspection Committee listen to diverse viewpoints when taking the initiative in selecting candidates.

(2) Disclosure of information on primary candidates recommended

- Disclosure of the names of primary candidates recommended by the Committee of Representatives and the number of votes each received

- Disclosure of the names of primary candidates recommended by the Administrative Council

The purpose of this disclosure is to secure the credibility of the operation of the University President Screening & Inspection Committee by strengthening information provision and accountability and to achieve a transparent selection process.

(3) Disclosure of the names of primary candidates selected by the University President Screening & Inspection Committee

The purpose of this disclosure is to secure the credibility of the operation of the University President Screening & Inspection Committee by strengthening information provision and accountability and to achieve a transparent selection process.

② 2nd Phase (until the selection of secondary candidates)

Interviews with primary candidates by the University President Screening & Inspection Committee → Selection of secondary candidates by the University President Screening & Inspection Committee

(4) Review on what information on primary candidates should be provided to the University President Screening & Inspection Committee

A review is conducted on what information on primary candidates should be provided to the University President Screening & Inspection Committee in order to help the committee take the initiative in selecting candidates.

(5) Revision of duration of interviews with primary candidates

A longer duration of interviews with candidates (especially the duration of the question-and-answer session for candidates) is adopted in order to help the University President Screening & Inspection Committee take the initiative in selecting candidates.

(6) Clarification of basic methods for narrowing down candidates (secondary candidates)

The proceedings for narrowing down candidates are clarified in advance in order to enhance accountability for stakeholders inside and outside the university and to secure credibility and transparency.

(7) Disclosure of the names of secondary candidates (after narrowing down of candidates) and candidate documents to outside parties

The purpose of this disclosure is to secure the credibility of the operation of the University President Screening & Inspection Committee by strengthening information provision and accountability and to achieve a transparent selection process.

③ 3rd Phase (until the opinion vote)

Policy speeches (provision of videos) → Opinion vote

(8) Provision of policy speeches (videos)

In order to provide members of the University President Screening & Inspection Committee with sufficient information to make proper judgments when taking the initiative in selecting the President-elect, and in order to enable those who take part in the opinion vote to gain sufficient information to vote responsibly, an opportunity is provided for secondary candidates to give policy speeches, and speech videos are presented. Such videos are also presented to Administrative Council members, who assume the role of recommending primary candidates.

(9) Assignment of the right to vote to those at the general manager levels and the heads of administration offices in academic organizations

From the viewpoint of involvement in the management and operation of the university, the right to vote is assigned to more people, ensuring that the University President Screening & Inspection Committee can take the initiative in selecting the President-elect.

(10) Changes in methods of opinion voting

- An opinion vote continues to be used to provide a reference to judge whether the President-elect has abilities to build strong trust relationships with the university's constituent members and display strong leadership skills based on such trust relationships, ensuring that the University President Screening & Inspection Committee can take the initiative in selecting the President-elect on the basis of the Desired Attributes of the President in accordance with its responsibility and authority.

- If there are three secondary candidates, an opinion vote is conducted once, and if there are four or more secondary candidates, a second vote is conducted for the top-three candidates (if there are more than three top-three candidates because some candidates received the same number of votes, a second vote is conducted for all of them), ensuring that the University President Screening & Inspection Committee can take the initiative in selecting the President-elect and that opinions are understood in a rational manner.

(11) Disclosure of opinion voting results

After an opinion vote is completed, voting results (including the number of votes each secondary candidate received and the number of blank votes) are disclosed, ensuring that the credibility of the operation of the University President Screening & Inspection Committee is secured by strengthening information provision and accountability, and the selection of the President is conducted in a highly transparent manner.

④ 4th Phase (until the selection of the next President-elect)

(12) Clarification of matters that need to be considered in selecting the President-elect

Matters that need to be considered in selecting the President-elect, including the Desired Attributes of the President (which serve as the premise for selecting the President) and the newly adopted measures to present policy speech videos, are clarified, ensuring that the credibility of the operation of the University President Screening & Inspection Committee is secured by strengthening information provision and accountability, and the selection of the President is conducted in a highly transparent manner.

Other Matters

- Explanations about the Desired Attributes of the President, relevant rules and regulations, and other issues are provided at meetings of the Administrative Council, the Education and Research Council, and the Council of Deans and Directors, and comments and opinions are collected from the university's constituent members.

Implementation period: From September 25, 2025 to October 8, 2025 (tentative)

Implementation method: Posting on the UTokyo Portal and the UTAS

There is also a plan to separately seek opinions from the Management Policy Council.

Schedule for the Selection of the Next President (Outline)

Reference Material

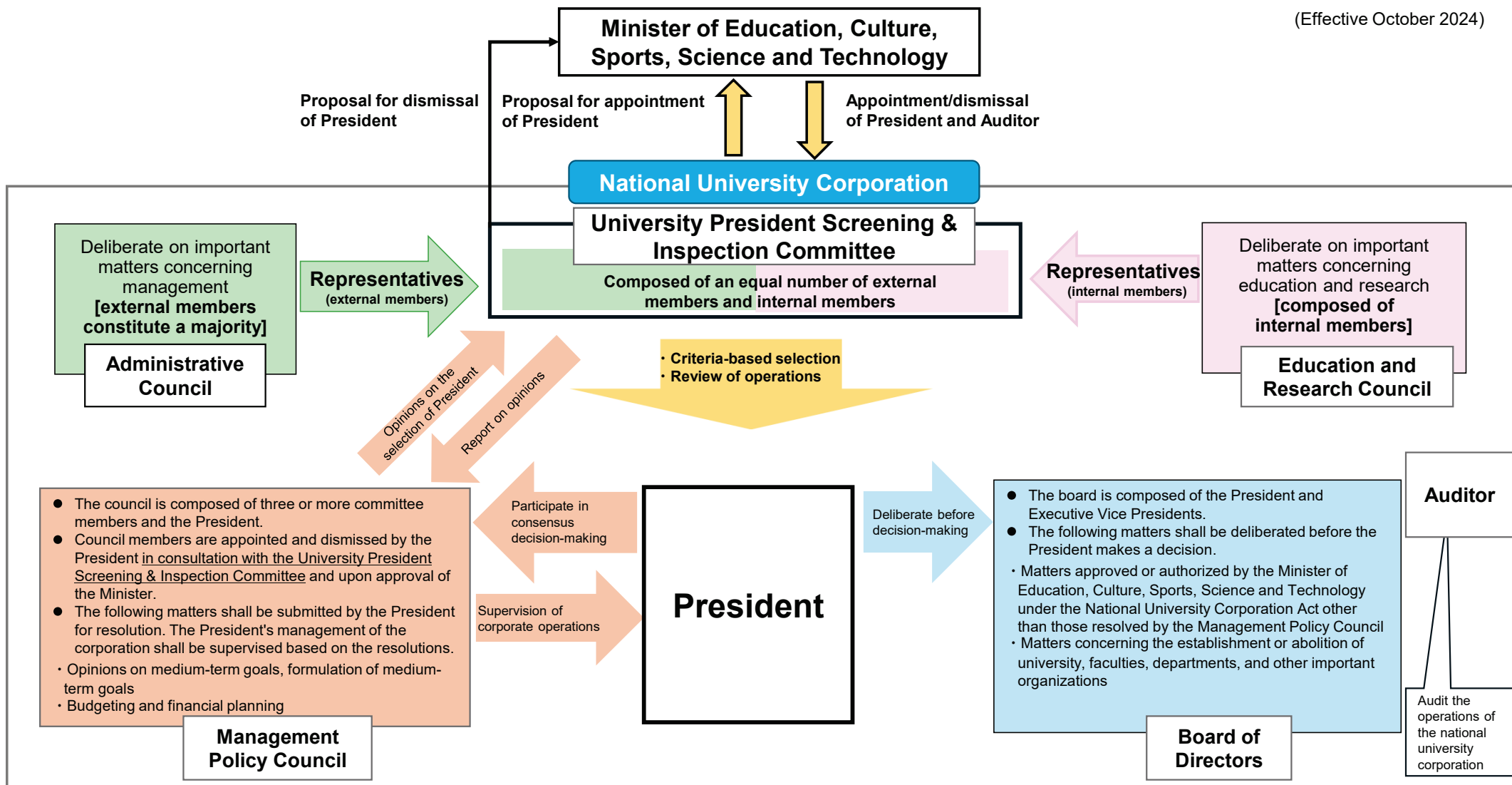
July 2025

Fiscal Year	FY 2024			FY 2025												FY 2026							
Major agendas	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4							
The President's positioning in the university organization	Review completed																						
Term of office of the next President	Review completed																						
Desired attributes of the President						Exchange of opinions at the Administrative Council and Education and Research Council		◆ Interim determination of the desired attributes of the President	Request for opinion from the Management Policy Council Presentation to internal meetings Internal public comments <i>Approx. 2 weeks</i>		Review		Reports from internal meetings										
University president screening process					Review			◆ Interim decision on processes, etc.	Presentation to internal meetings Internal public comments <i>Approx. 2 weeks</i>		Review		Reports from internal meetings	◆ Decision on processes, etc.									
Amendment of rules (as needed)					Review			◆ Decision on amendment proposals	Presentation to internal meetings Internal public comments <i>Approx. 2 weeks</i>		Review		Reports from internal meetings	◆ Amendment of rules									
Meeting schedules	Jan 10 University President Selection Committee		Mar 14 University President Selection Committee	Apr 16 University President Selection Committee	May 21 University President Selection Committee	Jun 10 Education and Research Council	Jun 20 University President Selection Committee	Jun 23 Administrative Council	Jul 22 Management Policy Council	Jul 22 University President Selection Committee	Aug 27 University President Selection Committee	Sep 9 University President Selection Committee	Sep 16 Education and Research Council	Sep 17 University President Selection Committee	Oct 31 University President Selection Committee	Nov 14 University President Selection Committee	Dec 1 University President Selection Committee	Jan 6 University President Selection Committee	Jan 13 Education and Research Council	Jan 14 University President Selection Committee	Jan 30 Administrative Council	March 13 University President Selection Committee	
																							Announcement of President selection

Note: This schedule is subject to change due to the results of subsequent discussions.

Governance of National University Corporation

(Effective October 2024)



Selection of the President Under the National University Corporation Act

Excerpts from the National University Corporation Act

(Appointment of officers)

Article 12 **The appointment of the President shall be made by the Minister of Education, Culture, Sports, Science and Technology based on a request by the national university corporation.**

2 **The request set forth in the preceding paragraph shall be made based on the selection by a committee composed of an equal number of members listed in item 1 and members listed in Item 2 (hereinafter referred to as the “University President Screening & Inspection Committee”).**

(i) **Persons selected by the Administrative Council** prescribed in Article 20, paragraph 1 from among those listed in Article 20, paragraph 2, item (iii)

(ii) **Persons selected by the Education and Research Council** prescribed in Article 21, paragraph 1 from among those listed in Article 21, paragraph 2, item (ii) to item (iv).

3 The University President Screening & Inspection Committee shall have a chairperson, who shall be selected from among its members.

4 The chairperson shall preside over the University President Screening & Inspection Committee.

5 In addition to what is provided for in this Article, the procedures for the proceedings of the University President Screening & Inspection Committee and other necessary matters concerning the committee shall be determined by the chairperson after consulting with the committee.

6 **The selection of the President** prescribed in paragraph 2 **shall be made from among those who have a noble personality, excellent academic knowledge, and the ability to manage education and research activities at the university appropriately and effectively in accordance with the criteria prescribed by the University President Screening & Inspection Committee.**

7 When the selection of the President prescribed in paragraph 2 has been made, the national university corporation shall disclose without delay the results of the selection and other matters specified by the Ordinance of the Ministry of Education, Culture, Sports, Science and Technology, and when the University President Screening & Inspection Committee has established or changed the criteria prescribed in the preceding paragraph, the national university corporation shall disclose the said criteria without delay.

8 Auditors are appointed by the Minister of Education, Culture, Sports, Science and Technology.

(Special provisions for dismissal of the President, etc.)

Article 21-8 If the Management Policy Council recognizes that the President may fall under the cases specified in Article 17, paragraph 2 or 3 of the National University Corporation Act, the council must promptly report it to the University President Screening & Inspection Committee. In this case, with regard to the application of the provisions of paragraph 4 of the said Article, “Article 11, paragraph 2” in the article shall refer to “Article 11, paragraph 2 or Article 21, paragraph 8, item (1).”

2 **The Management Policy Council may offer opinions to the University President Screening & Inspection Committee regarding the criteria prescribed in Article 12, paragraph 6 and other matters concerning the selection of the President.**

Selection of the President Under the National University Corporation Act

The Act Partially Amending the School Education Act and the National University Corporation Act, and the Ministerial Ordinance Partially Amending the Enforcement Regulations of the School Education Act and the National University Corporation Act (Notice) (Excerpt from Page 6 of Issue 441 from August 29, 2014 by the 26 Higher Education Bureau, Ministry of Education, Culture, Sports, Science and Technology)

2. Partial amendment of the National University Corporation Act and its Enforcement Regulations

The amendment of the National University Corporation Act and its Enforcement Regulations shall apply to all national university corporations, etc.

(1) Transparency in the selection of the President or institutional head (in the National University Corporation Act, Articles 12 and 26)

(i) The President Selection Committee holds significant responsibility and authority for selecting the President or institutional head suitable for the respective national university corporation, etc., and based on the responsibility and authority, the committee shall conduct an independent selection process from a broad range of candidates from both within and outside the university. Therefore, the committee shall ensure that the criteria prescribed by the committee include specific details concerning the qualities and abilities required for the President or institutional head, as well as the procedures and methods for selecting the President or institutional head.

The National University Corporation Governance Code (The Ministry of Education, Culture, Sports, Science and Technology, Cabinet Office, National University Association) (Excerpt from Page 14)

3-3 University President Screening & Inspection Committee

[Principle 3-3-1 Selection, etc. of a responsible head of a corporation based on clear principles that reflect the missions of the national university corporation]

The University President Screening & Inspection Committee, composed of an equal number of external members selected from the Management Council and internal members selected from the Education and Research Council in accordance with the National University Corporation Act and other relevant laws and regulations, is responsible for selecting and dismissing the head of the corporation, considering the need for establishing the position of the university general director, evaluating the performance of the head of the corporation, etc. For this reason, the committee should, based on its own authority and responsibility, determine the criteria for the desired attributes (qualities, abilities, etc.) of the head of the corporation, while at the same time identifying candidates widely from both within and outside the university who are suitable for the position and conducting the selection process independently.

Selection of the President Under National University Corporation Act

Outline of UTokyo's University President Screening & Inspection Committee

- **Basis for establishment**
 - **Article 12, paragraph 2 of the National University Corporation Act**
- **Duties**
 - (1) Selection of the President**
 - (2) Proposal for the dismissal of the President**
 - (3) Review of the performance of duties by the President and implementation of interim evaluation**
 - (4) Deliberation on matters concerning the term of office of the President**
 - (5) Deliberation on whether or not to establish the position of University General Director**
 - (6) Deliberation on the appointment and dismissal of Management Policy Council members**
 - (7) Deliberation on matters concerning the term of office of the Management Policy Council members**
- **Committee Members (16 members)**
 - **8 members from the Administrative Council**
 - **8 members from the Education and Research Council**
- **Term of office of Committee members**
 - **Management Council members: 2 years; renewable for a maximum total of 6 years**
 - **Education and Research Council members: 3 years**
 - **In the event of replacement, the term of office of a member filling a vacancy shall be the remaining term of the predecessor.**
- **Committee meetings**
 - **About 8 times a year (generally held on the same day as the Administrative Council meeting)**
 - **13 times in FY 2024 (including 4 written deliberations)**
 - **About 9 times including interviews during the year to screen the President (based on the results for FY 2020)**

Basic Policy on the Promotion of Strengthening Systems for Leveraging Research and Research Results of Universities for International Research Excellence

(determined by the Minister of Education, Culture, Sports, Science, and Technology on November 15, 2022, and revised by the Minister on June 14, 2024)

Appropriate roles in the appointment and dismissal of the head of a corporation

[Basic Policy 2.2.(5)]

(5) A consensus-based organization is responsible for deciding on medium- to long-term management strategies, such as organizational enhancement plans, and supervising the execution of duties by the executive officers and directors. From the perspective of ensuring the effectiveness of these roles, the consensus-based organization shall specify the knowledge, experience, and abilities required for the head of the corporation in order to secure steady implementation of organizational enhancement plans, and, in accordance with relevant laws and regulations, a system shall be in place that enables the consensus-based organization to perform its roles appropriately so that a person with suitable qualities will be appointed as the head of the corporation.

(Interpretation of the revised Basic Policy)

The head of a corporation must have managerial skills and is expected to work closely with the provost and CFO to undertake organizational enhancement initiatives to enable autonomous university management and achieve the mission as a University of International Research Excellence, and hence appointing the head is most important in ensuring successful implementation of organizational enhancement plans. Therefore, based on the provisions of relevant laws and regulations, an individual with necessary qualifications must be appointed the head of the corporation through an objective and transparent process as well as by taking time to carefully complete the process. Meanwhile, in case it is determined, based on an appropriate evaluation of the university's operations, etc., that the head is not sufficiently performing his or her duties, it is necessary to establish objective and transparent procedures for dismissal. Accordingly, a system must be in place that enables the consensus-based organization to play an appropriate role in the appointment and dismissal of the said head.

It is stipulated in the Basic Policy that, at national universities, the University President Screening & Inspection Committee holds the authority to appoint or dismiss the head (president) of a corporation, and the Management Policy Council, a consensus-based organization, is authorized to express its opinions on the selection of the president to the University President Screening & Inspection Committee, and that the Management Policy Council must report to the University President Screening & Inspection Committee if the President falls under any of the grounds for dismissal.

In light of these points, **the Management Policy Council, in selecting the President, must specify the knowledge, experience, and abilities required of the president from the perspective of securing implementation of organizational enhancement plans, as well as submit its opinions to the University President Selection Screening & Inspection Committee. At the same time, a system must be established that allows the committee to review the opinions and report to the Management Policy Council the committee's response to them together with the reasons therefor.** The same applies to the case of dismissal.

The University of Tokyo Rules on the Management Policy Council (Excerpt)

Article 5 Duties and Authority

1. The Management Policy Council shall deliberate and decide on the following matters (hereinafter referred to as "Management Policy Matters"):
 - (1) Matters concerning opinions on medium-term goals
 - (2) Matters concerning the creation or modification of medium-term plans
 - (3) Matters concerning the preparation of financial statements submitted under Article 38, Paragraph 1 of the Act on General Rules for Incorporated Administrative Agencies (Act No. 103 of 1999, hereinafter referred to as the "General Rules Act") as applied mutatis mutandis by Article 35-2 of the Corporation Act
 - (4) Matters concerning the preparation of budgets
 - (5) Matters concerning the preparation of business reports and settlement reports attached under Article 38, Paragraph 2 of the General Rules Act as applied mutatis mutandis
2. The Management Policy Council shall supervise whether the University Corporation's operations are appropriately conducted based on the content of the Management Policy Matters decided in the previous paragraph. If it is recognized that the operations are not appropriately conducted, the Council may request the President to take necessary measures to improve the operations.
3. If the Management Policy Council recognizes that the President may fall under the cases specified in Article 17, Paragraph 2 or 3 of the Corporation Act, it must promptly report this to the Presidential Selection and Monitoring Council.
4. **The Management Policy Council may offer opinions to the University President Screening & Inspection Committee on matters concerning the selection criteria and other matters related to the selection of the President under Article 12, Paragraph 6 of the Corporation Act. However, these opinions shall reflect the Management Policy Matters and the Research System Strengthening Plan for Universities for International Research Excellence and shall not include specific presidential candidate proposals.**
5. The Management Policy Council shall deliberate and decide on matters concerning the creation or modification of the Research System Strengthening Plan for Universities for International Research Excellence and supervise the execution of related operations.

Image of the Process for Selecting the President (2020)



Announcement of the commencement of president selection : Apr 28, 2020

The Committee of Representatives, consisting of representatives selected from the Faculty Council of each academic organization (4 people each from every graduate school, faculty/college, research institutes etc.) and representatives selected from other staff members (1 person from each academic organization), is to narrow down the list of primary candidates to 10 or less (if there are several people at the bottom with the same number of votes, they will be included).

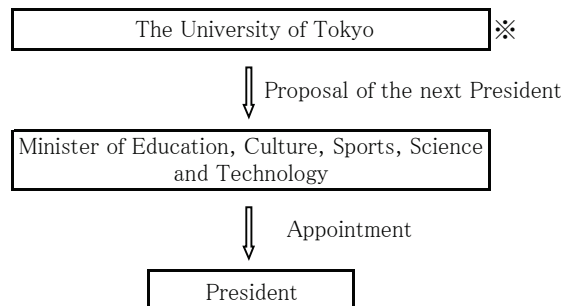
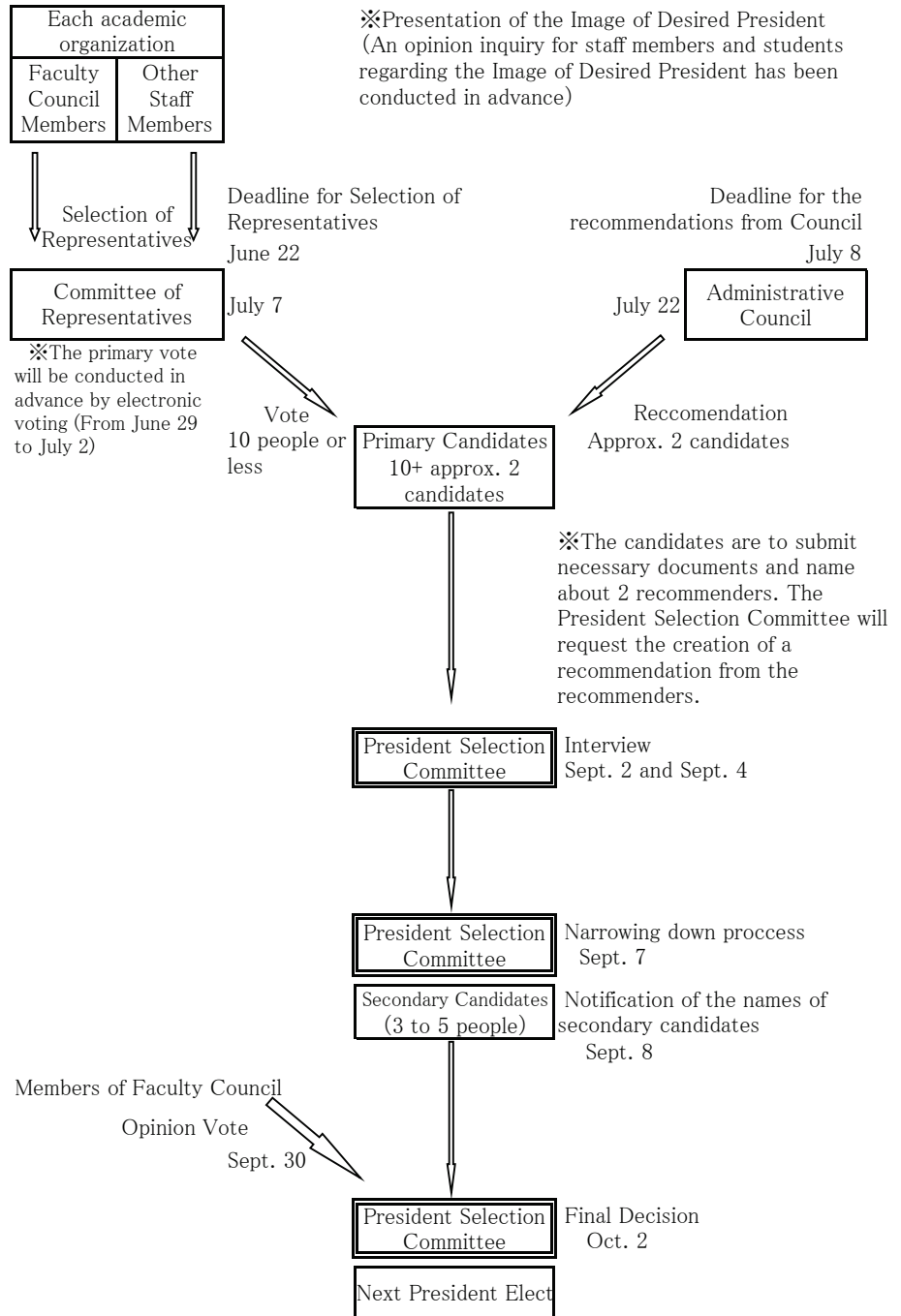
The Administrative Council can recommend approximately 2 people as primary candidates.

The President Selection Committee is to narrow down the primary candidates (10 + approx. 2 persons) to 3 to 5 secondary candidates, taking into consideration the Image of Desired President, through processes such as interviews.

An opinion vote is to be conducted by professors, associate professors and lectures who are members of the Faculty Council.

The President Selection Committee is to decide the next President, taking into consideration the results of the examination of the candidates and the opinion vote.

※If the next President falls under any of the reasons for dismissal, the President Selection Committee is to retract the decision of the next President.



Review of Issues Concerning the Selection of the Next University President

Excerpts from the meeting minutes of the University
President Screening & Inspection Committee

The President's Positioning in the University Organization [Review Completed]

Issues

- The President's positioning in the university organization
- Determine the University's policy on whether or not to separate academic and management leaders.

Direction of discussion

- (a) Academic and management leaders are not separated. (Maintain the present policy as it is.)
- (b) Academic and management leaders are not separated, but a "vice president in charge of academic affairs" will be appointed. [Article 92, paragraph 4 of the School Education Act]
- (c) The position of the President (management) and that of the university general director (academics) are separated. [Article 10, paragraph 3 of the National University Corporation Act]

Most recent decision

The National University Corporation Act was amended in 2019, thereby enabling the separation of academics and management in terms of the President's duties. However, the University President Selection Committee decided that it was desirable for the President, who shall be responsible for both academics and management, to continue to oversee the University, based on the University of Tokyo Charter—"The University of Tokyo strives for effective and responsive management under the overall direction and responsibility of its President, with due consideration given to the smooth and integrated formation of consensus among its constituent members with respect to education, research and administration." (excerpted from the minutes of the joint meeting held on April 7, 2020 between the Deans and Directors)

[National University Corporation Governance Code] Principle 3-3-5: Consideration of a system that empowers management

The University President Screening and Inspection Committee has the authority to decide whether to separate management and academics within the national university corporation by appointing a university general director for the corporation. The University President Screening & Inspection Committee must thoroughly consider a system that best empowers management for each corporation, but at the same time, in the event of appointing a university general director, the committee must disclose the reasons therefor.

Results of discussion at the Internal Working Group

⇒ Approved with no objections at the 11th University President Screening & Inspection Committee held on January 10, 2025.

(a) Academics and management will not be separated

The Internal Working Group has determined that the current direction of discussion at the Governance Subcommittee of the UTokyo Compass Initiative and the Governance Subcommittee of the Universities of International Research Excellence Initiative Formulation Committee—As stated in the University of Tokyo Charter, under the overall direction and responsibility of the President, the President shall continue to bear ultimate responsibility for both academics and management, while at the same time focusing primarily on corporate management by appropriately delegating authority to each director—is appropriate.

Note: The Issues and direction of discussion are sourced from Attachment 2 addressed to the 2024 University President Screening & Inspection Committee.

The Term of Office of the Next President [Review Completed]

Agenda

It is stipulated in the National University Corporation Act that the term of office of the President shall be determined within the range of two years or more and not exceeding six years based on the rules of each national university corporation after deliberation by the President Selection Committee.

Issues

- The term of office of the President is a fundamental and important issue in university management. Therefore, it is necessary to make a comprehensive judgment from different perspectives, thereby deepening the discussion on the general attributes required of the President and considering the term based on the discussion.
- The term of office of the President must be considered in an integrated manner by taking into account the roles and functions of the University President Screening & Inspection Committee, including the authority to propose the dismissal of the President, as well.
- Changes in the conditions surrounding the University, including the medium-term planning approach, must also be considered.
- In light of globalization, further discussion is required considering the terms of office of presidents at overseas universities.
- In reviewing the president selection processes at overseas universities, it is important to take into account the differences in the origins of the systems and cultures unique to the respective countries.

Direction of discussion

- (a) 6+0 (2009-Present)
- (b) 4+0 (1972-2008)
- (c) 4+2 (1949-1972)
- (d) 5+α (1933-1938), etc.

Note: History of discussions on the term of office of the President

While it is recognized that there are some opinions within the University saying that six years is too long, there have never been any particular opinions in the discussions to date saying that six years is inappropriate, with no positive reasons for revising the six-year term.

Rules concerning the term of office of the President of the University of Tokyo (Excerpt)

(Term of Office)

Article 2 The term of office of the President shall be six years.

2 The President may not be reappointed.

Article 3 Notwithstanding the provisions of the preceding article, when the President's position becomes vacant, the term of office of the next President shall be the remaining term of the predecessor. In this case, the President may be reappointed only once.

Results of discussion at the Internal Working Group

⇒ Approved with no objections at the 11th University President Screening & Inspection Committee held on January 10, 2025.

(a) The term of office is six years with no reappointment allowed.

Considering that the President must be able to manage and operate a national university corporation from a medium- to long-term perspective, it has been determined that the term of office of the President will continue to be six years in line with the period of the medium-term goals and plans, so that the President can provide a stable leadership. **Because the President has extremely strong authority, his or her reappointment may lead to stagnation in the organization and personnel.** Consequently, in order to contribute to the development of corporate management personnel, it has been determined that there is no need at present to review the term of office.

Note: The agenda, issues, and direction of discussion are sourced from Attachment 2 addressed to the 2024 University President Screening & Inspection Committee.

The Term of Office of the Next President [Review Completed] -Relevant Laws and Regulations-

National University Corporation Act (Excerpt)
(Term of office of officers)

Article 15 The term of office of the President shall be determined within the range of two years or more and not exceeding six years based on the rules of each national university corporation after deliberation by the University President Screening & Inspection Committee.

[National University Corporation Governance Code] Supplementary Principle 3-3-1(3)

When deliberating on the term of office of the head of a corporation based on the National University Corporation Act, the University President Screening & Inspection Committee should consider an appropriate period of time to enable the head of the corporation to provide a stable leadership in order to achieve the missions of the national university corporation. In addition, in order to establish a sustainable management and operational structure of the national university, the committee shall appropriately consider whether reappointment of the head of the corporation is allowed and whether, in the event that reappointment is allowed, an upper limit shall be set on the term of office, and disclose the reasons therefor.

Act Partially Amending the School Education Act and the National University Corporation Act, and the Ministerial Ordinance Partially Amending the Enforcement Regulations of the School Education Act and the National University Corporation Act (Excerpt from a notice of August 29, 2014)

(5) The term of office of the President or institutional head shall be determined based on the rules of each national university corporation, etc., after deliberation by the University President Screening & Inspection Committee, so that the President or institutional head can exercise appropriate leadership. In addition, if, for example, the Selection Committee for the President, etc. determines that the incumbent President or institutional head has achieved outstanding results, appropriate consideration shall be given to ensuring flexible procedures, such as allowing reappointment without conducting a so-called advisory vote by faculty members.

“Promotion of Governance Reform in Universities” (Summary of Deliberations) [February 12, 2014, Central Council for Education, University Subcommittee] (Excerpt)

(3) Term of office of the President

○ The term of office of the President is currently set within the range of two years or more and not exceeding six years at national and public universities, while reappointment of the President is allowed under the relevant Act. There are no such legal provisions for private universities, and the decision is left to the discretion of individual universities.

The term of office of the President is basically a matter to be decided by each university. However, if the term is too short, it will be difficult for the President to undertake bold reforms. Therefore, based on the university's medium- to long-term vision, the term should be determined appropriately to enable stable leadership.

Desired Attributes of the President [Under Review]

Issue	• Whether or not to specify the “Desired Attributes of the President.”
Direction of discussion	(a) Maintain the current approach. (b) Refer to the desired attributes of the president at universities in Japan and overseas.
	National University Corporation Act (Excerpt) (Term of Office of Officers) Article 12 6 The selection of the President prescribed in paragraph 2 shall be made <u>based on the criteria specified by the University President Screening & Inspection Committee from among those who possesses a noble personality, excellent academic knowledge, and the ability to manage education and research activities at the university appropriately and effectively.</u>
Most recent decision	To specify the desired attributes of the President, we conducted an extensive public comment process to determine the “Desired Attributes of the President“ by taking into account the opinions of the University community (faculty and students) as well.
	National University Corporation Governance Code [Principle 3-3-1 Selection, etc. of a responsible head of a corporation based on clear principles that reflect the missions of the national university corporation] The University President Screening & Inspection Committee, composed of an equal number of external members selected from the Management Council and internal members selected from the Education and Research Council in accordance with the National University Corporation Act and other relevant laws and regulations, is responsible for selecting and dismissing the head of the corporation, considering the need for establishing the position of the university general director, evaluating the performance of the head of the corporation, etc. For this reason, the committee should, <u>based on its own authority and responsibility, determine criteria for the desired attributes of the head of the corporation (qualities, abilities, etc.), while at the same time identifying candidates widely from both within and outside the university who are suitable for the position and conducting the selection process independently.</u>
	[National University Corporation Governance Code] Supplementary Principle 3-3-1 (1) <u>In selecting the head of the corporation, the University President Screening & Inspection Committee shall specify criteria for the qualities and abilities required of the head of the corporation, taking into consideration the missions and characteristics of the national university corporation.</u> Based on the criteria and in accordance with the provisions of the National University Corporation Act, etc., the committee shall, without conducting an advisory vote and within the scope of its authority and responsibility, conduct careful and necessary discussions, undertake an appropriate selection process, and disclose the criteria, selection results, selection process, and reasons therefor.
Results of discussion at the Internal Working Group	⇒ Approved with no objections at the 13th University President Screening & Inspection Committee held on March 14. (a) Maintain the current approach. In order to seek suitable candidates widely from both inside and outside the University, it will be better to describe the criteria for the qualities and abilities in a somewhat abstract manner or in the form of boundary conditions.

Note: The Issues and direction of discussion are sourced from Explanatory Attachment 2 for the 2024 University President Screening & Inspection Committee.

(Draft)

Desired Attributes of the President

XXXXXX XX, 202X

University President Screening & Inspection Committee

The President of the University of Tokyo is expected to hold the objectives and principles given in the University of Tokyo Charter in respect, and have a clear vision and strong will to accomplish and realize them. The president is also expected to have the leadership and spirit of service supported by the following qualities, abilities, and achievements.

1. Noble character, a high sense of ethics, and profound knowledge that will gain respect and trust from within and outside the University
2. An international perspective and executive ability that will lead the education and research with the excellence, originality and diversity worthy of “The University of Tokyo of the world”, and will respond proactively to the requirements of modern society with a sharp, innovative perspective and make bold reformations when needed, while maintaining and utilizing the traditions of the University.
3. The abilities and achievements in demonstrating outstanding leadership and conducting swift and effective organization management, while earning the strong support of the members of the organization and taking the care to build a smooth and comprehensive consensus.
4. The ability to manage the University while gaining the support of a wide social field, in order to advance academic research and education at the world’s highest level by enhancing the financial bases of the University.
5. A firm sense of mission to contribute to the evolution of academics and the realization of a harmonious society, while valuing liberty, autonomy and diversity.

(Reference) The University of Tokyo Charter

<https://www.u-tokyo.ac.jp/en/about/charter.html>

UTokyo's Advisory Voting [Under Review]

Internal Regulations of the University of Tokyo's University President Screening & Inspection Committee (Excerpt)

(Advisory vote)

Article 13 The University President Screening & Inspection Committee shall conduct an internal, advisory vote on the candidates for the second-stage selection prescribed in the preceding Article.2 The method of advisory voting shall be specified separately.

(Determination of the President-elect)

Article 14 The University President Screening & Inspection Committee shall **determine the President-elect based on the results of the survey prescribed in Article 11 and the results of the advisory vote in the preceding Article.**

Detailed Rules Concerning the Selection and Dismissal of the President of the University of Tokyo (Excerpt)

5. Method of advisory voting prescribed in Article 13 of the Internal Regulations,

- (1) An advisory vote by those eligible to vote as specified in the preceding paragraph shall be by single secret ballot at a designated polling place on a designated date.
- (2) **If no candidate receives a majority of valid votes, the voting process prescribed in the preceding paragraph shall be repeated.**
- (3) **If, after three rounds of voting, no candidate receives a majority of valid votes, a final round of voting shall be held between the two candidates who received the most votes in the third round** (if there are candidates with the same number of votes as the last-ranked successful candidate, those candidates shall be included.).
- ⋮
- (8) At the voting as specified in items (i) to (iii), **the number of votes received by each candidate shall be disclosed each time a vote is cast.**

[Reference] Status of deliberations on governance at the University – Governance of an “autonomous and creative university model” – excerpted from the Interim report (page11) of March 4, 2025 by the Governance Subcommittee of the UTokyo Compass Initiative and the Governance Subcommittee of the Universities of International Research Excellence initiative Formulation Committee)

- **Based on the University's tradition that the President's leadership is built on the support and trust of the University members, advisory voting should be maintained.**

Schedule for the Selection of the Next President (Outline)

July 2025

Fiscal Year	FY 2024			FY 2025												FY 2026							
Major agendas	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4							
The President's positioning in the university organization	Review completed																						
Term of office of the next President	Review completed																						
Desired attributes of the President						Exchange of opinions at the Administrative Council and Education and Research Council		Interim determination of the desired attributes of the President	Request for opinion from the Management Policy Council Presentation to internal meetings Internal public comments <i>Approx. 2 weeks</i>		Review		Reports from internal meetings										
University president screening process								Interim decision on processes, etc.	Presentation to internal meetings Internal public comments <i>Approx. 2 weeks</i>		Review		Reports from internal meetings										
Amendment of rules (as needed)								Decision on amendment proposals	Presentation to internal meetings Internal public comments <i>Approx. 2 weeks</i>		Review		Reports from internal meetings										
Meeting schedules	Jan 10 University President Selection Committee		Mar 14 University President Selection Committee	Apr 16 University President Selection Committee	May 21 University President Selection Committee	Jun 10 Education and Research Council	Jun 20 University President Selection Committee	Jun 23 Administrative Council	Jul 22 Management Policy Council	Jul 22 University President Selection Committee	Aug 27 University President Selection Committee	Sep 9 Deans and Directors Council	Sep 16 Education and Research Council	Sep 17 University President Selection Committee	Oct 31 University President Selection Committee	Nov 14 University President Selection Committee	Dec 1 University President Selection Committee	Jan 6 Deans and Directors Council	Jan 13 University President Selection Committee	Jan 14 Administrative Council	Jan 30 Management Policy Council	March 13 University President Selection Committee	
																							Announcement of President selection

Note: This schedule is subject to change due to the results of subsequent discussions.

Responses and Actions Following the 2020 Presidential Selection

Submission of requests and inquiries

University President Selection Committee
 Second-round selection of president candidates (September 2020)
 → **Requests and inquiries were submitted from both inside and outside the University, citing issues with the fairness and transparency of the process.**

Validation of the selection process

The “President Selection Process Validation Committee,” comprising several external lawyers, was established to conduct a validation. (Oct to Dec 2020)
 → Results of the validation
 • The president-elect was determined in a legitimate manner.
 • **Some feedback noted that there were issues regarding the organization and management of the University President Selection Committee.**

Listing of the issues for consideration concerning the University President Selection Committee (The University President Selection Committee’s Organizational Review Task Force, January to March, 2021)

Organizational matters

- The process for selecting members of the University President Screening Committee at the Education and Research Council and Administrative Council
- The term of office, replacement, and reappointment of internal committee members
- The term of office, replacement, and reappointment of external committee members
- Ensure proper management of the University President Selection Committee.

Management matters

- Specify rules on meeting procedures
- Methods of managing and disclosing meeting minutes and recordings.
- The role of the chairperson
- Strengthen information provision and accountability to the Administrative Council, Education and Research Council, and members of the University community, etc.

The Organizational Review Working Group of the University President Selection Committee (April to November 2021)
 → Specific improvement measures, etc. were proposed to the Administrative Council and Education and Research Council.

Relevant rules and regulations were amended at a University President Selection Committee meeting in FY 2021.

Improvement initiatives

- [Method of selecting members of the University President Selection Committee]**
- The “Internal Regulations Concerning the Selection of Members of the University President Screening & Inspection Committee at the University of Tokyo’s Administrative Management Council” were determined to specify the policy and procedures for selecting members of the University President Screening & Inspection Committee at the Administrative Management Council.
 - The Committee for the Recommendation of External Members was established.
 - The “Internal Regulations Concerning the Selection of Members of the University President Screening & Inspection Committee at the University of Tokyo’s Education and Research Council” were determined to specify regulations on how to select members of the University President Screening & Inspection Committee at the Education and Research Council, while maintaining the conventional rotation system among departments.
- [Term of office of internal committee members, etc.]**
 The term of office for internal members of the University President Selection Committee shall be three years.
- [Term of office of external committee members, etc.]**
- The term of office for external members of the University President Selection Committee shall be two years, with a maximum total term of six years.
- [External members of the Administrative Council]**
- The maximum total term of office for external members of the Administrative Council shall be eight years.
 - The policy on the composition of external members of the Administrative Council was decided. Ensuring diversity, restricting former university executives from becoming external committee members, disclosing selection reasons

Amendment of relevant rules, etc.

- Clarify matters to be decided by vote as well as the voting method and procedures.
- Improve operations, such as recording and disclosing meeting minutes.
- Specify matters of confidentiality.
- Avoid the President’s involvement in the election of the chairperson; allow the selection of the chairperson from among committee members; clarify the method of selecting the chairperson.
- Adopt the chairperson’s code of conduct.
- Specify the policy of allowing attendance to meetings as guests or observers.
- Strengthen information provision and accountability to the Administrative Council, Education and Research Council, and members of the university community.

Source: A report on the validation of the president selection process at the FY 2020 President Selection Meeting (FY 2020 President Selection Process Validation Committee)
<https://www.u-tokyo.ac.jp/content/400151000.pdf> (in Japanese only)

Key Points of Improvement Initiatives

- 1. Ensure objectivity and fairness in the selection process for external members of the Administrative Council, which is the body responsible for selecting external members of the University President Selection Committee.**
 - Former presidents of the University may not serve as external committee members.
 - Former University members are restricted from becoming external committee members (Former Executive Vice Presidents, etc. must wait six years after retirement before becoming external committee members.).
 - Establish the Committee for the Recommendation of External Members.
 - Disclose the reasons for selection and other information.
- 2. Determine the term of office of external members of the University President Selection Committee.**
 - The term of office is two years, with the possibility of reappointment. This may be extended up to a maximum total term of six years.
- 3. Ensure transparency in the proceedings of the University President Selection Committee.**
 - Specify matters subject to resolution by vote, as well as the voting method and procedures.
 - Determine the detail level of meeting minutes, scope of disclosure, etc.
 - In principle, the meeting summary and minutes of each meeting (with the attendees' names anonymized except for the chairperson's name) and relevant handouts shall be disclosed on the University President Screening & Inspection Committee section of the University of Tokyo's website.

Management Policy Council Meeting Schedule for FY2025

Meeting	Date and Time	Notes
1st	Wednesday, April 23, 2025, 19:00–20:30 JST	Deliberation on the application for Universities for International Research Excellence
2nd	Monday, June 23, 2025, 18:00–21:00 JST	Deliberation on the FY2024 financial statements
3rd	Tuesday, September 16, 2025, 9:00-12:00 JST	Deliberation on opinions regarding the selection of the next President
4th	Thursday, December 18, 2025, 9:00-12:00 JST	Deliberation on the FY2025 supplementary budget
5th	Friday, January 30, 2026, 10:00–13:00 JST	Deliberation on changes to the fourth period mid-term plans
6th	Thursday, March 26, 2026, 18:00–21:00 JST	Deliberation on the FY2026 budget