

Summary of Email Deliberation of the UTokyo Management Policy Council (1st Email Deliberation of FY2025)

1. **Date:** Proposal on Tuesday, October 14, 2025;

Deliberation completed on Thursday, October 16, 2025

2. **Method:** Email deliberation

3. **Members:** Teruo Fujii, Hiroaki Aihara, Akira Sugano, Kaori Hayashi, Yukiko Gotoh,
Yukiko Muramoto, Ryuuji Yamamoto, Jeffrey Welser, Peter Gruss,
Yoko Takeda, Yumiko Noda, Chikatomo Hodo, Keiko Honda, Geeta Mehta

4. Deliberation Items:

(1) Strengthening Risk Governance:

Materials were shared on the University's past responses and current status regarding compliance cases, as well as on risk-governance strengthening measures presently being examined by the University Executive.

In light of this, a proposal was made to request, as the Management Policy Council, that the President take the necessary measures to improve the University's response to misconduct, and as a result of the deliberation, proposal was approved (Approval: 13, Abstention: 1) .

Furthermore, in formulating the measures for improvement, it was decided to request that full attention be given to the following points:

1. To clarify the shortcomings of the existing framework and build a robust and effective system by incorporating widely adopted models such as the "Three Lines Model" used by international organizations and private companies.
2. To establish a risk management structure that ensures swift initial responses.
3. To revise and thoroughly disseminate ethical and conduct codes, and to develop mechanisms necessary for reforming organizational culture.

(2) Non-Disclosure of Materials Related to This Email Deliberation:

Information related to an ongoing compliance investigation is included in the materials, and there is concern that public disclosure may affect future investigations and responses.

Therefore, a proposal was made via email deliberation to keep the relevant materials confidential. As a result of the deliberation, the proposal was approved (Approval: 13, Abstention: 1).